RISK MATRIX WITH CRITICALITY SCORES (1 - 16) : SCORE = PROBABILITY X IMPACT

PROBABILITY see below					
	Probable and Imminent (4)	4	8	12	16
	Probable (3)	3	6	9	12
	Possible (2)	2	4	6	8
	Remote (1)	1	2	3	4
		Minor (1)	Moderate (2)	Significant (3)	Major (4)

IMPACT

see below

IMPACT - TABLE FOR BTP CONCERNS IF THE RISK WERE TO HAPPEN

	Safety	Reputation	Performance and Service	Financial
Minor	Minor injury	Minor localised specific Area damage caused by adverse local press coverage	Minimal threat to achieving key objectives; Or slight concerns over service level in a specific Area	Cost of 5% of Dept./ Area / Project budget incurred or loss of funds to that amount
Moderate	Serious injury	Major localised specific Area damage caused by adverse local press coverage	Significant threat to achieving key objectives; Or stakeholders express concern at a specific drop in service level within an Area	Cost of 5-10% of Dept./ Area / Project budget incurred or loss of funds to that amount
Significant	Single fatality	Major short-term damage caused by adverse national press coverage	Failure to achieve a key objective; Or stakeholders write/minute their concern over significant drop in service level in several Areas or Portfolios	Cost of 10-25% of Dept./ Area / Project budget incurred or loss of funds to that amount

Major	Multiple fatalities	Major damage to reputation caused by sustained adverse national press coverage. Possible resignations	Failure to achieve several key objectives; Or formal written notification of grave concern by stakeholders to the Chief Constable	Cost of £5m or more incurred or loss of funds to that amount

PROBABILITY - TABLE FOR THE LIKELIHOOD OF A RISK HAPPENING IN A 36 MONTH PERIOD

Remote	Possible	Probable	Probable and Immminent
Unlikely to happen within 3 years under normal circumstances, or requires a specific and unlikely chain of events to occur to happen	Could happen within 3 years under normal circumstances, or will happen within this timeframe unless specific action is taken to counter it	Is likely to happen within 3 years under normal circumstances, or will happen within a year unless specific action is taken to counter it	Is likely to happen within a year under normal circumstances or will happen within the next six months unless specific action is taken to prevent it

Unit/ Area	Risk Owner	Original Rating: Probability	Original Rating: Impact	Original Rating: Overall	Status	Risk Description, (Date Raised) and Current Controls	Mitigating Actions and Progress	Estimated/ Closure Date of Action	Action Owner	Estimated Risk Closure Date	Current Rating: Probability	Current Rating: Impact	Current Rating: Overall	Changes to key indicators: - Residual Rating (Increased ⇧ Unchanged ⇔ Ratings ⇩) - Dates of Last Update and changes to Progress and Rating - Est. cost/income
		SR41			**Open**	**The lack of disaster recovery site impacts upon BTP's ability to deliver a policing service in the event of the loss of the server room at BTP FHQ (added 16 February 2010)**								
Director of Corporate Resources	Paul Day, Head of Information Services & Business Support	2	4	8		1) Access to the Server room is managed so that only people with a need to have access can gain access, this is monitored 24-7 and reduces the risk of direct attack. 2) The server room is protected from the risk of fire by active smoke detection units which sample the air for early indicators of smoke. In addition the room is protected by fire doors and a separate air-conditioning system in the case of fire affecting FHQ. 3) The server room is protected from power failure by a back up generator that will provide an uninterrupted power supply. 4) Arrangements are in place for 24-7 support for the air conditioning units lessening the risk of thermal cut-outs. 5) A budget for the provision of a Disaster Recovery solution in the event of loss of the server room has been agreed.	**Action 1: Provide space at Birmingham for the DR Servers** Work completed to time and budget. **Action 2: Install servers at DR Location following fit-out by Estates** In progress, Unix and Windows servers are being built at FHQ, testing of the servers will extend until 21 May 2012 when they are transferred to Birmingham. Following transfer, further testing will be carried out. **Action 3: Load critical systems on to secondary virtualised servers at DR location -** Systems are being loaded onto virtualised servers during the build phase, effectively discharging this action. **Action 4: Establish and test processes for Disaster Recovery when systems have been loaded -** The DR servers will be in place on 23 May 2012 and will be subject to a week of testing before the DR solution is considered 'live'.	Complete 31-May-12 Complete 31-May-12	Leigh Stringer, Head of Corporate Services Paul Day, Head of IS&BS Paul Day, Head of IS&BS Paul Day, Head of IS&BS	31-May-12	1	4	4	⇔ **Latest Update: 14 May 2012 Paul Day** Estates work at Birmingham was completed prior to the end of March. Building of the servers at FHQ continues and they will be transported to Birmingham on 23 May 2012. Installation and final testing will follow and should allow this risk to be closed in June 2012. All work has been completed to budget. **Rating last changed: 20 August 2010, Paul Day**
		SR56			**Open**	**Failure to manage the expectation of the rail industry in relation to cable theft damages stakeholder confidence in BTP (18 February 2011)**								
Assistant Chief Constable Territorial Policing and Crime	Gill Murray, T/DCI, Territorial Policing	4	3	12		1) Network Rail has agreed to provide a dedicated stream of funding for Cable Theft for 2011-14. BTP has lead responsibility for governing this money. 2) The Analysis desk monitors all crime trends including Cable Theft, and their work supports two teleconferences. Hotspot locations identified by the team are the subject of operations to detect or prevent crime by both overt and covert operations, and by the work of crime reduction officers. The work of crime reduction officers also extends to liaising with the rail industry in relation to target hardening and crime reduction, and advising prior to planned improvement works on the rail network. In addition, intelligence gathering has been increased with the formation of the Fusion Intelligence Unit, further supporting the ability to target operations. 3) A longstanding operation to address Cable Theft, Operation Leopard is in place, and dedicated teams have been established across the country. They are supported by a number of initiatives and strategies including minimum standards for the investigation of cable theft, a cable theft strategy, a cable theft escalation plan, cable theft communication strategy and forensic strategy. 4) BTP is member of a number of national groups in relation to Cable Theft, including the ACPO Metal Theft Working Group (DCC) and the Network Rail Strategy Group (ACC Pacey).	**Action 1: Contribute to work to update legislation to provide better regulation of the scrap metal industry** BTP has been fully engaged with the review of legislation covering the scrap metal industry and new legislation is expected to arrive on the Statute books in April 2012. The legislation will prohibit untraceable cash transactions, and require sellers of scrap metal to provide proof of identity. **Action 2: To review the adequacy of existing strategies by the end of the financial year 2012/2013**	30-Jun-12 31-Mar-13	T/ DCI Murray T/ DCI Murray	31-Mar-15	3	2	6	⇔ **Latest update: 25 April 2012 Gill Murray** **Rating last changed: Not changed** BTP recorded 2,654 crimes of metal theft during 2011-12, which represented a reduction of 507 crimes (16%). BTP recorded detection rates of 17% for live offences and 25% for non live arresting a total of 618 people. BTP participated in a national week long period of action during March 2012 which involved 303 officers visiting 158 scrap metal dealerships. This led to 14 arrests and the recovery of over 7 tonnes of NWR metal. BTP was partnered in this week of action by 26 territorial police forces . The next planned National Day of Action will take place over 14-15 May 2012 in line with Railpol, extending coordination across Europe. BTP's Fusion Intelligence Unit will over the coming months work closely with partners including BT, SOCA and UKBA to identify and develop intelligence around the exportation of metal; and work to disrupt organised criminality involved in metal theft. Progress has been made in relation to collaboration with the Highways Agency; which has agreed to provide a dedicated analyst to metal theft, and work to extend similar arrangements to HMRC are being explored. TfL is also in discussion to place an analyst within the Fusion Intelligence Unit and it is anticipated that this will be in place in the near future. The Fusion Intelligence Unit continues to work closely with the Olympic intelligence team to identify potentially vulnerable areas around the rail network to inform areas for onward planning and resourcing. This will act to help minimise disruption during the Olympic period. The national roll out of Operation Tornado has begun following the initial success of the pilot scheme and it is anticipated that all ACPO regions will have introduced it by the end of 2012. Finally, work continues to update legislation relating to the scrap metal industry. A Statute has been in place that will make it a criminal offence for scrap metal dealers to deal with cash since April 2012. However, this has not received Royal Assent. In the interim, DfT have allocated £5million to tackling metal theft and BTP is responsible for this money and governing how it is spent, in line with the strategic objectives that have been agreed with DfT and the Home Office. A number of bids have been received from various agencies and police forces across the country.

Unit/ Area	Risk Owner	Original Rating: Probability	Original Rating: Impact	Original Rating: Overall	Status	Risk Description, (Date Raised) and Current Controls	Mitigating Actions and Progress	Estimated/ Closure Date of Action	Action Owner	Estimated Risk Closure Date	Current Rating: Probability	Current Rating: Impact	Current Rating: Overall	Changes to key indicators: - Residual Rating (Increased ⇧ Unchanged ⇔ Ratings ⇩) - Dates of Last Update and changes to Progress and Rating - Est. cost/income
		SR61			**Open**	**Inability To respond adequately to a Terrorist Attack (Risk Raised 25/07/11)**								
Assistant Chief Constable Operations	Supt Trendall Counter-Terrorism Support Unit	3	3	9		1) Specialist CT Support Unit. 2) CT Strategy, tactics and plans in place and aligned with National policies. 3) CT contingency plans in place. 4) Business Continuity plans in place. 5) Internal Exercise programme for first line supervisors regarding re-emergence of the threat from Irish Republican terrorists, active shooters and specific training and tutorials for FCR(L) Duty Officers. 6) Participation in the National CT Exercise Programme.	**Action 1: Development of a limited Armed capability** The project to develop an armed capability has completed this work and the BTP Firearms Unit commenced operational patrols on 24 February 2012. Achievement of a full complement of 47 Authorised Firearms Officers is expected by 13 July 2012. **Action 2: Explore options to change Primary legislation to give BTP the same flexibility with respect to firearms as territorial police forces** CTSU are preparing an evidence pack for DfT which will set out the implications of BTP officers not being authorised to carry firearms in the same way as territorial police forces. **Action 3: Establish body of reserve officers** A further recruitment window has been opened to recruit officers to porovide an effective reserve capability of approximately 30 officers who will remain in their current roles until required. Recruitment and training is planned to extend until September 2012.	31-Jul-12 31-Mar-13 30-Sep-12	Supt Trendall Supt Trendall Supt Trendall	31-Mar-13	2	2	4	⇔ **Latest Update: 12 April 2012 Phil Trendall** **Ratings last changed: 29 February Stephen Goldspink/Phil Trendall** **From 3/3(9) to 2/2(4)** The risk rating was reduced on consideration of the adequacy of BTP's CTSU response capability. This risk was reviewed on 12 April 2012. Delivery of a full complement of 47 Authorised Firearms Officers and supporting staff is expected by 13 July 2012. A recruitment window to establish a reserve of trained firearms trained officers has been opened and it is planned that the reserve will be delivered by September 2012. Work has started on a general solution to the issue of BTP officers being licensed to carry arms, to succeed the current arrangement by which officers are individually licensed by the police force responsible for their home address. This will require a change in primary legislation and is listed as a separate action to the establishment of the firearms unit.
		SR62			**Open**	**The planned move toward one police force for Scotland reduces the powers of BTP officers to deliver a police service (Risk Raised 17/11/11)**								
Assistant Chief Constable, Scotland	ACC McCall, ACC Scotland	3	3	9		1) Liaison with Scottish Government by ACC and Area Commander. 2) Membership of ACPOS by ACC McCall. 3) Existing links with Scottish police at local level.	**Action 1: Respond to consultation by the Scottish Government on the plan to establish one police force for Scotland** ACC McCall has agreed the BTP/BTPA response to the Scottish Government consultation on the impact of the Police and Fire Reform (Scotland) Bill. The response has identified the key risk in relation to powers can be controlled by the application of a S104 Order. The response to the consultation was sent to the Scottish Government on 6 March 2012. **Action 2: Ensure appropriate engagement at a Strategic level with the new Scottish Police Service following the disbandment of ACPOS** ACPOS will continue to exist up to the formation of the new Scottish Police Service in 2013 and provide an appropriate forum for strategic engagement with Scottish partner police forces. Discussion of the successor arrangements will not be possible prior to the appointment of the Chief Constable for Scotland.	Complete 30-Jun-13	ACC McCall Ch Supt Ellie Bird	31-Mar-13	1	3	3	⇩ **Latest Update: 13 April 2012 ACC McCall** **Ratings last changed: 6 March 2012 ACC McCall** **From 3/3(9) to 1/3(3)** Risk requested for escalation by Scotland and agreed by FMT 17 November 2011. Risk assessment and controls agreed by Scotland SMT awaiting sign off by ACC 23 November 2011. The Area Commander and the ACC(S) have met with the Scottish Government and have taken the opportunity to express concerns relative to the risk. Similarly the BTPA Chairman Millie Banerjee has also met with the Scottish Government to express concern. Work ongoing within Area to secure data which may support identifying locations of concern and liaison ongoing with NWR and First ScotRail (FSR) to identify critical locations. ACC McCall maintains liaison with ACPOS as new policing structures develop across Scotland.
		SR63			**Open**	**Delays to the implementation of the WAN programme lead to delays in benefit realisation and increased costs due to dual running (Risk Raised 17/11/11)**								
Director of Corporate Resources	Paul Day, Head of Information Services & Business Support	3	3	9		1) The monthly WAN Project Board and reporting to BTP Programme Board. 2) These meetings are supported by a bi-monthly Programme Board meeting between BTP and BT. 3) A third tier of weekly meetings held by conference call also exists monitoring progress focusing on: - Project Delivery Teams - BTP project teams - Management of 'trouble' sites 4) Monitoring of data traffic is in place to respond to performance problems at sites still using the old WAN. 5) All priority 1 sites are on the new Wide Area Network, with the six sites requiring Broadband connections due to their being unsuitable for connection to the WAN also now connected.	**Action 1: Gather information to allow financial provision to be made for the extension of the Global Crossing Level 3 contract beyond the end of March 2012** Funding acquired to allow for the contract extension, provision has been made until the end of the project **Action 2: Deliver WAN access to all P1 sites** All P1 sites have been transferred to the new WAN. **Action 3: Deliver WAN access to all P2 sites** Three P2 sites remain outstanding, with a target completion date of May 2012 for one of them; the remaining two sites will be delivered before the end of June 2012. **Action 4: Deliver WAN access to all P3 sites** 12 P3 sites remain outstanding, with a target completion date of May 2012 for eight of them; the remaining four sites will be delivered before the end of June 2012. **Action 5: Deliver Broadband access for those sites for which connection to the WAN is unfeasible due to cost** All 6 sites have had broadband access installed. **Action 6: Ensure Programme Board consider whether an End of Project Review should be completed for the WAN Project to ensure any areas of learning are captured**	Complete Complete 30-Jun-12 30-Jun-12 Complete 31-Jul-12	Paul Day, Head of IS&BS Paul Day, Head of IS&BS Cliff Cunningham, CTO Cliff Cunningham, CTO Cliff Cunningham, CTO Doug Ring, Head of Portfolio Management Office	31-Jul-12	4	2	8	⇔ **Latest Update: 14 May 2012 Paul Day** **Ratings last changed: 7 February Paul Day From 2/2(4) to 4/2(8)** The risk rating had increased in February as a result of delays by the contractor, BT. The WAN has been connected to all Priority 1, all but three Priority 2 and all but 12 Priority 3 sites. By the end of May 2012, two Priority 2 and four Priority 3 sites will be outstanding. All sites will be delivered by the end of June 2012.
		SR64			**Open**	**Uncertainty about the state of public finances over the term of the Medium-Term Financial Plan leads to an inability to deliver service levels as planned within budgetary constraints (Risk Raised 07/02/12)**								
Director of Corporate Resources	Director of Corporate Resources	3	2	6		1) Current medium-term financial plan subject to annual update 2) Programme of Finance Group and Strategy Group meetings 3) Horizon scanning of developments within the public sector and rail industry 4) Inclusion of break clauses and termination provisions for all contracts where standard BTP terms and conditions have been used. In addition, these are negotiated into contracts where suppliers terms and conditions are used wherever this is possible.				31-Mar-15	2	2	4	⇔ **Latest Update: 11 May 2012 Simon Hart** **Ratings last changed: N/A** Risk reviewed and identified actions discharged following consideration of the scope of the MTFP together with the inclusion of break clauses and termination points within contracts agreed to BTP's standard terms and conditions. The controls have been updated to better reflect these arrangements. This risk will be reviewed quarterly.