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| POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE **PAPER MARKED**  E |
| JOINT AUDIT, RISK &ASSURANCE PANEL |

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| Report of | CHIEF CONSTABLE |
| Subject | RISK REGISTER |
| Date | TUESDAY 08 MARCH 2016 – 12:30pm |
| Author | LAURA SAUNDERS – RISK AND BUSINESS CONTINUITY ADVISOR |

**Purpose of report**

1. This report provides JARAP with information about the corporate risk register, highlighting high priority, newly registered and risks of note.

**Recommendation**

1. The panel is asked to discuss the contents of this report and note the current state of risk arrangements.

**Summary**

1. The force Strategic Organisational Risk Board (SORB) oversees and directs the strategic risks facing the force. This board last met on 19th January 2016 and was chaired by DCC Bannister. At this board the OPCC were represented, JARAP were unrepresented.
2. The OPCC risks are overseen by its Chief Executive and presented to the Senior Management Team within the Office of the Police and Crime Commissioner.

**Risk**

1. The corporate risk register identifies the key strategic risks. In the main these risks represent long-term issues and typically remain on the register for long periods.

1. All risks are scored on an ascending scale of 1 - 4 in terms of impact and likelihood. Multiplication of these two figures leads to a risk priority rating, which is expressed as a ‘RAG’ rating.

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| **Priority Rating** | **‘RAG’ Rating** | **Review** |
| 9 - 16 | High | Monthly |
| 5 - 8 | Medium | 3 Monthly |
| 1 - 4 | Low | 3 Monthly |

**Risk status**

1. *Controlled* – this risk is in the ideal state. Circumstances or time may change this state.

*Controls Tasked* – when additional controls have been identified. These additional controls will have an owner tasked to complete them and a target completion date. Within the Orchid risk register the term ‘Awaiting Control’ is used to describe this status.

*Overdue Control* – when the completion date for additional controls has passed.

*Managed* – when no further controls have been identified at that time to reduce the risk further, however, the risk is not acceptably controlled.

*Awaiting Review* – a managed risk which requires a review. It may also be a new risk prior to first review or a risk transferred to a new ‘Responsible Officer’.

**Strategic risks**

1. On the corporate risk register there are 38 police strategic risks and 8 OPCC strategic risks.

The overall risk rating grid for the corporate risk register is shown below.

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| --- | --- | --- | --- | --- | --- |
| **Corporate Risk**  **Rating Grid** | | **Likelihood** | | | |
| Very High | High | Medium | Low |
| **Impact** | Very High | 0 | 2 | 0 | 0 |
| High | 0 | 1 | 5 | 10 |
| Medium | 2 | 3 | 11 | 8 |
| Low | 0 | 0 | 0 | 4 |

There are 3 high priority risks and 3 risks of note. They are outlined within Appendix A. The full corporate risk register is attached as Appendix B.

There are no new risks.

**Implications**

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| *Financial* | **STR1844 – Failure to transition to the ESN.**  Costs incurred by the infrastructure upgrade and purchase of new equipment. In addition, costs associated to the possible extension of the Airwave contract.  **STR1329 – Transforming services.**  This revolves around providing services with the reduced budget. |
|  |  |
| *Equality impact assessment* | **STR430 – Disability related harassment.**  The police reputation for providing a fair and equitable service may be damaged. |
| *Risks and impact* | As per the tables above. |
| *Link to Police and*  *Crime Plan* | As per report. |

**Appendices**

Appendix A: Strategic Risks

Appendix B: Corporate Risk Register

Appendix C: Risk Matrix

**Persons to contact**

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**Appendix A – Strategic Risks**

1. High priority risks

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| **STR1844** | **Failure to transition to the Emergency Services Network (ESN)** | | |
| Responsible Officer | Tom Reynolds  Communications System Manager | Impact/Likelihood | Very High/High |
| Date Recorded | 15/08/14 | Current Rating | High (12) |
| Category | Information Systems/Technology | Previous Rating | High (12) |
| Information | Leicestershire Police use Airwave for radio voice communications; however, the contract is due to expire in 2017. The government are driving the procurement process as every emergency service will move to mobile communications and connect to the ESN. | | |
| Impact | This risk is concerned with the impact of not transitioning to the ESN within the timescales, however, there are a number of associated risks:- Financial; upgrading our infrastructure to ensure connectivity, possibility of extending our contract with Airwave, purchase of new handsets. Operational; abstractions caused by equipment being fitted to cars and training in the use of new equipment. | | |
| Existing Controls | * Regional Airwave user group * Monitoring of Airwave performance * National project team * Emergency Services Mobile Communications Programme (ESMCP) Project Board * COT oversight * ICCS infrastructure upgrade * Appointment of a project manager locally * Monthly conference calls with national police team * Purchase of repair credits for Airwave radios | | |
| Update | **19/01/16 – Tom Reynolds:-**  Risk reviewed in light of latest national developments. The primary three lots have now been awarded and commencement of mobilisation was 9th December 2015. Therefore the contractual timescale clock has started. This should mean we will be migrating users onto ESN between December 2017 and November 2018. So on our current understanding Airwave services will cease in Leics at the end of 2018, likewise we need to maintain a serviceable fleet of Airwave terminals up to this date.  **Current status: managed** | | |

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| **STR1329** | **Transforming services - fit for 2017** | | |
| Responsible Officer | Andy Elliott  Head of Change | Impact/Likelihood | Very High/High |
| Date Recorded | 23/02/12 | Current Rating | High (12) |
| Category | Operational/Performance | Previous Rating | High (12) |
| Information | There is a budget deficit of £20 million until 2017 against previously anticipated funding. There has already been considerable work around efficiency savings; however, further savings are required. | | |
| Impact | These savings have the potential to have a substantial effect on service delivery for the force. The force will need to transform its services and its culture to deliver in the future. | | |
| Existing Controls | * Governance through the Change Board and Change Team * Force restructure: BCU’s, directorates and services * One year plan (2014/15) * Stakeholder engagement plan * External support – KPMG and objective based budgeting * HMIC inspection * Baker Tilly inspection * JARAP meetings * SAB meetings | | |
| Update | **18/01/16 – Andy Elliott:-**  The risk remains the same at this stage. The impact of the CSR announcement will not be fully established until the precept has been set. After this we will be in a better position to review the implications and review the risk.  **Current status: managed** | | |

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| **STR1679** | **Missed opportunities: failure to accurately record crime** | | |
| Responsible Officer | Caroline Barker  Crime Registrar | Impact/Likelihood | High/High |
| Date Recorded | 12/06/13 | Current Rating | High (9) |
| Category | Operational/Performance | Previous Rating | High (9) |
| Information | The Service Improvement Unit have carried out a number of audits under the heading "Missed Opportunities" which have identified issues with the accuracy of our crime recording, both on initial contact and in relation to classification of crime. In addition, the Home Office have introduced a requirement for police forces to record crime within 24 hours, previously 72 hours. | | |
| Impact | Operational: crimes not being recorded.  Reputational: loss of confidence in published figures and in the police as a whole. | | |
| Existing Controls | * Audit of ‘STORM’ incidents within CMD – staff check to ensure compliance * Audit schedule – conducted by the Service Improvement Unit * Task and finish groups – part of Get it Right First Time * Communication plan – part of Get it Right First Time * Get it Right First Time Gold Group * HMIC inspection * Introduction of the Investigative Management Unit | | |
| Additional Controls | * Get it Right First Time delivery plan | | |
| Update | **22/01/16 – Caroline Barker:-**  Work is ongoing to ensure data recorded on Niche is accurate and this is being managed through the Get it Right First Time meetings and the associated development plan.  **Current status: controls tasked** | | |

1. Risks of note

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| **STR1823** | **Forensic and healthcare services – financial risk to force** | | |
| Responsible Officer | Chris Cockerill  Operation Lead Criminal Justice | Impact/Likelihood | Low/Low |
| Date Recorded | 01/07/14 | Current Rating | Low (1) |
| Category | Finance | Previous Rating | Medium (8) |
| Information | Leicestershire Police healthcare and forensic provision is novating to NHS England and the anticipated timescale for the novation is 1st April 2015. The cost of the current contract is £813k and this is the sum the force was informed would be top-sliced from its budget in 2015/16 onwards. However, the current contract will come to an end prior to the 1st April 2015 and therefore the force has to recruit a new provider with a contract start date before 1st April 2015. It is likely that the cost of this contract will be in excess of £813k. | | |
| Impact | It is uncertain whether or not any additional amount will have to be found from the police budget as a result of the new contract and/or there is a slippage in the timescale for novation. | | |
| Existing Controls | * Negotiation * Procurement process * Strategic governance | | |
| Update | **05/01/16 – Chris Cockerill:-**  We have been notified that the proposal to novate the healthcare and forensic provision to NHS England will no longer be taking place. Therefore, the force will continue to fund the service and contract out to a provider. The associated costs are known and fixed for the next 15 months and therefore the financial risk is substantially reduced.  **Current status: controlled** | | |

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| **STR1916** | **Failure to comply with the ICO recommendations around records management** | | |
| Responsible Officer | Paul Hooseman  Information Manager | Impact/Likelihood | High/Medium |
| Date Recorded | 20/08/15 | Current Rating | Low (4) |
| Category | Operational/Performance | Previous Rating | Medium (6) |
| Information | The Information Commissioner's Office (ICO) conducted a consensual audit of Leicestershire Police in February 2015. The audit focussed on the processing of personal data in 3 key areas; records management, security of personal data, subject access requests. They concluded that there was reasonable assurance (the second highest attainment). However, there were 58 recommendations made, primarily around enhancing existing processes to facilitate compliance with the Data Protection Act. These 58 recommendations relate to two key areas, information asset owners and records management. Actions need to be completed or work in progress within 6 months (by November 2015). | | |
| Impact | If the recommendations are not addressed the ICO may choose to take enforcement action. Further failure to comply is a criminal offence, which may result in a financial penalty. This risk is associated to failing to address the issues identified with records management in a timely and effective manner. | | |
| Existing Controls | * Programme support * Governance | | |
| Additional Controls | * Programme of work | | |
| Update | **08/12/15 – Paul Hooseman:-**  Our position statement on progress against the recommendations was submitted to the ICO who responded that they are happy with current progress and have formally closed down their review process. Local programmes of work to develop records management and information asset owner continue.  **Current status: controls tasked** | | |

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| **STR1915** | **Failure to comply with the ICO recommendations around asset owners** | | |
| Responsible Officer | Paul Hooseman  Information Manager | Impact/Likelihood | High/Medium |
| Date Recorded | 20/08/15 | Current Rating | Low (4) |
| Category | Operational/Performance | Previous Rating | Medium (6) |
| Information | The Information Commissioner's Office (ICO) conducted a consensual audit of Leicestershire Police in February 2015. The audit focussed on the processing of personal data in 3 key areas; records management, security of personal data, subject access requests. They concluded that there was reasonable assurance (the second highest attainment). However, there were 58 recommendations made, primarily around enhancing existing processes to facilitate compliance with the Data Protection Act. These 58 recommendations relate to two key areas, information asset owners and records management. Actions need to be completed or work in progress within 6 months (by November 2015). | | |
| Impact | If the recommendations are not addressed the ICO may choose to take enforcement action. Further failure to comply is a criminal offence, which may result in a financial penalty. This risk is associated to failing to address the issues identified with information asset owners in a timely and effective manner. | | |
| Existing Controls | * Programme support * Governance | | |
| Additional Controls | * Programme of work | | |
| Update | **08/12/15 – Paul Hooseman:-**  Our position statement on progress against the recommendations was submitted to the ICO who responded that they are happy with current progress and have formally closed down their review process. Local programmes of work to develop records management and information asset owner continue.  **Current status: controls tasked** | | |

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| **Appendix B** | | **Corporate Risk Register** | | | | **29th January 2016** | | | |
| **Reference** | **Owner** | **Title** | **Impact** | **Likelihood** | **Status** | **Recorded** | **Last**  **review** | **Priority** | **Previous rating** |
| STR1329 | Andy Elliott  Head of Change | Transforming services - fit for 2017. | Very High | High | Managed | February 2012 | 18/01/16 | 12 | 12 |
| STR1844 | Tom Reynolds  Communications System Manager | Failure to transition to the ESN. | Very High | High | Managed | August 2014 | 19/01/16 | 12 | 12 |
| STR1679 | Caroline Barker  Crime Registrar | Missed opportunities: failure to accurately record crime. | High | High | Controls Tasked | June 2013 | 22/01/16 | 9 | 9 |
| STR473 | Ross Dimmock  Anti-Corruption Unit | Organisational risk of not complying with the ACPO national vetting policy. | Medium | Very High | Controls Tasked | March 2010 | 20/01/16 | 8 | 8 |
| STR1922 | Chris Cockerill  Operations Lead Criminal Justice | Inability to adequately audit Niche. | Medium | Very High | Controls Tasked | October 2015 | 09/11/15 | 8 | 8 |
| STR1917 | Paul Hooseman  Information Manager | Failure to comply with the ‘Building the Picture’ HMIC recommendations. | High | Medium | Controls Tasked | August 2015 | 08/12/15 | 6 | 6 |
| STR1921 | Jonathan Brown  Head of Serious Crime | SARC funding shortfall as a consequence of the novation to NHS England. | Medium | High | Controls Tasked | September 2015 | 04/01/16 | 6 | 6 |
| STR1904 | Neil Castle  Head of Crime and Intel | Safe keeping of property within force safes. | High | Medium | Controls Tasked | June 2015 | 18/01/16 | 6 | 6 |
| STR1910 | Alistair Roe  Head of Contact Management | Lack of resilience and foreseeable attrition in RTI-PNC compromises service. | Medium | High | Managed | August 2015 | 04/01/16 | 6 | 6 |
| STR420 | Peter Coogan  Head of Health and Safety | Management system for energy use. | High | Medium | Controlled | February 2010 | 31/12/15 | 6 | 6 |
| STR1608 | Steph Pandit  Head of Corporate Services | Governance of partnership working arrangements. | High | Medium | Controls Tasked | January 2013 | 19/01/16 | 6 | 6 |
| STR1519 | Paul Hooseman  Information Manager | RMADS management for information security. | High | Medium | Controls Tasked | June 2012 | 08/01/16 | 6 | 6 |
| STR1801 | Alison Naylor  HR Director | Ability to meet mandatory training requirements. | Medium | High | Controlled | June 2014 | 13/01/16 | 6 | 6 |
| STR1915 | Paul Hooseman  Information Manager | Failure to comply with the ICO recommendations - asset owners. | Medium | Medium | Controls Tasked | August 2015 | 08/12/15 | 4 | 6 |
| STR1916 | Paul Hooseman  Information Manager | Failure to comply with the ICO recommendations - records management. | Medium | Medium | Controls Tasked | August 2015 | 08/12/15 | 4 | 6 |
| STR11 | Alison Naylor  HR Director | Potential for industrial action affecting our service. | Medium | Medium | Controlled | October 2007 | 13/01/16 | 4 | 4 |
| OPCC1700 | Matthew Clarke  Partnership Coordinator | Failure to maintain relationships with key partners. | Medium | Medium | Controls Tasked | July 2013 | 29/01/16 | 4 | 4 |
| OPCC1690 | Paul Stock  Chief Executive Officer | Failure to consult and engage sufficiently with the public. | Medium | Medium | Controls Tasked | July 2013 | 29/01/16 | 4 | 4 |
| STR1521 | Simon Hurst  Anti-Corruption Lead | Criminal behaviour/impropriety by staff. | Medium | Medium | Controls Tasked | July 2012 | 06/01/16 | 4 | 4 |
| STR508 | Steph Pandit  Head of Corporate Services | Failure to meet requirements of the Police and Crime Plan. | Medium | Medium | Controlled | April 2010 | 19/01/16 | 4 | 4 |
| STR1875 | Alison Coulton  Senior HR Business Partner | Increased number of subject to vetting contracts issued. | Medium | Medium | Controlled | December 2014 | 15/12/15 | 4 | 4 |
| STR1706 | Alison Naylor  HR Director | Loss/absence/churn of key personnel. | Medium | Medium | Controlled | August 2013 | 13/01/16 | 4 | 4 |
| STR533 | Steph Pandit  Head of Corporate Services | The fair and effective use of stop and search to promote confidence. | Medium | Medium | Controls Tasked | June 2010 | 19/01/16 | 4 | 4 |
| STR1818 | Paul Hooseman  Information Manager | Government Security Classification (GSC) implementation. | Medium | Medium | Controls Tasked | June 2014 | 08/01/16 | 4 | 4 |
| STR1648 | David Sandall  Head of Crime and Intelligence | Failure to manage the licensing and holding of firearms within the force area. | High | Low | Controls Tasked | March 2013 | 29/10/15 | 3 | 3 |
| OPCC1694 | Paul Stock  Chief Executive Officer | Lack of resource and capacity available to OPCC. | High | Low | Controls Tasked | July 2013 | 29/01/16 | 3 | 3 |
| OPCC1698 | Paul Stock  Chief Executive Officer | Failure to provide governance to all East Midlands police collaboration projects. | High | Low | Controls Tasked | July 2013 | 29/01/16 | 3 | 3 |
| STR1764 | Tim Glover  Head of IT | Accreditation for the use of the PSN. | High | Low | Controlled | January 2014 | 29/12/15 | 3 | 3 |
| STR564 | Jonathan Brown  Head of Serious Crime | Management of MFH enquiries. | High | Low | Controlled | August 2010 | 31/12/15 | 3 | 3 |
| STR1571 | Jonathan Brown  Head of Serious Crime | Genie/DASH not being used correctly resulting in incorrect risk assessments. | High | Low | Managed | September 2012 | 31/12/15 | 3 | 3 |
| STR458 | Jonathan Brown  Head of Serious Crime | Failure to protect vulnerable persons. | High | Low | Controlled | March 2010 | 31/12/15 | 3 | 3 |
| STR310 | David Sandall  Head of Crime and Intelligence | Failure to recognise and respond to critical incidents and ‘learn lessons’. | High | Low | Controlled | November 2009 | 15/12/15 | 3 | 3 |
| STR520 | Steph Pandit  Head of Corporate Services | Governance of collaborative arrangements. | High | Low | Controlled | May 2010 | 19/01/16 | 3 | 3 |
| STR253 | Tim Glover  Head of IT | High risk of virus introduction and data loss. | High | Low | Controls Tasked | July 2009 | 29/12/15 | 3 | 3 |
| OPCC1695 | Paul Stock  Chief Executive Officer | Failure to deliver Police and Crime Plan during period of reducing funding. | Medium | Low | Controls Tasked | July 2013 | 29/01/16 | 2 | 2 |
| STR1890 | Mark Newcombe  Strategic Partnerships Lead | Making the best use of the DNT to reduce demand upon other teams. | Medium | Low | Controls Tasked | April 2015 | 12/11/15 | 2 | 4 |
| STR430 | Lynne Woodward  Head of Equalities | Inquiry into disability related harassment. | Medium | Low | Managed | March 2010 | 06/01/16 | 2 | 2 |
| STR380 | Alex Stacey-Midgley  Senior HR Business Partner | Current JES unlikely to meet Equal Opportunities Commission (EOC) criteria. | Medium | Low | Controls Tasked | January 2010 | 09/12/15 | 2 | 2 |
| STR1623 | Andy Lee  Director of Intelligence | Preparing for new communities, travelling and foreign national offending. | Medium | Low | Controlled | February 2013 | 10/11/15 | 2 | 2 |
| STR1861 | Fiona Linton  Information Security Manager | Risk to redacted information. | Medium | Low | Controls Tasked | September 2014 | 19/01/16 | 2 | 2 |
| OPCC1864 | Paul Stock  Chief Executive Officer | Impact of changes in legislation on the PCC. | Medium | Low | Controls Tasked | October 2014 | 29/01/16 | 2 | 2 |
| OPCC1699 | Sue Haslett  Head of Commissioning | Failure to produce and maintain a commissioning framework. | Medium | Low | Managed | July 2013 | 29/01/16 | 2 | 2 |
| OPCC1696 | Helen King  Chief Finance Officer | Poor data quality leads to inefficient decision making and use of resources. | Low | Low | Controlled | July 2013 | 29/01/16 | 1 | 1 |
| STR1475 | Mark Newcombe  Strategic Partnerships Lead | Limited ability to collate ASB incidents onto SENTINEL. | Low | Low | Controls Tasked | May 2012 | 12/11/15 | 1 | 1 |
| STR1823 | Chris Cockerill  Operations Lead Criminal Justice | Forensic and healthcare services – financial risk to force. | Low | Low | Controls Tasked | July 2014 | 04/01/16 | 1 | 8 |
| STR459 | Mark Newcombe  Strategic Partnerships Lead | Failure to respond to ASB. | Low | Low | Controlled | March 2010 | 12/11/15 | 1 | 2 |

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| Risk of note |

Appendix C

**Risk Scoring Matrix**

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| **Impact** | | | | | | | |
|  | **Score** | **Performance/**  **Service Delivery** | **Finance/ Efficiency £** | **Confidence/Reputation** | **Health and Safety** | **Environment** | **Strategic Direction** |
| **Very High**  **Very High** | **4** | Major disruption to service delivery.  Major impact on performance indicators noticeable by stakeholders. | Force  >1,000,000  Business area  >150,000 | Major stakeholder/investigations/longer lasting community concerns.  Major reputational damage; adverse national media coverage > 7 days. | Death or a life changing injury. | Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected). | Major impact on the ability to fulfil strategic objective. |
| **High**  **High** | **3** | Serious disruption to service delivery.  Serious impact on performance indicators noticeable by stakeholders. | Force  251,000-1,000,000  Business area  41,000-150,000 | Serious stakeholder/investigations/  prolonged specific section of community concerns.  Serious reputational damage; adverse national media coverage < 7 days. | An injury requiring over 24 hours hospitalisation and/or more than 3 days off work or a major injury as defined by the RIDDOR regulations. | High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected). | Serious impact on the ability to fulfil strategic objective. |
| **Medium**  **Medium** | **2** | Significant disruption to service delivery.  Noticeable impact on performance indicators. | Force  51,000-250,000  Business area  11,000-40,000 | Significant investigations/specific section of community concerns.  Significant reputational damage; adverse local media coverage. | An injury requiring hospital/professional medical attention and/or between one day and three days off work with full recovery. | Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected). | Significant impact on the ability to fulfil strategic objective. |
| **Low** | **1** | Minor disruption to service delivery.  Minor impact on performance indicators. | Force  <50,000  Business area  <10,000 | Complaints from individuals.  Minor impact on a specific section of the community. | An injury involving no treatment or minor first aid with no time off work. | Low negative environmental impact (limited amount of natural resources used, pollution produced, biodiversity affected). | Minor impact on the ability to fulfil strategic objective. |

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| **Likelihood** | | |  | **Overall Risk Rating:**  **Impact x Likelihood** |
| Score | | |
| **Very High** | **4** | >75% chance of occurrence Almost certain to occur |
| **High** | **3** | 51-75% chance of occurrence More likely to occur than not | **9 - 16 = High** |
| **Medium** | **2** | 25-50% chance of occurrence Fairly likely to occur | **5 - 8 = Medium** |
| **Low** | **1** | <25% chance of occurrence Unlikely to occur |  | **1 - 4 = Low** |

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