CORPORATE RISK REGISTER 2016/17

Aims:- 1) Excellent Operational Preparedness 2) Excellent Operational Response
3) Excellent Prevention & Protection 4) Excellent People

December 2016 to

March 2017

Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
1.	Budget /Financial Risks	1.1	Insufficient staff to maintain current levels of operational planning, training and management of intelligence	1.1.1	1,2,3,4	Increased risk to all MFRS staff safety - increased numbers of injuries.	15	Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming an issue. Business Continuity Plans in place.	12	AM Operational Preparedness
				1.1.2	1,2,3,4	increased risk of property loss	12		10	
				1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	All staff needs are identified through the appraisal process and Gateway process, planned and delivered in a timely way to ensure a competent workforce.	10	Director of POD
				1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	Safe Person Assessments and Learn pro modules continue to be completed by operational crews as part of their work routine. Confirmation of knowledge and understanding is achieved through station audit processes.	10	AM Operational Response/ Preparedness
		1.2	Insufficient staff to maintain current prevention and protection work. Inability to maintain performance (e.g. Care Act)	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	At present within current spending plans there is no risk to staff, we have already seen a restructure within CRM (Prevention) due to the cessation of CRIS, this restructure has seen new ways of working implemented for advocates and FSD	10	AM Community Risk Management

1.	**Budget/Financial Risks**								
							to increase performance, better utilisation of data to improve targeting and campaigns to target risk (economic, housing, thematic and Equality & Diversity).	1.	
		1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	End of year attendance standard at 96% improved upon last year. Confining fire to room of origin at 92.8% performance was better than target	10	AM Operational Response
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	Accidental Dwelling Fire deaths totalled 7 this year down from 16 last year and Injuries in ADF's are at 93 down from118 last year	10	AM Operational Response
		1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	1% increase in pay equates to approximately £1M of extra budget requirement.	25	**June 2017 update – added to provide Members with the latest information** Non-uniform pay award for 17/18 settled at 1%. Significant risk exists over the firefighter award as a **2017/18** 2% offer with a possible further 3% in April 2018 has been made. This also puts at risk the assumption over **future pay settlements** being above the 1% assumed in 2018/19, 2019/20 and 2% thereafter in the current financial plan. For 2017/18 financial year the inflation reserve, £0.5m, can cover short term funding of the 2017/18	20	**Treasurer**

							firefighter pay offer, 2%. However, for future years the 2018/19 budget making process must identify permanent savings to cover any 2017/18 increase above the 1% in the plan (potentially £0.3m to £1.2m depending on if the actual increase is 2% or 5% and whether any additional Government support is forthcoming). The required permanent saving target may increase further if the 2018/19 budget process identifies a need to increase the financial plan pay assumption from 1% to 2% (or higher?) for 2018/19 – 2019/20 {note the current Plan assumes a 2% pay increase for future years). This may require additional savings of £2m by 2019/20 if the 2018/19 & 2019/20 budgets exceed the 1% assumed and the 2017/18 firefighter pay award is 5% with no additional funding coming from the Government. Little scope exists in the non-employee lines budgets to cover this so it may have a significant adverse impact on the operational establishment.			
		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	Performance reports do not indicate that any of the potential impacts are occurring. The Service continues to explore opportunities for collaboration with	10	SMG

							15	Merseyside Police and other partners where this has the potential to improve efficiency and effectiveness.	12	
		1.6	Inability to achieve station mergers as planned	1.6.1	1,2,3,4	Requirement to close fire stations at West Kirby, Whiston and Eccleston outright. No new merged stations.	15	Prescot fire station is now under construction. Revised planning application has been submitted for Saughall Massie, due for determination on 20th July 2017. Land has been identified at St. Helens. Site investigation being undertaken.	12	Regional Project Director
Aims:	1) Excellent Operational Preparedness.	2) Excellent Operational Response.		3) Excellent Prevention & Protection.		4) Excellent People				
2.	Legal & Legislative Risks	2.1	National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	MFRS continues to maintain a positive reputation.	8	SMG
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15	MFRS continues to provide emergency response as required and now coordinates the National Resilience response.	8	SMG
				2.1.3	1,2,3	Increased fires, deaths and injuries	15	Dwelling fires and fatalities have reduced significantly against the previous year's performance.	12	SMG
		2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	None received during this period	12	SMG
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	No Judicial Review or other challenges received via the Localism Act 2011	8	Director of Legal, Procurement & Democratic Services

Corporate Risk Register December 2016 – March 2017

		2.4	Single Equality Act not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation	15	The Service continues to perform well in relation to its Equality, Diversity and Inclusion agenda. It's Equality and Diversity Annual Reports and workforce data and analysis show good practice and positive outcomes and an understanding of where it needs to take action to improve.	8	Director of Strategy & Performance
2.	**Legal & Legislative Risks**	2.6	Police Crime Commissioner	2.6.1	2,3	Potential impact if MFRA does not build on relationship with PCC on Prevention and Protection working and partnerships	15	MFRS will develop a business case for all areas where it is recognised that value for money will be realised, and/or effectiveness and efficiencies are gained, through collaboration with Merseyside Police to improve the safety of the public.	12	AM Community Risk Management
		2.7	Increased Litigation costs	2.7.1	4	Staff shortages resulting in dissatisfaction of staff and customers, causing increases in claims.	15	Claims overall have reduced but this is likely in part to be due to the changes in relation to how claimants can fund litigation.	12	Director of Legal, Procurement & Democratic Services
				2.7.2	4	Increasing insurance and settlement cost provision	12	Insurance premiums have risen due to the impact of the discount rate.	6	Director of Legal, Procurement & Democratic Services
				2.7.3	2,4	Increased incidents/costs/ injuries whilst travelling to incidents under blue lights/speeding	12	There were 26% more RTCs where the vehicle was travelling under blue lights.	6	Director of Legal, Procurement & Democratic Services

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				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	There have been no claims to date from the shared use of premises although there have been a number of accidents so claims may follow.	6	Director of Legal, Procurement & Democratic Services.
2.	Legal & Legislative Risks	2.8	Policing and Crime Bill	2.8.1	2,3	Authority may lose autonomy post mayoral election - Possible merged at national or regional level or with other Blue Light Services.	15	Following the outcome of the City Region mayoral election, local governance structures are still to be determined. On the National level there are a number of business cases being developed for Police and Crime Commissioners to take on the responsibility for Fire & Rescue Services.	12	AM Strategic Change and Resources
				2.8.2	1,2,3,4	Inability to achieve collaboration across Blue Light services in line with Policing and Crime Act	12	The collaboration team continue to engage with internal and external stakeholders to provide support for the Collaboration programme and investigate future opportunities for joint working.	8	AM Strategic Change and Resources
		2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	The Service publishes all the required information.	8	SMG
Aims:		1) Excellent Operational Preparedness.		2) Excellent Operational Response.		3) Excellent Prevention & Protection.		4) Excellent People		
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	Secondary Fire Control is available at Training and Development Academy for relocation. Fall back arrangements with in place	8	Head of Technology, Treasurer, AM Operational

		3.2	Loss of FSHQ, FIRE CONTROL, TADA and fire stations	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	with Surrey Fire and Rescue Service. Retained and recall provisions for specialist officers and teams. Further assistance is available through National Co-ordination and Advisory Framework for England (NCAF) and 13/16 arrangements.	8	**Preparedness**
		3.3	Black Start causes loss of power at strategic sites	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20	Business continuity plans are in place. Elements of training can be relocated depending on areas affected - *AM Ops Preparedness* -	8	**Head of Technology, Treasurer, AM Operational Preparedness**
8		3.4	Protective security- potential risks resulting from non-compliance with FRS Protective Security Strategy.	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to Personnel, information and premises risk.	20	Protective Security remains a priority matter with a coordinating group ensuring that procedures and processes are in place to maintain physical, personnel and information security. Consideration is being given to an audit of current arrangements.	12	**Director of Strategy & Performance**
		3.5	Station Change Programme. Mergers and closures of Merseyside stations in light of cuts.	3.5.1	1,2,3,4	Programme management direction and led by PO's.	20	The Strategic Change and Resources Directorate has developed and is implementing a 5 year Asset Strategy for the estate. Estates carry out condition surveys and life cycle cost analysis across the Estate.	6	**AM Strategic Change and Resources**
6		3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	25	See 6.2 and 6.9. Cyber security is also increased by having the Fire Control Infrastructure on its own firewalled network with limited access in and out. However, ICT at this point in	6	**Head of Technology**

								time would increase the risk level from 6 to 12 in line with other cyber risks (6.2 and 6.9). – *Head of Technology*	

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4.	**Environmental And Political**	**4.1**	Increase in Environmental incidents resulting in the inability to respond	**4.1.1**	**1,4**	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	**15**	2nd fire at EMR Scrap with significant plume and water run off incident dealt with effectively through multi agency working (JESIP Principles) with partners including the Health and Safety Executive, no legislative impacts upon the Service.	**10**	**AM Operational Response**
		4.2	Insufficient water pressure resulting in the inability to fight fires effectively.	**4.2.1**	**1,2**	Potential for major consequences, FF injuries	**25**	High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements. Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software	**4**	**AM Operational Preparedness**
		4.3	Tackling inequalities and changes to society	**4.3.1**	**1,2,3**	Increased economic costs from increases in arson	**15**	Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, Domestic Abuse and Serious	**12**	**AM Community Risk Management**
				4.3.2	**1,2,3**	Increased economic costs from increases in fraud.	**15**		**12**	
				4.3.3	**1,2,3**	Increased road traffic collisions (RTC).	**15**		**12**	

								Organised Crime.		
				4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15	Increased economic costs from increases in fraud – The newly funded communications and media post will raise awareness of community safety priorities, coordinating media messages and campaigns across a digital platform. Increased road traffic collisions (RTC) – There will be a new communications and media post (as above) but part funded by the Merseyside Road Safety Partnership. Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, Domestic Abuse and Serious Organised Crime..	12	
4.	Environmental And Political	4.4	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment	4.4.1	2,3,4	Vulnerable areas may increase and move compromising community safety work.	15	At present CRM strategies focus on vulnerable areas (selective housing and targeted wards), these campaigns are supported by partners to maximise outputs and improve outcomes.	12	AM Community Risk Management
		4.5	Reputation	4.5.1	1,2,3,4	Negative changes to the Community		Community and media engagement through a number of channels		Director of

					perception of MFRS may be detrimental to Prevention, protection and partnership activities.	**15**	continues to inform and educate stakeholders in relation to MFRS activities and deal promptly with questions and challenges.	**12**	**Strategy and Performance**
		4.6	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	**15**	All front line crews are trained and equipped for still water response.

Swift water trained personnel available for deployment, including boats, to support major flooding events. Further resilience available through retained personnel. Further assistance available through NCAF arrangements.

Fire control have increased activity level procedures to respond to appliance availability | **10** | **AM Operational Preparedness & Operational Response** |
		4.7	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	**15**		**10**	**AM Operational Preparedness & Operational Response**
		4.8	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	**15**	Multi agency exercising with Merseyside Police for Operational and Tactical Commanders as part of Police maintenance of competencies for Public Order Officers. Learn pro module for completion by all operational personnel. Community Tension Monitoring procedure Service Instruction 0879 is in consultation.	**10**	**AM Operational Preparedness & Operational Response**
		4.9	Health & Safety audits, failures and investigations	4.9.1	1,2	H&S audits, failures and investigations from HSE resulting in	**15**	MFRS continues to prioritise Health & Safety on the Fire ground particularly post incident lessons	**10**	**AM Operational Preparedness & Operational**

									Response
					sanctions and or fines		learnt through operational assurance and debrief		

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5.	**Loss of Key staff**	**5.1**	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident	**5.1.1**	1,2,3,4	Loss of Key staff, Inability to provide core services	**15**	Business Continuity Plans in place, retained contracts, resilience contracts and recall to duty available. Mutual aid provisions from other fire and rescue services. NCAF arrangements for National Resilience assets.	**10**	**AM Operational Preparedness & Operational Response**
		5.2	Industrial Action resulting in the Inability to provide suitable response	**5.2.1**	1,2,3,4	Inability to attend incidents, provide core services		Resilience contracts in place to maintain appropriate levels of fire cover during periods of industrial action.	**12**	**All AM's, Director of POD**
		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	**5.3.1**	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	**15**	A full Recruitment Strategy has been developed to ensure timely recruitment, ensuring a fully trained, competent staff are in place when required and to ensure organisational continuity.	**12**	**POD**
		5.4	Reduction in size of Corporate Communications/media handling staff down to 2 members of staff.	**5.4.1**	1,2,3,4	Reducing promotion of safety messages and service/brand reputation protection.	**15**	It has been challenging to manage the volume of work given the capacity of this very small team, but a focus on dealing with priority and higher risk communications activities has been effective. This, however, is not sustainable in the longer term and recruitment of new media posts has been made possible through a collaboration with the Merseyside	**12**	**Director of Strategy & Performance**

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							Road Safety Partnership.		
Aims:	**1) Excellent Operational Preparedness.**		**2) Excellent Operational Response.**			**3) Excellent Prevention & Protection.**		**4) Excellent People**	
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	telent manages all supplier performance to the required Service Levels and ensures they are appropriate to support the needs of MFRA, both across the ICT Infrastructure and the Commodity & Fire Control Applications used by the Authority. This ensures the Suppliers deliver continuous service improvement, show best value and are fit for purpose to meet the business needs. – *Head of Technology* MFRS introduced new governance arrangements for the procurement and development of software applications during 2016. This establishes a common framework for dealing with this area of the organisation – *Director of S&P*	6	**Head of Technology** **Director of Strategy & Performance** **FMIS Manager**
6.	**Technology Risks**	6.2	Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).	6.2.1	1,3,4	Data compromised, loss of data, complaints, legal action, fines	15	MF&RS deploys a number of security measures to protect our networks and information. Measures to protect from external attacks include: applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious	12	**Head of Technology** **Director of Strategy & Performance**

code (including viruses, trojans, worms, spyware, ransomware, adware, etc); network segregation solutions; and e-mail filtering solutions. As you will appreciate, the volume of malware traversing the internet as well as those with malicious intent looking for vulnerabilities to exploit, is extensive. ICT staff frequently attend cybersecurity-related conferences to learn of the latest approaches (and threats) to information storage and cybersecurity.

Our policy is to lock every one of our public IP address and only open ports to organisations we know and only if they provide a valid IP address.

In August 2016, as part of the requirement to prepare for connection to the Emergency Services Network (ESN), MFRS undertook an IT Health check engaging 3rd Party Security consultants CNS to undertake the CHECK IT Health check (ITHC).

Firewall rules are continually reviewed and assessed, and a full audit took place as part of the ITHC.

Websense rules are continually

								reviewed and assessed, and a full penetration test took place as part of the ITHC. The findings of the ITHC test are being remedied as part of the preparation for ESN over the course of 2017. Any urgent issues were identified and remedied immediately as appropriate. *– Head of Technology* The Director of S&P works closely with the Head of Technology to ensure that cyber security and related information security matters are considered and action taken to mitigate risks. *Director of S&P*		
12			6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	**15**	The ICT Strategic Framework as proposed in the telent Managed Services Contract negotiations has been implemented. Four meetings are planned in each year. For Year 1 of the contract 2016/2017, the first meeting "Innovation and Technology Forum (1)" took place on 27th July 2016 and further meetings have followed as per below. 06/10/2016: ICT Strategy and Delivery Alignment Review 17/01/2016: Efficiency and Value for Money Review 06/06/2017: Innovation and	**12**	**Head of Technology**

							Technology Forum (2) (Due to availability of key people and resource required on other key actions, this was delayed from original planned date of 23/03/2017) Staff regularly attend conferences which discuss the cutting edge of technology and bring ideas back with them to MFRS. - *Head of Technology*		
		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15	There continues to be a focus on information security and governance with an online training package in development and Information Asset Owners working with the Senior Information Risk Owner to address and mitigate information related risks. A small team is working across the organisation to implement the EU General Data Protection Regulation which will replace other Data Protection legislation in May 2018.	12	**Director of Strategy & Performance**
		6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the Transition	16	We have little control over any programme decisions at this stage. A watching brief is in place and any opportunities to influence the ESMCP project will be taken. Risks include:	9	**Head of Technology**

						The Mobile Network Operators are unable to meet their commitment to deliver 4G to 98% of the population by Mid-2018. The programme is proposing to go live June 2018 with the North West region going first. This is a tight time scale. Risk mitigation is that the Airwave contract has been extended and Motorola has now bought Airwave as a company. The Home Office will work closely with FRS & Airwave to ensure that our current voice communication network remains in place and effective. ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all 3 emergency services. ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project. - *Head of Technology*	

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| | | 6.7 | Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection. | 6.7.1 | 1,2,3,4 | Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005. | 15 | The Protection Team is still using Sophtlogic and a new application will be developed to replace it during 2018/19 | 12 | Director of Strategy & Performance |
| | | 6.8 | Potential for Claims against critical suppliers for poor performance. Possibly terminate the Contract leaving the Authority short of vital resource | 6.8.1 | 1,2,3,4 | This is possible rather than probable. From a financial and reputational perspective, it would not be in supplier's interest to terminate but it would have a major impact. | 6 | Initial significant issues now resolved. Some ongoing issues of a low risk level. Reduce risk score to score 6 and amber. | 4 | Treasurer |
| | | 6.9 | Increase potential for Cyber Attack as we move to the Cloud | | | Loss or reduction in the quality of services provided | 15 | ICT deploys a number of security measures to protect our networks and information See 6.2.

In addition to these, members of ICT have joined the Cybersecurity information Sharing Partnership (CiSP), which is a joint industry and government forum for cybersecurity practitioners to share advice and warnings.

Cybersecurity warnings are also received by ICT from the National | 12 | Head of Technology |

						Local Authority Warning, Advice and Reporting Point (NLAWARP) email service, which allows for quick sharing of cyber alerts with the organisation. As part of the DevOps process it is planned to have ICT Security Experts attend key Development Sprints Monthly information security report is produced by the ICT Dept. The Protective Security Group as a reference will review this report and escalate to the ICT and Information Management Strategy Forum. Regular e-mails advising all staff of the risks on various types of Cyber Attack are communicated by the SIRO. Staff at our ICT Service Provision Partner (telent) are making efforts to become more familiar with the complex workings of Azure, which is the Microsoft version of the Cloud. In August 2016, as part of the requirement to prepare for connection to the Emergency Services Network (ESN), MFRS undertook an IT Health check engaging 3rd Party Security consultants CNS to undertake the CHECK IT Health check (ITHC).	

								Firewall rules are continually reviewed and assessed, and a full audit took place as part of the ITHC. Websense rules are continually reviewed and assessed, and a full penetration test took place as part of the ITHC. The findings of the ITHC test are being remedied as part of the preparation for ESN over the course of 2017. Any urgent issues were identified and remedied immediately as appropriate. – _Head of Technology_		

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7.	**Procurement**	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier.	8	**Director of Legal, Procurement & Democratic Services**
		7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers.	12	**Director of Legal, Procurement & Democratic Services**

MFRA RISK MATRIX

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			