

630.30128 Snowy 2.0 Main Works Rehabilitation Risk Assessment v2.xlsx Aspects and impacts

Phase / Activity	Description of Risk	Consequence	Potential	Existing Controls	Risk Control	Initial Risk			Proposed New Controls	Residual Risk		
						C	L	Risk Score		C	L	Risk Score
1. General	Insufficient skills and experience of rehab personnel.	Environmental	Poor quality rehabilitation. Requirement to rework rehabilitation. Financial impacts	Experienced team to prepare RMP, Rehab Management Plan Review of plan Prequalification process for suppliers	Satisfactory	3. Moderate	2. Unlikely	6. Medium	Higher contractor specifications Implementation of lessons learnt / continuous improvement process	3. Moderate	2. Unlikely	6. Medium
1. General	Lack of clearly defined responsibilities.	Financial (Snowy)	Poor quality rehabilitation. Requirement to rework rehabilitation. Financial impacts	Clearly defined Snowy team for Rehab planning. Project Execution Plan (PEP) in place.	Satisfactory	3. Moderate	2. Unlikely	6. Medium	Include responsibilities in RMP. Communication of rehabilitation requirements with contractors	3. Moderate	2. Unlikely	6. Medium
1. General	Prioritisation of rehabilitation activities	Financial (Snowy)	Poor quality rehabilitation. Requirement to rework rehabilitation. Financial impacts	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Project Execution Plan (PEP) in place.	Satisfactory	3. Moderate	4. Likely	12. High	Communication and implementation of RMP Communication with internal stakeholders and project team	3. Moderate	2. Unlikely	6. Medium
1. General	Insufficient funding for rehabilitation activities	Financial (Snowy)	Poor quality rehabilitation. Requirement to rework rehabilitation. Financial impacts	Budget preparation Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Preliminary Rehabilitation works proposed as a guide for major rehabilitation works. Dedicated Contract administrator allocated to rehabilitation	Needs Improvement	4. Major	3. Possible	12. High	Use early rehabilitation to inform budget decisions Dedicated contract administrator allocated to rehabilitation Forecast based on HA rate	4. Major	3. Possible	12. High
1. General	Budget creep and inadequate budget management	Financial (Snowy)	Poor quality rehabilitation. Requirement to rework rehabilitation. Financial impacts	Budget preparation Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Early rehabilitation to provide guide for cost of different techniques	Needs Improvement	4. Major	3. Possible	12. High	Use preliminary rehabilitation to inform budget decisions using traditional and alternative techniques	4. Major	3. Possible	12. High
1. General	Poorly defined, or unachievable ecological rehabilitation objectives	Financial (Snowy)	Requirement to rework rehabilitation. Financial impacts. Ongoing maintenance requirements. Inability to hand over rehab.	EIS approved Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Rehab trials . Review of rehabilitation objectives. NPWS engagement through steering committee.	Satisfactory	4. Major	3. Possible	12. High	SMART completion criteria, appropriate ecological function criteria.	4. Major	3. Possible	12. High
2. Land Clearance / resource salvage	Loss of biological resources - eg. Subsoil, vegetation material, seedbank.	Environmental	Insufficient material for rehabilitation. Poor quality rehabilitation. Requirement for rework	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Rehab trials underway. GIS and spatial mapping of required rehab areas, Inventory Biodiversity management plan inc clearing protocols Topsoil strategy in spoil management plan Audit / compliance program	Satisfactory	3. Moderate	4. Likely	12. High	Investigate appropriate alternative / substitute plant growth medium in place of topsoil	3. Moderate	2. Unlikely	6. Medium

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2. Active works	Inadequate seed collection/supply	Financial (Snowy)	Insufficient material for rehabilitation. Poor quality rehabilitation. Requirement for rework Need for tubestock in place of seed	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Rehab trials. GIS and spatial mapping of required rehab areas (understanding seed requirements), Seed collection undertaken last year. RFP out for seed collection underway	Satisfactory	4. Major	4. Likely	16. High	Investigating appropriate province for seeding to get sufficient seed. Determine seed requirements. Literature review of seed collection-> seed success (mining examples) Seed production areas Multiple contracts for collection in place	4. Major	3. Possible	12. High
2. Active works	Inappropriate species selection for seed collection	Financial (Snowy)	Insufficient material for rehabilitation. Poor quality rehabilitation. Requirement for rework Need for tubestock in place of seed	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Rehab trials . GIS and spatial mapping of required rehab areas (understanding seed requirements), Seed collection undertaken last year. RFP out for seed collection underway	Satisfactory	2. Minor	2. Unlikely	4. Low		2. Minor	2. Unlikely	4. Low
2. Active works	Lack of available seed collection areas	Financial (Snowy)	Requirement to go further afield for seed Insufficient material for rehabilitation. Poor quality rehabilitation. Perception of not collecting seed of providence Financial impacts	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Rehab trials . GIS and spatial mapping of required rehab areas (understanding seed requirements), Seed collection undertaken last year. RFP out for seed collection underway	Satisfactory	2. Minor	2. Unlikely	4. Low		2. Minor	2. Unlikely	4. Low
2. Active works	Inadequate seed management, cleaning and storage	Financial (Snowy)	Inadequate viability of seed Insufficient material for rehabilitation. Poor quality rehabilitation.	Seed collection contracts in place, Engagement of professional seed collection contractors Seed quality control programs in RFP Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP.	Satisfactory	2. Minor	2. Unlikely	4. Low	Develop quality control program for independent audit of seed storage	2. Minor	2. Unlikely	4. Low
2. Active works	Inadequate tubestock propagation	Financial (Snowy)	Inadequate viability of seed Insufficient material for rehabilitation. Poor quality rehabilitation.	Already seed in the bank for tubestock Some propagation underway Local nurseries available to grow local species Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP.	Satisfactory	2. Minor	2. Unlikely	4. Low	Develop rehab schedule to allow sufficient time for tubestock propagation	2. Minor	2. Unlikely	4. Low
2. Active works	Clearing in inappropriate seasonal conditions to salvage biological resources	Financial (Snowy)	Insufficient material for rehabilitation. Damage to topsoil resources Insufficient native seed for rehabilitation Poor quality rehabilitation.	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. BMP Spoil management plan Testing of soil parameters to be include in RMP	Needs Improvement	3. Moderate	4. Likely	12. High	Communication of stripping procedures with contractors Compliance with procedures	3. Moderate	3. Possible	9. Medium
2. Active works	Poor topsoil management.	Financial (Snowy)	Insufficient material for rehabilitation. Poor quality rehabilitation. Requirement for rework	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. BMP Spoil management plan Testing of soil parameters to be include in RMP	Needs Improvement	3. Moderate	4. Likely	12. High	Communication of stripping procedures with contractors Compliance with procedures Monitoring of stockpiling through regular surveying	3. Moderate	4. Likely	12. High

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2. Active Works	Adverse geochemical composition of excavated materials	Environmental	Poor quality rehabilitation. Acid drainage No biological activity/microbiology in soils Impacts to local/regional watercourses	Spoil management plan Material characterisation program Growth media quality control and testing Seed quality control programs in RFP Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Seed treatment and inoculation to be included in RMP. Testing regime for spoil Planned rehab trials for seeding directly into spoil	Satisfactory	3. Moderate	3. Possible	9. Medium	Mapping of no go zones in terms of rehab areas	3. Moderate	3. Possible	9. Medium
2. Active Works	Material prone to spontaneous combustion	Environmental	Ignition of mulch stockpiles Bushfire Loss of rehabilitation Injury or death	Bushfire management plan Spoil management plan RMP	Satisfactory	4. Major	1. Rare	4. Medium	Check that stockpiles included in Bushfire Management Plan Consider inclusion of monitoring of stockpile heating in RMP	3. Moderate	1. Rare	3. Low
3. Decommissioning	Hazards associated with retained infrastructure	Financial (Snowy)	Visual impacts Fire impacts to infrastructure	Planned APZs around retained infrastructure Clearly defined APZ requirements Line of sight on roads Typical utility retention drawings and	Satisfactory	3. Moderate	3. Possible	9. Medium	Communication with relevant operations personnel	3. Moderate	3. Possible	9. Medium
4. Decommissioning	Generation of waste from demolition impacting on rehabilitation.	Financial (Snowy)	Less than adequate waste disposal. Contamination. Exposure to hazardous substances. Demolition waste in rehab areas impacting on rehabilitation success	Contracts for demolition of construction infrastructure Removal of concrete footings RMP stating demolition requirements	Satisfactory	3. Moderate	3. Possible	9. Medium	Need to clearly define with contractors demolition expectations with regard to infrastructure and concrete footing. Develop handover standard	2. Minor	2. Unlikely	4. Low
4. Landform Establishment 5. Growth Medium Development 6. Ecosystem Establishment	Use of inappropriate machinery in rehabilitation.	Financial (Snowy)	Poor quality rehabilitation. Damage to existing rehabilitation Rework Financial impacts	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Contracts included requirements. Engagement of suitably qualified contractors. Contractor engagement process	Satisfactory	2. Minor	2. Unlikely	4. Low	To be communicated with contractors	2. Minor	2. Unlikely	4. Low
4. Landform Establishment	Unstable landform due to erosion and/or mass movement issues associated with inappropriate design	Environmental	Failure to meet land capability requirements. Long-term environmental impacts. Rework to landform. Erosion repair	Detailed design being completed Experienced landform designer Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Water management and erosion control in detailed design Microrelief hybrid landform design	Satisfactory	4. Major	2. Unlikely	8. Medium		4. Major	2. Unlikely	8. Medium
4. Landform Establishment	Unstable landform due to erosion and/or mass movement issues associated with quality assurance during landform construction.	Environmental	Failure to meet land capability requirements. Long-term environmental impacts. Rework to landform. Erosion repair	Contracts include quality assurance Quality assurance processes in place Hold points specified	Satisfactory	4. Major	2. Unlikely	8. Medium		4. Major	2. Unlikely	8. Medium
4. Landform Establishment	Final landform instability (including slopes) and erosion.	Environmental	Failure to meet land capability requirements. Long-term environmental impacts. Rework to landform. Erosion repair	Spoil management plan Rehabilitation management plan Surface water management plan inc Erosion and sediment control plan	Satisfactory	4. Major	2. Unlikely	8. Medium		4. Major	2. Unlikely	8. Medium

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4. Landform Establishment	Instability of batters and steep slopes.	Safety	Safety concern to employees and contractors. Failure of rehabilitation.	Decision making protocol for treatments of slopes and batters. Appropriate stabilisation methods identified for slopes. Surface water plan inc ESCP Detailed design Slope stability modelling etc	Satisfactory	3. Moderate	2. Unlikely	6. Medium	Need to determine appropriate accesses to entirety of rehab areas including steep slopes to allow for rehab and stabilisation Communication with contractors creating batters to improve final form to aid in rehab	3. Moderate	2. Unlikely	6. Medium
4. Landform Establishment	Availability of suitable materials for capping of hazardous excavated materials (AMD)	Environmental	Long-term environmental impacts.	EIS approved Spoil Management Plan AMD management plan	Satisfactory	3. Moderate	2. Unlikely	6. Medium		3. Moderate	2. Unlikely	6. Medium
4. Landform Establishment	Final landform unsuitable for final land use	Legal, Regulatory and compliance	Failure to meet land capability requirements. Long-term environmental impacts.	Recreational management plan 'Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Consultation with stakeholders	Satisfactory	2. Minor	2. Unlikely	4. Low		2. Minor	2. Unlikely	4. Low
4. Landform Establishment	Landform aspect not suitable for intended plant species	Environmental	Failure to meet land capability requirements. Long-term environmental impacts.	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Consideration of aspect and slope in rehab strategy. EIS Decision making tool	Satisfactory	2. Minor	3. Possible	6. Medium		2. Minor	3. Possible	6. Medium
4. Landform Establishment	Inappropriate surface water management on rehabilitated landforms ie diversion of surface water runoff away from catchments.	Environmental	Long-term environmental impacts. Erosion Failure of landform Reworks required	Surface water management plan Rehabilitation management plan Spoil management plan Detailed design Micro relief	Satisfactory	3. Moderate	3. Possible	9. Medium		3. Moderate	3. Possible	9. Medium
4. Landform Establishment	Watercourse bank instability and rehabilitation.	Environmental	Long-term environmental impacts. Erosion Failure of landform Reworks required	Surface water management plan Rehabilitation management plan Spoil management plan Detailed design Micro relief	Needs Improvement	3. Moderate	3. Possible	9. Medium	Include riparian / watercourse rehabilitation strategy in individual RMP	3. Moderate	3. Possible	9. Medium
5. Growth Medium Development	Weed infestations in subsoil and topsoil resources	Financial (Snowy)	Loss topsoil resource Failure of rehab Requirement for rework Increased maintenance requirements and costs Financial implications Failure to obtain signoff	Weed Management Plan in BMP Implemented by FG and Snowy Topsoil management plan Weed monitoring and spraying Consultation with NPWS on weed management	Needs Improvement	4. Major	3. Possible	12. High	Approaches to weed management and controls to be discussed during workshops Absence of topsoil on direct seeding areas to be considered as rehab strategy	4. Major	3. Possible	12. High
6. Ecosystem Establishment	Lack of resources for rehabilitation maintenance.	Financial (Snowy)	Poor quality rehabilitation. Requirement for rework Feral animal and weed infestation Increased costs	Experienced team to prepare RMP, Rehab Management Plan to include rehab maintenance program Scheduled workshops for preparation of RMP.	Satisfactory	3. Moderate	3. Possible	9. Medium	Define and budget rehabilitation maintenance requirements	2. Minor	2. Unlikely	4. Low
6. Ecosystem Establishment	Lack of available areas for rehabilitation during appropriate / optimal revegetation seasons	Financial (Snowy)	Poor quality rehabilitation. Rework and reeding/tubestocking	Decision making protocol for treatments of slopes and batters. Appropriate stabilisation methods identified for slopes. Temporary rehab treatments identified for slopes becoming available out of season Rehabilitation management plan Scheduled workshops for preparation of RMP.	Satisfactory	2. Minor	3. Possible	6. Medium	Tidy up contractual arrangements and communications, hand over process	2. Minor	2. Unlikely	4. Low
6. Ecosystem Establishment	Unavailability of water for tubestock planting and/or hydromulching	Financial (Snowy)	Poor quality rehabilitation. Reworks	Significant local water sources available Licences in place for water use Access to water sources	Satisfactory	2. Minor	2. Unlikely	4. Low		2. Minor	2. Unlikely	4. Low
6. Ecosystem Establishment	Damage from fauna (e.g. kangaroos, feral goats, horses, deer etc.)	Financial (Snowy)	Poor quality rehabilitation. Rework and reeding/tubestocking Failure of rehab	Biodiversity Management Plan includes some feral animal controls Monitoring NPWS culling program NPWS baiting	Needs Improvement	4. Major	4. Likely	16. High	Fencing to be considered for rehabilitation areas. Further consideration in workshops Engagement with NPWS	4. Major	4. Likely	16. High

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6. Ecosystem Establishment 7. Ecosystem and Land Use Development	Weather and climatic influences (e.g. drought; intense rainfall events; bushfire etc.).	Financial (Snowy)	Poor quality rehabilitation. Failure of rehab Requirement for rework	Experienced team to prepare RMP, Rehab Management Plan to include rehab maintenance program Scheduled workshops for preparation of RMP. Landform design Micro relief Surface water management plan inc ESCP Bushfire management plan	Satisfactory	3. Moderate	3. Possible	9. Medium	Engagement with NPWS over hazard reduction burns to protect assets and rehabilitation areas	3. Moderate	3. Possible	9. Medium
6. Ecosystem Establishment 7. Ecosystem and Land Use Development	Insects and plant disease.	Financial (Snowy)	Poor quality rehabilitation Requirement for rework	Seed collection contracts in place. Engagement of professional seed collection contractors Species variation in seed mix Seed quality control programs in RFP Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP.	Satisfactory	2. Minor	3. Possible	6. Medium		2. Minor	3. Possible	6. Medium
7. Ecosystem and Land Use Development	Insufficient establishment of target species and limited species diversity.	Environmental	Poor quality rehabilitation Completion criteria not met Requirement for rework	Seed collection contracts in place. Species variation in seed mix Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Supplementary planting to increase diversity to be included in maintenance program	Satisfactory	3. Moderate	3. Possible	9. Medium		3. Moderate	3. Possible	9. Medium
7. Ecosystem and Land Use Development	Limited vegetation structural development and habitat for targeted fauna species.	Environmental	Long-term environmental impacts.	Experienced team to prepare RMP, Rehab Management Plan Scheduled workshops for preparation of RMP. Inclusion of habitat features in RMP. Significant resources (logs) available for use as habitat features	Satisfactory	2. Minor	2. Unlikely	Low		2. Minor	2. Unlikely	4. Low
7. Ecosystem and Land Use Development	Poor water quality and discharges.	Environmental	Long-term environmental impacts. Not operating in accordance with Water Management Plan.	Experienced team to prepare RMP, Rehab Management Plan to include rehab maintenance program Scheduled workshops for preparation of RMP. Landform design Micro relief Surface water management plan inc ESC	Satisfactory	3. Moderate	3. Possible	9. Medium		3. Moderate	3. Possible	9. Medium
7. Ecosystem and Land Use Development	Vandalism and unauthorised access to rehabilitation areas.	Environmental	Impact to rehabilitation. Safety concerns relating to unauthorised site access.	Security in place Controlled access	Satisfactory	2. Minor	3. Possible	6. Medium	Fencing to be considered for rehabilitation areas. Further consideration in workshops Engagement with NPWS Consideration of strategic placement of natural barriers (ie logs and rocks)	2. Minor	3. Possible	6. Medium
7. Ecosystem and Land Use Development	Poor post closure water quality issues (ie acid drainage, high salinity etc)	Financial (Snowy)	Long-term environmental impacts. Seepage from dumps	EIS Water management plan Spoil management plan ARD management plan Experienced team to prepare RMP, Rehab Management Plan to include rehab maintenance program Scheduled workshops for preparation of RMP.	Satisfactory	4. Major	3. Possible	12. High	Clarification required on status of other management plans. Align RMP with spoil management plan	3. Moderate	3. Possible	9. Medium
7. Ecosystem and Land Use Development	Redisturbance of established rehabilitation areas.	Financial (Snowy)	Impact to rehabilitation. Rework to rehabilitation Financial impacts	Security in place Controlled access	Satisfactory	3. Moderate	3. Possible	12. High	Implement no go zones for rehab areas	2. Minor	3. Possible	6. Medium

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8. Relinquishment	Failure to obtain signoff for works from NPWS	Financial (Snowy)	Perpetual maintenance requirements Financial impacts	Engagement with NPWS 'Experienced team to prepare RMP, Rehab Management Plan to include rehab maintenance program Scheduled workshops for preparation of RMP. Inclusion of NPWS in steering committees	Needs Improvement	4. Major	3. Possible	12- High	Regular rehab progress inspections with key members of NPWS and supply of monitoring data	4. Major	3. Possible	12. High
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Consequence Table								
Band	Environmental	Legal, Regulatory and Compliance	Reputation	Financial (Snowy)	Financial (FGJV)	Project Outcome	Safety	JV Project Schedule
1 - Negligible	Promptly reversible/trivial impact on air, water, soil, flora, fauna, habitat or heritage.	Not Applicable	Incident or issue causes local inconvenience. Negative comment about the operations at regional level. Formal complaints made by public.	< \$1M	< \$200 K	The event would have no impact on the achievement of the stated outcomes of the project.	Nil to first aid injury, low level short term inconvenience or symptoms for an employee, contractor or member of the public.	Some delay but not on project critical path
2 - Minor	Short term (1-3 year) impact on population of native flora or fauna. Short term impacts on soil, air, water quality or habitat. Impact mostly confined to work area but potential short term off site impacts. Adverse impact to significant (eg category A and B) heritage items. Visual noise or airborne dust impacts with potential for credible stakeholder/public complaint.	Compliance breach: Breach of legislative provision (Act or Regulation) resulting in a potential sanction involving a monetary penalty Conformance breach: Breach of contractual obligation resulting in potential criticism by SHL.	Incident or issue causes local concern with no potential for escalation. Short term negative regional media attention around a minor localised issues. Minor damage to reputation with regulator.	\$1M - \$10M	\$200K - \$1 M	The event would have a negligible impact on the achievement or achievability of the stated outcomes of the project.	Injury or illness requiring medical treatment of an employee, contractor or member of the public.	1-2 days delay not on project critical path
3 - Moderate	Medium term (3-10 year) impact on population of native flora or fauna. Medium term impacts on soil, air, water quality or habitat. Potential for medium term off-site impacts, Loss of a significant (eg Category A and B) heritage items. Visual noise or airborne dust impacts with potential for regular response.	Compliance breach: Breach of legislative provision (Act or Regulation) resulting in a potential sanction involving a monetary penalty Conformance breach: Breach of contractual obligation resulting in potential criticism by SHL	Incident or issue causes local concern with potential for escalation to state media and/or to generate regular interest. State or Federal regulator conducts formal inquiry into broader industry issues which encompass feasibility study operations. Significant local community impacts	\$10M - \$50M	\$1M - \$5M	The event would mean the achievement or achievability of one or more of the stated project outcomes is temporarily compromised, but recoverable.	Hospitalisation with medical intervention of an employee, contractor or member of the public.	3 days to 1 week delay on project critical path
4 - Major	Long term (>10 years) impact on population of significant (eg threatened) flora or fauna. Long term impacts on soil, air, water quality. Potential for long term offsite impacts, Loss of numerous significant heritage items.	Compliance breach: Breach of legislative provision (Act or Regulation) resulting in a potential sanction involving penalty exceeding \$100,000 or potential suspension to work Conformance breach: Breach of contractual obligation resulting in potential suspension of project involvement	Incident or issue causes negative state wide media attention and regulatory intervention, Government inquiry into projects actions or operations in regard to conduct, pricing, etc. Project operations result in one in one or more Executives or senior managers being terminated.	\$50M - \$300M	\$5M - \$20M	The event would mean the achievement or achievability of one or more of the stated project outcomes are compromised and not recoverable.	Long term or permanent disability, impairment or illness not significantly affecting the quality of life for an employee, contractor or member of the public.	1 week to 1 month delay on project critical path
5 - Severe	Permanent impact on the populations of the significant (eg threatened) flora or fauna. Permanent unconfined impact on previously undisturbed ecosystem.	Project environmental plans and culture and leadership are not effective in controlling risk of breach of environmental permits and approvals	Incident or issue causes prolonged, negative national media coverage, Court, regulator or Government inquiry alleges improper, corrupt or grossly negligent conduct. Other actions result in shareholders dismissing one or more directors.	>\$300M	>\$20M	The event would mean project outcomes are impossible to achieve.	Fatality or permanent significant disability, long term impairment or illness significantly affecting the quality of life for an employee, contractor or member of the public.	more than 1 month delay on project critical path

Likelihood table	
Band	Description
1 - Rare	Historically, the event has occurred very infrequently, based on comparisons with similar projects conducted under similar conditions. Based upon current project circumstances, were the event to occur over the course of the project, the event would be considered exceptional.
2 - Unlikely	Historically, the event has been known to occur infrequently, based on comparisons with similar projects conducted under similar conditions. Based upon current project circumstances, were it to occur over the course of this project, the event would be considered remarkable.
3 - Possible	Historically, the event has been known to occur occasionally, based on comparisons with similar projects conducted under similar conditions. Based upon current project circumstances, the event may occur over the course of this project.
4 - Likely	Historically, the event has been known to occur frequently, based on comparisons with similar projects conducted under similar conditions. Based upon current project circumstances, were it to occur over the course of this project, the event would be considered unremarkable.
5 - Almost Certain	Historically, the event has been known to occur very frequently, based on comparisons with similar projects conducted under similar conditions. Based on current project circumstances, the event is expected to occur over the course of this project.

Consequence	Likelihood				
	1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain
5 - Severe	5 - Medium	10 - High	15 - High	20 - Extreme	25 - Extreme
4 - Major	4 - Medium	8 - Medium	12 - High	16 - High	20 - Extreme
3 - Moderate	3 - Low	6 - Medium	9 - Medium	12 - High	15 - High
2 - Minor	2 - Low	4 - Low	6 - Medium	8 - Medium	10 - Medium
1 - Negligible	1 - Low	2 - Low	3 - Low	4 - Low	5 - Low