



RISK MANAGEMENT POLICY.

The purpose of this policy is to remind and inform all staff and council members or others who process or use any personal information, must comply with the Data Protection Principles which are set out in the Data Protection Act 1998 (the Act).

This policy will be disseminated to all staff and council members and be made available on the parish website

This document will be accessible via the parish council website and is applicable to all staff and council members.

This document will be reviewed in 2020 unless there are significant changes in legislation or practice in which case it will be reviewed earlier.

This document supports the following:-

- Health and Safety at Work Act 1974 Health & Safety at Work Regulations 1992
- Audit Commission, Worth the Risk:
- Improving Risk Management in Local Government, (2001: 5)
- Regulatory Reform (Fire Safety) Order 2005

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2. POLICY STATEMENT

2.1 This Policy is a formal, strategic level document and provides a 'statement of intent' about how the Parish Council will comply with the legislation and directives of its subject matter.

2.2 This is a mandatory document and does not allow for variation of practice. It is relevant to all staff and council members including volunteers and third-party contractors. Non-compliance with this Policy may result in disciplinary action

2.3 It provides a corporate framework and is supported by a number of Parish Council procedures and guidelines. It will be reviewed every 3 years unless there are changes in legislation, directive or agreed variation by full council.

3. INTRODUCTION

3.1 This is a Parish Council strategy describing the Sacriston Parish Councils approach to managing both strategic and operational risks.

3.2 All actions contain inherent risks. Risk management is central to the effective running of any organisation. At its simplest, risk management is good management practice. It should not be seen as an end in itself, but as part of an overall management approach. The Parish Council will ensure that decisions made on behalf of the organisation are taken with consideration to the effective management of risks.

3.3 For the purpose of this strategy risk is defined as 'the likelihood that harm or damage may occur and the consequence/severity of the outcome'. Risk Management is the proactive process by which an organisation identifies risks, assesses their relative importance, determines the appropriate risk control mechanism and most importantly ensures that the agreed action is taken.

3.4 The Parish Council has a legal requirement to give assurance that risks in the organisation are identified and appropriately managed. Failure to manage risks effectively can lead to harm, loss or damage in terms of both personal injury but also in terms of loss or damage to the Parish Councils reputation financial loss; potential for complaints; litigation and adverse or unwanted publicity.

3.5 The Parish Council recognises employing staff, managing premises and finances all involve a degree of risk and is building an integrated approach to the overall management of strategic and operational risk.

3.6 Strategic risks can be considered as:

3.6.1 Those risks that, if realised, could fundamentally affect the way in which the Parish Council exists or operates. These risks will have a detrimental effect on the organisation's achievement of its key business objectives. The risk realisation will lead to material failure, loss or lost opportunity (for example loss of significant sums of money), failing to comply with named Acts and/or experiencing a death or serious injury and/or failing to meet significant strategic targets.

3.7 Operational risks can be considered as:

3.7.1 The main operational risks associated with the day to day workings of the Organisation that would increase the likelihood of the realisation of a strategic risk.

4. OBJECTIVES

4.1 Our aim is to reinforce a culture of creativity and innovation in which risks are identified, understood and proactively managed thus ensuring that risk management is embedded throughout the organisation and becomes an integral part of the Parish Council objectives, plans, practices and management systems in a risk aware environment where individual and organisational learning flourishes.

4.2 The aim of this Risk Management Strategy is to provide a supportive risk management framework that ensures:

4.2.1 Integration of risk management into policy making, planning and decision-making processes within the Parish Council.

4.2.2 Risks which could have prevented strategic objectives being achieved are proactively identified, mitigated or managed to an acceptable level

4.2.3 Appropriate reporting arrangements and individual responsibilities are clearly identified

4.2.4 Compliance with legal and statutory requirements relating to health and safety risks alongside other risks incurred for employees or councillors as part of their work.

5. SCOPE

5.1 The scope of this Policy, and any management arrangements made under it, applies to the following:

5.1.1 All persons employed or engaged by the Parish Council, including part time workers, temporary workers, honorary staff and volunteers.

5.1.2 Contractors and agency staff (both short and long term); and

5.1.3 Councillors.

6. DUTIES

6.1 The Parish Council recognises and accepts its responsibilities for establishing and maintaining, so as far as is reasonably practicable, a safe and healthy working environment. This responsibility arises from:

6.1.1 A moral responsibility to provide the best working conditions and safe systems of work as far as is reasonably practicable. The Parish Councils' Statutory obligation to comply with The Health and Safety at Work Act 1974 and other related legislation.

6.2 Parish Clerk & RFO

6.2.1 The Parish Council has the ultimate responsibility for ensuring that the Council fulfils its legal responsibilities, that the Policy's objectives are achieved and that effective management is in place to secure its implementation and review as appropriate.

6.2.2 To these ends delegated authority is given to the Parish Clerk to ensure the allocation of the resources necessary to maintain sound and efficient health and safety arrangements on an operational basis. The Parish Clerk will:-

6.2.2 Make sure that staff implement the requirements of the Councils Risk Management policy;

6.2.4 Make sure assets are maintained, repaired and operated in a safe manner;

6.2.5 Make sure that all risk assessments are undertaken and safe systems of work established, for all tasks and places of work and that the significant outcomes of the risk assessments are made known to employees and any other parties who may need to be made aware;

6.2.6 Make sure all current and past risk assessments are stored using an appropriate format for recording the relevant risk assessments;

6.2.7 Make sure that risk assessments are reviewed regularly, or immediately after an accident / "near miss" incident or change in work process;

6.2.8 Make sure authorised, qualified and competent people are assigned tasks and that appropriate safe systems of work are in place with consideration to any potentially vulnerable people (e.g. expectant and nursing mothers, young persons and persons with a disability) and any appropriate levels of supervision are provided;

6.2.9 Report and investigate accidents, near misses, ill health and incidents of violence or abuse to full Council;

6.2.10 Make sure that all employees accept their own health and safety responsibilities and that induction and training initiatives are developed which provide safe work practices considering hazardous operations, substances, machinery or equipment;

6.2.11 Make sure appropriate personal protective equipment is made available (free of charge), suitable and worn as identified by the process of risk assessment, and that records are held of this equipment and it is replaced as required;

6.2.12 Take appropriate action and ensure prompt attention on any representation submitted by any employee who has comments or concerns regarding health and safety;

6.2.13 Make sure that existing fire procedures for occupied premises are adhered to in accordance with the landlords (ELDC) Evacuation Policy;

6.2.14 Undertake regular checks to ensure that fire exits, corridors, stairs, landings and walkways in offices are kept clear at all time;

6.2.15 Identify training needs through the risk assessment and performance review processes;

6.2.16 Ensure that the Council's Health and Safety Policy is available to all new and temporary employees and volunteers, and that health and safety awareness is included in the Council's induction training;

6.2.17 Maintain corporate accident and near miss incident sheets;

6.2.18 Review accident and incident data to identify trends and any appropriate remedial as necessary;

7. EMPLOYEES & COUNCILLOR INVOLVEMENT:

7.1 All employees have a duty to take reasonable care of their own health and safety and that of others and to co-operate with their manager on health and safety issues. All employees must ensure that they will:

7.1.1 Carry out all work and tasks in the prescribed manner and follow any training, information and instruction provided;

7.1.2 Use equipment correctly at all times and not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare (for example firefighting equipment, protective guards or devices, personal protective equipment, warning signs, etc.);

7.1.3 Familiarise themselves with the evacuation procedures on the sites that they work from or visit regularly;

7.1.4 Make themselves familiar with the Health and Safety policy, health and safety information any other documents provided for their safety;

7.1.5 Wear or use appropriate personal protective equipment as provided;

7.1.6 Report immediately to the Parish Clerk all accidents, incidents, unsafe acts or damage including any "near misses";

7.1.7 Co-operate in the investigation of accidents with the objective of introducing methods to prevent re-occurrence;

7.2 Report any of the following to the Parish Clerk:

7.2.1 Incidents of any pain or discomfort arising out of the carrying out of their work activity;

7.2.2 any physical injury resulting from the carrying out of their work activity;

7.2.3 Any incident of violence or abuse aimed at the employee;

7.2.4 All cases where work equipment or personal safety equipment becomes defective;

7.2.5 Take part in risk assessments, workplace inspections and audits when necessary;

7.2.6 Observe safe systems and methods of working at all times, avoiding taking short cuts which would entail unnecessary risks;

7.2.7 Ensure that when driving while at work that they are fit to do so and drive in a safe and proper manner;

8. CONTRACTORS

8.1 Contractors will be reminded of all their legal obligations, including the reporting of accidents and “near miss” incidents. All contractors must take reasonable care to make sure that their employees and others are safe in and about their work, and competent to undertake the work required. To fulfil these obligations the contractor must provide:

8.1.1 Competent employees and craftsmen who have received adequate training to enable them to safely perform the job;

8.1.2 Adequate supervision of untrained staff or young workers;

8.1.3 Safe plant, i.e. equipment and appliances in good working order safe systems of work;

8.1.4 Adequate third-party liability insurance as specified by any contract.

8.1.5 Any employee of the Council, who brings in a contractor to carry out works for or on behalf of the Council, is responsible for ensuring that contractor, and any sub-contractors they may appoint, are competent to undertake the necessary works. They must also ensure that suitable systems are in place before the works start to ensure the contractor undertakes work as per their own documented health and safety procedures, and that all works are carried out in a safe manner.

8.2 Agency Staff and Volunteers

8.2.1 Agency staff and volunteers will be reminded of their legal obligations, including the reporting of accidents and “near miss incidents”. All agencies and voluntary agencies (where involved) must ensure the individuals they appoint to work for us are competent to undertake the work required

8.3 Competent Persons

8.3.1 The Parish Clerk will act as the ‘Competent Persons’ in general matters of health and safety in accordance with Regulation 6 of the Management of Health & Safety at Work Regulations 1992. The Competent Person will provide advice to employees and councillors on a wide range of health and safety issues, including the implementation of, and adherence to, this Health and Safety Policy and any arrangements made under it.

9. WHAT IS RISK MANAGEMENT?

9.1 Risk management is essential to good governance.

9.2 ‘Risk is the threat that an event or action will adversely affect an organisation’s ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures processes, standards of conduct and service delivery arrangements.’ Audit Commission, Worth the Risk: Improving Risk Management in Local Government, (2001: 5)

9.3 Sacriston Parish Council is more likely to achieve its objectives if it manages risk properly. It is critical to recognise that risk management applies to every aspect of the Council's work, and is not just about Health & Safety. Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working.

9.4 Not all these risks are insurable and for some the premiums may not be cost-effective. Even where insurance is available, money may not be an adequate recompense. The emphasis should always be on eliminating or reducing risk, before costly steps to transfer risk to another party are considered.

9.5 Risk is not restricted to potential threats but can be connected with opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

9.6 The examples below are high profile but not exhaustive:

9.6.1 Health & Safety Risk - The Council will adhere to the requirements of the Health and Safety at Work Act 1974; the Regulatory Reform (Fire Safety) Order 2005; the Management of Health and Safety at Work Regulations 1999; and other relevant health and safety legislation and codes of practice.

9.6.2 Strategic Risk - long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the Council, loss of public confidence, and in a worst-case scenario Government Intervention.

9.6.3 Compliance Risk - failure to comply with legislation, or laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals, increased Best Value inspection, inability to enforce contracts.

9.6.4 Financial Risk - fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council tax levels/impact on Council reserves.

9.6.5 Operating Risk - failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

10. WHY THE COUNCIL NEEDS A RISK MANAGEMENT POLICY.

10.1 Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided. Risk management will help to ensure that all committees/sections within the Council have an understanding of 'risk' and that the Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

10.2 Strategic risk management is also an integral part of the Best Value process and as such is an important element in demonstrating continuous service improvement. There is an Audit requirement under the Accounts and Audit Regulations 2003 (SI 2003/533) to establish and maintain a systematic strategy, framework and process for managing risk.

11. WHY RISK MANAGEMENT?

11.1 Whilst it is acknowledged that risk cannot be totally eliminated it is accepted that much can be done to reduce the extent of injury, damage and financial loss. Therefore, the Parish Council is committed to identifying, reducing or eliminating the risks to both people and the natural and built environments.

11.2 The Council will carry insurance in such amounts and in respect of such perils as will provide protection against significant losses, where insurance is required by law or contract and in other circumstances where risks are insurable and premiums cost effective.

11.3 The Council will seek to embed effective risk management into its culture, processes and structure to ensure that opportunities are maximised. The Council will seek to encourage staff to identify, assess and manage risks.

12. WHAT IS THE RISK MANAGEMENT PROCESS?

12.1 Implementing the Policy involves identifying, analysing/prioritising, managing and monitoring risks.

12.2 Risk Identification – Identifying and understanding the hazards and risks facing the Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed.

12.3 Risk Analysis – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control it or respond to it.

12.4 Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored Low, Medium, or High. High scoring risks will be subject to detailed consideration and the preparation of a contingency/action plan to appropriately control the risk.

12.4 Risk Control – Risk control is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action may be required to reduce the risk to an acceptable level.

13. OPTIONS FOR CONTROL OF RISKS

13.1 Elimination – the circumstances from which the risk arises are ceased so that the risk no longer exists.

13.2 Reduction – loss control measures are implemented to reduce the impact/ likelihood of the risk occurring.

13.3 Transfer – where the financial impact is passed to others e.g. by revising contractual terms.

13.4 Sharing –sharing the risk with another party or parties.

13.5 Insuring – insuring against some or all of the risk to mitigate financial impact.

13.6 Acceptance – documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk a particular risk.

14. RISK SCORING GRID

The Council's risk scoring grid is as follows. The Council's risk appetite is denoted by the colour coding and is explained under risk classification below:

IMPACT
(as defined by ALARM)

4	11	12	15	16
3	7	10	13	14
2	3	6	8	9
1	1	2	4	5
	1	2	3	4

LIKELIHOOD (as defined by ALARM)

14.1 Risk classification

Sacriston Parish Council has agreed broad classifications reflecting the risks which it faces and the priority that must be placed upon actions. These are as follows:

Acceptable	Risks where any action to further reduce the level of risk would be inefficient, i.e. the cost in time or resource outweighs any potential impact of the risk materialising. Such risks include infrequent events with low impact. These risks are being effectively managed, and are coloured green on the scoring grid, scored as 1 – 3.
Manageable	Risks which can be reduced within a reasonable timescale, in a cost-effective manner. Any mitigating actions must be monitored and recorded. Manageable risks are coloured yellow on the scoring grid, scored as 4 – 7.
Serious	Risks which have a serious impact, and detrimental effect on the achievement of objectives. Action plans should be developed to reduce the level of residual risk, and reviewed periodically. Serious risks are shown as orange on the scoring grid, scored as 8 – 11.
Very Severe	Risks which could have a potentially disastrous effect on the organisation without immediate comprehensive action to reduce the level of risk. Very severe risks are those on the scoring grid coloured red, scored as 12 or more.

14.2 Identified risks are assessed in terms of likelihood and impact.

14.3 The initial assessment is of the gross risk. To establish this, no consideration is given to any controls which may be in place to mitigate the level of risk.

14.4 The current net risk is then assessed taking into consideration the current status of controls and their effectiveness.

14.5 The measures for status and effectiveness are:

Status	Definition
Ongoing	Ongoing Implementation of the control is complete. However, it requires to be done on e.g. a cyclical basis. It is reducing the level of risk.
Complete	Implementation of the control is complete. It has reduced the level of risk
In Progress	Work is in progress to implement the control. It may have begun to reduce the level of risk.
Planned	There is a plan to implement the control. It cannot be viewed as reducing the risk as it may not be actioned or completed.
Not in Place	A possible option for control. It is not yet reducing the level of risk

Effectiveness
High
Medium
Low

14.6 Grading of likelihood

The likelihood of a risk materialising is measured on a scale of 1 to 4, where 1 is low and 4 is high. More detailed definitions of each grading are as follows, and are as stated in the ALARM guidance:

14.7 Quantification of risks - likelihood

ALARM Grading	Definition	Likelihood of circumstances which may lead to a crystallisation of risk	Indicator
1	Very Unlikely	Less than a 10% chance of circumstances arising	Has happened rarely / never
2	Unlikely	10% to 40% chance of circumstances arising	Only likely to happen once every 3 or more years
3	Likely	40% to 75% chance of circumstances arising	Likely to happen at some point in the next 1-3 years. Circumstances occasionally encountered
4	Very Likely	More than a 75% chance of circumstances arising	Regular occurrence. Circumstances frequently encountered.

14.8 The above definitions are intended as a guide, and a degree of flexibility may be appropriate in their application.

14.9 Grading of impact

Grading of the impact is less straightforward, since there are a variety of impact types which a risk may have, for example reputation or financial. To provide guidance, a description has been provided for some of the more common impacts, as set out on the following page. It

should be noted that an impact may occur in only one of these categories, and a grading does not indicate that all impacts will arise. In cases where other impact types arise, the gradings must be interpreted appropriately.

14. 10 Negative / Threat / Downside risk impacts

Alarm Grading	Reputation	Staff	Governance	Financial	Project Delivery	Service Provision	Legislative / Contractual	Health & Safety
1 Minor	Short term adverse local public opinion.	Damage to staff morale, minor increase in staff turnover	Some elements of governance framework ineffective Budget	Budget base exceeded by less than 10%	Delay to project	Short term disruption to minor service	Failure to meet minor terms of contract	Minor injury, short term, sickness less than 3 days.
2 Moderate	Adverse local publicity / local public opinion	Staff dissatisfaction, increase in staff turnover	Some elements of governance framework criticised by external body	Budget base exceeded by 10% - 50%	Significant delay to high profile project, or failure to deliver target	Major element of service not provided for 1-day; minor element not provided for 1 week	Breach of minor contract; failure to meet significant contract terms	Serious injury or extensive minor injury, semi-permanent, sickness more than 3 days.
3. Serious	Persistent adverse local media coverage	Major staff dissatisfaction, short term strike action, staff turnover including key personnel	Criticism of all governance arrangements by external body	Budget base exceeded by 50% - 100%	Failure to deliver high profile target	Major element of service not provided for 1-week, longer term disruption to minor element	Breach of significant contract; element of legislative requirement not achieved.	Extensive serious injury, permanent injury or harm, long term sickness over 4 weeks.
4. Major	Persistent adverse national media coverage	Major staff dissatisfaction, long term strike action, significant key staff turnover	Ineffective governance arrangements	Budget base exceeded by over 100%	Failure to deliver several high-profile targets	Longer term disruption to major service element.	Statutory requirement not achieved	Death of staff / public

14. 11 The risk management process does not finish with putting any risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time.

14. 12 The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgments on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection

15. MONITOR AND REVIEW

All Health and Safety approved documents will be regularly reviewed and monitored. Timescales for review are written into all approved documents to ensure they remain up-to-date.

The Independent Internal Auditor provides an important scrutiny role carrying out audits to provide independent assurance to the Parish Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the Council in identifying both its financial and operational risks and seeks to assist the Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

The Internal Audit Report, and any recommendations contained within it, will help to shape the operation of the Council.

The adoption of a sound risk management approach should achieve many benefits for the Council. It will assist in demonstrating that the Council is committed to continuous service improvement and demonstrating effective corporate governance.

16 EQUALITY & DIVERSITY STATEMENT

The Parish Council will ensure that this document is applied in a fair and reasonable manner that does not discriminate on such grounds as race, gender, disability, sexual orientation, age, religion or belief.

17 RAPID EQUALITY AND DIVERSITY IMPACT ASSESSMENT

In which areas are there concerns that the POLICY could have a different impact (either positive or negative) on different groups?	
Minority ethnic including Gypsy/travellers, refugees and asylum seekers	No Impact
Women and men	No Impact
People in religious / faith groups	No Impact
Disabled people	No Impact
Older people	No Impact
Children and young people	No Impact
Lesbian, gay, bisexual and transgender people	No Impact
Marriage and Civil Partnership status	No Impact
Maternity status	No Impact
People of low income	No Impact
People with learning disabilities	No Impact
People with mental health problems	No Impact
Homeless people	No Impact
People involved in criminal justice system	No Impact
Staff	No Impact
Any other groups	No Impact
Will the POLICY have any impact on the social environment? things that might be affected include:	
Social status	No Impact
Employment (paid or unpaid)	No Impact
Social family support	No Impact
Stress	No Impact
Income	No Impact
Any other areas	No Impact
Will the POLICY have any impact on:	
Discrimination	No Impact
Equality of Opportunity	No Impact
Relations between groups	No Impact
Any other areas	No Impact
Will the POLICY have an impact on the physical environment? for example, will there be impacts on	
Living conditions	No Impact
Working conditions	No Impact
Pollution or climate change	No Impact
Accidental injuries or public safety	Positive
Transmission of infectious disease	No Impact
Any other areas	No Impact
Will the POLICY affect access to and experience of services?	
Health care	No Impact
Transport	No Impact
Social services	No Impact
Housing services	No Impact
Education	No Impact
Any other areas	No Impact

Rapid Impact Assessment: Summary sheet			
Negative impacts: groups affected	No Impact		
Action Plan	Not Required		
Will there be any negative impacts remaining after implementation of action plan?			No
Summarize impact:	No Impact		
What is the likelihood of this occurring? (enter score from table)	0	What is the consequence of this occurring? (enter score from table)	0

Risk likelihood consequence

Score 0 X 0 = 0

For the full EDIA please refer to the Human Resources Department and the Single Equality Scheme document.

See Risk Assessment Policy for definitions	LIKELIHOOD					
CONSEQUENCES	Impossible 0	Rare 1	Unlikely 2	Moderate 3	Likely 4	Certain 5
Negligible - 0	0	0	0	0	0	0
Minor - 1	0	1	2	3	4	5
Moderate - 2	0	2	4	6	8	10
Serious - 3	0	3	6	9	12	15
Major - 4	0	4	8	12	16	20
Critical - 5	0	5	10	15	20	25