

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). A workable solution to the pensions issues has been proposed by the DfT and has been included in the legislative programme for 2009. The current indication from the DfT is that this issue will be resolved in February 2010 subject to the legislative programme	28-Feb-10	4	2	8	↔ Latest Update: 14 May 2009 - Doug Hanley. Closure date extended following consultation with Linda Scott, Dir HR	CC28 CC25	
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		Set up a pandemic Flu Sub Group Chaired by ACC London and 2012 Olympics Games Meeting Every Wednesday until end of June (Initially) Regular updates on situation are being placed on Force Intranet (Notices Page) Horizon Scanning via Force Horizon Scanning Manager for updates from WHO and HPA and other National Information Sources being reviewed on a daily basis. Pandemic Flu plan incorporates predetermined strategies for activation in event of Pandemic Flu outbreak being confirmed in the UK. Action 1: Review Pandemic Flu plan for BTP based on Health Protection Agency template for Pandemic Flu planning, supplemented by Cabinet Office guidance through the Pandemic Flu Sub Group (June 2009) Action 2: Revised Draft Pandemic Flu plan incorporation of predetermined strategies for activation in event of Pandemic Flu outbreak being confirmed in the UK to be tested. (August 2009) Action 3: Produce a new BTP Pandemic Flu Strategic plan, to complement the Force Strategic Plan, Produce a new Policy and SOP document to support Pandemic Flu activation processes (June 2009) Action 4: Pandemic Flu plan will be loaded onto external BC plan host site (Site yet to be determined tender process in progress).	31-Oct-09	4	3	12	↔ Updated: (23/05/2009) Contractors engaged to review and update the Force Pandemic Flu Planning Strategy, Policy and SOP and methodologies for implementation of planning arrangement in event of escalation of current threat levels.	CD17 CD22 PR4 PR5 PR7 PR13	
Assistant Chief Constable Crime	CI 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 completed SOP will be published end of June 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.	01-Nov-09	3	3	9	↔ Latest Update: 1 May 2009 Glenn McMunn Rating last changed: 01 December 2008 - No change to original rating. Evidence of sustained performance but need to ensure targets met. Completion date pushed back due to development of alternative solution	CD19	
Assistant Chief Constable Crime	CI 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							
		4	4	16		1) Schedule of Inspections 2) PSD issue Near Miss Reporting Form 3) Service Level Agreement between ICV and BTPA in place with programme of visits in place 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 June 2009) 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. 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	31-Mar-10	3	3	9	↔ Latest Update: 1 May 2009 - Charlotte Lattin Risk closure dated to reflect risk carrying through into 2009-10 performance year Rating last changed: 1 April 2008 - Probability reduced from High to Medium Rating amended 1/8/08 in light of revised def	CD19	
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)							
		3	4	12		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. BTP is considered to have an adequate exit strategy. 2) Programme of STRAG meetings in place Action 1: Continue to liaise with the Horizon Scanning Manager for early indicators of a TOC experiencing financial difficulty (Andrew Clarke) Action 2: Area Commanders to maintain close working with TOCs Action 3: Monitoring arrangements to be put in place via 'STRAG' meetings Programme of STRAG Meetings is in place	01-Apr-11	3	4	12	↔ Risk added to register following CAG meeting on 21 January 2009.	CD22 CC2	

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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)							
		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 the top 12 key suppliers have been forwarded to the Horizon Scanning manager to maintain a watching brief</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 1: All Areas and FHQ Departments to provide Procurement with list of critical suppliers Complete 31/12/2008</p> <p>Action 2: Maintain watching brief of those suppliers considered most critical to BTP Horizon scanning manager has been given a list of the top 14 suppliers to maintain a watching brief 31/12/2008</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 Kosla. 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 FCS Risk Register only</p> <p>Action 5: Review progress and problems at STRAG meetings Complete 1 Feb 2009 every six weeks</p>	01-Apr-11	4	4	16	↔	Risk added to register following CAG meeting on 21 January 2009.	CD14
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR27			NEW	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 to be presented to COG on 15 June</p> <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.</p> <p>Action 6: Manage relationships with the rail industry (Area Commanders and COG)</p>	31-Mar-12	4	4	16	↑	Risk added to register following COG meeting on 30 March 2009.	
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR28			NEW	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>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)</p>	01-Sep-10	4	4	16	↑	Risk added to register following COG meeting on 30 March 2009.	
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR29			NEW	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	↑	Risk added to register following COG meeting on 30 March 2009.	
		SR30			NEW	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)							

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Deputy Chief Constable	Ch Supt Zieminski, Strategic Development	2	1	2		Senior officers already engage with senior members of all of the main political parties to discuss areas of mutual concern	<u>Action 1: 1. Prepare briefings for new ministers appointed following the election to include, but not limited to:</u> <u>Home Secretary</u> <u>Minister for Policing</u> <u>Minister for Justice</u> <u>Transport Secretary</u>	01-Sep-10	3	1	3	↑ Risk added to register following COG meeting on 30 March 2009.	

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Deputy Chief Constable	Ch Supt Zieminski, Strategic Development	SR31			NEW	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)							
		4	4	16		IMPACT Programme Board meeting with defined terms of reference IMPACT Projects Board meeting with defined terms of reference Guidance on IMPACT available to all staff on the Intranet	Action 1: 1. Deliver IMPACT presentation to all COG Portfolio SMT groups Andrew Watson has presented to those COG Portfolio SMT groups who required it. Action Complete Action 2: Recruit an IMPACT Programme Manager (Andrew Watson) Recruitment process will start in May	01-Apr-10	1	4	4	↑ Risk added to register following COG meeting on 30 March 2009.	
Assistant Chief Constable, Operations	Ch Supt Dave Wildbore	SR32			NEW	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	Action 1: Develop operational threat and risk assessments for Public Order and Events Policing requirements (Ch Supt Wildbore 30 Sept 09) Action 2: Devise a force mobilisation plan (Ch Supt Wildbore 30 June 09) Action 3: Update the football policing SOP (Ch Supt Wildbore 30 sept 09) Action 4: Update the intra-BTP Mutual Aid policy (Ch Supt Wildbore 30 Sept 09) Action 5: Deliver enhanced police officer training for key cadre officers (Ch Supt Wildbore 30 Sept 09) 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 (Ch Supt Wildbore 31 Dec 2009)	31-Mar-10	3	3	9	↑ Risk added to register following COG meeting on 30 March 2009.	
Assistant Chief Constable, Operations	Supt Phil Trendall	SR33			NEW	Inability to maintain operational delivery and performance levels in other areas in the event of a sustained level of terrorist incidents (raised 5 May 2009)							
		4	3	12		Specialist Counter-Terrorism Unit Counter Terrorism Strategy in Place Strategy of working with partners within the rail industry to deter and control the terrorist threat Participation in the nationwide police counter-terrorism structure Government led control strategy (CONTEST) Internal Mutual Aid Policy Contingency plans Programme of participation in internal and external exercises Specialist support available via mutual aid agreements	Action 1: Review existing contingency and business continuity plans to ensure fitness for purpose (Cl Thompson) Action 2: Test Area and Portfolio ability to function with reduced resources for a sustained period (tbc)		4	3	12	↑ Risk added to register following COG meeting on 30 March 2009. Risk already regarded as ALARP due to number of controls in place.	
Assistant Chief Constable, Operations	ACC Pacey, Assistant Chief Constable, Operations	SR34			NEW	Forcing 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	Action 1: Complete review of alignment and implementing recommendations between resource and demand profiles (ACC Pacey) Action 2: Improve control room processes in Control Rooms to ensure better deployment (ACC Pacey) Action 3: Maintenance of effective relationships with other police forces by Area Commanders including discussion to get early indication of changes to current arrangements (Area Commanders)		3	3	9	↑ Risk added to register following COG meeting on 30 March 2009.	

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Assistant Chief Constable, Operations	Supt Bob Pacey, Operations	SR35	NEW		Over reliance on police staff in Control Rooms and First Contact Centre leads to an inability for these units to function in the case of industrial action (raised 5 May 2009)								
		4	4	16	Trained officers who can operate Command and Control in the absence of police staff. The strike on 17/8 April was successfully managed with service delivery maintained throughout. Welfare arrangements in place to support those who continue to work	<u>Action 1: Train alternative staff (police officers) without the right to strike to cover the Control Room in the case of a strike ballot being carried</u> (Supt Pacey) Complete <u>Action 2: Identify and resolve those issues identified by Control Room Staff and First Contact Centre where possible</u> (Supt Pacey) <u>Action 3: 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) <u>Action 4: Consider whether a proportion of control room staff should be police officers to lessen the impact of future strike action</u> (Supt Pacey)	31-Mar-10	4	2	8	↑ Risk added to register following COG meeting on 30 March 2009.		
Assistant Chief Constable, Crime	ACC Crowther, Assistant Chief Constable, Crime	SR36	NEW		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	↑ Risk added to register following COG meeting on 30 March 2009.		
Director of Finance and Corporate Services	Sharon Burd, Director of Finance and Corporate Services	SR37	NEW		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 3) Gold Group formed 4) Special BTPA meeting convened to agree invoicing 5) Judicial Review sub-group formed	<u>Action 1:</u>	31-Mar-12	4	4	16	↑ Risk added to register following COG meeting on 30 March 2009.		
Deputy Chief Constable	Andrew Watson, Chief Information Officer	SR38	NEW		Inability of technology infrastructure to provide adequate support for BTP 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>	31-Mar-10	2	4	8	↑ Risk added to register following COG meeting on 30 March 2009.		
Director of Human Resources	Linda Scott, Director of Human Resources	SR39	NEW		An inappropriate mixture of police staff and police officers in operational roles allows Industrial Action to affect the service provided by BTP (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 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)	31-Mar-10	4	4	16	↑ Risk added to register following COG meeting on 30 March 2009.		
Director of Human Resources	Peter Ward, Head of Learning and Development	SR40	NEW		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		<u>Action 1: Arrange meeting to discuss risk and current options (Peter Ward)</u> Complete: Meeting arranged for 25 March <u>Action 2:</u>	31-Mar-10	4	4	16	↑ Risk added to register following COG meeting on 30 March 2009.		