Table 1: Consequence Definitions

Descriptor	1	2	3	4	5
User Experience	Reduced quality of user experience / clinical outcome, not directly related to delivery of clinical care	Unsatisfactory user experience / clinical outcome, directly related to the delivery of care	Unsatisfactory user experience / clinical outcome. Short term effects – expected recovery < 1 month	Unsatisfactory user experience / clinical outcome. Long term effects – expected recovery > 1 month. Third party involvement of an MP	Unsatisfactory experience / clinical outcomes. Continued ongoing long term effect / death
Objectives / Project (1)	0-10% failure to achieve objective / project	11-30% failure to achieve objective / project	31-50% failure to achieve objective / project	51-75% failure to achieve objective / project	76-100% failure to achieve objective / project
Financial (including damage / loss / fraud)	Negligible organisational / personal financial loss <£10K	Minor organisational / personal financial loss £10-100K	Significant organisational / personal financial loss £100K-1m	Major organisational / personal financial loss £1m-10m	Severe organisational / personal financial loss >£10m
Adverse publicity / reputation	Rumours, no media coverage Little effect on staff morale	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale / public attitudes.	Local media – long-term adverse publicity. Significant effect on staff morale and public perception of the organisation.	National media – adverse publicity < 3 days. Public confidence in the organisation undermined. Use of services affected.	National / international media – adverse publicity > 3 days. MP concern. Questions in Parliament. Court enforcement. Public inquiry / Fatal Accident inquiry.

NB:
(1) When assessing the consequence of failure to achieve objectives the following applies:
Strategic Risk = Strategic Objectives
Directorate Risk = Directorate Objectives
Department Risk = Department Objectives
Regional Risk = Regional Objectives
Programme / Project Risk = Programme / Project Objectives

Table 2: Probability Definitions

Probability rating	Description
1	Less than10% chance of occurrence
2	10-30% chance of occurrence
3	31-50% chance of occurrence
4	51-75% chance of occurrence
5	76-100% chance of occurrence

Table 3: Risk Scoring = probability (P) x consequence (C)

		Probability				
		1	**2**	**3**	**4**	**5**
Consequence	**5**	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

For grading risk, the scores obtained from the risk matrix are assigned grades as follows:

	1-6	LOW RISK
	8-12	MODERATE RISK
	15-25	HIGH RISK