

RISK PROFILE UPDATE – February 2021		Residual Risk Score*
Covid-19 continues to impact the Strategic Risk Register to varying degrees though we note additional risk around the ongoing Manchester Arena Inquiry. Currently and more so going forwards, the main risks to BTP/A are in the political, financial, change and major incident areas.		
A1 - Political, Legal & Regulatory Failure to manage impact of political change, follow relevant laws, regulations, business rules & ethical codes	This risk remains stable. BTPA remains engaged with DfT but uncertainty around funding will remain in the longer term. New Police conduct regulations were rolled out in Jan 2021 with training and communications. An historic legal case presents a reputational and financial risk. There is work ongoing to comply with Welsh Language Standards. The reputational risks as a result of the ongoing Manchester arena inquiry has been considered in risk A7.	16 (16)
A2 - Health & Safety Failure to protect the health & wellbeing of our employees, operational partners and the general public	The inherent score for this strategic risk remains high due to Covid-19. The measures put in place to manage this risk to date, such as the provision of PPE and guidance, have kept the residual risk stable. BTP will present a new Health, Safety & Wellbeing Strategy at the March Authority meeting. Increased risk around staff assaults and wellbeing is currently being mitigated by the support mechanisms BTP has in place.	15 (15)
A3 - Security & Business Continuity Failure to protect and effectively manage our data, critical assets & infrastructure	There is a high inherent risk score due to the increased risk of a cyber attack and the increased risk of fraud from Covid-19. The risk will remain elevated until key plans are put in place to improve the stability of the IT network. DR/BC reviews have been conducted, with plans in place for all locations. A review of physical security across the estate will be undertaken following mixed results of spot checks done. Contract management plan improvements are underway for key contracts.	16(15)
A4 - Stakeholder Confidence Loss of confidence in BTP/BTPA by rail industry, government, the public and media	BTP continues to seek to manage stakeholder expectations. To manage the volatility in charges, consultation is ongoing regarding the proposed removal of the wash up charge for 20/21. There are some outstanding actions for the HMICFRS Disruption Inspection. BTP management of media attention has reduced the risk of negative publicity. Overall the services from BTP delivered throughout the pandemic have been positively received across industry.	10 (10)
A5 - Management of change Failure to manage internal and external change	The score for this risk has remained stable over the last period. Uncertainty on future efficiency targets and large, complex estates programmes will need close management to ensure the risk score remains stable. Momentum for change, to provide both financial and non-cashable efficiencies, is needed to guide the organisation past BTP2021 and into a potential period of austerity.	16 (16)
A6 - Financial sustainability Failure to manage the threats to the long-term sustainability of the BTP fund	There are large capital spend projects required in the MTFP period, which were bid for in the CSR20, e.g. ESN, but not accepted due to the short term nature of the SR. This increased risk is offset this year by DfT agreeing to fund additional Covid-19 spend and therefore protect cashable reserves. However, future years will present pressures on the capital expenditure. The Officer Pension Scheme valuation discussions continue to progress, with requests made of DfT to provide financial support. The consultation on the proposed closure of the current Staff Scheme and introduction of a new DC scheme has now closed. A closure to new entrants of the current staff scheme would help to mitigate future risk.	16 (16)
A7 - Major incident response Failure to provide the capacity and capability to prepare for, and manage, a major incident	‘Substantial’ terrorism rating now in place in the UK but still a high reputational risk over the Manchester Arena Inquiry, which will result in some learning for BTP. In addition, the HMICFRS CT4 inspection has a number of recommendations	16 (16)

	<p>overdue which keeps this risk high despite the UK rating decreasing. Covid-19 has presented a risk over officers' 'Public Order' training being refreshed.</p>	
<p>A8 - Operational Policing Failure to deliver effective policing across the rail network</p>	<p>Challenges of working to different jurisdictional guidelines and fast implementation of rules. Despite a reduced volume of passengers, crime has started to increase again post-lockdown, with certain types of crime more prevalent. There is a risk of increased violent crime due to the changing economic environment. HMICFRS Custody Inspection findings being addressed. A national 'Stop & Search' HMIC Inspection report is awaited, which may bring increased risk over legitimacy.</p>	<p>15 (15)</p>

*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA. In brackets is the previous quarter's score.