

[10 December 2025] Agenda Pack / Full Authority

MEETING
10 December 2025 11:00 GMT

PUBLISHED
4 December 2025

Agenda

Location
Hybrid / Room LG.11, Department for Transport, Great Minster
House, 33 Horseferry Road, London, SW1P 4DR & Microsoft
Teams

Date
10 Dec 2025

Time
11:00 GMT

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WEBSITE

Report to: Full Authority

Date: 10 December 2025

Subject: 2025 Amendment Regulations – BTP/A next steps and implementation

Author: Head of Legitimacy and Performance

For: Decision

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Home Office Police (Conduct, Performance and Complaints and Misconduct) (Amendment) Regulations 2025

1. Background

- 1.1 In November the People and Culture Committee considered a paper relating to further planned changes to existing conduct, performance and complaints and misconduct regulations following the Home Office's review of police officer dismissals processes.
- 1.2 This paper concerns the further changes to the 2020 regulations. An article by Essex Chambers article is a helpful reminder of the context:
- 1.3 *"In September 2023 the Home Office published its review into the process of police officer dismissals. The review was launched in January 2023, following Baroness Casey's Review into the Metropolitan Police Service and was to consider, amongst other questions, whether the misconduct system was "appropriately balanced".*
- 1.4 *The review made 18 recommendations, including changing the composition of police misconduct panels and introducing a presumption of dismissal for gross misconduct. The Government announced that changes would follow in three tranches: tranche one would involve changes to the composition of panels, tranche two would address wider changes to misconduct, vetting and performance, and tranche three would introduce the ability of chief officers to appeal to the Police Appeals Tribunal.*
- 1.5 *The Police (Conduct) (Amendment) Regulations 2024 followed in May of last year, bringing in the tranche one changes. These included changing the composition of Panels; removing the Legally Qualified Chair and instead requiring a panel to be chaired by a senior police officer sitting with two independent members of the public and advised by a Legally Qualified Advisor ("LQA")."*
- 1.6 Members will recall later in 2024 agreeing that BTP's unique structure and circumstances justified a decision not to follow the Home Office direction in this

regard and the Full Authority agreed that BTP/A should retain the composition of misconduct panels with Legally Qualified Chairs.

- 1.7 Following the change of Government, the Police (Conduct, Performance and Complaints and Misconduct) (Amendment) Regulations 2025 ("the 2025 Regulations") were developed to introduce the changes promised as part of tranche two, as well as making amendments necessary to take account of the new Police (Vetting) Regulations 2025 which came into force earlier on 14 May 2025. Corresponding proposed changes to BTP's vetting regulations were approved by the Full Authority in October.

2. **BTP / BTPA Current Position**

- 2.1 The BTP and BTPA have reviewed the 2025 Regulations and identified no requirement to diverge materially from the Home Office direction of travel. BTPA Executive therefore requested its legal services provider to draft regulations for BTP/A that predominantly mirror those of the Home Office. The current working draft is attached at Annex B.
- 2.2 In order to implement these regulations, there are additional provisions required in the BTPA regulations to take account of changes that were not previously made and to align BTP/A regulations to all the changes being made to the equivalent Home Office regulations.
- 2.3 In addition, there are a small number of additional provisions required to account for BTP's unique operating circumstances. These are set out in the briefing note at annex A.
- 2.4 People and Culture Committee Members were supportive of the proposed Amendment Regulations, subject to development of guidance to support implementation, to clarify issues inherent in the Regulations including but not limited to, welfare considerations for panel attendees, the definition of police staff-equivalent panel members, role of staff members of a Panel, the difference between hearings on operational or non-operational issues.
- 2.5 Members will recall that as per Section 40 of the Railways and Transport Safety Act 2003, BTPA cannot make regulations unless consultation has taken place with staff associations and a draft has first been approved by the Chief Constable and the Secretary of State for Transport. Consultation with the staff associations is underway and BTPA Executive will be seeking the necessary approvals in parallel.

3. **Recommendations**

- 3.1 Members are asked to agree the Amendment Regulations attached at Annex B in the background pack.
- 3.2 Members are asked to note that we will return to the Full Authority if there are any significant changes, or consequential outcomes, when we hear back from our legal advisers and/or the Department for Transport.

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Briefing: Police (Conduct, Performance, Complaints and Misconduct) (Amendment) Regulations 2025

To reflect the introduction of the Police (vetting) regulations and to allow these frameworks to speak to one another, all three sets of existing regulations are being updated:

- Police (conduct) regulations 2020
- Police (performance) regulations 2020
- Police (complaints and misconduct) regulations 2020

In addition, the Home Office has made additional amendments as follows:

Police (Conduct) Regulations	
<i>Home Office amendments:</i>	
<ul style="list-style-type: none"> • A presumption of dismissal following a finding of gross misconduct, unless the panel is satisfied that there are “exceptional circumstances” which justify a lower sanction. • A presumption of AMH (accelerated hearings) for former officers. Where an officer has already retired or resigned, there will be an AMH unless the officer requests a ‘standard’ misconduct hearing or the AA (appropriate authority) otherwise deems that a standard hearing is required. • Where an officer is convicted of an indictable only offence, this will automatically amount to gross misconduct. 	
<i>Further amendments driven by BTP/A:</i>	
<ul style="list-style-type: none"> • To make ‘reduction in rank’ one of the available options for sanction for GM (to bring us in line with HO forces) • The ability to hold remote hearings – to assist with the scheduling challenges caused by our geographical spread • To allow police staff equivalent of Superintendent’s to sit on panels (in cases that do not relate to operational policing matters) 	
Police (Performance) Regulations	
<i>Home Office amendments:</i>	
<ul style="list-style-type: none"> • Removing the second stage, so that the overall process becomes a two-stage process. • The period for required improvement is reduced from a maximum of 12 months to a default three months. 	
<i>Further amendments driven by BTP/A:</i>	
<ul style="list-style-type: none"> • The ability to hold remote hearings – to assist with the scheduling challenges caused by our geographical spread 	

The first draft of the above amendment regulations has been received and circulated with the staff associations.

We are aware that the Home Office are planning further amendments to both the Conduct and Vetting Regulations, which is currently in consultation. This will update the current suspension provisions (including automatic suspension for certain offences).

Report to: Full Authority

Date: 10 December 2025

Subject: BTPA Code of Governance and Financial
Delegation Table [Annex 4] Updates

Author: Contract and Compliance Manager

For: Approval

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1. PURPOSE

- 1.1 The purpose of paper is to seek Member approval for updates to the BTPA Code of Governance.

2. BACKGROUND

- 2.1 In June 2025, Members made two changes to the financial delegation tables - which were increasing the income acceptable delegation and setting delegations for civil claims. Both were approved by the Authority but further clarification was sought concerning a potential misalignment between the DfT letter of delegation to the CEO and Managing Public Money (MPM) in relation to Special Payments.
- 2.2 A recent Government Internal Audit Agency internal audit of BTP/A governance arrangements recommended that these changes be submitted to Full Authority for approval, alongside some housekeeping changes to the Code – specifically, a table summarising version control and a contents page.

3. EX GRATIA – CIVIL CLAIMS

- 3.1 The CFO has since been in contact with DfT to confirm whether our interpretation and application of special payments/civil claims was in line with the delegation. DfT have confirmed that BTPA application is correct. The delegation letter takes precedence, as these are the limits that HMT have most recently set. DfT have also confirmed that BTPA civil claims are correctly categorised as compensation payments and as such would only require DfT approval if the claim (excluding legal fees) was in excess of £200k. This is subject to the overriding qualification that any payments deemed to be novel, contentious or repercussive would require DfT and HMT approval regardless of the value.
- 3.2 The wording within Annex 4 – Financial Delegation table has been updated to reflect the above, but the internal threshold remains at the previously approved levels. Any ex-gratia payment in

excess of £200k must be approved by DfT and HMT. The CEO will review any ex-gratia submission if they may be deemed novel, contentious or repercussive.

4. ADDITIONAL UPDATES

4.1 In addition to clarifying the processes for civil claims, BTPA Executive have carried out a further review of the tables to ensure that they are fit for purposed and consistent. As a result of this review, the Exec have amended the layout to make it easier for the reader to cross reference any notes to the correct delegation, as well as removing those delegations that seem no longer appropriate. The overall impact is intended significantly to simplify the Table and so facilitate adherence.

4.2 A summary of the additional changes to delegations are below:-

- Capital Projects Delegation – this has been removed from BTPA table as BTPA do not hold a separate capital delegation or budget from BTP.
- Virements – this has been removed from BTPA table as this has not been required to date and the numbers involved are small.
- Pay Award Delegation – this has been removed from BTPA table as BTPA pay awards form part of the overall annual pay award discussions and also require approval by the Appointments Remuneration and Appraisal Committee.
- Banking arrangements Delegation – this has been removed from both the BTPA and BTP tables as it is no longer required.
- Redundancy Payments – in both the BTPA and BTP tables this has been updated to reflect the fact that the CEO reviews all potential redundancy payments, and that these also require DfT approval.
- Write offs – PSA Accounts, this have been removed from BTP tables and sits within BTPA section as it is BTPA legal responsibility to ensure that costs are defrayed. The delegations have also been increased.
- Write offs and Losses – In the BTP tables these has been consolidated into two separate delegations excluding PSA income. The delegations have been increased from £5k for the Chief Constable to £100k, the Chief Executive from £50k to £500k and the Authority from over £50 to over £500k.
- Write offs and Losses – in the BTP table a specific line has been added to reflect the losses delegation that is set out within the annual DfT Delegation letter.
- Procurement Authority – in the BTPA tables the thresholds have been increased from £100k to £200k or £50k to £100k.
- Procurement Authority - in both BTPA and BTP tables and due to a change in Cabinet Office Spend Controls, BTP has a zero delegation for spend and commercial activity relating to Professional Services and Consultancy Services. BTPA has set up an internal process to review and approve these submissions.

4.3 The amended Annex 4 can be found in Appendix A in your background papers.

5. RECOMMENDATION

5.1 For Members to,

- endorse and approve the changes to the BTPA Code of Governance and Scheme of Delegation tables.
- Approve sundry changes to the BTPA Code of Governance following the recent GIAA audit, including promotion of version control table to beginning of Code, introduction of a contents page, and any corrections necessary to correct typographical errors or update committee terms of references to update e.g. number of members to serve on that committee.

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Report to: Full Authority

Date: 10 December 2025

Subject: BTPA Board Improvement Plan 2025 Progress Report

Author: Board Secretary

For: Information

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Background

1. The Full Authority considered its Board Effectiveness Review 2025 at its June 2025 meeting, and agreed to the preparation of an action plan to address the areas for improvement identified therein, covering support of the Accounting Officer, stakeholder engagement, management of risk, improvement in quality of information provided to the BTPA, and enhancing quality of discussion and oversight of matters brought before Members.
2. The Full Authority then considered a paper at its October 2025 meeting which set out how the BTPA should respond to the priorities set for the Authority by the Secretary of State for Transport for 2025/26 – these priorities include enhanced board effectiveness and governance, and BTPA's response to rail reform, police reform, and other topical issues such as improving accessibility on the rail network, violence against women and girls (VIAWG), and support of His Majesty's Government's *Modern Digital Blueprint*, particularly with regards artificial intelligence (AI).
3. BTPA has also been in receipt of an internal audit report on governance arrangements in November 2025, which identified some areas of improvement for BTPA that have been incorporated into the board effectiveness review improvement plan. These include improved housekeeping measures for BTPA meetings (e.g. comfort breaks), and increased emphasis on adopting an updated BTPA Code of Governance, and new Framework Document from the Department for Transport.

Progress Made

4. An assessment of the progress made towards the Board Effectiveness Improvement Plan is provided in the background pack for this meeting. With just over six months before the improvement plan is due to be closed (June 2026) many areas remain in progress. That said, Members will note that there are some significant drivers of progress that are due early in the New Year, including,
 - a. Implementation of a new BTPA Member Oversight and Engagement Framework and accompanying Plan.
 - b. Adoption of a BTPA Membership Plan to assess and enhance the Full Authority's collective skills and capability, succession planning, and future role.

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- c. Adoption of a BTPA Priorities Plan, to foster enhanced oversight of BTPA by its Sponsor Team.

Going Forward

5. The BTPA Chair has committed to replying to the Secretary of State's Priorities letter before Christmas 2025. A draft has been prepared for the Chair's sign-off, that will be revised in light of any comments made at this meeting. The Chair has committed to sharing the finalised letter with Members prior to it being sent to the Secretary of State.
6. Members are welcome to undertake engagement with the BTPA Executive on ongoing delivery of the improvement plan – either as a whole, or on specific aspects. Otherwise, Members will have the opportunity to collectively review progress at their January 2026 and May 2026 board development days, and at their June 2026 meeting.
7. Members are reminded that, under BTPA's current three year board effectiveness review cycle (2023/26), an external partner is due to be invited to conduct an externally-facilitated board effectiveness review in 2026.

Recommendation

8. That Members note the report and provide any reflections on its content.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

Report to: British Transport Police Authority

Date: 10/12/2025

Subject: Chief Constable's Report

For: Noting

1. PURPOSE OF PAPER

- 1.1 This report brings to the attention of Members of the Police Authority items that I consider they will wish to note.

2. SIGNIFICANT EVENTS

- 2.1 Since my last update in October, the Force has continued to respond to a high volume of significant incidents. Of particular note was the mass stabbing on 1 November in Huntingdon, which required a swift, decisive, and highly professional response from all involved. Emergency services were on scene within eight minutes of the first 999 call, working together to neutralise the threat and support casualties.
- 2.2 This incident was exceptionally demanding for those first on scene, and I am deeply proud of how our teams came together, alongside seamless joint working with Cambridgeshire Police, East of England Ambulance Service, East of England Fire and Rescue, and Counter Terrorism Policing. The investigation, led by our Major Serious Organised Crime (MSOC) team, has resulted in charges against Anthony Williams for ten counts of attempted murder on the train at Huntingdon, one count of attempted murder, an assault on a police officer in custody, and two counts of possession of a bladed article. I have been so impressed by the investigation team's determination.
- 2.3 We also received the welcome news that the last two victims of the attack have now been discharged from hospital. While their recoveries will still take time, it is extremely

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positive that they are well enough to return home. Our thoughts remain with them, and everyone impacted by the incident.

- 2.4 Incidents of this nature are rare, but they underscore the importance of our training, preparedness, and availability. The close working relationship between BTP, Cambridgeshire Police, Network Rail, and train operators enabled a thorough investigation at the scene, and the railway lines at Huntingdon were returned to normal operation swiftly, minimising disruption. David Horne, Managing Director of LNER, recognised the exceptional joint working and the value of our unique understanding of the railway.
- 2.5 In Parliament on Monday 3 November, following the incident, several concerns were raised regarding the funding and future of BTP as the Government continues to nationalise more of the rail network. Members emphasised the need for sufficient resources to ensure passenger safety and effective policing.
- 2.6 The Home Secretary expressed strong support for the work of BTP, highlighting our response to recent incidents. Broader policy issues were acknowledged, with a commitment to ongoing discussions with the Transport Secretary as the network's structure evolves.
- 2.7 In the days following the incident, we increased our presence at stations. During a train patrol to Peterborough and Leicester, I spoke with staff and members of the public, many of whom expressed how glad they were to see the visible police presence.
- 2.8 On the Thursday after the attack, I attended an event hosted by the Mayor of Peterborough to thank first responders. The Secretary of State for Transport, local councillors, the mayor, and local MPs were present, along with PS Amy Chapman, DI Marvin Bruno, CI Jon Pine, and Crime Scene Manager Jo Summers, all of whom played significant roles in our response. Their contributions were widely praised. I also spoke with the train driver and signaller, whose decisive actions enabled emergency services to intervene swiftly. Importantly, I was able to thank them.
- 2.9 On 3 November, an Avanti West Coast passenger train derailed near Shap, Cumbria. The incident occurred in a remote location, which complicated the emergency response. Initial reports of 30 passengers onboard were later revised to 85; fortunately, there were no serious injuries. Emergency services, including BTP, Cumbria Police, Fire, and Ambulance, responded promptly, and all passengers were safely evacuated. The Rail Accident Investigation Branch (RAIB) subsequently took over the scene.
- 2.10 On 20 October 2024, Rhiannon Whyte tragically lost her life following an attack at Bescot Stadium station. The investigation, led under Operation Trullo, quickly identified

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and arrested the suspect, who was subsequently found guilty of murder at Wolverhampton Crown Court on 24 October 2025. The professionalism and dedication of all involved were commended by the Crown Prosecution Service, whose letter of appreciation highlighted the team's preparedness and collaborative approach. The letter further noted the positive environment created in court and the shared commitment to justice. This recognition is a testament to the outstanding work of our officers and staff in this harrowing case.

- 2.11 A BBC Panorama documentary exposing misconduct at Charing Cross Metropolitan Police station aired on 1 October, revealing behaviour that is wholly unacceptable and has no place in policing. I am immensely proud of our officers who spoke up and reported this behaviour. Their courage demonstrates our commitment to maintaining the highest standards and supporting one another in doing so. I have personally spoken to each of our officers who reported what they had witnessed and reiterated to all of our people the importance of challenging and reporting inappropriate behaviour.
- 2.12 The launch of the Taser T10 on 2 October was a significant event in ensuring police officers in the UK have the best equipment to deal with the incidents they face every day. The Policing Minister and I were preparing for the launch at Blundell Street when we were briefed about an ongoing terrorist incident at a synagogue in Manchester. The bravery of the community and the swift response of emergency services brought the incident to a swift conclusion. BTP firearms teams supported the reassurance response, and our Specialist Operations explosives detection dog was deployed in support of Greater Manchester Police.
- 2.13 I later visited a synagogue and heard first-hand the concerns of the Jewish community. In the following days, we increased visibility at stations to provide reassurance.

3. STAKEHOLDER ENGAGEMENT

- 3.1 Over recent months, several high profile engagements have taken place. Notably I met with and briefed the Home Secretary, Transport Secretary and Rail Minister several times during and after the response to the attack which occurred in Huntingdon. Their feedback on our response was very positive, noting the way in which we kept everyone updated in a complex, high-profile situation and the rapid progress of the investigation.
- 3.2 On 9 October, Ian Drummond Smith and I met with the Cabinet Secretary for Transport, Fiona Hyslop MSP and officials to discuss a wide range of issues. The Cabinet Secretary had a number of queries around specific stations and lines of route, and subsequently met with the Force again following a drop-in session which had been organised in the Scottish Parliament for the purposes of raising awareness around the

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text 61016 service. This was the third event in a planned series across the UK, Welsh and Scottish parliaments which have highlighted some of the work the Force and industry partners undertake, as well as raising awareness of how elected representatives and officials, particularly in the devolved administrations, can engage with the Force.

- 3.3 In addition to these interactions, engagement at a local level has continued to increase, with several TOC MDs and MPs taking part in visits either to specific operations (e.g. with our County Lines team) or to visit our drones or local station visits. All of this highlights a growing and welcome interest in the work of the Force, and its highly specialised role in both UK policing and the wider railway.
- 3.4 The Force has been approached by the General Secretary of the RMT as concerns from unions have grown following a TSSA-led campaign on BTP funding, which has generated a good deal of political interest. The RMT is very concerned about what it believes are rising numbers of staff assaults and 'cuts to staffing and stations' and has now formally entered a dispute with East Midlands Railway over the assaults issue. Following a meeting with the General Secretary, he has now written to me asking for details of the funding settlement for 2026/27 with full details of the implications of any potential shortfall.

4. MEDIUM TERM FINANCIAL PLAN

- 4.1 Following discussions on restrictions to BTP's Capital Delegated Expenditure Limit at the 1 December SIG meeting, the force has resubmitted, in Annex G to the main MTFP paper, a revised MTFP proposal. The Annex describes the impact of the reduction in required capital investment, particularly across Drones, the optimisation of estate, Live Facial Recognition, technological advances and support to the innovation fund mechanism. I am grateful for the offers of support from industry attendees at the SIG meeting and remain hopeful that a route to enable a level of capital funding that fully supports the new Strategy can be achieved.
- 4.2 Following detailed feedback from senior industry leaders that there is no appetite for service reductions in Year 3 of the MTFP, I was asked to reconsider the cashable efficiency target. Within the initial plan, this was £22.208m or 4.7%, which included a top sliced headcount reduction of 118 full time roles, risking operational resilience. The revised efficiency plan includes £14.297m savings (3%). This is in line with the original BTPA Directive, whilst mitigating service reductions following the SIG feedback.

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- 4.3 As a result of the changes to capital charging assumptions and efficiencies, the average charge to industry based on the resubmitted MTFP will be 6.5% in 2026-27, 5.9% in 2027-28, and 2.5% in 2028-29. Engagement with senior industry leaders has been very encouraging. It is clear to me that they care deeply about the value that BTP offers. Several supportive letters from industry have been received during the process, most recently from the RDG Executive Chair & CEO. Her letter outlines strong industry support for BTP's proposal but expresses concern about the potential frontline reductions in Year 3. This concern is addressed in the resubmitted proposal in Annex G.

5. PERFORMANCE

- 5.1 Up to the end of October, we have recorded 53,214 crimes, an 8.3% increase compared to the same period last year. Violence, Public Order, and Robbery remain key priorities. Our overall solved rate stands at 11.4%, which is higher than this time last year, with 564 additional crimes solved.
- 5.2 Violence against women and girls (VAWG) continues to be a Force priority, with a 12% rise (+841 crimes) compared to last year. Our overall solved rate is 12%, and solved cases have increased by 20% year-on-year. The Angiolini Report Part 2, published on 2 December, focuses on preventing sexually motivated crimes against women in public spaces.
- 5.3 Section 5.121 relates to BTP and highlights the positive steps we have taken to combat VAWG. It notes how the Force has developed and implemented a comprehensive VAWG strategy, prioritised the use of powers and innovative approaches, led on communications and public engagement - including campaigns to encourage reporting and bystander intervention - and invested in technology and data-driven approaches to offender management.
- 5.4 There is still much to do to achieve the 'step change' required in this area, and the Report rightly recognises transport as a high-risk environment. Building on the progress we have made remains a challenge for all of us. However, there are clear opportunities to address many of the Report's recommendations through the VIAWG taskforce in our MTFP proposal. Initiatives such as enhanced CCTV coverage and designing out crime will be key areas of focus, working closely with the rail industry to strengthen our collective approach.
- 5.5 Police-related disruption minutes have slightly increased during the start of the winter peak and are now 4.7% higher (+67,000 minutes) than last year. Trespass continues

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to account for the largest share of disruption; however, cable theft has recently spiked, adding 51,000 minutes compared to last year. Average handback time for non-suspicious fatalities remains steady at 97 minutes, with arrival and classification times at 20 and 42 minutes, respectively. Persistent blockers include CCTV delays and body-related disruption, both significantly extending handback times.

- 5.6 Our officers face growing demand, which is forecast to increase further throughout the next MTFP period. To illustrate the scale, on a single day this quarter our teams managed a series of tragic and critical incidents across the rail network, beginning early in the morning and continuing into the evening. These incidents spanned multiple locations and involved five fatalities (three adults and two children), several medical emergencies, and other serious non-fatal events. This underscores the resilience and professionalism of our people demonstrate as they respond to complex and high-impact situations.

6. INNOVATION

- 6.1 We continue to drive forward BTP's transformation agenda with a clear focus on operational efficiency and technological advancement. Recent months have seen the newly formed Innovation Board prioritise a suite of proof-of-concept projects, each designed to address specific challenges within frontline policing and support services. Notably, the Multi Modal Matching Engine, developed in partnership with Google, is now live and harnesses generative AI to match lost property with crime reports, offering tangible improvements in productivity and case resolution.
- 6.2 Alongside this, the Stop & Search Assistant and CoPPA Police Assistant pilots are underway, providing officers with real-time, context-aware guidance and access to current legislation and policy. These initiatives are expected to enhance procedural accuracy, compliance, and decision-making across operational scenarios. The Crime Recording Assistant and Single Online Home integration projects are also progressing, with the aim of streamlining data entry, improving classification accuracy, and reducing manual effort within the Force Contact Centre. Continued investment in innovation will be critical for us to achieve future efficiencies whilst maintaining service levels.

7. PEOPLE

- 7.1 In November I held the Us at Our Best Awards and each year the awards celebrate the incredible professionalism and commitment of our people living our Values every day. This year nearly 700 colleagues were nominated across 12 award categories,

Security Classification and Handling Instructions of document are detailed on page 1

demonstrating the wealth of talent, pride and dedication we have in our Force. It was a wonderful celebration for all of those nominated and those who were lucky enough to be shortlisted for an award. The ceremony was held at the stunning Drapers Hall, where members of the Chief Officer Group and I took the opportunity to congratulate the winners and runners up alongside members of the BTPA and Rail Industry. The recognition of our people has come a long way since I joined BTP, and it is something I am very proud of.

- 7.2 Finally, I would like to formally welcome Stuart Cundy to his first meeting of the Full Authority as our new Deputy Chief Constable. Stuart brings a wealth of experience to the Force, and I am confident his leadership will further strengthen our ability to meet the complex challenges facing the railway. Since joining us on the 27 October, Stuart has, in a very short time, already witnessed firsthand the professionalism and dedication of our officers and staff during some of our most challenging recent incidents. I look forward to working closely with Stuart as we continue our shared commitment to ensuring a safe and reliable rail network for all.

8. RECOMMENDATIONS

- 8.1 It is recommended that the content of this report is noted by members.

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2025/26 Policing Plan Update April-October 2025

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Overall Policing Plan Performance April-October 2025

Create a hostile environment for high harm offences, disorder and vulnerability

Crimes Incidents

Violence		
Recorded Crime	Solved Crime	Solved Rate
Violence Offences (25/26) 10,307 Diff 13.1%	Violence Offences (25/26) 2,034 Diff 21.5%	Violence Offences (25/26) 19.7% Diff 1.4%
Violence with Injury (25/26) 2,438 Diff 4.6%	Violence with Injury (25/26) 537 Diff 7.8%	Violence with Injury (25/26) 22.0% Diff 0.7%
Violence without Injury (25/26) 7,868 Diff 16.1%	Violence without Injury (25/26) 1,497 Diff 27.6%	Violence without Injury (25/26) 19.0% Diff 1.7%

Robbery	
Recorded Crime	Solved Crime
Robbery Offences (25/26) 1,042 Diff 14.3%	Robbery Offences (25/26) 93 Diff -19.1%
Solved Rate Robbery Offences (25/26) 8.9% Diff -3.7%	

Staff Assaults	
Recorded Crime	Solved Crime
Staff Assaults (25/26) 2,401 Diff 12.9%	Staff Assaults (25/26) 587 Diff 34.6%
Solved Rate Staff Assaults (25/26) 24.4% Diff 3.0%	

Officer Assaults	
Recorded Crime	Solved Crime
Officer Assaults (25/26) 752 Diff 6.2%	Officer Assaults (25/26) 581 Diff 20.3%
Solved Rate Officer Assaults (25/26) 77.3% Diff 9.0%	

Create a hostile environment for high harm offences, disorder and vulnerability

Crimes Incidents

Anti-social behaviour incidents			
ASB Related Incidents (25/26)			
7,090 Diff 3.2%			
Average Incident Response Time			
Incident Grade	Fail	Pass	Total
Immediate	54.51	10.05	20.33
Priority	405.54	20.43	38.55
Total	156.21	17.45	32.48

Incident Response Times (Immediate & Priority Graded)			
Fail Pass			
19.23% 80.77%			
Average Incident Response Time			
Incident Grade	Fail	Pass	Total
Immediate	50.05	10.21	19.45
Priority	645.12	17.49	50.62
Total	132.41	13.50	32.35

Safeguarding Vulnerability Reports	
5,857 Diff -9.0%	
3,355 Diff -11.1%	
959 Diff 14.5%	
6,158 Diff -14.7%	

Lifesaving Interventions	
1,502 Diff -11.9%	

SPMH – Suicide Prevention and Mental Health
DASH SVR – Domestic Abuse, Stalking, and Harassment
AAR SVR – Adult at Risk

Keep the Network running

Disruption Related Incidents

Disruption Related Offences			
Stats Classification	YTD Crimes	YTD Solved Crime	YTD Solved Rate
J29 Theft Of Cable Live (J29)	97	2	2.1%
J30 Theft Of Metal Non Live (J30)	80	11	13.8%
Z28 Railway Trespass (Z28)	2,120	635	30.0%
Total	2,297	646	26.2%

Disruption Incidents & Minutes						
Category	Inc Current YTD	Inc Difference	% change	YTD Delay Minutes	Delay Mins Difference	% change
Cable Theft	67	15	28.8%	33,578	18,468	122.2%
Disorder/drunks or trespass	7,762	344	4.6%	63,933	3,697	6.1%
Fatalities/injuries by being hit by a train	227	-39	-14.7%	109,937	-9,575	-8.0%
Level Crossing Incidents (inc misuse)	2,248	53	2.4%	28,614	-1,038	-3.5%
Trespass	9,241	228	2.5%	288,245	-15,205	-5.0%
Vandalism/theft (inc objects on line)	1,577	77	5.1%	25,425	-9,839	-27.9%
Total	21,122	678	3.3%	549,732	-13,492	-2.4%

Fatality Management Times

Average Handback Times (Mins)
97

Prevent and reduce violence against women and girls

Violence & Intimidation against women and girls					
Recorded Crime	Solved Crime	Solved Rate	Victims withdrawing Support for Investigation		
Violence Offences (25/26) 3,238 Diff 8.7%	Violence Offences (25/26) 503 Diff 19.5%	Violence Offences (25/26) 15.5% Diff 1.4%	Violence Offences (25/26) 788 Diff -0.3%		
Violence with Injury (25/26) 709 Diff 2.0%	Violence with Injury (25/26) 127 Diff -9.3%	Violence with Injury (25/26) 17.8% Diff -2.2%	Violence with Injury (25/26) 140 Diff -12.5%		
Violence without Injury (25/26) 2,529 Diff 10.8%	Violence without Injury (25/26) 376 Diff 34.3%	Violence without Injury (25/26) 14.9% Diff 2.6%	Violence without Injury (25/26) 648 Diff 2.9%		
Sexual Offences (25/26) 1,232 Diff -2.3%	Sexual Offences (25/26) 266 Diff 28.0%	Sexual Offences (25/26) 21.6% Diff 5.4%	Sexual Offences (25/26) 172 Diff -23.2%		
Public Order Offences (25/26) 3,718 Diff 20.2%	Public Order Offences (25/26) 198 Diff 10.0%	Public Order Offences (25/26) 5.3% Diff -0.5%	Public Order Offences (25/26) 969 Diff 13.1%		

Incident Response Times (Sexual Harassment/Sexually Motivated)			
Fail Pass			
24.66% 75.34%			
Average Incident Response Time			
Incident Grade	Fail	Pass	Total
Immediate	32.99	10.08	16.56
Priority	69.48	17.28	21.24
Total	38.98	13.58	18.54

Overall Policing Plan Performance April-October 2025

Overall notifiable offences

BTP recorded 8% more crime between April and October 2025 compared to the same period last year, to 52,233 offences. The solved rate increased slightly from 11.2% to 11.3%. Theft of passenger property continued to be the most recorded offence (12,984). The year to date has seen a 9% (-1,314) reduction in these offences.

Violence and public order

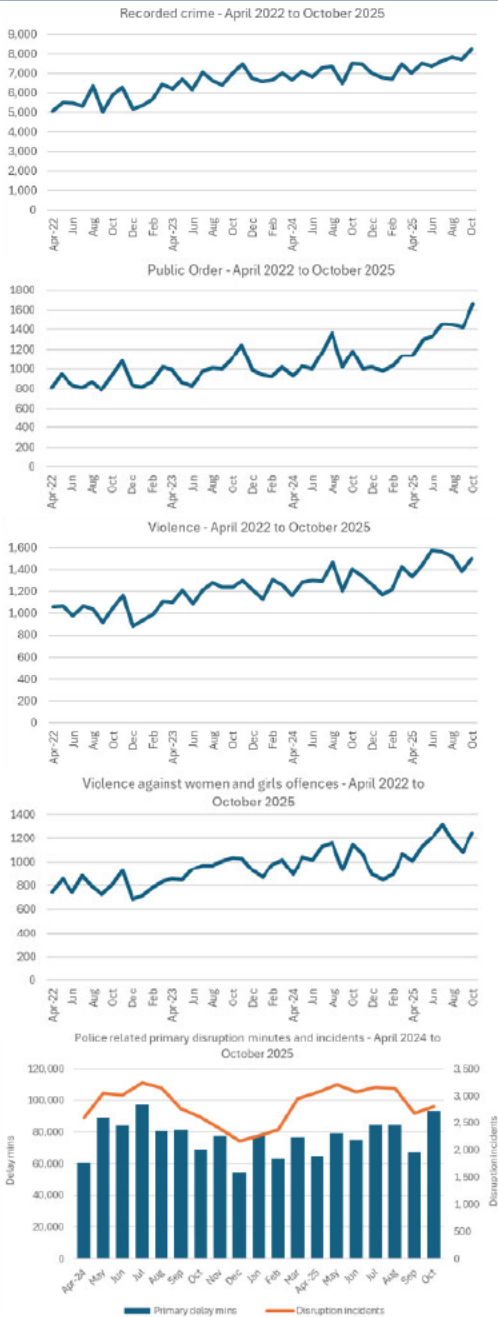
The largest increase in crime recorded during the year to date has been for public order offences, which saw an increase of 2,067 offences (+27%) to 9,762 offences recorded. The number of violence offences recorded as seen a 13% increase. As noted on the previous page, most violence offences continue to be without injury. Violence with injury has seen a smaller increase (+5%) than violence without injury (+16%). Violence against rail staff and BTP officers was up by 13% and 6% respectively. The overall solved rate for violence has increased to 19.7%, while the solved rate for assaults against rail staff has increased to 24.4%.

Violence against women and girls

There has been a 3% reduction in the number of sexual offences, with the solved rate increasing to 21.6%. Overall, the number violence against and women and girls offences recorded by BTP saw an 11% increase compared to the same period last year.

Police related primary disruption

Police related disruption incidents saw a 3% increase, with primary delay minutes seeing a reduction of 2% and overall police related delay minutes an increase of 4%. Trespass continues to be the largest cause of police disruption related incidents and delay minutes. Despite a 2.5% increase in trespass incidents, there has been a 5% reduction in primary delay minutes caused by trespass compared to the same period last year. However, cable theft was up by 122% for primary delay minutes with incidents up 29% and the disorder/drunks or trespass category was up 6% for primary delay minutes with incidents up by 5%.



Report to: Full Authority

Date: 10 December 2025

Subject: Chief Executive's Report

Author: Chief Executive

For: Information

200 Buckingham Palace Road
 London
 SW1W 9TJ

E: btpa-enquiries
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Finance

1. In-year financial performance is satisfactory and is referenced elsewhere in the papers for this meeting. BTP remain on track to deliver an underspend to help offset current in-year pressures. The Medium-Term Financial Plan (MTFP) is the focus of this meeting.

Strategy

2. There is a paper on refreshing the Guardians of the Railway Strategy before this meeting that Members will wish to note.
3. The Senior Influence Group (SIG) met for a third time on 1 December. The note of that meeting is in the Background Pack for the BTP MTFP item for this meeting. It was agreed that the next SIG meeting will be held in January where the industry can hear of the MTFP decision made by the Authority today, check progress on their offers to contribute capital grant next year and discuss the future of the Group.
4. We are eagerly awaiting our next Breakfast Briefing topic later this month on Live Facial Recognition. BTP's procurement of the necessary kit for the pilot phase is complete and, acknowledging the tight timeframe for training and preparation, there is an ambition to deploy in December or early in the New Year.

Governance and Industry Relations

5. Members will wish to note the Board Secretary's progress report on the BTPA Board Development Plan and the next steps, which in summary are to finalise and respond to the Secretary of State's Priorities letter, the opportunities for collective review at the Board Development Days in January 2026 and to invite an externally facilitated board effectiveness review in 2026.
6. The Framework Document which sets out the broad governance framework within which the BTPA and the Department operate is now close to being agreed. It will be subject to review by His Majesty's Treasury, following which we can share with Members.

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7. In November, Ron, Iain and I were pleased to meet with Audrey Nicholl, the Convener of the Scottish Criminal Justice Committee along with along with DSS Cundy and CS McEwan. It was a useful opportunity to revise the genesis of BTPA's Scottish Railways Policing Committee and to restate our commitment to partnership working and oversight of effective railways policing in Scotland, as well as touching on areas of shared interest; mental health and vulnerability, VAWG and event tourism.

Oversight and Assurance

a) Regulations

8. The *Vetting* Regulations were approved in draft by Members in October 2025, and these remain subject to approval by the Secretary of State.
9. Members are asked to approve *Amendment* Regulations at today's meeting. These will also be subject to approval of the draft by the Secretary of State. Should that process result in any changes of substance, we will revert to Members before implementation.
10. Getting the two sets of Regulations to this stage has involved much work from both Force and Authority colleagues, with implementation efforts likely to be resource intensive. I am pleased to have secured temporary additional resource to support this. Work continues on a further set of *Suspension* Regulations, in discussion with the Home Office.

b) Barred & Advisory

11. DfT Lawyers are working on draft regulations to place a duty on BTPA to hold and maintain a list of former BTP Officers and Staff who are dismissed or resign prior to dismissal. These regulations will aim to mirror the Home Office regulations, where appropriate and to align with the other policing bodies who are using the same Bill to introduce their own lists.

c) Legally Qualified Chairs and Independent Panel Members

12. On 25 October, BTPA hosted our third annual development day for misconduct panel members (Legally Qualified Chairs (LQCs), Independent Panel Members (IPMs) and BTP superintendents). We took the opportunity to explain the current conduct landscape in BTP as well as providing training on the consideration of neurodiversity and mental health in conduct cases. Sam Stein KC shared his reflections as a serving Chair of Police Appeals Tribunals, offering insight on how panels can make their decisions less susceptible to successful challenge. [REDACTED]
- [REDACTED]
- [REDACTED]

d) GIAA reports

13. GIAA have concluded their review of the MTFP process. The report notes improvements have already been made, as demonstrated in the plan presented today.

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14. I have noted the publication of Part 2 (First Report) of the Angiolini Inquiry on 2 December which re-emphasises the importance of prioritising the prevention and tackling of violence and intimidation against women and girls (VIAWG). I would encourage Members to read the report and consider how the Executive should weave relevant recommendations into our own workplan.

Staffing

15. Echoing the introduction from the Chief Constable in her separate report, the Executive Team welcomes Stuart Cundy as BTP's new Deputy Chief Constable and our three new BTPA Members - Alexia Course, Emma Strain and Mike Jackson who joined us in November.
16. I place on record my personal thanks to Emir Feisal and Stewart Jackson and especially (if that's allowed) to Ron Barclay-Smith as Chair, for each of whom this will be their last Full Authority meeting.
17. The Department for Transport will imminently advertise for further industry representation on the Authority, with a view to appointments in the first quarter of 2026.
18. Finally, the Executive Team has secured the excellent support of Sonia Mohindru who joined on 1 December for four months to help deliver all our work on the Regulations referenced above.

Decisions in Correspondence

19. The Authority has not taken any decisions in correspondence since the last meeting in October 2025. However, there are two issues before Members in this meeting covering the BTPA contract for pension legal advice and the contract for the Digital Evidence Management System (DEMS) used by BTP.
20. The Executive Team will provide Members with a forward look of planned decisions for 2026 and this will be made available at Serials / Decision Items on Board Intelligence.

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Minutes

Full Authority

Thursday 9 October 2025 at 11.00am in the Millwright Meeting Room, The Clayton Hotel, 298 Clyde Street, Glasgow, G1 and via Microsoft Teams

Present:

Ron Barclay-Smith (Chair)
 Paula Carter
 Abdul Elghedafi
 Emir Feisal
 Nick Hawkins
 Tricia Hayes
 Lord Jackson of Peterborough
 Brian Lynch
 Sir Craig Mackey
 Iain Whyte

Apologies:

Dyan Perry
 Andy Cooper
 Kenna Kintrea

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Sarah Church (Chief Financial Officer)
 Raquel Cortes (Member Engagement Manager)
 Kate Carr (Head of Legitimacy and Performance)
 Susan Kohler (Head of Governance and People)
 Lynsey Luthra (Risk and Assurance Manager)
 Fiona Mackie (Head of Chief Executive's Office)
 Vicky Tanner (Contracts and Compliance Manager)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
 Lucy D'Orsi (Chief Constable)
 Sean O'Callaghan (Assistant Chief Constable)
 Charlie Doyle (Assistant Chief Constable)
 Vanita Patel (Director of People and Culture)
 Steff Sharp (Director of Corporate Development)
 Ian Drummond-Smith (Assistant Chief Constable)
 Adrian Atherley (Crime & Incident Registrar)
 Luke Cronin (Business Operations Manager)

Richard Dronfield (Deputy Director – Decision Support)
 Mike Furness (Chief of Staff)
 Johnny Shilton (Head of External Affairs and Media)

External

Anit Chandarana (Network Rail)
 Amanda Coulthard (Scottish Police Authority)
 Stuart Cowan (BTP Federation)
 Marie Daly (Transport for Wales)
 Siwan Hayward (Transport for London)
 Rachel Hersey (Department for Transport)
 Jo Maguire (ScotRail)
 Ben Smith (Department for Transport)
 Jacqueline Starr (Rail Delivery Group)
 Stuart White (Department for Transport)
 Jorjie Woodroffe (Government Internal Audit Agency)

Apologies

Agenda Item 1

1. Apologies were received from Dyan Perry, Andy Cooper and Kenna Kintrea. Emir Feisal had given advance notice that he would need to leave the meeting at 1.00pm.

Declarations

Agenda Item 2

2. There were no declarations.

British Transport Police Medium-Term Financial Planning – Context and Question Setting

Agenda Item 3

3. Members considered a paper regarding British Transport Police Medium-Term Financial Planning – Context and Question Setting and the following points were made.
 - a. The Chair noted that a number of industry stakeholders had joined the meeting for this item, in order to share their views on desired priorities and areas of focus within the forthcoming Medium-Term Financial Plan (MTFP). He invited those stakeholders to address the meeting.
 - b. A Transport for London (TfL) representative made the following points,
 - i. TfL moved 1.7billion passengers per year, on a par with the rest of the UK rail network.
 - ii. TfL had a track record of partnership with BTP, and a track record of low crime on its network – a rate of less than half compared to the rest of the rail network.
 - iii. TfL was leaning into its own 5-year plan having secured a generous capital settlement from government.
 - iv. TfL wished to see any early investments in BTP's MTFP yielding results later in the MTFP period.

- v. TfL was facing headwinds of plateauing in passenger revenue (other than on Elizabeth Line), less passenger numbers particularly on buses, meaning that TfL's main source of income was stagnating.
 - vi. London as a whole was facing an economic downturn, in the context of which TfL was looking to reduce its costs to maintain services and renew its asset base – overall TfL was looking for £800m of savings, which it hoped to achieve whilst embarking on investment in partnership with BTPA and BTP.
 - vii. Investment ambitions for TfL included renewal and expansion of its CCTV estate in collaboration with Network Rail, data and technological capabilities, and enforcement capability.
 - viii. TfL's suggested starting point for the BTPA to consider would be an increase that recognised the annual police pay award, with realisation of efficiencies from the outset. Using the Consumer Price Index, this might equate to CPI-linked police pay less a 2% efficiency target on the existing cost base. Alongside this, TfL would want transparency on realisation of existing *A Force on the Move* efficiencies, and how those were influencing Force productivity, impact, and better outcomes for victims and reduced crime.
 - ix. TfL would welcome the opportunity to work with the Force to increase TfL revenue and/or reduce TfL costs. By way of example, TfL spent £millions cleaning graffiti off its trains. A reduction in its cleaning budget through proactive prevention or pursuit of offenders would be welcome. Furthermore, TfL lost in the region of £180m-£200m from fare evasion and had a target to reduce that crime type to 1.5% by 2030, from its current rate of 3.7%. Lastly, whereas TfL was encouraging people to take more journeys more often, at a time when there was a significant volume of violence against women and girls.
 - x. In conclusion, TfL would welcome a budget settlement that allowed for Consumer Price Index-linked police pay awards less 2% efficiencies with clear business cases for any investment above this level.
- c. A Rail Delivery Group representative made the following points.
- i. They encouraged the Force to approach its sensitivity analysis holistically, specifically to consider priorities against the backdrop of any planned closures, given extended response times risked public safety and confidence.
 - ii. The move towards a three-year MTFP was welcome, but she encouraged the Force to look beyond that timeframe to understand the longer-term benefits of investment, which could be achieved in collaboration with industry.
 - iii. There should be a joined-up approach with industry on how VAWG was tackled. There was significant activity across industry to tackle this crime type, but in her view there was a risk that the activity was too diffuse to be effective. She felt all stakeholders involved did not have clarity of impact, line of sight to outcomes, and she was not convinced a whole-industry conversation was taking place. Taken together, whereas she

supported the Force's proposal for a VAWG taskforce, its adoption should be discussed with the totality of activity across industry in mind e.g. wider investment in technology.

- iv. She worried that the BTPA Senior Influence Group would arrive at a binary financial lens without a full understanding of the operational implications of any budget choices made by the BTPA. So she encouraged BTPA and BTP to ensure the SIG be provided with the correct content upon which to base its feedback and insight.

d. A Transport for Wales representative made the following points.

- i. A key focus for Transport for Wales (TfW) would remain growing its revenue. Integral to this would be understanding root causes of why any policing and security resources on the network were unproductive, alongside investing in areas that supported smarter, tech-driven deployment, and how technology could assist in driving customer demand.
- ii. TfW and its users wanted a safe rail network in terms of VAWG, trespass and football.
- iii. BTP and partners needed to invest in technology to make best use – with partners including local authorities – of data underpinning drivers such as mental health.

e. A Network Rail representative made the following points.

- i. Network Rail (NWR) similarly welcomed the move towards a three-year plan and supported the points made regarding costs and efficiencies. NWR similarly supported the Policing Plan priorities shared with the BTPA Senior Influence Group. NWR also welcomed examples of closer collaboration e.g. the forthcoming drones summit involving BTP.
- ii. NWR also supported the need for clarity on opportunities and choices. Such choices needed to be set out clearly. By way of context, NWR has a £4billion efficiencies trajectory over a 5-year period. There was the potential for a difference in ambition for efficiencies between NWR and BTP that would have to be reconciled.
- iii. Against that backdrop, there was scope for the BTPA Senior Influence Group to assist in assessing the potential for shared investment, and other opportunities for industry, BTPA and BTP to assist one another through e.g. shared back-office functions.
- iv. Finally, when BTPA, BTP and industry talked about security they should do so in its totality, rather than to the security delivered by BTP alone.

f. A DfT Rail Services Group (DfT RSG) representative made the following points.

- i. They expressed support for a three-year MTFP that was aligned with other Spending Review budgets.
- ii. DfT RSG was engaged in business planning for operators that was focused on core outcomes against challenging targets. In that context,

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industry had to work hard to increase revenue and reduce costs, as well as improving passenger experience.

- iii. Improved passenger experience should lead to increased use of the network, increased revenue and the resulting ability of industry to engage in future investment.
- iv. They endorsed other comments regarding the need to be clear on the link between investment and outcomes.

g. A Department for Transport representative made the following points.

- i. It was important for identifying and focusing on areas where BTP could assist industry in delivering its key objectives of a safer railway with reduced disruption.
- ii. They supported the emerging value of the BTPA Senior Influence Group and the ambition to move towards a transparent set of outcomes of what choices could be made regarding spending, and the implications of those choices.
- iii. They expressed their support for the work BTP was engaged in on VAWG, given this tallied with an increasingly public issue for the railway, and the Government's Safer Streets mission.

h. A ScotRail representative made the following points.

- i. They noted their proud partnership with BTP and BTP D Division in particular.
- ii. The challenges facing ScotRail were common to the wider rail industry – the need to increase revenue, improve performance, and realise efficiencies.
- iii. In Scotland, the rail network recognised that it was one of a number of funding priorities for the Scottish Government, alongside e.g. education and healthcare.
- iv. BTPA Members should be mindful of rail customers in Scotland who wanted a reliable, safe railway, and a rail industry that would welcome support in growing revenue to become less reliant on the taxpayer. This in turn would allow ScotRail to work with BTP proactively to fund initiatives.
- v. Whereas they welcome the opportunity to input into BTPA/BTP's decision-making, they noted that 'bottom-up' voices should also be taken into account.

- i. In response to a question regarding whether the evidence base for targeted investment existed, the Rail Delivery Group representative replied that in their view the rail industry had some pockets of data to allow targeted investment to improve security, but more effort could be made to achieve a macro-level view of the whole industry. The Network Rail representative referenced the work of Transport Focus which they felt could help map the various aspects of how a safe reliable railway could influence passenger experience.

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- j. In response to a question on whether independent input to identify required change was required, the Network Rail representative felt that the BTPA Senior Influence Group was a good first step in allowing the industry to present a unified input into BTPA/BTP planning, which could be complemented by the work of Transport Focus. The Transport for Wales representative referenced the example of trespass, where there was a common industry-wide goal to achieve a reduction. They suggested an independent overlay could be applied to that goal to identify measures of success, which could be broken down investment by investment.
- k. In response to a question on to what extent industry was prepared to fund investment cases, the Transport for London representative replied that their organisation was basing its input on police pay less an overall efficiencies approach. Any additional investment on top of that would need clarity on value and benefits i.e. how it would improve Force efficiency and productivity, outcomes for customers and rail staff, and protect infrastructure.
- l. In response to a question on how industry perceived the need to balance visibility of officers with demand i.e. how more rural areas were policed, the Network Rail representative welcomed existing work by BTP to identify extended response times – such areas could be mitigated through e.g. investment cases for improved CCTV. They also welcomed the collaborative approach BTP had taken to station closures following the 2025/26 budget settlement and called on that approach to continue. The TfL representative noted the importance of better understanding the role of police and security at more rural locations, given that what mattered was staff confidence that they could expect a response when needed.
- m. In response to a comment by an Assistant Chief Constable regarding the smaller number of BTP officers in relation to the railway compared to 2010 and the need to reach a judgement on an appropriate mix between policing and security capabilities, the Transport for Wales representative noted that industry took judgements on security and policing based on business cases, and any decision to invest more in security vs policing needed to be better understood in order to achieve a blended policing/security model.
- n. The Chief Constable made the following remarks,
- i. BTP understood the significant economic challenge facing the railways. There was a similar economic challenge in policing.
 - ii. They worried that too much emphasis was being placed on providing an *efficient* policing service for the railways, at the expense of *effectiveness* – this was against a context of BTPA being required by law to achieve both elements.
 - iii. It was refreshing to hear industry stakeholders recognise the need for effectiveness through noting the need to protect passengers and keep the railway moving.

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- iv. In 2024/25 there had been 85,000 victims of crime on the railway and since April 2025 there had been 38,000. Moreover, in 2024/25, the Force has received 250,000 text messages asking for assistance.
 - v. Overall, it was clear fresh approaches were required to address the level of demand. This was in the context of circa £1billion being spent on policing and security across the rail industry. In her view, there was not an adequate return on this level of investment. She agreed that the optimum mix of security vs policing should be reviewed, including the extent to which security staff were vetted.
 - vi. She sounded a note of caution with regards the efficacy of technology to reduce crime e.g. suspects often acted in the knowledge they were on CCTV.
 - vii. With regards disruption, the Force had saved £10.8m in Schedule 8 payments in 2024/25, and the forthcoming MTFP submission would include detail on the value for money the Force provided the industry.
 - viii. Following the Force's 25/26 budget settlement, Force leadership had removed 522 posts from its establishment – whereas those were posts and not necessarily people, that establishment had been designed to deliver an effective Force and it had now been reshaped. Overall this translated into a £33m non-cash monetizable efficiency.
 - ix. The forthcoming MTFP bid included a proposal to grow the Force's Network Policing, that was supported by metrics that industry could use to hold the Force to account.
 - x. She felt that drones should now feature within the Force's core budget, with the potential to make £1m in savings in Schedule 8 payments.
 - xi. It was more difficult to quantify success with regards VAWG, with an ambition for fewer victims and increased ridership at all times of day. This might equate to a 10% improvement in solved rates, and a 30% increase in management of high harm offenders.
 - xii. Year 3 of the three-year MTFP would be tough in terms of efficiencies, given her ambition for BTP to be 'match fit' to take advantage of opportunities presented by Great British Railways.
 - xiii. As things stood, the Force was on the cusp of her tolerance as Chief Constable for risk.
 - xiv. She supported the call from the ScotRail representative to ensure victim and passenger voices were represented within the MTFP decision-making cycle.
4. The Chair concluded the item by expressing his thanks to industry representatives taking the time to contribute to the meeting and encouraged those present to commit to a continued role for the BTPA Senior Influence Group.
5. **RESOLVED**, that paper regarding British Transport Police Medium-Term Financial Planning – Context and Question Setting be noted.

The meeting was adjourned at 12.02pm to allow industry representatives to depart. The meeting reconvened at 12.12pm.

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Secretary of State Priorities for the British Transport Police Authority
Agenda Item 4

6. Members considered a paper regarding the Secretary of State's priorities for the British Transport Police Authority, and the following points were made.
 - a. The Chief Executive introduced the paper and highlighted,
 - i. The section on board effectiveness and governance, within which near term recruitment and retention of BTPA Members was within the gift of the DfT.
 - ii. The BTPA Executive's intention to develop, in response to rail reform, a longer-term piece of work on BTPA's capability alongside Great British Railways, in which Members were welcome to get involved.
 - iii. The planned refresh of BTPA's existing benchmarking against other policing oversight bodies, alongside reviewing alignment with the Home Office Performance Regime for Policing.
 - iv. Additional request from the Secretary of State around violence against women and girls (VAWG), anti-social behaviour (ASB) and accessibility of the rail network.
 - b. A Member felt that the Authority and indeed the Force did not have the capability in place to deliver against the Secretary of State's priority regarding the government's *Modern Digital Footprint*, and suggested consideration be given to appointing an Artificial Intelligence (AI) Capability Director. In reply, the Chief Constable noted she did not share this view, given the confidence she drew from the Force's Data Independent Advisory Group (DIAG), to which the Member in question had been appointed. She had appointed a tiger team with appropriate seniority to deliver on AI innovation at pace, and she was ready to report to the Authority at Easter 2026 on how this innovation was being delivered (Workplan). She noted that BTP has loaned one of its data leads to the College of Policing, and indeed many data innovation approaches adopted across UK policing were drawn from the Force.
 - c. A Member noted the Secretary of State's point regarding collaboration with the rail industry on strategic financial planning and noted that the Chair's reply could reference the work of the BTPA Senior Influence Group and the potential to develop joint business plans and perhaps shared key performance indicators.
 - d. A Member welcomed the letter and noted it represented a substantial change programme for the BTPA. She noted that action plans arising from the letter should take adequate account of interdependency with the wider landscape e.g. rail reform and police reform. Secondly, she was not clear on how best Members could support the Executive in delivery against the priorities using the

existing Committee structure and suggested the Executive review how Members could be utilised in a more agile way (Action 8/2025).

- e. Members noted the slow pace of police reform and how that had the potential to impact BTPA's response. A Member emphasised the fact that – as BTPA sought to review the relevance of the Home Office performance regime – it should remain mindful of devolved elements e.g. policing in Scotland.
 - f. The Chief Constable noted that, in her view, the legal workstream within rail reform related to legal powers available to the Force, rather than the more limited approach to legal services within the Force. She noted that Chief Officer Group felt the letter was light on integrated policing and security and ensuring the Force was 'match fit' for the advent of Great British Railways.
 - g. The Chief Executive welcomed the feedback provided and noted,
 - i. The challenge around achieving adequate oversight and scrutiny of AI.
 - ii. The potential to utilise BTPA SIG for joint planning initiatives would tally with ministerial ambitions for that Group to continue.
 - h. In response to further Member comments on where BTPA's locus was less clear e.g. police reform, and encouraging accessibility to the rail network, the Chief Executive noted that he interpreted that to mean that the Authority should give proper consideration to how it could play its part in contributing to wider Departmental priorities.
 - i. The Chair concluded discussion by noting he would be replying to the Secretary of State prior to Christmas 2025, and that he expected the Force and Authority Executive to collaborate on its development. He would share the draft letter with Members in advance of sending it to the Secretary of State (Action 9/2025).
7. **RESOLVED**, that the paper regarding the Secretary of State's priorities for the British Transport Police Authority be noted.

[Background Pack] Secretary of State to BTPA Chair – BTPA Priorities 2025/26
 Agenda Item 4.1

- 8. **RESOLVED**, that the letter from the Secretary of State for Transport to the BTPA Chair dated 27 August 2025 regarding BTPA Priorities 2025/26 be noted.

British Transport Police Vetting Regulations – BTP/A Next Steps and Implementation
 Agenda Item 5

- 9. Members considered a paper regarding British Transport Police Vetting Regulations – BTP/A Next Steps and Implementation, and the following points were made.
 - a. The Head of Governance and People introduced the paper and highlighted,

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- i. The fact the paper followed on from the BTPA Breakfast Briefing provided to Members on 22 August 2025, and review of the draft Regulations by the People Committee on 22 September 2025.
 - ii. The Regulations had been drafted in collaboration with the Force's Professional Standards Department and People and Culture Directorate.
 - iii. The BTP Federation and The Superintendents' Association had been consulted on the draft, with the BTP Federation anticipating receipt of legal advice on the Regulations shortly.
 - iv. The draft had been shared with the Chief Constable.
 - v. The BTPA Executive had been liaising with the Department for Transport and worked through minor changes to the draft before Members.
 - vi. In conclusion, Members were asked to approve the draft BTP Vetting Regulations, with the caveat that the BTPA Executive would bring the Regulations back to the Full Authority in the event any significant changes were required.
- b. The Chief Constable confirmed that the development of the Regulations had been overseen by the relevant Assistant Chief Constable within the Force.
 - c. In response to a suggestion from a Member, the Chair of the People and Culture Committee agreed to act as a sounding board for what could be considered significant changes to the finalised Vetting Regulations (Action 10/2025). He noted that the People and Culture Committee had been content with the draft it considered at its meeting on 22 September 2025.

10. **RESOLVED**, that subject to no significant changes or consequential outcomes arising, the draft British Transport Police (Vetting) Regulations 2025 be approved.

Financial Performance Period 5 2025/26

Agenda Item 6

11. Members considered the paper regarding Financial Performance for Period 5 2025/26, and the following points were made.
- a. The Director of Corporate Development introduced the paper and highlighted,
 - i. That Q2 2025/26 financial performance would be reported to the Finance, Legitimacy and Performance Committee in circa 4 weeks' time.
 - ii. At P5 there was no material breach of the Strategic Finance Protocol or DfT budget controls subject to caveats within the paper.

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- iii. The Force had been asked by the BTPA in the meantime not to reassign any underspend in order to help offset up to £2m of the pressures described within the paper – the current position on pay and non-pay would likely allow that offsetting to take place.
- iv. The P5 forecast was based on Q1 figures alongside risks and opportunities. Force leadership had been pushing for permanent efficiencies that would underpin the Force's forthcoming MTFP submission – powerful non-pay efficiencies had been identified not previously seen at Strategy and Planning Committee.
- v. The Force was currently forecasting a small overspend on pay due to the 25/26 budget settlement resulting commencement of the year with 52 posts more than was affordable. The Force now expected to end the year 45 posts below what was affordable.
- vi. On non-pay, the Force was underspending on overtime, and Chief Officer Group was addressing wider areas of underspend.
- vii. Capital and revenue projects were expected to be spent in full, albeit there was a risk around limitations on capital spend due to DfT control totals, which the Force would seek to address through its MTFP submission.
- viii. The forthcoming replacement of the Force's financial system referenced in the Commercial Pipeline, and the fact that price was playing a greater element in the evaluation of bids – a 50% minimum and in some cases 90%.
- ix. The Q2 forecast estimated an increase in the Force underspend, against a context of an all-consuming Establishment Reset within the Force, in which each officer and staff member had been through at least one of thirty-seven restructures. Members would be receiving an Establishment Reset BTPA Breakfast Briefing on 24 October 2025.
- x. In conclusion, she was anticipating the Force meeting the in year financial offsetting asked of it by the Authority.

12. **RESOLVED**, that the paper regarding Financial Performance for Period 5 2025/26 be noted.

Policing Plan Performance [April – August 2025]
Agenda Item 7

13. Members considered a paper regarding Policing Plan Performance for the period April-August 2025, and the following points were made.

- a. An Assistant Chief Constable introduced the paper and highlighted,

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- i. In light of reference at the June 2025 meeting to crime versus growth of the railway: in 2024, there had been 0.9 officers per 1m passenger journeys on the network. Relative to the size of the rail network, the Force had 1000 less officers than it had in place in 2010 – that represented value for money. It would be possible to make a further comparison when ridership figures were published in May 2026.
 - ii. Whereas TfL had referenced that their passenger numbers were plateauing, this was not the messaging of wider industry which was reporting 7-12% growth on new lines and services. Based on current figures, BTP would continue to shrink towards 0.85 officers per 1m passenger journeys.
 - iii. Crime per 1m passenger journeys had fallen in 2024, albeit it has increased during 2025 likely due to less officers. Overall crime was up by 8% albeit line of route crime had reduced by 23%, theft of cable and plant was down 14%, theft of passenger property was down 8%, and disruption was down 1%.
 - iv. Robbery was on the increase across the UK, with sexual offences also on the increase albeit the number of sexual assaults had decreased. In plain terms, this equated to more voyeurism, outraging public decency.
 - v. The Force was working to reduce 11,000 open crimes.
 - vi. Since April 2025, the Force had made 204 arrests for robbery, 60 more than 2024, and 402 arrests for sexual offences, 86 more than 2024.
- b. In response to a question regarding how the Force could amplify the good work it was doing to combat crime on the network, the Assistant Chief Constable acknowledged that whereas theft of passenger property was down 8%, this was of little consolation to victims. The Force was engaging with media on the issue and was doing so in the knowledge that 10% of rail users used the network with a degree of nervousness. This spoke to the point made earlier in the meeting around balancing visibility and demand, which would be addressed through the Network Policing block in the MTFP. The Assistant Chief Constable noted that the Force had recently completed its rail staff survey which would shortly be available. The survey has seen 2000 responses of which 93% said there were not enough BTP officers available, 67% said there were not enough BTP resources to keep them safe, and 59% said BTP was not available when needed. The Force took these responses seriously and BTPA would no doubt wish to keep them in mind when it came to considering the MTFP in December 2025.
- c. In response to a question, the Assistant Chief Constable confirmed that the Force was aligned with both Metropolitan Police and the City of London Police with regards phone theft.

- d. In response to a question, the Assistant Chief Constable replied that key drivers of incidents per 1m passenger journeys tended to be mental health, and vulnerability. Whereas there was scope for joint working with industry to reduce those drivers e.g. first point of contact being rail security, there would always be instances where the most appropriate response was made by BTP.
- e. In response to a comment, the Assistant Chief Constable acknowledged that bike theft was a serious issue for those affected, particularly given a bike may be the second or third most expensive item an individual owned. That said, the Force was obliged to apply finite resources to a wide array of crime types of which high harm offences would always take the highest priority. Nevertheless, there was scope to do more in partnership with industry in e.g. providing secure spaces and applying AI capability to reviewing CCTV.
- f. In response to a question, the Assistant Chief Constable confirmed the Force had a team in place to oversee management of repeat offenders on the rail network – this had included a joint operation with City of London Police over the summer that had resulted in a number of arrests. Moreover, the Force had a number of Sexual Harm Prevention Orders (SHPOs) in place that were reviewed weekly. Finally, the forthcoming MTFP submission included a VAWG taskforce proposal.

Emir Feisal left at this point of the meeting.

- g. A further Assistant Chief Constable confirmed the Force's ambition to enhance its VAWG capacity by 30%, against a backdrop of 130 persons on the Force's Violent and Sex Offenders Register (ViSOR). The Force was looking to move further to address lower threshold offenders and developing technology to identify and assess risk groups known to peer forces.

14. The Chair concluded the item by thanking the Force for the hard work of its officers and staff to police the UK rail network.

15. **RESOLVED**, that the paper regarding Policing Plan Performance for the period April-August 2025 be noted.

Chief Constable's Report

Agenda Item 8

16. Members considered the Chief Constable's Report, and the following points were made.

- a. The Chief Constable introduced the report and highlighted,
 - i. Her thanks to her Chief Officer Group, including the T/Director of People and Culture who was attending her first Full Authority in that capacity, for covering the various elements of the Deputy Chief Constable portfolio in the past few months. She noted that period had been a destabilising period for the wider Force due to the Establishment Reset and the Optimised Policing Model.

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- ii. Her belief that the behaviour exhibited by some Metropolitan Police officers in the recent BBC *Panorama* documentary was disgraceful, and her pride in the BTP officers who had reported behaviour they had witnessed and the way in which their Sergeant had responded. The officers concerned represented the best of BTP.
 - iii. The fact the thoughts of the Force were with those affected by the dreadful terror attack in Manchester on 2 October 2025, and those who attended the scene. In response, the Force had increased its operational presence at multiple London Underground locations across north London, and the Chief Constable had visited a synagogue.
 - iv. An Assistant Chief Constable's recent appearance in the media to explain the Force's position regarding cycle theft, and the fact that the Force would be reviewing its policy and wording to victims of this particular crime type.
 - v. The fact that the Establishment Reset provided £33m of monetizable non-cash savings.
 - vi. With regards Professional Standards, 24 officers and staff were currently suspended, and a further 24 on restricted duties – these numbers were stable. More widely, the Force was reducing the time taken to conduct investigations, albeit Independent Office for Police Conduct (IOPC) and Police Investigation & Review Commissioner (PIRC) investigations remained lengthy and outwith control of the Force.
 - vii. The wealth of external affairs engagement conducted by the Force during Summer 2025, which tallied with reference made in the meeting to collaborative approaches.
 - viii. The fact that reward and recognition of officers and staff was a theme arising from the All People Survey 2025, which spoke to the Chief Constable's attendance at a recent Chief Constable's Ceremony, and a recent Long Service & Good Conduct Ceremony. The Force had almost discharged the backlog of recognition arising from COVID and was now providing a family accolade as part of its approach to recognition.
- b. The Chair commended the BTP officers referenced in the BBC *Panorama* documentary for speaking up when encountering unacceptable behaviours. Members concurred, with one Member referencing the message issued by the Chief Constable on internal media that called out the poor behaviours within the programme but also praised the good conduct of the BTP officers involved.

17. **RESOLVED**, that the Chief Constable's Report be noted.

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[Background Pack] Chief Officer Group Policing Performance Briefing

Agenda Item 8.1

18. **RESOLVED**, that the Chief Officer Group Policing Performance Briefing provided in the background pack be noted.

Chief Executive's Report

Agenda Item 9

19. Members considered the Chief Executive's Report, and the following points were made.

- a. The Chief Executive introduced the report and highlighted,
 - i. The refresh of the Strategic Plan, as reported to Strategy Committee on 24 September 2025. Members could expect to see the finalised Plan at their December 2025 meeting, or shortly thereafter in the New Year.
 - ii. The continuing work, in parallel to MTFP development, of the Innovation Mechanism.
 - iii. The development of a refreshed BTPA Framework Document in consultation with the Department for Transport, which would be shared with Members once finalised (Action 11/2025).
 - iv. The forthcoming publication on 10 October 2025 of a HMICFRS Custody inspection report, following a briefing provided to the Audit Committee on 23 September 2025.
 - v. The current position regarding Live Facial Recognition (LFR), and the commitment to provide Members with a BTPA Breakfast Briefing on the issue in the New Year.
 - vi. The forthcoming appointment of three new BTPA Members, who he expected to be in post prior to December 2025 subject to vetting.
- b. In response to a question regarding the appointment of consultants to bolster BTPA oversight, the Chief Executive replied that BTPA, as an Arms-Length Body, was subject to central government controls on consultancy spend. If BTPA was minded to appoint consultants therefore, the BTPA Executive would develop a case for approval by central government.
- c. The Chief Constable sounded a note of caution regarding Live Facial Recognition, noting that clarity on what cohort of persons it would be deployed on was very important. Taking London Waterloo as an example, the scale of footfall and resulting officer deployment requirement to oversee LFR would quickly exhaust any modest increase in officer numbers. There was a role of industry in LFR deployment in her view, and any employment would need to be thoughtfully and proportionately applied.

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20. **RESOLVED**, that the Chief Executive's Report be noted.

Strategic Risk Summary Q1 2025/26

Agenda Item 10

21. Members considered the Strategic Risk Summary Q1 2025/26, and the following points were made.

- a. The Risk and Assurance Manager introduced the summary, and highlighted,
 - i. The revision of the Legitimacy Risk and subsequent deep dive, which had reduced the residual risk score from 16 to 12.
 - ii. The welcome discussion had earlier in the meeting around the MTFP, and her anticipation that the Financial Sustainability risk would reduce as greater clarity was achieved over the MTFP.
 - iii. The fact that the BTPA Senior Influence Group and a draft Force stakeholder engagement strategy were both key controls to mitigating the Industry Confidence risk.
 - iv. The forthcoming deep dive on the Major Incidents risk, which would likely involve greater emphasis on business continuity.
 - v. The fact that BTP/A officers and staff would be considering the addition of a Great British Railways risk, to mirror industry peer risk registers.
 - vi. That BTP/A officers and staff would be placing greater emphasis in the next quarter on horizon risks, e.g. Day 1 employment rights as part of the UK Employment Rights Bill.
 - vii. The assurance provided to Audit and Risk Assurance Committee in the form of Force-level risks, given industry stakeholder desire to gain better understanding of Force funding and activities.
- b. A Member placed on record her thanks to BTP/A officers and staff for the work undertaken to refresh the Legitimacy strategic risk. She concluded by noting she expected to see movement in the industry confidence risk within the next quarter in light of the clear appetite, expressed earlier in the meeting, of BTPA and industry stakeholders working more collaboratively through the BTPA Senior Influence Group.

22. **RESOLVED**, that the BTP/A Strategic Risk Summary Q1 2025/26 be noted.

[Background Pack] BTP/A Strategic Risk Register Q1 2025/26

Agenda Item 10.1

23. **RESOLVED**, that the BTP/A Strategic Risk Register Q1 2025/26 be noted.

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Minutes**Agenda Item 11**

24. **RESOLVED**, that the minutes of the meeting held on 25 June 2025 be approved.

Actions**Agenda Item 12**

25. **RESOLVED**, that the paper regarding actions arising from previous meetings be noted, and Action 6/2025 and Action 7/2025 closed.

Committee Minutes**Agenda Item 13****[Background Pack] Strategy and Planning / 24 September 2025****Agenda Item 13.1**

26. A Strategy and Planning Committee Member highlighted,
- a. The Committee's focus on the development of the MTFP, and request for clarity on efficiencies, increased collaboration, and vision for a smaller, more digitally enabled Force.
 - b. The Committee's acceptance that Year 2 and Year 3 of the MTFP would feature less detail at the outset.
 - c. That the Committee had also reviewed the process for refreshing both the Strategic Plan and Policing Plan.
 - d. The Committee's scrutiny of an outline business case for Emergency Services Networks, and acceptance that the Force should aim to be a late adopter.
 - e. The Committee's receipt of papers regarding the Innovation Mechanism, and the London Estates Programme.
27. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 24 September 2025 be noted.

[Background Pack] Audit and Risk Assurance / 23 September 2025**Agenda Item 13.2**

28. The Chief Financial Officer highlighted,
- a. The fact that the meeting had been observed by the Government Internal Audit Agency (GIAA) as part of its fieldwork for the forthcoming internal audit on BTPA governance.
 - b. The Committee had scrutinised the Estates risk and noted ongoing challenges faced by the Force in recruiting resource to mitigate that risk.
 - c. The Committee had scrutinised BTP/As approach to defining Special Payments.
 - d. The debrief provided by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) on the forthcoming Custody Inspection report.
 - e. The Committee had noted a debrief on the GIAA advisory report on the Force's MTFP Model, including assurance on its accuracy, with some issues around its complexity and resilience.

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29. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance meeting held on 23 September 2025 be noted.

[Background Pack] People and Culture / 22 September 2025

Agenda Item 13.3

30. The Chair of the People and Culture Committee highlighted,

- a. The fact that the Committee had considered an item on pensions for the first time since its terms of reference had been adjusted to bring pensions within its remit. Whereas he had been concerned that the complexity and breadth of pensions issues would prove challenging, in the event the Committee had been well supported and briefed by the BTPA's pensions advisers.

31. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 22 September 2025 be noted.

[Background Pack] Scottish Railways Policing / 19 September 2025

Agenda Item 13.4

32. The Chair of the Scottish Railways Policing Committee highlighted,

- a. The point he had referenced earlier in the meeting, around the Committee's concern that geography versus demand be adequately reflected in the forthcoming Medium-Term Financial Plan.
- b. The Chief Constable's welcome offer to the Committee to brief its Members further on the building blocks within the MTFP.
- c. The Committee's scrutiny of the proposed use of drones in Scotland.
- d. The Committee's scrutiny of its biannual Scotland-specific risk item.
- e. The fact that Committee would be receiving a further paper to hear how Force leadership was addressing issues arising in D Division from the Force's All People Survey.
- f. That the Committee had requested a substantive paper at its next meeting on the Force's External Affairs activity in Scotland.

33. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 19 September 2025 be noted.

[Background Pack] Finance, Legitimacy and Performance / 5 September 2025

Agenda Item 13.5

34. The Chair of the Finance, Legitimacy and Performance Committee highlighted the provision of a 'top 3 issues' paper to the Committee by the Assistant Chief Constable, which the Committee had welcomed.

35. **RESOLVED**, that the draft minutes of the Finance, Legitimacy and Performance Committee meeting held on 5 September 2025 be noted.

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[Background Pack] Joint Meeting / Appointments, Remuneration and Appraisal & People and Culture / 26 August 2025
Agenda Item 13.6

36. A Member noted his belief that a section of the minutes of the Joint Meeting of the Appointments Committee & People Committee regarding the appointment of the temporary Director of People and Culture was not an accurate reflection of a contribution he had made to the meeting.

37. **RESOLVED**, that the minutes of the joint meeting of the Appointments, Remuneration and Appraisal Committee & the People and Culture Committee meeting held on 26 August 2025 be noted.

[Background Pack] Audit and Risk Assurance / 7 July 2025
Agenda Item 13.7

38. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 7 July 2025 be noted.

[Background Pack] Audit and Risk Assurance / 24 June 2025
Agenda Item 13.8

39. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 24 June 2025 be noted.

[Background Pack] Appointments, Remuneration and Appraisal / 20 June 2025
Agenda Item 13.9

40. **RESOLVED**, that the draft minutes of the Appointments, Remuneration and Appraisal Committee meeting held on 20 June 2025 be noted.

Any Other Business
Agenda Item 14

41. There was no other business.

The meeting ended at 1.34pm.

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FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

Serial	Date	Action	Owner	Outcome
8/2025	9 October 2025	A Member welcomed the letter and noted it represented a substantial change programme for the BTPA. She noted that action plans arising from the letter should take adequate account of interdependency with the wider landscape e.g. rail reform and police reform. Secondly, she was not clear on how best Members could support the Executive in delivery against the priorities using the existing Committee structure and suggested the Executive review how Members could be utilised in a more agile way.	Board Secretary	Recommended for Closure This can be incorporated into the ongoing BTPA Board Improvement Plan 2025/26
9/2025	9 October 2025	The Chair concluded discussion by noting he would be replying to the Secretary of State prior to Christmas 2025, and that he expected the Force and Authority Executive to collaborate on its development. He would share the draft letter with Members in advance of sending it to the Secretary of State.	Chief Executive	In Progress Letter has been drafted and will be updated following Full Authority 10 December 2025 and shared with Chair / BTPA Members thereafter.
10/2025	9 October 2025	In response to a suggestion from a Member, the Chair of the People and Culture Committee agreed to act as a sounding board for what could be considered significant changes to the finalised Vetting Regulations.	Head of Governance and People	In Progress Action held open pending finalisation of Vetting Regulations.
11/2025	9 October 2025	The development of a refreshed BTPA Framework Document in consultation with the Department for Transport, which would be shared with Members once finalized.	Board Secretary	In Progress As per the Improvement Plan Progress Report elsewhere on the agenda, the Framework Document 2025 has been shared with DfT/HMT for sign-off, following which it can be shared with Members.