

[1 July 2026] Agenda Pack / Full Authority

MEETING
1 July 2026 12:45 BST

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29 June 2026

Agenda

Location
Conference Room, BTP, 3 Callaghan Square, Cardiff, CF10 5BT and
Microsoft Teams

Date
1 Jul 2026

Time
12:45 BST

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SECURITY CLASSIFICATION - OFFICIAL

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DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: British Transport Police Authority

Date: 25/06/2026

Subject: Chief Constable's Report

For: Noting

1. PURPOSE OF PAPER

- 1.1 The purpose of this report is to satisfy our legislative requirement in the submission of the Chief Constable's annual report pertaining to the policing of the railways, and to bring to the attention of Members of the Police Authority items that the Chief Constable wishes the Committee to note.
- 1.2 The Railways & Transport Safety Act (2003) states that: "(1) As soon as is reasonably practicable after the end of each financial year the Chief Constable shall submit to the Authority a report about the policing of the railways in that year. (2) The Chief Constable shall publish a report submitted by him under subsection."¹ As the fourth quarterly report of 2025/26, this report shall therefore cover the performance of BTP for the whole financial year and will be published with the papers in the public section of the Police Authority meeting on 1st July 2026.

2. STRATEGIC PLAN

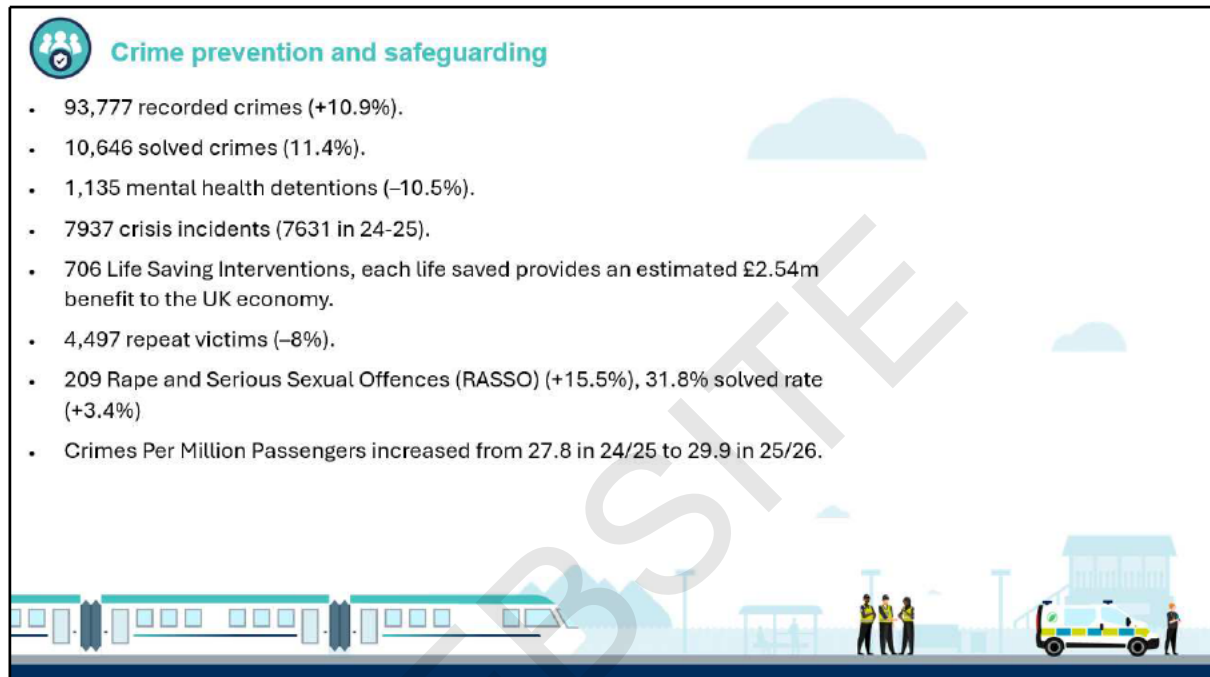
- 2.1. 2025/26 was the third and final year of the 2023-26 Strategic Plan. The Objectives within the Strategy were:
 - Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways
 - Target our efforts to ensure fewer victims of the most serious crime
 - Innovate and collaborate with our stakeholders to reduce disruption
 - Build the trust and confidence of passengers and rail staff to defeat criminality together

¹ <https://www.legislation.gov.uk/ukpga/2003/20/section/56>

- Generate value for money through the exploitation of technology, adapting to meet the future
- Build a modern and inclusive BTP where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities

The following sections provide an overview of progress against those objectives.

Crime Prevention and Safeguarding to reduce people coming to harm on the railways



- 2.1 During 2025–26, we responded to rising crime and incident demand and continued growth in passenger numbers. Our overall solved rate remained stable, investigative outcomes improved for the most serious offences, particularly violence against women and girls. Through more targeted safeguarding, a strengthened victim-focused approach and enhanced use of partnership data, we intervened earlier, reduced fatalities across the network and expanded our safeguarding activity.
- 2.2 Our role extends beyond enforcement to prevention, and we have continued to work closely with train operators, Network Rail and health partners to identify vulnerability at an early stage and reduce harm before it escalates. Each life saved and crime prevented delivers not only a profound personal impact but also wider societal and economic benefit, reinforcing the value of prevention-led policing across the railway.

Target our efforts to ensure fewer victims of the most serious crime



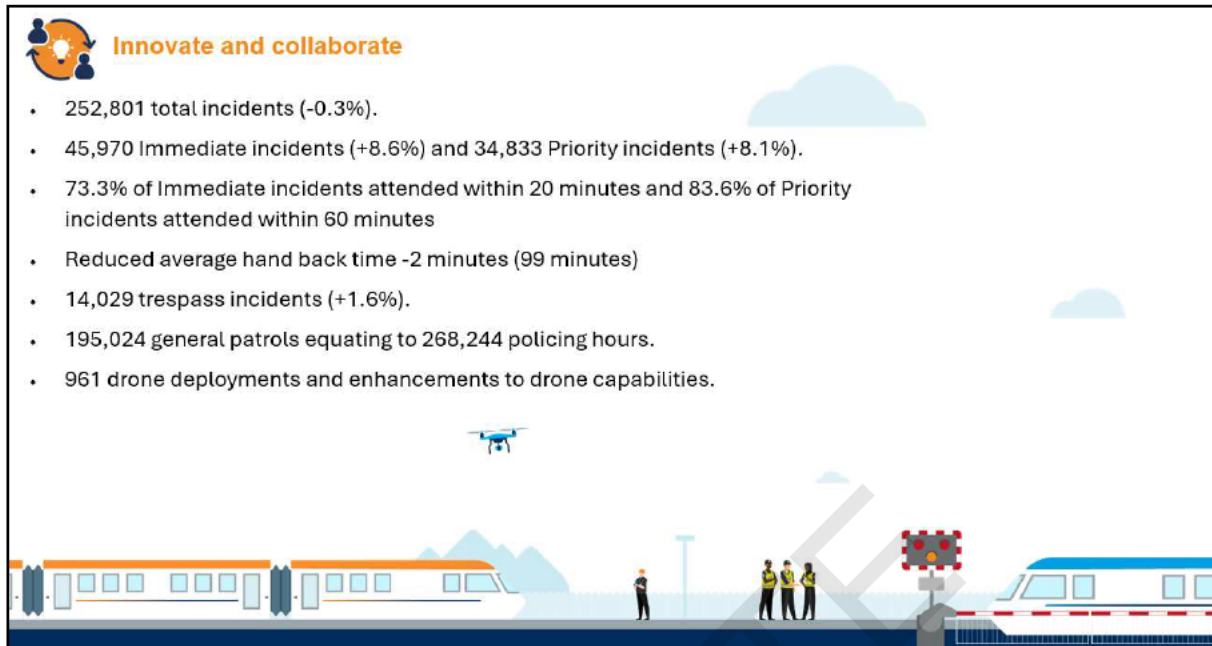
Target our efforts to ensure fewer victims of the most serious crime

- 17,879 violent offences (+15.2%) and 18,296 Public Order offences (+42.2%).
- 5.7 violent offences per million passenger journeys (5.1 in 24/25)
- 2,680 sexual offences recorded, 21.3% solved rate (+2.8%).
- 1,737 robbery offences (+3.3%)
- Increased reporting and victim confidence, with highest levels of sexual offence reporting in six years.
- 9,105 prisoners taken to custody (+0.9%).
- 23,014 Theft of Passenger Property (TPP) offences. TPP remains the highest volume offence accounting for 24.6% of all recorded crime.



- 2.3 We have continued to focus operational effort on the crimes that cause the greatest harm. Violence remains a significant challenge across the railway, shaped by changing passenger behaviours and increased reporting. However, targeted activity has improved outcomes, particularly in tackling sexual offending and violence against women and girls. Stronger investigative standards, enhanced workforce capability and the proactive disruption of high-harm offenders are driving better justice outcomes and increasing victim confidence.
- 2.4 This targeted approach is aligned to our Strategy and financial investment and reflects the realities of modern policing within a national transport system, requiring careful prioritisation of finite resources against complex demand, evolving crime types and heightened public expectations for safety and reliability on the railway. By aligning activity to the greatest risk and harm, we are ensuring that the most serious harm is addressed first, while working closely with industry partners to tackle the underlying drivers of crime and create a safer environment for all passengers and rail staff.

Innovate and collaborate with our stakeholders to reduce disruption



- 2.5 Keeping the railway moving is fundamental to the UK's economic and social wellbeing, and our policing model is central to that objective. During 2025-26, we improved response performance, reduced delay minutes associated with fatalities and injuries and strengthened our capacity to manage high volumes of incidents across the network. Through earlier intervention, proactive patrol activity and the use of emerging technologies such as drones, we are preventing incidents from escalating and reducing their impact on passengers and services.
- 2.6 These outcomes have been delivered through close collaboration with Network Rail, TfL, DFTO and wider industry partners, recognising that disruption rarely stems from a single cause. As demand continues to grow and infrastructure pressures persist, this integrated approach, combining policing, operational planning and environmental design, remains critical. By operating as a single system, we are minimising disruption, protecting revenue and supporting a more resilient railway for the future.

Build the trust and confidence of passengers and rail staff to defeat criminality together



Build the trust and confidence

- 68% of passengers feeling safe in 2026 compared to 64.7% in 2025
- 68% passenger confidence in policing in 2026 compared to 63% in 2025
- 69% passengers with positive perception of BTP in 2026 compared to 65% in 2025
- 280,274 texts to 61016 (+9.9%), generating 100,340 incidents (+15.4%).
- 80.6% of crimes recorded within 24 hours (+11.1%)
- 17 new Independent Advisory Groups (IAG) members, 85 members in total.
- Establishment of a Youth Independent Advisory Group.



2.7 Public Community and passenger trust and confidence is fundamental to our policing model, particularly within a national transport system relied on by millions each day. We continue to see strong confidence in BTP, supported by high levels of engagement, improved accessibility and a clear focus on victim service. Increased reporting, including through text-based channels, is a positive indicator that passengers are more willing to come forward and trust that action will be taken.

2.8 Trust and legitimacy in BTP is built through transparency, robust scrutiny and sustained community engagement across the network with both passengers and railway colleagues. Against a context of rising public expectations and increased scrutiny of policing, maintaining trust and legitimacy remains essential. By placing victims and communities at the centre of our approach, and working closely with industry partners, we are fostering an environment in which people feel safe, supported and confident to travel.

Generate value for money through the exploitation of technology, adapting to meet the future

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Generate value for money

- Reallocating £600k capital and £800k revenue to prioritise delivery.
- Strengthened governance and assurance, managing 41 GIAA actions and 45 HMICFRS actions.
- Managed a complex transformation portfolio incorporating 10 programmes and 110 projects, not including projects which had already entered BAU or Cyclical schemes.
- Delivered sustainability improvements, including 25% zero-emission fleet and 60% reduction in paper usage.
- Enhanced productivity through technology, including expanded digital case file rollout and data integration programmes.
- 2,400 new digital devices and 3,900 devices upgraded to Windows 11. Improved digital capabilities, enhanced training and technical capabilities across the workforce.



- 2.9 Following our establishment reset and operating within a challenging financial environment, we have continued to prioritise investment that delivers the greatest operational impact. Through disciplined financial management and targeted reallocation of resources, we are supporting frontline delivery while progressing our ambitious transformation programme. Investment in digital capability, data integration and frontline technology is improving productivity, strengthening decision-making and enabling faster, higher quality services.
- 2.10 Value for money and demonstrable benefit to the rail industry are essential. By embracing technology and modernising our infrastructure, we are reducing inefficiencies, strengthening resilience and ensuring that every pound invested contributes directly to safer railways and better outcomes for passengers and communities.

Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities



Build a modern and inclusive Force

- Employee turnover reduced to 10%.
- 83% deployability rate.
- 408 newly promoted managers.
- 90 managers trained in stress awareness and 35 new welfare officers.
- Progressed estate modernisation, including delivery of the new London hub aligned to operational consolidation.
- 83.4.% Mandatory training compliance, with improved processes to drive greater compliance aligned to the PDR process.
- 54% all people survey completion and 41% completion rate of our first ever pulse survey.



- 2.11 Our people are our greatest asset, and we have continued to invest in building a capable, inclusive and resilient workforce. Improvements in retention, leadership development and wellbeing support are strengthening our operational capability, despite ongoing challenges in recruitment and officer availability across policing nationally. Maintaining a visible, effective presence across the network remains critical, and we are sustaining this through focused workforce planning and development.
- 2.12 At the same time, we are modernising our estate where we can. In a complex and evolving policing landscape, building a BTP which is inclusive and high performing is essential to meeting the growth and complexity of future demand. By investing in our people, leadership and infrastructure, we are creating a BTP that is fit for the future and capable of supporting a safer, more secure railway system.

3. PERFORMANCE

- 3.1 This year has again demonstrated the scale, complexity and breadth of demand across the railway environment. BTP recorded 93,717 notifiable crimes, an increase from 84,578 in 2024/25, reflecting as predicted a continued growth in crime demand. Despite this increase, investigative performance has remained resilient. BTP solved 10,646 crimes, compared with 10,032 the previous year, representing a 6% increase in crimes solved and maintaining an overall solved rate of 11.4%. This performance has been delivered against a backdrop of rising demand; continuing workforce change and reduced resources in some areas. It reflects the continued professionalism of officers and staff in pursuing positive outcomes for victims.
- 3.2 The increase in overall crime has been accompanied by improvements in the way BTP identifies, records and responds to vulnerability-related demand. Processes for recording Person in Precarious Positions (PiPP) incidents have continued to evolve, improving our ability to accurately identify and respond to these incidents. 295 PiPP incidents were recorded. Following a significant incident at Retford we are working with Network Rail to implement the recommendations of an independent review. In terms of safeguarding officers and staff carried out 5,381 mental health interventions, compared with 5,349 in 2024/25, demonstrating the sustained and significant role BTP plays in supporting vulnerable people across the railway network.
- 3.3 Visible policing has remained a central part of the BTP's response to rising demand. In 2025/26, the Activity Tracker recorded 195,024 patrols, amounting to 268,244 policing hours. This visible presence has been supported by targeted operational activity, including some of BTP's most successful operations such as Op Alert, and by the developing work of the Unified Policing and Security Partnership, which is strengthening joint activity with industry partners. During the year, officers and staff conducted 12,064 stakeholder engagements and visited more than 4,643 locations, which reinforces the importance of partnership, visibility and reassurance in preventing crime and supporting confidence across the railway.
- 3.4 Anti-social behaviour remains a high-volume area of demand, but the data shows a stable and improving picture despite rising passenger numbers and reductions in officer numbers. Overall ASB incidents decreased slightly from 40,602 in 2024/25 to 40,276 in 2025/26, while immediate and priority ASB incidents reduced from 10,985 to 10,056 over the same period. This demonstrates that, although ASB continues to require significant visible policing and public reassurance, BTP's prevention, tasking and partnership approach is helping to contain demand during a period of wider organisational and operational pressure.
- 3.5 High-harm crime has remained a key priority. Serious violence offences increased to 4,068 in 2025/26, compared with 3,877 in 2024/25, but outcomes have continued to improve, with the solved rate rising for the third consecutive year to 23.4%. This reflects sustained focus on investigative quality, offender management and targeted operational activity in one of the most

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serious and high-risk areas of harm on the railway. Sexual offences also increased slightly, from 2,650 to 2,680 offences, but the solved rate improved significantly from 18.5% to 21.3%, demonstrating stronger outcomes in a priority area where reporting, trust and confidence remain critical particularly with women and girls.

- 3.6 Violence against women and girls remains one of the most significant threats facing the rail network and requires a whole-system response. In 2025/26, BTP recorded 14,249 VAWG offences, up from 12,116 the previous year, demonstrating both the scale of the challenge and the increasing visibility of this threat. This is not a policing issue alone; it is an industry-wide problem requiring sustained collaboration across operators, infrastructure partners, Justice and policing. The introduction of the VAWG Taskforce through the Medium-Term Financial Plan represents a step change in BTP's response, providing dedicated capability to improve victim outcomes, strengthen prevention and increase visible deterrence. If the rail industry is to increase confidence and encourage greater female ridership, investment in targeted, evidence-led interventions such as the VAWG Taskforce and enhanced engagement and communications will be essential.
- 3.7 BTP has also continued to manage the significant impact of police-related disruption on the railway. Police-related disruption incidents increased to 33,591 in 2025/26, compared with 32,616 in 2024/25, demonstrating rising operational demand and continued pressure on railway performance. However, despite the increase in incidents, primary delay minutes decreased from 913,250 to 906,629, and the average delay per incident reduced from 28 minutes to 27 minutes. This demonstrates an improvement in the effectiveness of BTP's response in managing disruption incidents more efficiently, reducing the impact on passengers and industry partners even as incident volumes have risen.
- 3.8 Trespass continues to be one of the most significant contributors to disruption and delay across the rail network. In 2025/26, trespass incidents increased to 14,029, compared with 13,806 the previous year. Tackling trespass requires sustained partnership activity, and the development of the Senior Influence Group has strengthened collaboration between BTP, Train Operating Companies and wider industry partners. This collective approach is helping to align operational activity, improve prevention and focus joint efforts on reducing disruption across the network. The deployment of Drone in a Box sites is also supporting this wider approach, offering the potential to improve situational awareness, support faster decision-making and enhance BTP's ability to respond to disruption and trespass-related incidents.
- 3.9 In 2025/26, sadly 393 fatalities were recorded on the network, albeit this was a reduction from 439 in 2024/25. These incidents have a profound impact on families, passengers, rail staff and the officers and staff who respond and they require professionalism, compassion and resilience, in difficult and distressing circumstances.

- 3.10 Taken together, the performance data for 2025/26 shows BTP operating in an increasingly demanding environment but continuing to deliver effective outcomes: solving more crimes, improving outcomes in serious violence and sexual offences, maintaining visible policing, reducing delay impact per incident, and strengthening safeguarding and partnership responses across the railway.

4. SIGNIFICANT EVENTS

- 4.1 BTP responded to several high-profile, complex and, at times, deeply tragic incidents across the rail network during 2025/2026. These events tested our ability to respond at pace, operate effectively in dynamic and high-risk environments, and work seamlessly with partners. Our officers and staff have consistently demonstrated their professionalism, courage and resilience.
- 4.2 The mass stabbing on a train at Huntingdon in November 2025 invoked an immediate and coordinated multi-agency response, with emergency services arriving within 8 minutes to neutralise the threat and support the victims. The investigation, led by our Major Serious and Organised Crime team, resulted in significant charges against the suspect Anthony Williams, which included 11 counts of attempted murder, 1 count of actual bodily harm and 1 count of possession of bladed article. Our teams supported those who were injured, some seriously, and their families.
- 4.3 There were several other serious incidents across the year, including the murder of Stephanie Marie at Crawley Station. Suspect Deng Chol Majek was convicted for the shocking murder of Rhiannon Whyte at Bescot Stadium Station following a complex and painstaking investigation. He was sentenced to a minimum term of 29 years in prison.
- 4.4 Suspect Russell Smith was sentenced to 27 years in prison for the attempted murder of special constable Gary Blackburn. The incident demonstrated the threats that out frontline officers face every day.
- 4.5 The derailment of an Avanti West Coast train near Shap in November 2025 saw officers working alongside the railway to ensure the safe evacuation of passengers and staff. Across the year, we have managed multiple days of exceptionally high demand, including one where five fatalities occurred in a single day. These events highlight both the unpredictable nature of railway policing and the need for a consistently high level of preparedness. We are committed to working closely with stakeholders and industry to continually learn and improve our response to disruptive incidents across the railway.
- 4.6 The wider operational environment has also been shaped by sustained public order and national policing commitments. BTP has played a significant role in supporting major events, including large-scale protests, complex policing operations such as Notting Hill Carnival and New Years Eve, and a range of national events requiring coordinated deployments across the

railway. These operations, often delivered against a backdrop of heightened tension and public scrutiny, have required careful planning and agile response to maintain safety, minimise disruption, and support the broader policing effort.

- 4.7 Our contribution has extended to counter-terrorism and national resilience activity, including the provision of specialist support during the terrorist attack at a synagogue in Manchester. The swift deployment of firearms officers and specialist assets during the incident demonstrated the critical role BTP plays in the policing response to national events beyond the railway boundary when required.
- 4.8 We continued to respond to the growing national policing challenge associated with asylum accommodation, community tensions and public order demand. The scale of this issue remains significant, with over 100,000 individuals accommodated nationally across both hotel settings and dispersed accommodation. These pressures have contributed to increased protest activity, localised tensions and heightened risk in communities, requiring a coordinated and sustained policing response across forces.
- 4.9 We have also operated within an evolving national context, including increased scrutiny of policing standards and conduct following high-profile media coverage. The misconduct exposed within Metropolitan Police custody at Charing Cross was shocking and the behaviour displayed serves as a stark reminder of the need to challenge and address any instances of racism, misogyny, and unprofessional conduct decisively wherever they arise. I am particularly proud of the integrity shown by our officers who reported their concerns and demonstrated the courage to uphold our values and reinforce the standards expected of policing.
- 4.10 Taken together, these events illustrate the breadth, complexity, and intensity of modern railway policing. They demonstrate not only the risks inherent in our operating environment, but also the effectiveness of our response, whether arriving within minutes to a critical incident, leading complex investigations, supporting national operations, or working compassionately with victims and communities. Above all, they show the very best of BTP: a Police Force that remains steadfast in its commitment to protect the public, support the vulnerable, and keep the railway safe, even in the most challenging of circumstances.

5. ESTABLISHMENT RESET

- 5.1 The Establishment Reset was one of the most significant organisational change programmes undertaken by BTP in recent years. It was essential to ensure that BTP remained financially sustainable and operationally focused, enabling us to respond to increasing demand while aligning to the Medium-Term Financial Plan. It has required difficult and, at times, challenging decisions, including a fundamental redesign of our structures, workforce and operating model. In parallel, the Innovation Programme has been formally established as a core enabler of

BTP's strategic objectives, providing a structured and scalable approach to modernisation and transformation.

- 5.2 Across the year, the Establishment Reset progressed from design through consultation and into implementation, supported by a structured Design Authority process to ensure alignment with strategic priorities, risk tolerance and BTP's Force Management Statement. This included the redesign of departments across BTP and the delivery of the Optimised Policing Model within Network Policing, resulting in a reduction in overall establishment to an affordable level. Complementing this, the Innovation Programme has rapidly established its governance, delivery framework and prioritisation principles, ensuring that all activity is focused on solving genuine operational problems and delivering measurable efficiency savings or operational benefit. This has strengthened alignment to the Medium-Term Financial Plan, with a clear focus on tracking and realising benefits.
- 5.3 The scale and pace of the transformation continues to have a significant impact on our people. Some of our people have experienced uncertainty around roles and future opportunities, alongside the practical implications of redeployment and organisational change. We sought to mitigate this through extensive consultation, engagement with staff associations and a focus on redeployment and natural attrition to minimise compulsory redundancies. At the same time, the introduction of new technology and data-led capabilities is beginning to support colleagues in adapting to the new operating model, reducing manual effort and enabling greater focus on frontline and higher-value activity. Initiatives such as automated processes, data platform development and targeted digital solutions are already demonstrating how innovation can improve efficiency and operational effectiveness.
- 5.4 New organisational structures are now in place and innovation activity delivering automation tools and improved data capability. This transition phase remains critical, with a continued focus on stabilisation, performance monitoring and refinement to ensure that service delivery and risk remain within tolerance. Together, these programmes have laid the foundations for a more sustainable, modern and resilient BTP, one that is better positioned to meet the challenges of contemporary railway policing, delivers value for money and maintains an affordable, effective and efficient service.

6. FINANCE AND MTFP

- 6.1 We have maintained strong financial control, delivering performance close to budget across both revenue and capital positions. This has been supported by targeted cost management measures, including recruitment controls, prioritisation of essential investment and the delivery of in-year efficiencies to mitigate emerging pressures.
- 6.2 A key milestone during the year has been the successful development and agreement in principle of a three-year Medium-Term Financial Plan (MTFP), providing greater financial

stability and certainty. This multi-year settlement represents a significant achievement which other Police Forces do not have and is the result of extensive engagement with the Department for Transport, BTPA and the rail industry. It demonstrates a shared recognition of the need to provide a stable foundation for policing the railway. The establishment of the Senior Influence Group (SIG) informed the delivery of this investment strategy, and it will continue to be a trusted forum to challenge, scrutinise and shape BTP alongside GBR and Police Reform.

- 6.3 A three-year MTFP establishes a clear and evidence-based financial framework for BTP, enabling longer-term planning, prioritisation of investment and a more sustainable approach to workforce and organisational design. Analysis underpinning the plan demonstrates the value delivered by BTP, with BTP continuing to generate a return significantly in excess of the cost of policing, reinforcing the importance of sustained investment to protect passengers, reduce disruption and support the wider rail industry.
- 6.4 Delivery of the MTFP is underpinned by several key enablers. Central to this is the successful implementation of the Establishment Reset and Optimised Policing Model, which ensure that BTP operates within an affordable and sustainable workforce envelope while maintaining operational effectiveness. Alongside this, the continued development of the BTP's transformation portfolio, including investment in technology, digital capability and innovation, is critical to unlocking future efficiencies and supporting productivity improvements.
- 6.5 While a three-year settlement provides a more stable platform, the financial position remains finely balanced. The plan requires the continued delivery of efficiencies, careful prioritisation of investment and the successful implementation of transformation activity to ensure affordability over the medium term. Without this discipline, BTP would face a risk of declining capability, reduced frontline presence and an increased impact on safety, disruption and public confidence.

7. TRANSFORMATION

- 7.1 BTP continues to deliver against its investment priorities through the established 'A Force on the Move' transformation portfolio, providing a structured and disciplined framework for the delivery and oversight of change.
- 7.2 During 2025/26, the portfolio has continued to mature from a predominantly annual investment cycle to a more strategic, multi-year transformation approach, aligned to the three-year MTFP, the refreshed three-year Strategy and new Blueprint. This has enabled a clearer balance between essential asset replacement and operational resilience, and targeted investment in digital capability, workforce development and innovation.
- 7.3 BTP has maintained strong financial discipline, delivering six consecutive years within investment plan budget, whilst operating within a constrained funding environment.

Investment continues to be prioritised towards critical operational risk, compliance and service need, supported by an enhanced focus on efficiency, value for money and active portfolio rebalancing.

7.4 Key achievements during 2025/26 include:

- Operational capability and resilience:
 - Sustained investment in frontline capability has strengthened the BTP's ability to respond effectively to incidents and maintain service continuity. This includes the deployment of mobile devices and secure connectivity (including laptops and VPN capability), enhancements to body-worn video and digital evidence management, and the rollout of crisis management and communications platforms to support incident response.
 - Specialist capability has also been advanced through Taser T10 rollout planning and associated training infrastructure, continued development of forensics capability and ISO accreditation, and upgrades to control room and communications resilience.
 - Completion of the Optimised Policing Model programme, which has now successfully transitioned into business-as-usual delivery, delivering £15.7m in efficiencies alongside comprehensive roster consultation, estate rationalisation, enabling system changes and the introduction of a new patrol model.
- Estates modernisation and infrastructure transformation:
 - Significant delivery across the estates portfolio has improved operational environments and reduced long-term cost pressures. This includes major relocations and refurbishments, most notably the move to Buckingham Palace Road, alongside a programme of regional site improvements and asset replacement.
 - Investment in Heating, Ventilation and Cooling systems (HVAC), power and core building systems has improved estate resilience, while the creation of operationally fit-for-purpose environments has enhanced frontline working conditions.
 - The transition to a Total Facilities Management model has strengthened asset visibility, improved maintenance processes and enabled more effective long-term estate planning.
- Digital and data transformation:
 - BTP has made significant progress in delivering and mobilising its core digital platforms, including identity and access management through the National Enabling Programme, expansion of cloud-enabled collaboration and

communications, and early development of data architecture and analytics capability.

- We have seen the progression of major national and local programmes, including the Digital Case File programme (re-baselined delivery) and wider evidence management and policing systems modernisation, alongside technology refresh activity such as unified communications and data centre migration.
- Collectively, these investments underpin a transition toward data-driven, digitally enabled policing.
- Workforce capability and organisational development:
 - Delivery of key workforce initiatives has strengthened organisational capability and resilience. This includes the establishment of an in-house Driver Training Unit, continued development of learning and development systems, and some progress in recruitment and training redesign programmes.
 - BTP has also advanced internal capability through the internalisation of Occupational Health services, the development of integrated mental health response models, and the strengthening of change and programme governance capability.
- Programme and governance maturity:
 - The portfolio has continued to strengthen its governance, delivery discipline and integration with strategic and financial planning. This includes a clearer three-year planning horizon, improved prioritisation and dependency management, and a more mature approach to balancing risk, capacity and investment.
 - This marks the continued transition to a more strategically aligned and integrated transformation system.
- Innovation and future capability development:
 - BTP has continued to mature its innovation pipeline, providing a structured route from early concept through to delivery. This includes exploration of artificial intelligence, automation and advanced analytics, aligned to future efficiency and productivity ambitions.

7.5 Collectively, these investments have delivered tangible improvements in operational resilience, productivity and service quality, including:

- Improved business continuity and reduced reliance on legacy systems
- Enhanced frontline access to digital tools, data and communications
- Improved working environments and workforce experience
- Measurable efficiency savings and productivity improvements

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- Strengthened financial control and delivery discipline

7.6 While financial and capacity constraints remain, the progress achieved in 2025/26 demonstrates BTP's ability to deliver sustained improvement, maximise value for money and position itself effectively for future policing challenges.

7.7 Overall, the transformation portfolio continues to evolve into a coherent portfolio of change, aligned to the new strategy and blueprint, capable of delivering both immediate operational benefit, longer-term organisational transformation and important productivity-driven efficiencies in the next multiyear Medium Term Financial Plan (MTFP) period.

8. AUDIT, INSPECTION & SCRUTINY

8.1 External inspection and audit remain critical to maintaining organisational legitimacy, accountability and continuous improvement within BTP. During 2025/26, BTP has engaged with both HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and HM Inspectorate of Constabulary in Scotland (HMICS), ensuring that external scrutiny informs and strengthens operational delivery. In October 2025, HMICFRS reported on its inspection of BTP custody provision, assessing BTP as adequate in providing a safe and lawful custody environment. The inspection identified one area of promising practice and three areas for improvement, with recommendations now being progressed.

8.2 National inspection activity has also increased during the year. In March 2026, BTP participated in a Home Secretary-commissioned thematic inspection of Retrospective Facial Mapping, examining the effectiveness, efficiency and legitimacy of its use across policing and the National Crime Agency, particularly in relation to disproportionality. In the same month, BTP was notified of a forthcoming PEEL (Police Effectiveness, Efficiency and Legitimacy) inspection, to be completed in September 2026, providing further opportunity for independent assessment of performance. Alongside this, BTP has engaged with HMICS as an interested party in its strategic review of policing the Commonwealth Games 2026, with HMICS also supporting the delivery of the upcoming PEEL inspection.

8.3 Internal audit activity, delivered by the Government Internal Audit Agency (GIAA), has provided additional assurance across key areas of organisational risk. During 2025/26, nine internal audits were completed, covering areas including governance, financial planning, estates, procurement, partnerships and compliance with data protection legislation. Audit outcomes ranged from substantial assurance in data protection to moderate assurance across the majority of governance and operational areas, with one area assessed as limited assurance relating to the Estates Programme follow-up. Advisory work was also undertaken in support of the Medium-Term Financial Plan model which concluded that the MTFP model provides a robust and effective foundation for BTP's financial management, underpinned by

strong logic, detailed modelling and the use of relevant data to produce accurate, granular forecasts. It demonstrates a high level of reliability for short term financial planning and supports confident budget setting and oversight, reflecting a well-established and capable modelling approach. Collectively, these findings have informed targeted improvement activity, strengthening governance processes, financial oversight and compliance across BTP.

- 8.4 Taken together, this programme of inspection and audit demonstrates a consistent commitment to transparency, accountability and continuous improvement. BTP continues to respond proactively to external scrutiny, using inspection findings and audit outcomes to drive learning, mitigate risk and strengthen operational effectiveness, ensuring that it remains well positioned to meet future inspection requirements and maintain public confidence.

9. INNOVATION

- 9.1 During 2025/26, the Innovation Programme has been established as a core enabler of BTP's strategic objective to modernise and transform (SO5), moving from concept into delivery as a coordinated and scalable approach to innovation. Since mobilisation, the programme has focused on rapidly putting in place the governance, structures and delivery model required to bring together previously isolated innovation activity into a single, coherent portfolio. By March 2026, with full resourcing in place, a clear delivery framework had been established, supported by defined principles prioritising initiatives that address genuine organisational challenges and deliver measurable operational or efficiency benefits aligned to the Medium-Term Financial Plan.
- 9.2 This approach has enabled stronger alignment to strategic priorities, improved oversight and governance, prioritisation of activity, reduced duplication and ensuring resources are focused on areas of greatest impact. Alongside this, a data architecture strategy has progressed to market engagement, creating the foundation for a scalable data platform to support the use of data, AI and automation across the BTP. Delivery is already being demonstrated through a growing portfolio of initiatives, including capabilities developed on the Google Cloud Platform such as VIP CCTV and Lost Property Matching, as well as automated text redaction, which has been prepared for force-wide rollout and has the potential to deliver significant productivity gains and improved consistency in case preparation.
- 9.3 The innovation programme has also brought existing innovation activity into a structured and governed environment, including the College of Policing Assistant (CoPA) platform, allowing for formal evaluation, baselining and clearer measurement of return on investment. New workstreams have been developed, including the Crime Recording Agent and automation of internal processes, alongside a broader programme of hyper-automation activity delivered in partnership with Microsoft. As a result, the Innovation Programme has established itself as the organisational landing point for innovation, strengthening collaboration across the BTP and

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with external partners, while improving visibility of benefits and delivery. As the programme continues to mature, it will play a critical role in supporting BTP's strategic ambitions and driving sustained modernisation of policing services.

- 9.4 During 2025/26, the Unified Policing and Security Partnership (UPSP) has progressed from design into delivery, establishing strong foundations for a more integrated, intelligence-led and collaborative approach to rail security. The programme has matured through strengthened governance and increasingly close working with industry partners, including Transport for London, Network Rail and multiple Train Operating Companies. A regular Rail Delivery Group (RDG) Steering Group has been embedded to provide national alignment on standards, priorities and delivery, with partners actively shaping both programme design and implementation.
- 9.5 This transition has been marked by the move into real-world testing, with three pilots underway to validate key components of the model. A Control Room Pilot, co-designed with TfL and Southwestern Railway, is testing new approaches informed by operational data and user insight. In parallel, a 61016 data integration pilot is exploring real-time information sharing to support more proactive incident response, while a third pilot with Merseyrail and Southeastern will test the use of fare evasion data (TIPS) to improve intelligence-led activity. Collectively, these pilots represent a significant step forward in translating UPSP from concept into operational capability.
- 9.6 Alongside pilot delivery, significant progress has been made in developing the core building blocks required to support a nationally consistent model. This includes the approval of a new RSAS training curriculum, development of a national uniform and identification standard, and agreement of a streamlined vetting approach aligned to Level 2 clearance, with transition to PNVS underway. A comprehensive review of powers has also been completed, identifying opportunities to improve effectiveness through standardisation, training and partnership working. This has been complemented by the co-design of a new Rail Security Scheme, aimed at bridging the gap between SIA-licensed and RSAS-accredited security, enhancing professionalism and consistency across the network.
- 9.7 Further progress has been achieved through strengthened intelligence sharing and tasking arrangements, including the introduction of a scalable BTP tasking model aligned with Train Operating Company processes. In parallel, the concept of a Centralised Policing and Security Model has moved into development, with a structured approach progressing from discovery through diagnostic phases towards evidence-based design. As the programme continues to mature, UPSP is increasingly acting as the foundation for a more integrated and collaborative security system across the rail network, improving coordination, strengthening capability and supporting a more effective and efficient response to industry-wide challenges.

- 9.8 During 2025/26, Project Falcon has continued to establish and mature BTP's Beyond Visual Line of Sight (BVLOS) drone capability, with a particular focus on the development of Drone in a Box (DIAB) technology. The programme has moved from initial concept into operational delivery, with its launch marked through a high-profile event in Leeds which I hosted, BTPA members and industry stakeholders. Throughout the year, strong visibility has been achieved through engagement with partners and media, including a ministerial visit by Lord Hendy to the Hither Green site and national coverage on BBC Morning Live, demonstrating both the operational potential and strategic significance of the capability.
- 9.9 Significant progress has been made in expanding the DIAB estate across the rail network. New sites have been developed across multiple Train Operating Company routes, including innovative deployments such as BTP's first flagship roof-based installation at Selhurst depot. In February and March 2026, the programme achieved its first operational "go-live" sites at Hither Green, Leeds and Leicester, with further sites, including Manchester and Selhurst, becoming operational shortly thereafter. By summer 2026, the programme is expected to have seven sites and 15 DIAB units in operation, supported by approximately 550 hours of accumulated flight time, positioning BTP as the leading police force in the UK for DIAB deployment and operational experience.
- 9.10 A major milestone was achieved in early 2026 with the safe removal of the requirement for 'safety pilots' during BVLOS operations, authorised by BTP's Accountable Manager. This reflects the maturity of BTP's operating model and has been underpinned by the development of a comprehensive Safety Management System, robust operational procedures and enhanced training. In parallel, progress has been made in strengthening strategic collaboration with industry partners, including the establishment of a joint Concept of Operations Executive Board with Network Rail, supporting greater interoperability of drone assets across the rail network and aligning future capability development.
- 9.11 The programme has also secured a significant three-year investment through the Medium-Term Financial Plan, alongside external industry funding, enabling further expansion and formal transition into a dedicated Drones Development Programme. As the capability scales, the focus is increasingly on evidencing benefits and return on investment, with modelling already indicating the potential for industry-wide cost savings and operational efficiencies. Collectively, this work places BTP at the forefront of innovation shaping both operational practice and the future regulatory landscape for drone use across the UK.

10. PEOPLE

- 10.1 Understanding and responding to workforce sentiment remains central to building an effective, resilient and trusted organisation. The All-People Survey continues to provide a critical baseline of engagement across BTP, with the 2025 results reinforcing both the strength and professionalism of our people, alongside areas requiring sustained attention. Colleagues consistently report pride in their work and strong support from first-line managers, highlighting the importance of local leadership in maintaining morale and operational delivery. At the same time, the survey identified recurring themes relating to workload pressures, perceptions of fairness, communication and the extent to which colleagues feel involved in decision-making. Feedback also highlighted a gap between organisational intent and lived experience, particularly in relation to “One BTP”, with inconsistency reported across parts of the organisation.
- 10.2 To assess progress and ensure continued focus, a pulse survey was undertaken during 2025/26, with over 2,000 colleagues responding, representing 41% of the workforce. The results provided a balanced and candid picture, evidencing improvements in leadership visibility and recognition while reinforcing ongoing challenges linked to sustained demand, organisational change and confidence that feedback leads to action. Importantly, the survey provided clearer insight into how colleagues expect to receive communication, with a strong preference for a structured approach, beginning with Chief Officer Group setting direction, followed by senior leaders providing context, and line managers delivering clear, personal impact. These insights have shaped a more deliberate and consistent approach to communication and engagement across BTP.
- 10.3 In response, a comprehensive programme of engagement activity has been delivered to strengthen leadership visibility, improve clarity of direction and close the feedback loop. This has included strengthening our “you said, we did” approach, alongside town halls, departmental engagement and a series of 10 leadership roadshows delivered across all three countries between February and March 2026 which saw 631 of our line managers attend. Each session was delivered by different COG leads and supported by 35 of our senior leaders. Together, these actions are helping to ensure that workforce feedback is not only heard but is clearly reflected in decision-making and organisational priorities. This structured and transparent approach recognises that trust and confidence must be built through consistent leadership, clear communication and demonstrable follow-through.
- 10.4 This focus on engagement is closely aligned to BTP’s approach to professionalism and legitimacy. During 2025/26, the Professional Standards Department has managed increasing and more complex demand, with live investigations rising by 30% across the year. Despite this, performance has improved, with investigation timeliness reducing from 141 days to 101 days and around 72%, resolved through proportionate, early intervention approaches.

Preventative activity has continued to expand, with over 650 targeted engagements delivered and a 50% increase in use of the Speak Up reporting mechanism, demonstrating growing confidence among the workforce in raising concerns. These improvements have been supported by enhanced transparency, including the introduction of external scrutiny, and strengthened vetting processes, where completion times improved by 54% despite increased demand and higher refusal rates reflecting enhanced standards.

- 10.5 Supporting our people has remained a central priority throughout the year, with continued investment in health, safety and wellbeing delivering both cultural and operational benefits. BTP has matured its health and safety approach, achieved over 95% action closure rates and progressing within the RM3 maturity model, reflecting a more proactive safety culture. Demand for occupational health services has increased significantly, supported by strengthened clinical governance and the introduction of an in-house Occupational Health Physician to improve timely advice and support. A new psychological screening programme has been introduced for high-risk roles, with around 2,600 employees invited and nearly half receiving targeted follow-up support. Post-incident care has remained a priority, with over 600 traumatic incidents supported through structured intervention, alongside 173 wellbeing events reaching more than 2,100 employees. This investment has delivered measurable benefits, including reduced sickness absence, improved return-to-work outcomes and non-cashable savings of approximately £2.3 million through improved workforce health and resilience.

11. CLOSING REMARKS

- 11.1 It is exciting to begin the 2026/27 reporting year with a refreshed strategy that sets a clear, long-term direction for BTP, aligning our operational priorities with the evolving risks and demands across the rail network. The strategy focuses on delivering safer journeys through intelligence-led policing, stronger partnerships and a continued emphasis on protecting the most vulnerable, while embracing innovation and digital capability to enhance how we prevent and respond to crime. It also sets out our commitment to reducing disruption through close collaboration with industry stakeholders, providing a coherent framework for decision-making at every level and ensuring our resources are directed where they will have the greatest impact for passengers, staff and the communities we serve.
- 11.2 I am under no illusion about the scale of the challenge ahead. The operational environment continues to evolve, with increasing demand, technological change and heightened public expectations placing sustained pressure on our people and resources. Passenger numbers are growing, and with that growth comes greater demand. Working with the new BTPA Chair and members, we have an important opportunity to strengthen governance, reinforce strategic oversight and ensure our ambitions are delivered. I hope that BTPA's agreement to a three-year financial investment strategy will support our shared aim of ensuring BTP remains an

effective and efficient specialist railway police force, fit for the future. Alignment between strategy, finance and governance will be critical to our success over the coming years.

- 11.3 I am confident about the future. What sets BTP apart is the commitment, professionalism and passion of our people, who continue to go above and beyond every day to serve the public. It is this collective drive that underpins our ability to deliver meaningful change and seize the opportunities set out in our strategy. As we move forward, we do so with a shared sense of purpose and confidence that, together, we can meet the challenges ahead and build a stronger, more resilient BTP.

12. RECOMMENDATIONS

- 12.1 That the content of this report is noted by Members.

WEBSITE

Report to: Full Authority

Date: 01 July 2026

Subject: Chief Executive's Report

Author: Chief Executive

For: Information

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1. It is for the Chief Constable to advise on operational matters, but I can't fail to note the operational pressures upon BTP in recent weeks including concerns over anti-Semitism, broader community tensions, the train crash near Bedford, a significant incident involving a person in a precarious position incident near Retford in April - to name but a few. I appreciate the ongoing collaboration of BTP's Chief Officer Group and Force Executive Board with BTPA Executive Team while they simultaneously dealt with these demands on the Force.

Strategy

BTPA Success Factors

2. Following discussion of priorities in January and March this year, The Chairs' Forum had sight of a draft Commission from the Secretary of State to the Chair. We expect that letter to include five objectives for BTPA (**Annex A**). The Chair and Executive team will break these objectives down into Success Factors, identifying tangible progress which BTPA expects to deliver in the current financial year - the delivery of which DfT can hold the Chair to account.

Senior Influence Group

3. I attach links to Minutes of the Senior Influence Group meetings in April and June. The Group meets again in July. We have broadened its agenda to incorporate police and rail reform as well as future financial planning. The Group considered a revised terms of reference here at its meeting on 20 April for Members to approve. Sarah has been progressing work with RDG on the commission for a Delivery Partner. Dyan continues to chair the Group with Brian and Tricia in support.

Police Reform

4. I attach a separate paper (**1.1**) seeking Member endorsement of our current approach to Police Reform.

Rail Reform

5. I attach a paper (**1.2**) charting the first steps of our Rail Reform Task Force for which several Members have volunteered their services.

Stakeholder Strategy

6. Tricia shared with Members her plans for BTPA change in an e-mail of 17 April. We had undertaken to progress most of that work by the end of June this year. Development of a stakeholder strategy is the furthest back of those ambitions but remains on our work plan in partnership with BTP.

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Performance

Balanced Scorecard

7. Performance and Legitimacy Committee met in its new guise for the first time in June. A key deliverable is a balanced scorecard covering BTP performance. This is in development between BTP and BTPA Executive and we hope to reach agreement on the scorecard soon.

Public Confidence

8. A key indicator of British Transport Police success is the extent to which those who work and travel on the railway feel safe. A significant body of updated insight is now available. Transport Focus's *What Matters Most* survey was published in May, and the latest Rail Customer Experience Survey was released in June. In addition, British Transport Police receive regular pulse survey feedback from different segments of the travelling public. A key task over the coming months will be to distil these sources into a small number of clear and robust metrics which the British Transport Police Authority can monitor with confidence.

HMICFRS

9. HMICFRS have started their most significant inspection of BTP since early 2024, which is due to conclude in September. A key issue is to help HMICFRS understand the implications of BTP's rail industry focus. The standard inspection process is necessarily formulaic but is tailored to the 43 Home Office forces.

Finance

Financial Performance

10. Financial performance for 25/26 is covered in the Annual Report and Accounts. Outturn was much as last discussed by the Full Authority in March (with agreement reached then to hand back 'underspends' to the rail industry as part of future charges). It is too early in the current financial year to comment meaningfully on financial performance and, as ever, we await the PRRB recommendation on officer pay (effective 1 September). In setting our budget we anticipated a [REDACTED] pay uplift for officers and staff this year. Anything above that will create a pressure, anything below it will create an opportunity.

MTFP preparation and process

11. With years 1 & 2 of the next MTFP agreed last December, we expect the main focus of this autumn's discussion to be on the new year 3 (2029/30). We expect to outline our planned process before the Senior Influence Group meets in July and will share with Members in parallel.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

People

Members

13. The latest recruitment round for Members resulted in no new Member appointments. Our attention is now shifting to May 2027 when Member numbers will drop to 10 (below the statutory minimum) should those Members reaching the end of their second term leave, as

expected. This means a new competition should be launched within the next small number of months.

Executive

14. In line with previously agreed plans, we have recruited three roles within the Executive Team all of whom are progressing through the onboarding process:

- (i) An appointment for a **Financial Oversight Manager** is due to start on 3 August.
- (ii) Sonia Mohindru will fill the **Regulatory Policy Lead** position on a permanent basis w/e/f 1 July.
- (ii) An appointment for an **Assistant Board Secretary** will begin on a date to be confirmed in August.

15. All current Executive Team colleagues are enrolled in BTP's pilot of Copilot Premium. We are grateful for the opportunity to develop our capability in using artificial intelligence and anticipate that this will support further improvements in productivity and effectiveness.

Governance

Streamlined Decision Making

16. Decisions taken outside of Full Authority are listed at **Annex B**. This includes detail on the first decision taken by the Chair and Deputy Chair on behalf of all Members under the new streamlined process agreed on 28 May 2026. The next two decisions imminently due before the Chair and Deputy Chair are the approval of new contracts for [REDACTED]
[REDACTED]

Regulations

17. BTP is now operating the new Vetting Regulations approved by the Authority and implemented earlier this year. The Department for Transport has recently provided comments on the Conduct (Amendment) Regulations approved by the Full Authority in December 2025, and work will now proceed to implement these Regulations. The Department for Transport has recently provided comments on the Conduct (Amendment) Regulations approved by the Full Authority in December 2025, and work will now proceed to implement these Regulations.

18. The Department for Transport has recently shared draft Regulations relating to new Barred and Advisory Lists for BTP employees who are subject to disciplinary proceedings. The draft Regulations currently propose an implementation date of 21 September 2026.

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Draft BTPA Objectives – subject to comment / agreement of DfT

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Annex B

Decisions in Correspondence

1. The following decisions have been taken in correspondence since the last meeting of the BTPA Full Authority on 24 March 2026.
2. **A084 Reserves Drawdown for Capital Spend [14 April 2026].** Members approved in principle a drawdown from cash reserves [REDACTED] m to fund in-year capital spend, noting that this was within the total capital delegation provided by Department for Transport. Whereas most Members were content to approve the paper's recommendation without comment, two Members took comfort from the fact that the Reserves Strategy was subject to review by the BTPA Audit and Risk Assurance Committee.
3. **A085 BTPA Decision Making in Correspondence [28 May 2026].** Members approved that the BTPA Code of Governance be amended to permit the Chair and Deputy Chair of the BTPA Full Authority or a BTPA Committee to take decisions in correspondence on behalf of the BTPA Full Authority / Committee. This new format of decisions making will be subject to review within six months (December 2026). Members noted that decisions in correspondence should be escalated to all Members in the event either the Chair or Deputy Chair disagree with one another, and that caution should be applied to approving significant business cases in correspondence.
4. **A086 [REDACTED] Licence Renewal [11 June 2026].** The BTPA Chair and BTPA Deputy Chair approved the renewal of occupation and the letter licence for [REDACTED]. The BTPA Chair and Deputy Chair, in scrutinising the proposed recommendations, focused on whether the lease expiry risk was properly identified, why there was a perceived delay in seeking approval (including legal and internal processing factors), and why the agreement was brought forward retrospectively rather than earlier or under an existing framework. On the receipt of assurances on these queries the Chair and Deputy Chair approved the proposal but nevertheless asked that the BTPA Executive keep a watching brief on the extent to which retrospective decisions were being sought by the Force, and that the BTPA Executive consider how best processes could be improved to prevent the need for retrospective approvals.
5. **A087 Contract Award / [REDACTED] [18 June 2026].** The BTPA Chair and BTPA Deputy Chair approved the award of [REDACTED]

Paper 1.1 to accompany CEO Report to Full Authority

Report to: Full Authority

Date: 01 July 2026

Subject: Implications of Police Reform for BTP

Author: Chief Executive

For: Information

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Purpose

1. To provide Members with an assessment of the implications of the Police Reform White Paper for the British Transport Police (BTP) and to seek agreement on key strategic positions to guide engagement with Government, the Home Office and rail industry stakeholders.

Background

2. The Police Reform White Paper sets out a significant shift toward a more nationally directed model of policing, with stronger central leadership, enhanced performance frameworks, and the creation of a National Police Service. While BTP is formally outside Home Office policing structures, the direction of travel across policing will inevitably create pressure for greater alignment, integration, and standardisation.
3. These developments coincide with rail reform which is reshaping governance and accountability across the rail sector. Taken together, these changes highlight the importance of clearly defining BTP's role as a specialist national police force serving the railway, while maintaining the ability to operate effectively alongside Home Office forces.

Key Issues
a. Governance and Operational Autonomy

4. Proposals within the White Paper relating to governance include strengthened central oversight, enhanced roles for national leadership as well as evolving local governance arrangements. There are also proposed stronger powers for HMICFRS. Between them, these may generate pressure to align BTP more closely with Home Office policing. While there is no immediate proposal to bring BTP formally within e.g., the Policing Protocol or the Strategic Policing Requirement, this could change as legislation is developed and as the reforms are implemented. Specific challenges could arise, for example, as the national performance frameworks gain prominence or as Mayoral oversight of policing expands.
5. Maintaining BTP's operational independence is critical. BTP's accountability to the rail industry enables it to prioritise issues such as passenger safety, disruption, and infrastructure protection, which may not align neatly with territorial policing priorities. Any shift toward centrally set priorities risks diluting this focus.

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b. Workforce and Interoperability

6. The White Paper places emphasis on strengthening workforce capability through national strategies, common standards, and the introduction of a license to practice for police officers. These developments will have significant implications for BTP.
7. BTP derives considerable benefit from maintaining alignment with Home Office policing in areas such as training, professional standards, leadership development and disciplinary processes. This alignment supports interoperability, facilitates mutual aid and enables career mobility for officers between forces.
8. As reforms develop, it will be important to ensure that BTP officers continue to operate under identical or equivalent regimes to their Home Office counterparts. At the same time, these regimes must retain sufficient flexibility to reflect the specialist nature of rail policing, including the unique safety and operational requirements of the network.

c. National Police Service

9. The creation of a National Police Service is a significant structural reform. This new body will bring together a range of national capabilities, including operational functions such as counter-terrorism and serious organised crime, alongside enabling services such as digital, procurement, and forensics.
10. For BTP, the National Police Service offers potential benefits, including improved access to national capabilities, greater consistency in operational collaboration, and opportunities to leverage innovation and technology at scale. However, these benefits are accompanied by risks. There is a risk that increased centralisation may reduce flexibility and limit BTP's ability to tailor its approach to the needs of the rail network. Clear governance and operating arrangements will be required to ensure that BTP can engage effectively with the National Police Service while retaining control over rail-specific operations.

d. Financial Implications

11. A key risk arising from the reforms relates to the funding of shared services and national capabilities. BTP already contributes to a range of central policing functions, and the expansion of these arrangements under the National Police Service may lead to increased costs.

e. Scotland

12. That BTP operates in Scotland will be a complication of almost every change proposed by the Home Office where it is relevant to BTP. This will need special attention from BTPA.

f. Force Restructures

13. BTP are excluded from the Terms of Reference of the current Review of the 43-force structure in England & Wales. But BTP will be affected by the outcomes of restructuring (at the very least in terms of the daily need to collaborate operationally with every force across the UK). The Restructure will be a complex and controversial piece of work. It is hard to be specific about how and where it will impact BTP most but such a fundamental rewiring of Policing across the country cannot fail to impact BTP as a national force.

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g. Technology and Innovation

14. The White Paper envisages significant investment in technology, including digital services, artificial intelligence, and capabilities such as live facial recognition. These developments have the potential to enhance policing effectiveness across the board.
15. For BTP, access to national technology platforms and innovation initiatives presents opportunities to improve operational effectiveness and efficiency. However, it will be important to ensure that participation in national programmes does not create unfunded financial liabilities or constrain BTP's ability to innovate independently where appropriate. Technological solutions must reflect the specific characteristics of the rail environment, including high passenger volumes and complex infrastructure.

Recommendations

16. Members are invited to agree the following principles which will underpin our position in relation to each of the proposed reforms:
 - i. *BTP should retain its existing degree of independence from Home Office policing structures, ensuring it can continue to prioritise and respond effectively to the needs of the rail industry.*
 - ii. *BTP officers should remain fully interoperable with Home Office Policing supported by equivalent training and development, common professional standards and aligned discipline and complaints regimes.*
 - iii. *BTP and its funders should minimise the risk that reform leads to BTP funding a greater share of policing shared services, ensuring costs remain fair and proportionate.*

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