



**REPORT TO:** Audit and Corporate Governance Committee  
**DATE:** 17 March 2009  
**SUBJECT:** Strategic Risk Management  
**SPONSOR:** Director of Finance and Corporate Services  
**AUTHOR:** Head of Risk Management & Insurance

## 1. PURPOSE OF PAPER

1.1. To present the latest version of British Transport Police's (BTP) Strategic Risk Register (SRR) to the Audit and Corporate Governance (A&CG) Committee. The SRR is attached as Appendix A.

## 2. RISK TABLE

2.1. The following table provides a summary of the ratings of all current strategic risks based on the 4 x 4 matrix and definitions (previous ratings shown in brackets):

	Rating	This Report	Previous Report (December 2008)
Red	16	26	
	12	11, 25	11
	9	14, 21	14, 21
Amber	8	6	6
	6	4, 24	4, 23, 24
	4	22	22
Green	3	1	1, 13
	2	7, 17	7, 12, 17
	1		
<b>Total Open Risks:</b>		<b>12 (of which 4 are ALARP)</b>	<b>13</b>
<b>Closed Risks</b>		<b>3</b>	



### 3. UPDATES

3.1 The following table summarises the changes to strategic risks since the last submission to the A&CG Committee:

Risk Status	Risk Ref.	Risk Description
Closed Risks	SR12	Loss of skills from Area Control Rooms whilst setting up the new Control Rooms in London and Birmingham. <b>This risk has been closed following the successful implementation of the two control centres</b>
	SR13	Failure of BTP to handle increases in communication traffic at the two new Control Centres due to insufficient resources. <b>This risk has been closed following the achievement of 100% staffing levels at both control centres</b>
	SR 23	Failure to achieve 6% efficiency savings over the life of the 2008/11 Strategic Plan. <b>Frontline First advise that, with the achievement of their three year target for identifying efficiency savings within the first year and with further efficiencies identified, this risk should be closed</b>
Risks with unchanged risk ratings	SR4	Inability to accommodate future risks within agreed funding from TOCs over strategic planning period.
	SR 6	Recruitment and retention of senior officers by BTP will be disadvantaged by the BTP Pension Scheme.
	SR 11	BTP's inability to provide a comprehensive policing service due to absence arising from Pandemic Flu
	SR 14	Lack of BTP custody capacity to deal with the growing demand across London
	SR21	Failure to meet BTP's duty of care to detainees held in custody, resulting in death, injury or critical incident
	SR24	Failure to achieve BTP's sickness and absence targets for 2008/09.



Risks Considered ALARP	SR1	Inability to achieve sufficient alignment with the Management of Police Information (MOPI) Code of Practice by 31 December 2010 results in a denial of access to the Police National Database.
	SR 7	Failure to comply with BTP's public responsibility to implement robust pay arrangements that comply with Equality Legislation
	SR17	Failure to meet Government and BTP Policing Plan targets in relation to the disposal of Persistent Young Offender (PYO) cases.
	SR22	BTP loses a key control centre

3.2 Following the agreement of CAG members to list risks that are 'as low as reasonably practicable' (ALARP) separately to the main register, risk owners were invited to confirm whether their risks should be thus considered. Three risks, SR7, SR17 and SR22 have been identified as being ALARP in addition to SR1.

3.3 Following the achievement of the three-year efficiency savings target of £10.1M by Frontline First within the first year and with further efficiency savings identified. The risk 'SR23: Failure to achieve 6% efficiency savings over the life of the 2008/11 Strategic Plan' has been closed. In addition, risks SR12 'Loss of skills from Area Control Rooms whilst setting up the new Control Rooms in London and Birmingham' and SR13 'Failure of BTP to handle increases in communication traffic at the two new Control Centres due to insufficient resources' have been closed following the successful implementation of the new control room structure and the achievement of 100% staffing levels.

#### 4 NEW STRATEGIC RISKS

4.1 A number of new Strategic Risks have been added to the SRR since the last meeting of the A&CG Committee. These predominantly relate to the wider financial issues affecting the United Kingdom economy and are listed below:

Risk Ref.	Risk Description
SR25	Failure of a Train Operating Company with an Enhanced Police Service Agreement leads to a shortfall in funding for front line policing resources



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Risk Ref.	Risk Description
SR26	Failure of a key supplier impacts upon BTP's ability to deliver policing

## 5 RISK MANAGEMENT ACTION PLAN

5.1 Good progress has been made against the action plan which incorporates the recommendations made in the internal audit report (June 2008), the key achievements being:

- The transfer of all Area and Portfolio Risk Registers to the 4x4 risk assessment format
- The development of updated guidance on Risk Management and publication on the Intranet
- Development of training workshops for Risk Representatives with liaison with Learning and Development to ensure that they are in accordance with the BTP corporate style.
- The development of a proposal for improving the process by which risks are escalated and the role of CAG, Risk Committee, FMT and COG in the risk management process. This has been approved in principle by COG and will be discussed in detail at the next meeting of CAG.
- The introduction of a Corporate Risk Register.

## 6 FINANCIAL IMPLICATIONS

6.1 There are no financial implications relating to this paper other than those implicit with the content of the SRR.

## 7 DIVERSITY ISSUES

7.1 There are no diversity issues relating to this paper.

## 8 RISK IMPLICATIONS

8.1 There are no risk implications relating to this paper other than in the SRR.

## 9 RECOMMENDATIONS

9.1 That members of the A&CG Committee note the updates to the SRR and progress made with Risk Management reported in this paper.