

Strategic Lead	Risk Owner	Original Rating			Status	Risk Description, (Date Raised) and Current Controls	Mitigating Actions, progress and completion date	Estimated Risk Closure Date	Current Rating			Changes to key indicators: Residual Rating (Increased ↑ Unchanged ↔ Ratings ↓) Dates of Last Update and changes to Progress and Rating	Strategic Plan Ref. 2008-2011
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Director of Human Resources	Linda Scott, Director of Human Resources	SR6			Open	Recruitment and retention of Officers by BTP will be disadvantaged by the BTP Pension Scheme (raised 5 June 2007)							
		3	4	12		1) Representations made to DfT via the British Transport Police Authority (BTPA) to bring BTP Pension Scheme into line with those of Home Office Forces. Action 1: Make representation to Department for Transport (DfT). Update to HR&R Committee 1 September 2009. Progress to agree a solution to the transfer of officer in the 30 year scheme is slow. BTPA continues to press Home Office for amended proposals. .	28-Feb-10	4	2	8	↔ Latest Update: 28 Aug 2009 - Doug Hanley. Closure date extended following consultation with Linda Scott, Dir HR. Rating last changed: 15 Aug 2007 - Impact reduced in light of new definitions	CC28 CC25	
Director of Human Resources	Lorraine Jainudeen Head of HR	SR7			Open	Failure to comply with BTP's public responsibility to implement robust pay arrangements that comply with Equality Legislation. (raised 28 June 2007)							
		4	3	12		1) Equal Pay Audit conducted 2) Grading and salary structure reviewed and funding identified in the budget. 3) Recommendations agreed with HR&R Committee. Progress reported to HR Major Projects Board, Programme Board and monthly to COG Action 4: Implement agreed recommendations In progress and project expected to run from June 2008 to January 2009 and is being governed through HR Systems & Projects Board and Programme Board. Project is still considered to have AMBER status. Formal negotiations with TSSA are continuing. Action superseded by new actions 5 and 6 as PSEP rejected by COG and HR&R Committees Discharged Action 5: Develop options for an updated police staff pay and grading package that fulfils requirement of equal pay audit (Martin Onley) In progress: Action 6: Review existing job descriptions (Martin Onley) In progress:	30-Nov-10	2	1	2	↔ Latest Update: 30 June 2009 - Doug Hanley. Closure date extended to tie in with the three year period following the equal pay review as advised by Martin Onley. Rating last changed: 30 June 2009 - Risk rating under review to reflect newly strand of work	CC28 SP5	
Assistant Chief Constable London and Olympics	John Thompson Force Civil Contingencies and Business Continuity Manager	SR11			Open	BTP's inability to provide a comprehensive policing service due to absence arising from a Flu Pandemic (January 2007)							
		4	3	12		A pandemic Flu Gold Group Chaired by ACC London and 2012 Olympic Games Meeting Every second Wednesday until further notice from 12th August 2009 Regular updates on situation are being placed on Force Intranet (Notices Page) and will be complemented by a Media & Marketing fortnightly Pandemic Flu update special newsletter. Horizon Scanning via Force Horizon Scanning Manager for updates from WHO and HPA and other National Information Sources being reviewed on a regular basis. Pandemic Flu plan incorporates predetermined strategies for activation in event of increase in alert state for Pandemic Flu outbreak being confirmed in the UK. Action 1: Monitor and update Pandemic Flu plan for BTP based on Health Protection Agency template for Pandemic Flu planning, supplemented by Cabinet Office guidance through the Pandemic Flu Gold Group (December 2009) Action 2: Review Pandemic Flu plan incorporation of predetermined strategies for activation in event of increase in alert state for Pandemic Flu being confirmed in the UK to be tested. (December 2009) Action 3: monitor and update the new BTP Pandemic Flu plan, to complement the Force Strategic Plan, Produce a new Policy and SOP document to support Pandemic Flu activation processes (December 2009) Action 4: Pandemic Flu plan will be loaded onto external BC plan host site (Site now determined contract completion in progress).	31-Dec-09	4	3	12	↔ Updated: 03/08/2009 Contractors engaged to review and update the Force Pandemic Flu Planning Strategy, Policy and SOP. Methodologies for implementation of planning arrangement in event of further escalation of current threat levels being reviewed and tested.	CD17 CD22 PR4 PR5 PR7 PR13	
Assistant Chief Constable Crime	Cl Glenn McMunn, Force Custody Manager	SR14			Open	Lack of BTP custody capacity to deal with the growing demand across London (raised 19 March 2007) See also SR21							
		4	3	12		1) Area Commander may request Chief Constable to designate alternative Custody Facilities. 2) A programme of inspection and where necessary refurbishment for all London custody suites to be SDH-compliant is in place. Action 1: West Ham and Hammersmith on the L Area are currently being reviewed with the probable outcome of designating both Custody Suites with West Ham being first. Action 2: BTP's Custody Strategy. Options paper presented by ACC Crime to the Chief Officer Group (COG) in January 2008. COG decided to proceed with new build and refurbishment in London and for non SDH-compliant suites to close pending refurbishment. Force Custody Manager has completed "due diligence" inspections in England and the Interim Custody SOP has been published along with Risk Management processes. A detailed business case linked to other Estates projects is under development. Health & Safety Inspections of West Ham and Hammersmith have been completed and recommendations made for them both to be designated are in progress. Interim SOP has been published and an internal consultation is now taking place. The full SOP will be published by the end of October. Action 3: Implementation Phase LN Custody Project has been approved by COG and is in the Stage 2 Process of Tendering. BTP is working with one company as its preferred supplier and it is highly probable that they will be awarded the contract.	30-Apr-10	3	3	9	↔ Latest Update: 28 Aug 2009 DCC Paul Crowther - Custody suite at Ebury Bridge shut to comply with Safer Detention Guidelines. Hammersmith designated by Chief Constable as fallback custody suite with LS Area operating from there. Negotiations with CoLP re opportunities for shared custody provision. LN Area Project is on track to deliver 20 additional cell by April 2010 subject to planning consent for which is due Sep 2009. Rating last changed: 01 December 2008 - No change to original rating. Evidence of sustained performance but need to ensure targets met.	CD19	

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Assistant Chief Constable Crime	Cl Glenn McMunn, Force Custody Manager	SR21			Open	Failure to meet BTP's Duty of Care to detainees held in Custody, resulting in death, injury or critical incident (raised 11 December 2007) See also SR14							CD19
		4	4	16	<p>1) Schedule of Inspections</p> <p>2) PSD issue Near Miss Reporting Form</p> <p>3) Service Level Agreement between ICV and BTPA in place with programme of visits in place</p> <p>4) Interim SOP published on Intranet</p> <p>5) PSD lessons learned guidance shared at FMT meetings and via Intranet</p> <p>6) Establishment of replacement custody facility at Liverpool</p>	<p>Action 5: Write SOP. Research taking place - Interim SOP was published 4 August 2008. Custody SOP is with the Force Custody Directorate for updates prior to publication (end of October 2009)</p> <p>Action 6: Service level agreements with Lay Visitor Scheme. Research commenced with Metropolitan Police Custody directorate and Home Office. BTPA to contact local PAs to arrange visits to BTP Custody Suites. PA visits arranged for Ebury Bridge and CLPS. Programme in place for all Areas except SC Area. (Contacts - Lucy Barwick (BTPA)) BTP actions complete.</p> <p>Action 8: Develop service level agreements with Primary Health Care Trusts. Research commenced with Metropolitan Police Custody directorate and Home Office. CLPS liaising with University College Hospital. This action is currently ongoing.</p> <p>Action 9: Review results of HMI Inspections of Custody facilities of other police forces to highlight areas of concern within BTP. (Charlotte Lattin)</p>	31-Mar-10	3	3	9	↔ <p>Latest Update: 28 August 2009 - DCC Paul Crowther Risk closure dated to reflect risk carrying through into 2009-10 performance year</p> <p>Rating last changed: 1 April 2008 - Probability reduced from High to Medium Rating amended 1/8/08 in light of revised def</p>		
Director of Finance and Corporate Services	Andrew Clarke, Head of Finance	SR25			Open	Failure of a Train Operating Company with an Enhanced Police Service Agreement leads to a shortfall in funding for front line policing resources (raised 21 January 2009)							CD22 CC2
		3	4	12	<p>1) A list of all EPSAs has been compiled. This includes relevant information including the notice periods, who is responsible for bearing exit costs and the number of people who would be affected.</p> <p>2) Programme of STRAG meetings in place</p> <p>3) Horizon Scanning Manager watching for early signs of a TOC in difficulty</p>	<p>Action 1: Continue to liaise with the Horizon Scanning Manager for early indicators of a TOC experiencing financial difficulty (Andrew Clarke)</p> <p>Action 2: Area Commanders to maintain close working with TOCs</p> <p>Action 3: Monitoring arrangements to be put in place via 'STRAG' meetings. Programme of STRAG Meetings is in place</p> <p>Action 4: Finalise loan agreement with DfT to cover any potential shortfall in funding resulting from failure of a TOC</p>	01-Apr-11	3	4	12	↔ <p>Latest Update: 3 August 2009 - Andrew Clarke</p>		
Director of Finance and Corporate Services	Tony Foster, Head of Procurement	SR26			Open	Failure of a key supplier impacts upon BTP's ability to deliver policing (raised 21 January 2009)							CD14
		4	4	16	<p>1) All Areas and FHQ Departments have been requested to provide details of their critical suppliers to Procurement</p> <p>2) Details of key suppliers have been forwarded to the Horizon Scanning manager to maintain a watching brief, this list is reviewed regularly</p> <p>3) Programme of STRAG meetings in place</p> <p>4) Review of financial accounts prior to tender</p> <p>5) Review of London Gazette</p> <p>6) Production of dashboards containing financial and company information for critical suppliers</p>	<p>Action 3: Produce short explanation on the type of financial information relevant to critical suppliers, for inclusion on the Procurement Intranet page. Chano Khosla. Draft document completed.</p> <p>Action 4: CRT to invite Areas and FHQ Departments to consider what risk this poses and whether it warrants inclusion on their Risk Register. Copy of Strategic Risk Assessment shared with Area and Portfolio Risk Representatives. Thus far added to F&CS Risk Register only</p>	01-Apr-11	3	4	12	↓ <p>Risk added to register following CAG meeting on 21 January 2009.</p> <p>Latest update 3 August 2009, Tony Foster. Probability rating reduced from 4 to 3 as watching brief allows BTP to make alternative arrangements when suppliers appear to be experiencing difficulties</p>		

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Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR27			Open	Annual increases in budget provision fail to cover existing revenue requirements, and increase the pressure on BTP to identify cash releasing efficiencies to achieve the objectives of the Strategic Plan (raised 5 May 2009)							
		4	4	16		<p>The budget for 2009-10 has been agreed</p> <p>Mechanism for the review of Policing Plan targets is in place (FMT meetings and COLV visits)</p> <p>FLF2 programme reviewed at Programme Board meetings</p> <p>FLF2 included as part of 4 weekly Finance review meetings</p>	<p>Action 1: Draft a Finance paper for COG setting out the likely budget shortfall for 2010-11 and describing options for possible efficiencies. (Mike Jennings) Complete</p> <p>Action 2: Agree a consistent methodology for the identification of sustainable cash-releasing efficiencies. (COG - Ch Supt Zieminski) Proposed methodologies discussed at Special COG on 8 May. A range of options are being tested with options presented to COG on 15 June. The approach will be taken from a mix of:</p> <ol style="list-style-type: none"> The application of LEAN systems methodology to end-to-end business process reviews Portfolios and FHQ Departments being asked to provide plans for cost reduction through efficiencies Thematic Scrutiny Reviews of areas of highest spend Project Gateway Reviews <p>Action 3: Extend the use of the agreed methodology across all BTP Areas and portfolios. (Ch Supt Zieminski) Proposed methodologies discussed at Special COG on 8 May. A range of options are being tested with options to be presented to COG on 15 June.</p> <p>Action 4: Review the content of the Medium Term Financial Plan with BTPA. (Sharon Burd)</p> <p>Action 5: Implement a robust monitoring regime to ensure identified efficiencies are delivered. (Andrew Clarke) FrontlineFirst 2 Programme to be monitored at Programme Board and form part of 4 weekly Finance reviews. Action Complete</p> <p>Action 6: Manage relationships with the rail industry. (Area Commanders and COG)</p>	31-Mar-12	4	4	16	↔	Update expected following review of medium term financial plan.
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR28			Open	National Police Pay Awards of 2.60% in 2009 and 2.55% in 2010 are not covered by the annual PSA uplift. (raised 5 May 2009)							
		4	4	16		<p>The budget for 2009-10 has been agreed</p> <p>Ongoing liaison between BTP and BTPA</p> <p>FLF2 programme reviewed at Programme Board meetings</p> <p>FLF2 included as part of 4 weekly Finance review meetings</p>	<p>Action 1: Identify cashable efficiencies which can be reallocated to cover the shortfall. (Ch Supt Zieminski) Sustainable cashable efficiencies to be identified through the FrontlineFirst 2 Programme</p> <p>Action 2: Consider whether to recruit new police officers at a lower than replacement level. (tbc)</p> <p>Action 3: Manage the expectation of stakeholders in terms of the service they can expect. (Area Commanders)</p> <p>Action 4: Review whether current targets would be achievable with a reduced number of police officers, and amend accordingly. (Area Commanders)</p> <p>Action 5: Implement robust arrangements for budget management. (Andrew Clarke) FrontlineFirst 2 Programme to be monitored at Programme Board and form part of 4 weekly Finance reviews. Action Complete</p>	01-Sep-10	4	4	16	↔	Update expected following review of medium term financial plan.
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR29			Open	Home Office or Scottish forces imposing costs on BTP for services previously provided free of charge place additional pressure on BTP's finances at a time when BTP is already under pressure to find efficiencies. (raised 5 May 2009)							
		3	4	12		<p>Mutual Aid SOP</p>	<p>Action 1: Maintain close relationships with neighbouring Home Office police forces. (tbc)</p> <p>Action 2: Consider where formal collaborative arrangements would be appropriate. (tbc)</p> <p>Action 3: Consider where formal negotiated arrangements would be appropriate. (tbc)</p>	31-Mar-12	3	4	12	↔	Update expected following review of medium term financial plan.
Deputy Chief Constable	Ch Supt Zieminski, Strategic Development	SR30			Open	Following a general election, the new government places a different emphasis on policing to the current administration which affects the work of BTP (raised 5 May 2009)							
		2	1	2		<p>Senior officers already engage with senior members of all of the main political parties to discuss areas of mutual concern</p>	<p>Action 1: 1. Prepare briefings for new ministers appointed following the election to include, but not limited to:</p> <p>Home Secretary Minister for Policing Minister for Justice Transport Secretary</p>	01-Sep-10	2	1	2	↔	A general election must take place by June 2010
Deputy Chief	Andrew Watson, Chief Information	SR31			Open	Failure to manage the introduction of IMPACT limits BTP's ability to share information with other police forces about any person who may be of interest to a police enquiry (raised 5 May 2009)							
						<p>IMPACT Programme Board meeting with defined terms of reference</p>	<p>Action 1: 1. Deliver IMPACT presentation to all COG Portfolio SMT groups.</p> <p>Andrew Watson has presented to those COG Portfolio SMT groups who required it. Action Complete</p>					↔	

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Constable	Chief Information Officer	4	4	16		<p>IMPACT Projects Board meeting with defined terms of reference</p> <p>Guidance on IMPACT available to all staff on the Intranet</p>	<p><u>Action 2: Recruit an IMPACT Programme Manager</u> (Andrew Watson) Lisa Essery recruited and commence work on 6 July. Action Complete</p>	01-Apr-10	1	4	4	IMPACT risk review meeting being arranged	

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Assistant Chief Constable, Operations	Ch Supt Dave Wildbore	SR32			Open	The demand for policing an increased number of events in the build up to the Olympic Games at the same time as maintaining the expected level of service across the rail network exceeds the capacity of BTP's resources to manage it (raised 5 May 2009)							
		3	3	9		The establishment of an events planning unit	<u>Action 1: Develop operational threat and risk assessments for Public Order and Events Policing requirements</u> (Ch Supt Wildbore 30 Sept 09) <u>Action 2: Devise a force mobilisation plan</u> (Ch Supt Wildbore) <u>Action 3: Update the football policing SOP</u> (Ch Supt Wildbore 30 sept 09) <u>Action 4: Update the intra-BTP Mutual Aid policy</u> (Ch Supt Wildbore 30 Sept 09) <u>Action 5: Deliver enhanced police officer training for key cadre officers</u> (Ch Supt Wildbore 30 Sept 09) <u>Action 6: Explore options for cost recovery including obtaining funding where appropriate to reduce the impact on core policing duties, with the aim for all cost recovery options to be identified by December 2009</u> (Ch Supt Wildbore 31 Dec 2009)	31-Mar-10	3	3	9	↔ Latest update: 3 August 2009 - Natalie Buchin - Actions updated	
Assistant Chief Constable, Operations	Supt Phil Trendall	SR33			Open	Inability to maintain operational delivery and performance levels in other areas in the event of a sustained level of terrorist incidents.							
		4	3	12		1) Specialist Counter-Terrorism Unit 2) Counter Terrorism Strategy in Place 3) Strategy of working with partners within the rail industry to deter and control the terrorist threat 4) Participation in the nationwide police counter-terrorism structure 5) Government led control strategy (CONTEST) 6) Internal Mutual Aid Policy 7) Contingency plans 8) Programme of participation in internal and external exercises 9) Specialist support available via mutual aid agreements	<u>Action 1: Review existing contingency and business continuity plans to ensure fitness for purpose (CI Thompson)</u> <u>Action 2: Test Area and Portfolio ability to function with reduced resources for a sustained period (tbc)</u>	31-Mar-12	4	3	12	↔ Latest update: 3 August 2009 - Natalie Buchin Controls updated to reflect ongoing work	
Assistant Chief Constable, Operations	ACC Pacey, Assistant Chief Constable, Operations	SR34			Open	Policing Pledge commitments reduce the ability of other police forces to respond on BTP incidents, impacting on the performance delivered to stakeholders (raised 5 May 2009)							
		3	3	9		Review of alignment between resources and demand has started with some rosters already altered Full analysis of response requirements undertaken relating to response policing	<u>Action 1: Complete review of alignment and implementing recommendations between resource and demand profiles</u> (ACC Pacey) <u>Action 2: Improve control room processes in Control Rooms to ensure better deployment</u> (ACC Pacey) <u>Action 3: Maintenance of effective relationships with other police forces by Area Commanders including discussion to get early indication of changes to current arrangements</u> (Area Commanders)	31-Mar-12	3	3	9	↔ Latest update: 3 August 2009 - Natalie Buchin - Actions and controls updated	
Assistant Chief Constable, Crime	ACC Crowther, Assistant Chief Constable, Crime	SR36			Open	The effects of the economic recession causes an increase in the level of reported crime on the rail network in the following categories: Acquisitive crime including petty theft Theft of conductive metals Fraud including credit card, rail employee, contract fraud and corruption (raised 5 May 2009)							
		3	4	12		Tasking process which allow priorities to be set against observed trends in crime at number of levels from local to strategic Force Management Team reporting structure which highlights performance and allows Areas to quickly identify changing trends in crime	<u>Action 1: Engage more proactively with the rail industry to prioritise reduction measures</u> <u>Action 2: increase frequency of market analyses to identify trends that will affect crime such as metal theft</u>	31-Mar-12	3	4	12	↔ Latest update 28 August 2009, DCC Paul Crowther. Negotiations continue with Home Office for funding for a national task force and change in legislation	

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Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR37			Open	The decision of the Judicial Review to find against BTPA creates a potential funding deficit (raised 5 May 2009)							
		4	4	16	1) BTPA hold twice weekly minuted meeting on actions 2) Ian Dobbs and specific project manager appointed 4) Special BTPA meeting convened to agree invoicing 5) Judicial Review sub-group formed 6) DfT have agreed to provide BTPA a grant of £4M	<u>Action 1: Finalise loan agreement with DfT to cover potential budget shortfall (Richard Hemmings).</u> The BTPA have convened a special sub-group dedicated to managing the impact of the Judicial Review decision and have appointed a project manager. This sub-group is scheduled to meet on 11 September and report to the main BTPA meeting on 24 September. In addition, the Department for Transport (DfT) have agreed to provide BTPA with an initial grant of £4 million to cover a shortfall resulting from the Judicial Review finding, with further negotiations continuing how any future funding deficit might be covered. In August 2009, two other Train Operating Companies gave notice to commence Judicial Review proceedings against BTPA if it charges those TOCs on the basis of the judgement made in the first Judicial Review.	31-Mar-12	4	4	16	↔ Latest update 28 August 2009, Andrew Clarke. Actions and controls updated to reflect ongoing work		
Deputy Chief Constable	Andrew Watson, Chief Information Officer	SR38			Open	The Configuration of the Wide Area Network (WAN) may not be sufficient to support future force requirements (raised 5 May 2009)							
		2	4	8	Technology performance reviewed at bi-monthly Information Management Board meetings Back ups are completed store to store	<u>Action 1: Recruit a capacity manager to assess future loads</u> <u>Action 2: Replace Wide Area network to mitigate current performance issues</u> <u>Action 3: Implement increased capacity at WAN termination point at FHQ</u> <u>Action 4 Implement DR link to Birmingham office</u> <u>Action 5: Renegotiate the WAN contract</u> <u>Action 6: Review the LAN contract in conjunction with the WAN</u>	31-Mar-10	2	4	8	↔ Risk reworded and additional actions identified by advice of Paul Wheeler, 10 August 2009		
Director of Human Resources	Linda Scott, Director of Human Resources	SR39			Open	The ability for Police Staff in key operational roles to take industrial action may have an adverse affect on BTPA as it may not be possible to provide adequate cover from officers alone if a strike took place' (raised 13 May 2009)							
		4	4	16	Use of management level meetings to raise concerns and allow plans to be prepared in response to threatened action Strategy of media engagement Welfare arrangements in place to support those who continue to work, including those who cross picket lines	<u>Action 1: Review of essential functions currently split between police officers and police staff to identify exposure to threat of strike action</u> (Linda Scott) <u>Action 2: Agree what functions should not be 'civilianised'</u> (Linda Scott) <u>Action 3: Identify and resolve those issues identified by Control Room Staff and First Contact Centre where possible</u> (Supt Pacey) 31/03/10 <u>Action 4: Encourage TSSA to take those issues relating to the Control Rooms and First Contact Centre separately to unrelated issues relating to their desire to be recognised as having negotiating rights for all police staff</u> (HR/Supt Pacey) 31/03/10	31-Mar-10	4	4	16	↔ Risk description amended by Linda Scott, 4 August 2009.		
Director of Human Resources	Peter Ward, Head of Learning and Development	SR40			Open	Failure to resolve the future of the training estate at Tadworth results in an inability to provide statutory training for police officers (raised 13 May 2009)							
		4	4	16	COG decision for BTP to continue to provide in-house training for student officers Project manager in place Project plan for replacement of Tadworth has been produced Progress monitored at COG Progress monitored at HR Major Projects Board Progress monitored at Force Training Board Interim solution for provision of training from Camden Road from November intake of student officers in place, with a proposal for a permanent solution agreed in principle	<u>Action 1: Review structure for the delivery of training</u> (Nina Noddings) <u>Action 2: Present training delivery options paper to COG</u> (Peter Ward 6 July) Complete <u>Action 3: Present a description of how the planned training delivery structure will support the training requirements of Areas and FHQ Departments to FMT in July</u> Complete <u>Action 4: Implement the agreed training delivery structure and report progress to HR Major Projects Board</u> (Sue Brown/Martin Onley 31 December 2009) <u>Action 5: Identify the staffing level required to deliver the new training delivery structure and recruit internally and externally as appropriate to meet this level</u> (Sue Brown/Martin Onley 31 December 2009) <u>Action 6:</u>	31-Mar-10	3	3	9	↓ Risk rating reduced following the development of an agreed interim plan and firm proposal for long term solution..		

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