

Shetland UHI / 1						
College does not achieve allocated HE Student Number						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NSS results etc.	Reduction of college income from UHI, regional student number target at risk resulting in possible clawback to SFC from UHI in year or reduction in future years grant	12				LTR sub committee, SMT, Depute Principal (Tertiary)  Interim Review April 23

Shetland UHI / 2						
College does not achieve allocated FE Credit						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NSS results etc.	Reduction of college income from UHI, regional student number target at risk resulting in possible clawback to SFC from UHI in year or reduction in future years grant	16		12		L&T sub committee, SMT, Depute-Principal (Tertiary)

Shetland UHI / 3						
The Institution has a Poor Reputation						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Significant or sustained adverse publicity, governance/ management failure, negative comments on social media, poor academic results, poor performance in league tables, significant withdrawal rates. Student complaints.	Inability to recruit students or attract and retain high calibre staff, inability to attract funding and/or develop strategic partnerships. Poor student experience	12		9		BoM, SMT, Principal, Vice-Principal (Operations), Comms

Shetland UHI / 4						
Disruption to Services/Projects and/or Partnership Working Resulting from Loss of a Key Staff Member.						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Retirement, resignation or death in service of key staff member(s). Inadequate succession planning. Over-reliance on individuals. Associated knock-on impacts resulting from transition arrangements with staff acting up and possible failure of backfill solutions.	Projects delayed due to loss of continuity, corporate knowledge gaps and disruption/loss of established relationships and contacts.	9		6		HR&R, SMT, HR Lead

UHI Shetland / 5						
Non-Compliance with Relevant Statutory Regulations						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<p>Lack of awareness of relevant laws and penalties. Management failures: eg new General Data Protection Regulation from 25th May 2018, Bribery Act, Health and Safety Regulations etc.</p> <p><b>Governance or management failure</b></p>	<p>GDPR will provide new rights for individuals and impose additional obligations on data controllers and processors. GDPR will also introduce an increased penalty framework for non-compliance/data breaches and includes new requirements for authorities to ensure that they maintain evidence to demonstrate compliance with the Law. Reputational damage, inability to attract funding; inability to develop strategic partnerships.</p> <p><b>Damage to individuals/Data Subjects</b></p>	15		10		Health, Safety & Wellbeing Group; GDPR Working Group, SMT, BoM

Shetland UHI / 6						
Governance Failure						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<p>Governing body does not have an appropriate balance of skills and experience. Role of a governor/ director is onerous and it is difficult to attract a broad range of high calibre individuals to serve for non-remunerated roles. Individuals do not understand their roles. College does not adhere to Code of Good Governance.</p>	<p>Recent advertisements for new members have attracted few applications</p> <ul style="list-style-type: none"> <li>Board is unable to discharge its duties properly;</li> <li>Recruitment and retention of governor/director is challenging;</li> <li>Auditors find poor decision-making at Board level;</li> </ul> <p>Auditors challenge the college on its lack of adherence to the Code of Good Governance.</p>	<b>20</b>	<ul style="list-style-type: none"> <li>Board members induction and Board members complete core training</li> <li>Annual Development Reviews completed.</li> <li>Training and upskilling of Board Secretary.</li> <li>Regular meetings between Principal, Secretary, and Chairs</li> <li>Implementation of Code of Good governance.</li> <li>Completing Assignment to Regional Strategic Body.</li> <li>Appointment of Auditors and Undertaking Audits.</li> <li>Review of Audits by Audit Committee.</li> <li>Register of Interests renewed each year.</li> </ul>	<b>9</b>		Search & Nominations; Chair & Secretary

			<ul style="list-style-type: none"><li>• Regular review of:<ul style="list-style-type: none"><li>• Board members skills and industry links by Search and Nominations Committee.</li><li>• Terms of Reference of Committees by Board of Management.</li><li>• Strategic Plan.</li></ul></li></ul>			
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Shetland UHI / 7						
Financial Failure / Operating Loss / Inability to Achieve a Balanced Budget						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Efficiencies savings are not realised. Increased employment costs, whilst not achieving income forecasts.	Increased pay costs (national bargaining), pensions and NI contributions. Efficiency savings are not achieved quickly enough to counteract reductions in income.	16	<ul style="list-style-type: none"> <li><b>Employment Costs</b> – Continued lobbying of SFC/SGOV to mitigate the cost of change through funding support; regular review of funding support.</li> <li><b>Continued Recruitment Freeze;</b></li> <li><b>Pension Fund</b> – continue to monitor valuations and keep up to date on any options that may be available;</li> <li><b>Budget Setting</b> – maximise existing resources and identify efficiencies at the earliest opportunity;</li> </ul>	12	Principal/ SMT/ Heads of Section Ongoing Principal/ SMT/ Heads of Section Ongoing Principal/ SMT/ Heads of Section Ongoing  Principal/ Depute Principal/ Delegated Budget Holders Current Cycle to end	SMG, Finance Lead, SMT, F&GP, Capital Planning Group, Budget holders



			<ul style="list-style-type: none"> <li>• <b>Budget Control</b> – monitor processes for income and expenditure; identify unexpected overs/unders early;</li> <li>• <b>Identify and implement activities for reducing estates’ operational costs</b> – to contribute to savings for the college;</li> <li>• <b>New Funding Streams</b> – seek new funding streams, maximise efficiency of existing activities, seek new activities to grow the business;</li> <li>• <b>Effective use of Development Grant Funding</b> – maximise the effectiveness of grant awards to grow the business;</li> <li>• <b>Develop Restructuring/Recovery Plan</b></li> <li>• <b>VSS Scheme approval by RSB/SFC</b></li> </ul>		<p>September 2023 Finance Lead/ Delegated Budget Holders Ongoing Ops and Estates/ Vice Principal/ Head of Facilities Heads of Section/ SMT/ Finance Lead/ F&amp;GP/ Capital Planning Group Ongoing Heads of Section/ Project Leaders Principal/ SMG/ F&amp;GP Staff Consult– November 2023 Principal/ HR&amp;OD Lead</p>	<p><b>October 2023</b></p>
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			<ul style="list-style-type: none"> <li>• <b>Sharing of Recovery Plans as Requested;</b></li>   <li>• <b>Regular Reporting of:</b> <ul style="list-style-type: none"> <li>• Income and Expenditure</li> <li>• Cash flow forecast</li> <li>• FE and HE student activity</li> </ul> </li>   <li>• <b>Regular Meetings to update and further develop plans;</b></li>   <li>• <b>Close communication with RSB/SFC</b></li> </ul>		<p>Finance Consultant November 2023 Principal/ SMT/ Finance Lead/ Finance Consultant November 2023 Principal/ Vice Principal/ Finance Lead Monthly Principal/ Chair of Board</p>	
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Shetland UHI / 8						
College Estate Not Fit For Purpose						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Lack of investment in capital maintenance/ new capital project expenditure. Rapid growth of student population without investment in new expanded facilities. Infrastructure/ estate is unsuitable or not fit for purpose	Poor performance in NSS, increased number of complaints received, unable to meet new growth targets.	12		6		F&GP, Operations and Estates, Capital Spend Working Group, Principal, Vice-Principal (Operations), Head of Facilities, Business Development Manager, Director of Finance

Shetland UHI / 9						
Academic Quality is Sub-Standard						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<p>Difficulty recruiting and retaining high calibre staff. Conditions and terms of employment are not competitive with limited scope for career progression.</p> <p><b>Failure to engage with awarding bodies' recommendations and actions;</b></p> <p><b>Failure to train staff adequately;</b></p> <p><b>Quality processes not circulated to staff;</b></p> <p><b>Ineffective QIC process;</b></p> <p><b>Not keeping updated with UHI quality discussion and forums;</b></p> <p><b>Failure to respond to feedback on quality system;</b></p> <p><b>Poor record-keeping;</b></p> <p><b>Out of date content and materials.</b></p>	<p>Poor performance in quality monitoring/assurance reviews. Loss of staff to competitor institutions. Poor attainment levels, high level of withdrawal and poor retention. Damage to reputation.</p> <p><b>Loss of approvals;</b></p> <p><b>Inability to offer courses;</b></p> <p><b>Lack of appropriate data;</b></p> <p><b>Other partners not willing to work with us.</b></p>	<b>3</b>		<b>1</b>		LTR sub committee, QIC, Depute Principal (Tertiary)



Shetland UHI / 10						
Poor Student Experience						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<p>Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources.</p> <p>- Students not being listened to; - Lack of funding or funding not processed in a timely manner; - Poor communications</p>	<p>Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams.</p> <p>- Falling student roll: students going elsewhere/ off-island for training; increased withdrawal rates; - Significant or sustained adverse publicity; negative social media image; increase in volume of complaints/impact on</p>	6	<ul style="list-style-type: none"> <li>• <b>Course information</b> <ul style="list-style-type: none"> <li>○ Kept monitored and up to date;</li> <li>○ New course requests scrutinised for quality;</li> <li>○ Students have the opportunity to discuss their choice with members of the section;</li> <li>○ Correct information is available at the point of contact and at events.</li> </ul> </li> <li>• <b>Application to Enrolment</b> <ul style="list-style-type: none"> <li>○ Applications and enrolments regularly monitored by Registry;</li> <li>○ Students are enrolled through the paperless system and progress tracked;</li> <li>○ Students provided with information about how to navigate the enrolment screens and two-factor authentication;</li> </ul> </li> </ul>	16		LTR sub committee, Academic Board, SMT, Depute Principal (Tertiary), Vice-Principal (Operations), Head of Student Experience

	<p><b>student surveys for college comparisons.</b></p>		<ul style="list-style-type: none"> <li>○ Information provided to students prior to enrolment;</li> <li>○ Feedback is passed to the relevant department; Students supported to complete enrolment and induction.</li> <li>● <b>Induction/Welcome</b> <ul style="list-style-type: none"> <li>○ All students are given a meaningful induction, including introduction to available support;</li> <li>○ Online and follow-up induction sessions are made available;</li> <li>○ Quality experience for students in college accommodation;</li> <li>○ Student Support services are supporting students throughout their lifecycle;</li> <li>○ Students are involved with and kept informed about campus and estates matters;</li> <li>○ Student experience is paramount in all UHI Shetland decisions; students are communicated with regularly.</li> </ul> </li> <li>● <b>Study/Exams</b> <ul style="list-style-type: none"> <li>○ PLSPs are developed appropriately for students requiring additional support, and shared with relevant personnel;</li> <li>○ Learning programmes are subject to rigorous quality review before approval;</li> <li>○ Staff are appointed based on skills and experience and must possess a teaching qualification or undertake TQFE;</li> <li>○ Constructive and timely feedback is provided to students to allow them to progress with their studies;</li> </ul> </li> </ul>		<p><b>Sept 2023</b></p>
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			<ul style="list-style-type: none"> <li>○ Student feedback and complaints are acted upon promptly and prioritised; and trends in feedback are monitored;</li> <li>○ Networked training opportunities within UHI are exploited.</li> <li>● <b>Results/Graduation</b> <ul style="list-style-type: none"> <li>○ Students grades are verified and input into the appropriate systems in a timely way;</li> <li>○ Students are informed appropriately about the appeals process;</li> <li>○ Results and certificates are promptly forwarded to students;</li> <li>○ Students are invited to a quality graduation ceremony to celebrate their success; the ceremony is given proportionate media coverage.</li> </ul> </li> <li>● <b>Alumni</b> <ul style="list-style-type: none"> <li>○ Alumni are asked to provided case studies of their experience;</li> <li>○ Former students may be asked to speak at a graduation ceremony;</li> <li>○ Alumni are encouraged to be advocates for UHI Shetland in future.</li> </ul> </li> </ul>			
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Shetland UHI / 11						
Research Outputs are Sub-Standard						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<p>Failure to publish sufficient quality papers and upload to PURE. Loss of key staff. Lack of funding. Inadequate resources allocated to research staff. Terms and conditions of employment are not comparable with competitor organisations. Impact of Brexit on access to European projects.</p> <p><b>Staffing: Loss of key staff, lack of resilience; terms and conditions of employment are not comparable with competitor organisations impacting staff turnover and recruitment.</b></p>	<p>Damage to reputation. Brexit. Poor performance in next REF. Inability to retain staff and research teams. Reduced income.</p>	9	<p>Develop project management systems for all research activities (from concept to delivery), ensuring adequate funding, resourcing and management of research.</p> <ul style="list-style-type: none"> <li>• Development of project management system based on previously used NAFC system is progressing;</li> <li>• Projects flowchart and email templates in development to improve flow of information;</li> <li>• New IT / software support systems are being investigated;</li> <li>• Business Development and research leads are working closer with UHI Research and Contracts team.</li> </ul> <p>Provide a positive work environment and culture for research staff:</p> <ul style="list-style-type: none"> <li>• Support staff to attend research conferences, engage with UHI Research Clusters, external networks, undertake sabbaticals (recorded via PRD process);</li> </ul>	9		LTR, Director of Research, REKT

<p><b>Inadequate resourcing and management of research activity impacting output quality.</b></p>			<ul style="list-style-type: none"> <li>• Monitor staff workload and time allocations to funded research activities to ensure adequate time to produce quality research;</li> <li>• Encourage participation in UHI Mentoring Programme;</li> <li>• Strengthen resilience by skills/ critical process training within teams; continuity planning; benchmarking and job evaluation exercise due to start in 2023. (Link to Risk 04 – Staffing).</li> </ul> <p>Ensure best practice with respect to REF including:</p> <ul style="list-style-type: none"> <li>• Staff encouraged to attend relevant UHI events/ training;</li> <li>• REF outputs discussed during PRD meetings (with relevant staff);</li> <li>• UHI initial REF stocktake/ grading for Units of Assessment (due May 2023)</li> <li>• UHI REF Action Plan (due July 2023);</li> <li>• Awareness raising and compliance re upload to PURE – ongoing.</li> </ul> <p>External factors affecting outcomes of research activities cannot always be controlled, but can be mitigated against by:</p> <ul style="list-style-type: none"> <li>• Maintaining good communication with project partners and funders,</li> <li>• Supporting staff to make project revisions when / where necessary (internal monitoring &amp; external notification)</li> </ul>			
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Shetland UHI / 12						
Institutional, Personal and Sensitive Data is Corrupted, Lost, Stolen or Misused, or Services are Disrupted Through Malicious or Illegal Activities by External Individuals or Bodies						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date and comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university	Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.	12	<ul style="list-style-type: none"> <li>Core Switches at both campuses to be replaced to support firmware updates, reducing one cyber risk.</li> <li>Cyber security Audit commencing September 2023.</li> <li>Timely removal of staff from ICT systems.</li> </ul>	6	Ops and Estates, GM, Head of ICT, Head of Facilities HR Lead	BoM, SMT, GDPR Working Group, Operations Committee, Vice-Principal/Operations

<p>infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in 2015 -Janet CSIRT. Increase in cyber attacks such as ransomware reported in national media.</p>			<ul style="list-style-type: none"> <li>○ MIM implemented with questionable success;</li> <li>○ Data mismatches identified: work ongoing to address this and establish appropriate procedures.</li> <li>● Action audit recommendation to check business critical programmes.</li> <li>● Move to Windows 11;             <ul style="list-style-type: none"> <li>○ An estimated 60% of the current fleet will be unable to support Windows 11 and work will be needed to determine whether the equipment should be replaced or the fleet reduced;</li> <li>○ Windows 10 will not be supported beyond September 2025.</li> </ul> </li> <li>● Move to A5 Microsoft licensing and higher security; timetable driven by UHI ICT.</li> <li>● Business Continuity Plan             <ul style="list-style-type: none"> <li>○ Check business critical ICT programmes and identify appropriate local actions to be followed, if any.</li> </ul> </li> </ul>		<p>October 2023</p>
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Shetland UHI / 13						
Failure to Act Appropriately or Timeously Regarding Progressing Actions Designed to Achieve Obligations to Reduce Emissions and to Achieve Net Zero in the Context of the Climate Emergency and in Relation to all UHI Activities and Operations						
Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
Climate change is widely accepted as inevitable and some major effects are now broadly accepted to be certain and these may influence many of our activities from delivery of teaching, research and examinations to student recruitment, supply chains, insurance premiums and the profitability of investments.	Business continuity and resilience may be impacted by a changing climate that has the potential to create new types of disruption, as well as exacerbating risks that already exist. Hotter summers could occur half the time by 2070. Storms will occur more often and be more intense with periods of exceptional rainfall. Estates in remote and exposed areas and at sea level may be particularly at risk to adverse weather events including storm damage and flooding.		<ul style="list-style-type: none"> <li>Ensure UHI Shetland has clear plans and associated targets in place to reduce carbon emissions.</li> <li>Climate Change Assessment Tool March 2023:                             <ul style="list-style-type: none"> <li>Emissions Reduction Plan (approved by UHI Shetland Board June 2023);</li> <li>Priorities include decarbonising heat at Scalloway campus and eliminating propane use at Lerwick campus by 2030;</li> <li>Assessment of estate (inc. space utilisation) to identify efficiencies;</li> <li>Encourage staff to take action to reduce energy use and, therefore, emissions – e.g. car usage, turning off lights and computers.</li> </ul> </li> <li>Ensure UHI Shetland has clear plans in place to adapt to climate change:                             <ul style="list-style-type: none"> <li>Climate Adaptation planning Autumn 2023;</li> <li>Risk-based approach to ensuring climate resilience and business continuity.</li> </ul> </li> </ul>	<b>September 2023</b>		F&GP SMG / Prof Services Principal, Vice-Principal
						<b>Sept 2023</b>

<p>Following its declaration of a climate emergency in 2019, the Scottish Government has set ambitious legislative targets to reduce carbon emissions to net-zero by 2045. Emissions in 2030 are intended to be at least 75% lower than the 1990 baseline, with 2040 emissions at least 90% lower than baseline.</p> <p>UHI is classified as a relevant public authority for the purposes of this legislation and specific duties and obligations exist that require proactive actions to reduce emissions and to routinely report on progress.</p>	<p>Risk of reputational damage if UHI is perceived to have failed to act appropriately to achieve its obligations (Greenwashing) and negative media coverage may impede future student recruitment, access to capital funding and research opportunities.</p> <p><b>Operational Risks:</b></p> <ul style="list-style-type: none"> <li>- Property damage due to changing and more intense weather conditions</li> <li>- Disruptions to communications, teaching and travel caused by extreme weather events</li> <li>- Shifting infrastructure requirements, for example the need to provide cooling in buildings during the summer months.</li> </ul> <p><b>Transitional Risks:</b></p> <ul style="list-style-type: none"> <li>- Risk to reputation - student and societal pressure for UHI Shetland to demonstrate innovation and sustainability and show leadership in climate action.</li> <li>- Risk to enrolment - student pressure to access training and accreditation in programs that will lead to opportunities that match their values and interests in</li> </ul>		<ul style="list-style-type: none"> <li>• Ensure UHI Shetland has embedded sustainability within all activities and is making a clear contribution to local and national efforts to enhance sustainability:             <ul style="list-style-type: none"> <li>• CDN project to embed sustainability within the curriculum September – December 2023;</li> <li>• Green Skills Funding to expand range of courses offered by UHI Shetland relevant to the transition to net zero;</li> <li>• Promotion and marketing of UHI Shetland as a green skills provider</li> <li>• Alignment with Corporate Responsibility Strategy.</li> </ul> </li> </ul>			
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	<p>climate justice and jobs associated with the net zero transition.</p> <ul style="list-style-type: none"> <li>- Increasing staff and organizational capacity to meet compliance requirements, for example PBCCD emissions tracking and reporting.</li> </ul> <p><b>Financial Risks:</b></p> <ul style="list-style-type: none"> <li>- Increasing financial demands to meet compliance requirements for emissions reductions, for example, decarbonized heating systems and fleet vehicles.</li> <li>- Supply chain pressures that will increase as emission reduction target dates draw closer, i.e. a slow response may be a more costly response</li> <li>- Rising insurance costs</li> </ul>					
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## Shetland UHI / 14

## Local – Business Continuity Plan

Causes	Impacts	Residual Risk (Pre action)	Action Points	Residual Risk (Post action)	Action Owner, Deadline	Owners
<ul style="list-style-type: none"> <li>• Cyber attack</li> <li>• Fire</li> <li>• Flood</li> <li>• Loss of key personnel</li> <li>• Terrorist attack</li> <li>• Pandemic / local outbreak (norovirus)</li> </ul>		10	<ul style="list-style-type: none"> <li>• <b>Identification of all Business Critical Functions</b> <ul style="list-style-type: none"> <li>• ICT Business Critical Functions have already been identified.</li> <li>• Any further critical functions to be identified, and plan to be put in place for that function.</li> </ul> </li> <li>• <b>Ensure BCP is up to date with correct staff, and that each staff member named has a clear detailed account of their responsibilities during a period of BCP</b> <ul style="list-style-type: none"> <li>• Frequent checks of BCP for accuracy</li> <li>• Hard copy to be stored in both sites and at home of GM and AS</li> <li>• Details to be added to BCP Roles for clarity on what each person is</li> </ul> </li> </ul>	4	<p>Ops and Estates, Vice Principal (Ops), ICT Lead, Head of Facilities</p> <p>Ops and Estates, Vice Principal (Ops), ICT Lead, Head of Facilities</p>	Ops and Estates, Vice Principal (Ops), ICT Lead, Head of Facilities





			<p>outcomes should be formally documented, with lessons learned also documented.</p> <ul style="list-style-type: none"><li>• <b>Business Continuity Training</b><ul style="list-style-type: none"><li>• For relevant staff</li><li>• Refresher training implemented thereafter</li></ul></li></ul>		Ops and Estates, Vice-Principal (Ops), Head of Facilities	
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KEY

<b>RISK MAP (for Gross risk &amp; residual risk)</b>		<b>TIMESCALE 3 YEARS</b>				
<b>IMPACT</b>						
<b>5 - Catastrophic</b>	5	10	15	20	25	
<b>4 - Major</b>	4	8	12	16	20	
<b>3 - Significant</b>	3	6	9	12	15	
<b>2 - Minor</b>	2	4	6	8	10	
<b>1 - Insignificant</b>	1	2	3	4	5	
	<b>1 - Very Rare</b>	<b>2 - Unlikely</b>	<b>3 - Possible</b>	<b>4 - Likely</b>	<b>5 - Almost Certain</b>	
<b>LIKELIHOOD</b>						