

[24 March 2026] Agenda Pack / Full Authority

MEETING
24 March 2026 12:55 GMT

PUBLISHED
17 March 2026

WEBSITE

Agenda

Location
The Abbey Room, Broadway House, Tothill Street, London, SW1H
9NQ

Date
24 Mar 2026

Time
12:55 GMT

	Item	Owner	Time	Page
1	Apologies	Chair	12:55	-
2	Declarations	All		-
3	Chief Constable's Update / March 2026	Chief Constable	13:00	-
4	Actuarial valuation of the British Transport Police Force Superannuation Fund as at 31 December 2024	Chief Financial Officer	13:05	4
5	Treatment of 2025/26 Underspend	Chief Financial Officer	13:20	7
6	Strategic Plan 2026/29	Chair Strategy and Planning Committee	13:25	9
7	Policing Plan	Chair Strategy and Planning Committee	13:30	19
8	Consent Agenda [Circulated Separately]	Chair	13:35	-
8.1	Cover Paper / BTPFSF 2024 Valuation Appendices			-
8.1.1	Meeting Note / People and Culture Committee Briefing Session - 20 February 2026			-
8.1.2	People and Culture Committee Report / Actuarial valuation of the BTPFSF as at 31 December 2024 / September 2025			-
8.1.3	XPS Briefing / BTPFSF 2024 Valuation			-
8.1.4	9 February 2026 / BTPA CFO to Railways Pension Trustee Company Ltd			-
8.1.5	4 August 2025 / Railways Pension Trustee Company Ltd to BTPA CFO			-
8.1.6	22 January 2026 / Railways Pension Trustee Company Ltd to BTPA CFO			-
8.1.7	Draft Letter / Railways Pension Trustee Company Limited to The Pensions Regulator			-
8.2	Wellbeing, Health and Safety Statement 2025/26			-
8.3	Management Assurance Return 2025/26			-
8.4	Chief Constable's Report			-
8.4.1	Policing Plan Performance			-
8.4.2	Financial Performance			-
8.5	Strategic Risk Summary Q3 2025/26			-
8.6	Decisions in Correspondence since December 2025			-
8.7	Minutes			-

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	Item	Owner	Time	Page
8.8	Actions			-
8.9	Committee Minutes			-
8.9.1	Strategy and Planning / 2 March 2026			-
8.9.2	Scottish Railways Policing / 10 March 2026			-
8.9.3	People and Culture / 12 March 2026			-
8.9.4	Audit and Risk Assurance / 4 December 2025			-
8.9.5	Finance, Legitimacy and Performance / 5 December 2025			-
9	Any Other Business	All		-

WEBSITE

Report to: Full Authority Meeting
Date of meeting: 24th March 2026
Subject: Guardian of the Railway Strategy 2026 – 2029
Author: Jen Crowther
COG Sponsor: Stuart Cundy, Deputy Chief Constable
For: Approval

1. PURPOSE

- 1.1 This paper seeks approval of BTP’s Strategy 2026 – 2029, including five strategic objectives and the supporting Blueprint that aligns delivery to the Medium-Term Financial Plan.

2. BACKGROUND

- 2.1 The operating context for policing and the railway forms the background to our strategic objective’s development. This was covered in the Q1 Strategy and Planning Committee (SPC) and was further detailed in the MTFP document discussed at the Full Authority in December 2025.
- 2.2 The proposed Strategic Objectives and accompanying Blueprint were approved at Strategy and Planning Committee 2nd March 2026.

3. STRATEGIC OBJECTIVES

- 3.1 The strategy sets five objectives for 2026–2029. Three focus on operational outcomes: tackling serious harm, reducing disruption, and integrating railway policing and security. Two focus on enabling outcomes: productivity through innovation and a modern, capable workforce.
- 3.2 Each objective is supported by defined future states describing the intended position by March 2029.
- 3.3 The objectives remain unchanged from SPC Q2, reflecting member feedback. The future states have been expanded to make clear the intent i.e.
- i. Wellbeing has been updated to *“Provide proactive wellbeing support for all our people”*.
 - ii. Intelligence-led has been updated to *“Target the most serious crime through proactive, intelligence-led policing”*.
- 3.4 The five strategic objectives are shown in Annex 1.

4. BLUEPRINT

- 4.1 The Blueprint translates the strategy into delivery using the Process, Organisation, Technology and Information (POTI) model. It provides a single framework to govern business as usual, investment and innovation activity across the three-year period, within the parameters of the agreed MTFP.
- 4.2 The Blueprint will be refreshed annually to maintain focus on outcomes and to reflect Police and Rail Reform as these develop. This ensures continued alignment between strategic intent, financial planning and delivery priorities.
- 4.3 The Blueprint is shown in Annex 2.

5. ENGAGEMENT

- 5.1 Engagement took place throughout Autumn 2025 including discussions at the Senior Influencing Group, Rail Delivery Group Conference, and Scottish Railways Policing Committee.
- 5.2 Written consultation to industry and government partners commenced from 27th October to 24th November inviting feedback on the five objectives.
- 5.3 Thirty-two responses were received from 163 stakeholders. Feedback demonstrated strong alignment across all objectives; only one response rated Strategic Objective 1 below three stars

6. FUTURE REPORTING

- 6.1 From 2026/27, quarterly exception reporting will focus on progress against the Blueprint. On behalf of BTP, a chief officer will lead each strategic objective, compassing business as usual, investment and innovation activity.
- 6.2 Operation and tactical performance will continue to be monitored through the Policing Plan at Finance, Legitimacy and Performance Committee.
- 6.3 Ahead of the new strategy commencing on 1st April, and to support the effective monitoring of progress, a baselining exercise will be undertaken and quarterly milestones set for each aspect of the Blueprint for Year 1.
- 6.4 Annex 3 includes examples of future Blueprint reporting.

7. FINAL PUBLICATION

- 7.1 In keeping with the successful streamlined publication of the Policing Plan 2025-27, the published strategy will be concise and accessible, comprising:
- i. Chair and Chiefs forewords, covering our operating context.

- ii. Guardians of the Railway: Vision, Mission and Values.
- iii. Strategic Objectives.
- iv. Blueprint.
- v. Medium Term Financial Plan.

8. NEXT STEPS

- 8.1 Following approval, forewords will be commissioned and the strategy prepared for publication ahead of April 2026.
- 8.2 Internal communication is underway through leadership events and targeted roadshow engagement with supervisors.
- 8.3 The strategy will inform supporting plans, for example, the People and Culture Plan aligned to strategic objective, "SO4. We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for." Ensuring the synergy between the strategy and the activity taking place at a departmental level.

9. RECOMMENDATIONS

- 9.1 Members are asked to approve the:
 - i. strategic objectives, and
 - ii. accompanying Blueprint.

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ANNEX 3. Example Strategic Reporting Guardians of the Railway Strategy 2026 – 29

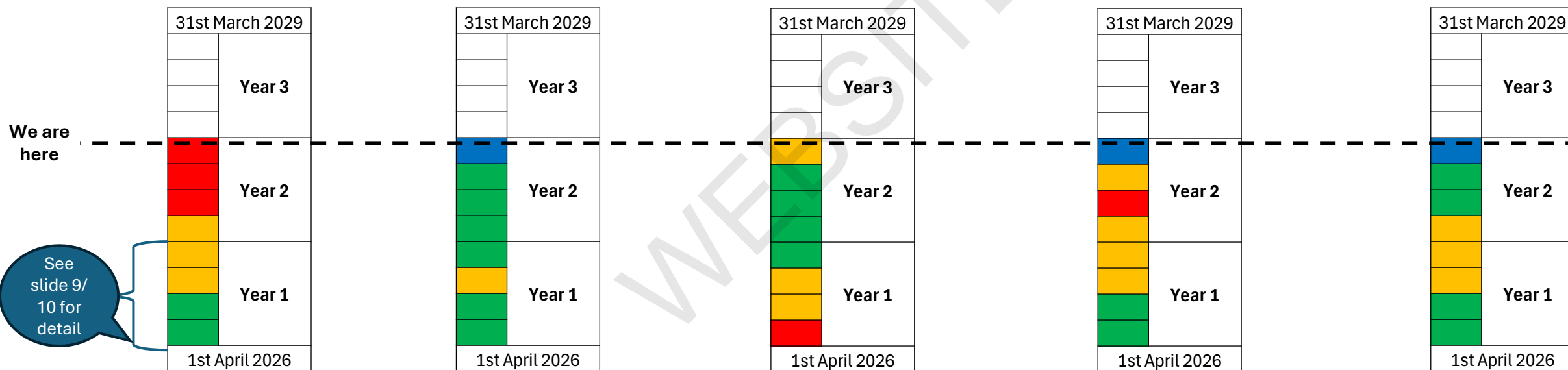
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EXAMPLE: Strategic Objectives - Overview.

<p>SO1. We will prevent the most serious crime and protect those who need us most.</p>	<p>SO2. We will accelerate our efforts to reduce disruption, keeping the railway moving.</p>	<p>SO3. We will strengthen our visible presence and improve coordination through integrated railway policing and security.</p>	<p>SO4. We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for.</p>	<p>SO5. We will increase productivity through innovation, data and technology –driving efficiency and effectiveness.</p>
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As of the end of Q4 Year 2, there are 3 of the 5 objectives on track for delivery. SO1 is delayed > 3 months and SO1 delayed < 3 months.



EXAMPLE: Strategic Objectives by Delivery Plan, Year 1 Overview.

SO1. We will prevent the most serious crime and protect those who need us most.

	Principles/ Priorities	Blueprint Future States	Q1	Q2	Q3	Q4
Process	Proactive, Intelligence-Led Policing	Retrospective facial recognition is used to enhance safeguarding and the detection of offenders.				✓
		BTP is regarded as a lead Force in targeting offenders and safeguarding those involved in County Lines.				
Organisational	Safeguarding as a Core Competency	A dedicated specialist capability tackles serious sexual offences.				
	Holistic approach to forensic science	The Undercover Online (UCOL) function targets target more of those who exploit and groom victims online.				
	Passenger and Victim Focussed	The Crime Academy ensures the ongoing occupational competence of our investigators				✓
Technology	Proactive, Intelligence-Led Policing	A proof of concept AI matching engine that connects disparate data sources to reduce manual checking and enhance investigative capabilities has been delivered.				
	Holistic approach to forensic science	Digital Media Evidence capture is optimised through new kiosk infrastructure.				
	Passenger and Victim Focussed	An automated text redaction proof of concept has been delivered and evaluated.				✓
Information	Evidence-Based Practice	Our requirements for working with industry and academia to support the evaluation of our interventions have been baselined.				
	Proactive, Intelligence-Led Policing.	There are established data sharing protocols with the rail industry to support future self-service briefings.				✓



Complete / PIR Remaining (BAU Handover)	On track	Delayed < 3 months	Delayed > 3 months
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EXAMPLE: Strategic Objectives by Delivery Plan, Year 1 (by exception).

SO1. We will prevent the most serious crime and protect those who need us most.

	<p>Retrospective facial recognition is used to enhance safeguarding and the detection of offenders.</p>	<p>BAU</p>	<table border="1"> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> <tr> <td style="background-color: green;"></td> <td style="background-color: orange;"></td> <td style="background-color: orange;"></td> <td style="background-color: blue; text-align: center;">✓</td> </tr> </table>	Q1	Q2	Q3	Q4				✓
Q1	Q2	Q3	Q4								
			✓								
<p>Process</p>	<p>Activity Update/ Progress/ Key milestone in the next Quarter:</p>	<p>If delivery is behind expected place, or challenges exist:</p>									
	<p>BTP is regarded as a lead Force in targeting offenders and safeguarding those involved in County Lines.</p>	<p>BAU</p>	<table border="1"> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> <tr> <td style="background-color: green;"></td> <td style="background-color: green;"></td> <td style="background-color: orange;"></td> <td style="background-color: orange;"></td> </tr> </table>	Q1	Q2	Q3	Q4				
Q1	Q2	Q3	Q4								
	<p>Activity Update/ Progress/ Key milestone in the next Quarter:</p> <div data-bbox="135 978 891 1185" style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #f9cb9c; margin: 10px 0;"> <p>Full table will include: "Process, Organisational, Technology & Information" – for each Strategic Objectives.</p> </div>	<p>If delivery is behind expected place, or challenges exist:</p> <p>Example *** CLTF activity is directly linked to HO funding of circa £4m. Withdrawal of funding would significantly impact delivery of the current model. Funding decision is currently running on annual basis, awaiting decision for 2026/27.</p>									



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REPORT TO: Full Authority Meeting.
DATE: 24th March 2026
SUBJECT: Policing Plan 2026/27
SPONSOR: Stuart Cundy, Deputy Chief Constable
AUTHOR: Jennifer Crowther

1. PURPOSE OF PAPER

1.1 The paper seeks approval of BTP's Policing Plan 2025 - 27, for the second year of publication and its alignment with the new Guardians of the Railway Strategy for 2026-29.

2. BACKGROUND

2.1. The current Policing Plan was developed to cover the period 2025–2027. In line with legislative requirements, the plan is republished annually.

2.2. The proposed Plan was approved at Strategy and Planning Committee 2nd March 2026.

3. POLICING CONTEXT

3.1. The wider policing environment¹ was reviewed when the Plan was commissioned and remains relevant. There is strong alignment on the following themes: partnership working, tackling violence, violence and intimidation against women and girls, sexual offences, hate crime, anti-social behaviour, public order and public protection.

4. STRATEGIC ALIGNMENT

4.1. The refreshed Guardians of the Railway Strategy will be published in April 2026. It comprises of five Strategic Objectives, three of which are operational.

4.2. To ensure alignment with the strategic objectives, the following minor adjustments are proposed to the annual Policing Plan (see Annex 1):

- (i) Direct alignment between the new Guardians of the Railway operational strategic objectives and the Policing Plan priorities.
- (ii) Violence and Intimidation Against Women and Girls remains a key focus for BTP and is aligned under the '*High harm offences and protecting vulnerable people*' priority.

¹ [Strategic Policing Requirements](#), [Police Scotland Business Plan 2024-27](#), [NPCC Policing Vision 2030](#), [Safer Streets](#),

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- (iii) *'Visible presence and improved coordination'* replaces *'Violence Against Women and Girls'* as the third priority area. This new priority encompasses integrated railway policing and security; tackling disorder, antisocial behaviour and partnership working.

5. PERFORMANCE MONITORING

- 5.1. Following review it is proposed the Key Performance Indicators (KPIs) in the current Policing Plan remain appropriate for 2026/27.
- 5.2. They KPIs have been realigned under the revised priority headings (see Annex 2).

6. POLICING PLAN 2027 – 29

- 6.1. Development of the next Policing Plan (2027–29) will commence in autumn 2026.
- 6.2. A consultation and development programme will be developed during the next quarter of the business planning cycle, such that the next Policing Plan cover years two and three of the new Guardians of the Railway Strategy.

7. RECOMMENDATION

- 7.1. Members agree to align the 2026/27 Policing Plan priorities with the new Guardians of the Railway Strategy for 2026-29.
- 7.2. Members note the 'Budget and Resources' and 'Divisional Contacts' pages of the Policing Plan will be updated before publication.
- 7.3. Members agree the publication of the Policing Plan with the revised priorities and KPIs for 2026/27.



Annex 1:

Proposed Policing Plan Priorities 2026/27.



Existing Policing Plan Priorities 2025/26 (for comparison).



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Annex 2:

Proposed Policing Plan Key Performance Indicators 2026/27.

High harm offences and protecting vulnerable people	Disruption and Delay	Visible presence and improved coordination
<ul style="list-style-type: none"> • Crime levels for violence (broken down to serious & without injury), rail-staff & officer assaults; and public order and sexual offences where the victim is female • Solved rates & solved crimes broken down by crime type • Vulnerability safeguarding submission forms (Domestic Abuse, Adults at Risk...) • Life-saving interventions • Victim of crime survey results • Progress against VAWG and Op Soteria Action Plans 	<ul style="list-style-type: none"> • Force-wide disruption incidents & primary minutes broken down by category • Disruption incidents & primary minutes at key locations broken down by category • Incident response times for immediate & priority graded calls • High frequency repeat presenters on the network • Fatality Investigation Management times • Solved rates & solved crimes broken down by crime type 	<ul style="list-style-type: none"> • Anti-social behaviour incidents • Incident response times for immediate & priority graded calls • Visible patrols at priority locations • Collaborative operations with the rail industry, law enforcement and other partners. • Rail Staff and Passenger Survey results.

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