

[24 March 2026] Consent Agenda Pack / Full Authority

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WEBSITE

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Report to: British Transport Police Authority

Date: 24/03/2026

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 In January, Deng Majek was handed a minimum sentence of 29 years imprisonment at Coventry Crown Court for the Murder of Rhianon Whyte. The outcome reflects the exceptional professionalism, determination and care that the Major, Serious and Organised Crime (MSOC) team have shown throughout the investigation, and which was commended by His Honour Judge Mr. Justice Soole in a rare and significant acknowledgement. The sentencing marks the conclusion of an investigation that has been conducted to the highest standards under challenging and sensitive circumstances.
- 2.2 Members will have seen media coverage of the large fire that broke out in historic buildings adjacent to Glasgow Central Station on the Sunday 8th March. On the following Monday I accompanied the First Minister to visit the scene following a multi-agency briefing involving rail and blue-light partners. He expressed his gratitude for the coordinated response and commended the professionalism of our officers, who worked tirelessly from the late afternoon into the night alongside Police Scotland, supporting cordons, assisting rail colleagues and providing reassurance to the public.
- 2.3 Our officers played a vital role in the evacuation, guiding passengers to safety and supporting Network Rail as the situation evolved. A major incident was declared as Scottish Fire and Rescue worked through the night to contain the blaze, which has

caused extensive damage. We continue to be fully engaged in stakeholder meetings now the incident has transitioned into the recovery phase.

3. STAKEHOLDER ENGAGEMENT

- 3.1 Members will be aware of the publication of the Government's Police Reform White Paper, *'From Local to National'*, which sets out wide ranging proposals for the future of policing at local, regional and national level. The Paper proposes the creation of a National Police Service that would centralise specialist capabilities such as serious and organised crime, counterterrorism and digital forensics, as well as reducing the number of police forces in England and Wales to improve strategic consistency and efficiency. It further outlines stronger national standards for leadership, vetting, training and performance, as well as a drive to modernise policing through improved technology and enhanced digital, data and forensic capability to meet the complexity of modern crime.
- 3.2 Following its publication, I joined a call with all Chief Constables to begin discussing the implications of the White Paper and how the service can work with Government to help shape reform in a way that delivers the best policing model for our communities. It is too early to determine what this means for BTP, but it is clear we must understand our future position as wider police reform progresses alongside developments linked to Great British Railways. Our unique role within the transport sector ensures we will have meaningful opportunities to contribute to both programmes, and as a Force that embraces change, these developments are exciting. My office is working closely with the BTPA Executive and DfT officials to ensure BTP is included in any forthcoming legislation where appropriate.
- 3.3 In January, my team and I continued to strengthen our partnerships across the rail network. DCC Stuart Cundy and Superintendent Darren Malpas represented the Force at the launch of the London Bridge Wellbeing Platform Support Hub, a multi-agency initiative providing immediate mental-health support at London Bridge Station. Also in January, ACC Ian Drummond-Smith met with Cycling UK to discuss our updated cycle-theft policy, and colleagues attended the Southeastern Extra Mile Gold Awards, where our role in safeguarding the network was publicly recognised.
- 3.4 Our external engagement remained active through February. I attended the All-Party Parliamentary Group on policing, contributing to discussions on national policing challenges. DCS Pete Fulton and Superintendent Craig Payne met Rail Minister Lord Hendy and Baroness Nicky Morgan in early February to discuss BTP's work on Violence Against Women and Girls

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- 3.5 Our work in this area continues to evolve, and has received important national recognition. The Angiolini Inquiry Part Two highlighted several areas of BTP's work as examples of strongest practice, including our VIAWG strategy, improvements in the use of powers through Operation Streamline, and our communications campaigns '*Speak Up, Interrupt*', and '*Your Piece of the Puzzle*'. The Report also commended our development of a high-harm offenders database, the continuation of our White Ribbon accreditation, and enhanced patrol, technology and offender-management initiatives. This positive recognition underlines the impact of our sustained cultural reform and demonstrates that BTP's efforts are shaping national expectations of professional, victim-focused policing.
- 3.6 This year we finalised the Joint VIAWG Strategic Framework with senior rail partners. This creates a shared set of expectations, aligned performance measures and a unified commitment to the Government's Safer Streets mission to halve VIAWG-related crime over a decade. We are a strong voice in shaping consistent standards and collaborative solutions to protect women and girls across both policing and the wider transport sector.

4. FINANCE UPDATE

- 4.1 Following confirmation of the MTFP settlement in December, our capital programme has been re-profiled to align to the CDEL control limit. This work is linked to a refresh of the Strategy Blueprint for 2026-2029. Significant effort has also been directed towards addressing the Force's capital funding gap. Engagement with industry partners is continuing to explore mitigation options, with DfTO, Network Rail and TfL agreeing to take on a 'Lead Sponsor' role for the schemes otherwise unaffordable; BVLOS Drones, LFR and selected Estates projects. Some risk remains in securing this as a route to capital cover, and the mechanisms remain under development with BTP/A. The Senior Influence Group has been invaluable for bringing the voice of industry to the table and enabling these discussions.
- 4.2 In relation to the in-year position, at Period 11 we are reporting a projected year end underspend of £4.8m. Following agreement with the BTPA, £2.5m of the forecast underspend will be returned to industry through the 2025/26 PSA charge, leaving a residual forecast underspend of £2.3m subject to further decision. This follows a challenging year in which the Force implemented the Establishment Reset at pace to return to an affordable workforce position. The underspend reflects a combination of reduced overtime, occupational health, forensic and travel costs, alongside lower pay expenditure as staff recruitment was deliberately paused for longer than planned to maximise redeployment opportunities following the Reset. In addition, funding has been identified in year to support the buyback of 32 roles in 2026/27, creating a non-

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pay underspend in advance of future workforce growth. Since Period 10, several accounting adjustments have reduced the forecast by £2.2m, including updated annual leave accruals, revised Mitie repair cost estimates and the accounting treatment of EV charging income returned to TfL. Notwithstanding the headline underspend, the underlying Business as Usual position remains a forecast to overspend by £4.0m, reflecting that the original 2025/26 budget was insufficient to withstand the additional unforeseen pressures.

- 4.3 Finance Assurance Board has overseen performance across accounts payable, balance sheet reconciliation and income recovery, with evidence of consistently strong controls and timely corrective action where required. A key assurance success during the quarter was the Government Procurement Card (GPC) audit, which demonstrated high levels of compliance across cardholders and approvers, no material control breaches and a 99% compliance rate supported by strengthened training, enhanced audit checks and tighter system controls. In parallel, procurement activity has progressed on the e-Financials replacement, which will underpin improved financial control and integration with enabling departments, multi-year planning and capital prioritisation into the next financial year.

5. PERFORMANCE

- 5.1 We have had an extremely busy start to the New Year with a high level of operational demand. During the weekend of the 8 March, BTP recorded seven incidents involving people being struck by a train, several serious sexual assaults, an acid attack on a member of the public, a GBH-level assault on one of our officers, a murder at Tamworth where we saw further excellent work by our MSCO team in arresting and charging the suspect, a Person in a Precarious Position that lasted several hours, as well as the significant fire near Glasgow Central. Given the predicted increase in passenger journeys this year it is expected that this high level of demand will be sustained in the long term.
- 5.2 Between December and February 23,616 crimes were recorded, unfortunately remaining higher than earlier in the year and last year. Demand relating to the Violence and Public Order crime categories continues to grow, and recorded Graffiti crimes have increased sharply due increased reporting from stakeholders. Our solved rate during this period was 12%.
- 5.3 BTP and Transport for London jointly hosted an Industry Graffiti Summit in London, bringing together policing, rail operators, infrastructure partners and prosecution specialists to strengthen the collective response to graffiti offending across the rail network. The day featured an international case study from Wiener Linien, demonstrating a proactive prevention-focused model comparable to challenges in the

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UK, alongside CPS insight on improving prosecution outcomes through stronger casefile standards and wider use of criminal and civil orders. Industry breakout sessions explored opportunities to enhance prevention, reporting, intelligence sharing, investigative processes and the deployment of emerging technology, including AI-enabled and drone-based detection. The summit concluded with a shared set of joint actions for BTP and TfL to shape a more focused and collaborative approach to tackling graffiti, reinforcing a unified industry commitment to reducing offending, improving performance and better protecting vital rail assets.

- 5.4 Disruption minutes (to end of January) rose by 5.2% (+99,000 minutes) an additional cost of £1,154,875 compared to last year. Trespass remains the biggest contributor (+46,000 minutes) and an additional Trespass delay cost of £665,019, however cable theft has continued to increase, with an additional 43,000 minutes against last year. Our average handback time for non-suspicious fatalities is 99 minutes, with arrival and classification times at 19 and 42 minutes respectively. CCTV delays and body-related disruption, remain the most common causes of extended recovery times.
- 5.5 Crime recording performance continues to improve, with 89% of crimes in February recorded within 24 hours against a target of 90% Forcewide. Sexual and Robbery offences average 91% compliance.
- 5.6 Staff assaults have risen by 34% (+598 crimes) over the last three months compared to the previous year, continuing a consistent upward trajectory since September in reporting. Most involve verbal harassment or fear/alarm/distress toward frontline rail staff, reflecting the wider public order passenger tensions.
- 5.7 We continue to work closely with Trade Unions and industry stakeholders to address the rise in staff assaults and to ensure that frontline colleagues feel protected and supported. This quarter we strengthened joint working arrangements with the rail operating companies, TfL, RDG and union representatives, focusing on improving early reporting, enhancing the quality of victim support, and escalating cases where additional organisational intervention is required. We are supporting the RDG and individual TOCs in their efforts to increase the use of Body Worn Video (BWV), recognising its deterrent effect and the evidential value it provides to both BTP investigations and employer-led misconduct processes. We have also expanded our joint problem-solving activity with operators at locations experiencing persistent disorder, ensuring visible policing plans are aligned with industry initiatives such as enhanced staffing, better signage, strengthened bystander support messaging and clearer conflict-management guidance for staff.
- 5.8 Deputy Chief Constable Stuart Cundy attended the TfL Work-Related Violence and Aggression Strategy Summit alongside Siwan Hayward, Mayor Sadiq Khan and Andy

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Lord. A minute silence was held in tribute to Jorge Ortega who was killed whilst simply carrying out his duties at Ilford Station. Stuart delivered a short presentation and took part in a panel to highlight BTP's on going commitment to ensuring those who work on the railway serving passengers feel safe when doing so

- 5.9 Building on this partnership framework, we have intensified our engagement with industry on the infrastructure changes needed to reduce crime and improve investigative outcomes. CCTV quality and accessibility is an enduring priority, and we continue to advocate for upgraded, standardised systems with direct access arrangements. These combined efforts, with unions, operators and national stakeholders, represent a shared commitment to reducing harm, improving confidence, and ensuring that every staff member across the network feels safe, supported and equipped when dealing with rising passenger tensions.

6. UNIFIED POLICING AND SECURITY PARTNERSHIP

- 6.1 Over this quarter, we have continued to make strong progress through the Unified Policing and Security Partnership (UPSP) programme, strengthening our collaboration with rail industry partners and advancing several key workstreams that directly support safer, more consistent policing across the network. Engagement remains high across the sector, including TfL, Southeastern, Merseyrail, South Western Railway, Network Rail and LNER, with partners contributing actively to the governance and design of shared approaches. Our work this period has focused on improving data-sharing, building joint tasking capabilities and refining the next stage of the control room proof-of-concept, each central to delivering a more coordinated response to risk and vulnerability across the railway.
- 6.2 Significant developments include the continued rollout of the Rail Staff Accreditation Scheme (RSAS) curriculum, progress on a streamlined vetting approach, and the finalisation of national uniform and ID standards. Our intelligence-sharing activity has also accelerated, with the TIPS pilot expanding and further work underway to improve how operational partners access and use safeguarding and disruption-related information. In parallel, we are working closely with industry colleagues on integrating 61016 data into joint problem-solving models, particularly for VAWG-related incident types, ensuring early intervention, improved situational awareness, and more consistent passenger reassurance. This aligns closely with our wider VAWG commitments and reinforces our ambition to deliver clear, measurable improvements in safety for women and girls across the network.

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- 6.3 Looking ahead, the UPSP programme will mark its first anniversary in July, providing an important opportunity to reflect on achievements and agree the next phase of development with industry leaders. The introduction of a new, centralised policing and security resourcing workstream, designed to improve the long-term balance and efficiency of capability across the network, demonstrates the programme's growing maturity and strategic value. As the wider policing landscape continues to evolve, UPSP remains a critical platform for ensuring BTP is shaping, and benefitting from, an integrated national approach to rail safety and security.

7. INNOVATION

- 7.1 Under Operation Overwatch, we have now formally launched our Live Facial Recognition capability, marking the first deployment of a mobile-mast LFR solution in the UK. Designed specifically for the rail environment, this approach provides an agile, proportionate alternative to NPCC van-based technology and reflects extensive policy development, legal review and engagement with stakeholders. Our full document suite and legal basis have been published on the BTP website to ensure complete transparency. Initial deployments at major stations, including London Bridge, King's Cross, Euston and Waterloo, have moved us from concept to live operational delivery. Across these deployments, more than 133,000 unique faces have been scanned, enabling officers to build operational confidence while maintaining a strong emphasis on public engagement and clear signposting through QR-enabled feedback channels.
- 7.2 Operational readiness continues to strengthen, with mystery-shopper testing and one live notification completed to date. Deployments have generated valuable learning including the practical demands of camera placement and recognition-zone design.
- 7.3 Over the past quarter, the Innovation Programme has moved from mobilisation into delivery, with multiple proof of concepts and pilots progressing. To ensure clear direction and strong governance, there is a monthly Programme Board supported by a tactical Delivery Board, enabling rapid resolution of emerging challenges and maintaining momentum across the Programme. Collaboration with colleagues from across BTP has shaped a comprehensive Innovation Programme Architecture that provides a strategic framework which ensures initiatives are aligned to Force priorities and addresses clearly defined problems. Recruitment into the Innovation Delivery Team is nearing completion.
- 7.4 Significant progress has also been made on the Data Architecture Outline Business Case, which forms the foundation for future digital capability and addresses

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long-standing challenges of fragmented systems through a scalable, AI-ready analytics platform. This is the first proposal to progress through the new Innovation Mechanism and was discussed by Members on 20th March. Alongside this, a range of pilots are demonstrating promising early results: automated text redaction has delivered more than a fifty percent efficiency improvement; the College Of Policing Assistant (CoPA) continues to expand with strong adoption across Pennines and CID; and the Stop and Search Assistant is strengthening supervisory oversight.

- 7.5 Further developments include testing of the Crime Recording Agent, Google Cloud-based tools now moving into proof-of-concept stages, and preparations for the Copilot Go programme. Following discussions with Microsoft and the national RPA programme, we have also taken a strategic decision to move away from traditional robotic process automation in favour of a broader hyper-automation approach, enabling integrated AI-enabled workflows and data services. Although we are still at the early stages of our innovation journey, the progress to date demonstrates growing confidence, strong momentum and a pathway towards delivering long-term digital transformation and enhanced operational efficiency across BTP.

8. PEOPLE

- 8.1 There have been several significant changes amongst our senior leaders at Chief Superintendent level. Chris Casey has commenced the Executive Leadership Programme (ELP), and Dominique Ioannou will provide temporary cover as Temporary B-Division Chief Superintendent. Following Sandra England's move to E-Division, Dave Rams has been successful in gaining promotion and will take up post as the permanent C-Division Chief Superintendent. Lorna McEwan has also been successful in gaining promotion to the D-Division Chief Superintendent role.
- 8.2 Rachael Etebar returned this month after a six-month absence to recover from an operation, and I would like to record my thanks to Vanita Patel for her leadership as Temporary Director of People and Culture. She approached the role with energy, professionalism and genuine commitment, and I know she has valued the opportunity to gain deeper insight into the challenges and opportunities facing the Force.
- 8.3 In February, we launched our Pulse Survey to check-in on sentiment ahead of the annual All People Survey. With more than 2,000 colleagues taking part, the results provide a clear view of a workforce that remains deeply committed to public service but is increasingly stretched. While many colleagues continue to highlight strong first line supervision, pride in their work, and visible, authentic leadership, the findings show declining confidence in how we manage change, communicate, and uphold

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organisational fairness. Sadly, with the impact of the establishment refresh some of the feedback was to be expected. Colleagues emphasised that effective communication depends on receiving information from the right level, COG for Force wide decisions, senior leaders for departmental changes, and line managers for personally impactful matters. This sequencing often breaks down, leaving managers unprepared and staff feeling poorly informed.

- 8.4 We remain firmly committed to giving our people meaningful opportunities to share what matters most to them with us. The Pulse Survey has provided an important early indicator ahead of the Annual All People Survey, and we will continue to listen carefully to the experiences and expectations our colleagues have shared. What comes next is just as important: ensuring that the All People Survey is followed by clear, visible actions and transparent updates that demonstrate genuine follow through. Our focus will be on turning feedback into practical improvements, strengthening trust, and creating the conditions in which every colleague feels informed, valued and supported to deliver the best possible policing service.

9. HMICFRS UPDATE

- 9.1 ACC Sean O’Callaghan and the Deputy Chief Constable Stuart Cundy are leading the force preparations for the forthcoming HMICFRS Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection. The inspection is expected to be formally commissioned in March 2026 with preparatory work, documentary requests and some site visits to BTP occurring in advance of the main inspection fieldwork in September 2026. As part of the inspection, HMICFRS intend to visit BTP in Scotland and will be supported by HMICFRS.
- 9.2 This is a significant policing inspection, which will require significant preparatory work by BTP to ensure that the inspection team understand the unique operating context, and that the force assessment reflects the professional policing services delivered by BTP. Sean Stuart and I have met with the BTPA CEO and to seek support from the BTPA to ensure the operating context and governance of BTP is fully understood.

10. FIRST AND SECOND LINE MANAGER ROADSHOWS

- 10.1 We are in the process of delivering ten in-person first and second line manager Roadshows across England, Scotland and Wales. These are the first we have completed in a number of years as the time felt right with the forthcoming launch of our 3 year strategy supported by a 3 year MTFP. Designed in response to feedback from last year’s All People Survey and aligned to the launch of our refreshed strategy, the Roadshows focus on building a shared understanding of our strategy, organisational priorities, performance expectations and future direction. They provide valuable time

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and space for colleagues to reconnect away from day-to-day pressures, creating the conditions for open discussion, thoughtful questions and meaningful reflection. Approx 763 leaders will have attend across the sessions which are spread across England, Scotland and Wales and the sessions have enabled managers to gain a deeper understanding of our refreshed strategy, and reflect how the strategy and organisational priorities translate into practical leadership within their teams. We want these sessions to enable our leaders to inspire and support those who they lead.

- 10.2 The events are progressing well, and feedback has been consistently positive. I have attended several, and I have been impressed by the quality of the conversations and the strong engagement shown by managers, who report a clearer understanding of how the strategy applies in practice and how they contribute to its delivery.
- 10.3 Colleagues have told us they value the opportunity to step back from operational demands and engage directly with the Chief Officer Group on our strategic direction, performance and priorities. I see these Roadshows as an important part of our leadership engagement approach, helping to strengthen alignment and build momentum across the organisation. We will complete the programme at the end of March, and I am committed to exploring how we build on this model in future years to ensure we continue to invest in our leaders and create space for constructive, forward-looking discussion.

11. ESTABLISHMENT RESET

- 11.1 The Force has now completed the formal implementation phase of the Establishment Reset, a major programme designed to realign our operating model to a sustainable and affordable establishment. Over the past year, all Design Authorities and consultations were concluded, with changes tested and approved through governance previously agreed by COG. This has resulted in a net reduction of 566.75 FTEs, primarily achieved through vacancy management and natural turnover, with targeted growth in critical areas to preserve essential capability. The reset has also delivered £32m of monetisable efficiencies for 2025/26, demonstrating that the programme has achieved both structural and financial objectives while maintaining core services.
- 11.2 As we transition into business-as-usual, each Chief Officer has received a detailed handover pack outlining service designs, risks, decision logs and reporting expectations. Cross-cutting risks and displaced activities have been captured to ensure continued oversight and a smooth transition into BAU governance. While there are inevitable impacts on some service areas, including reductions in certain support functions, changes to station presence, and shifts toward self-service models, the approach taken has been measured and risk-aware. Mitigations are in place across

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portfolios, with performance indicators updated to reflect new service levels and ongoing monitoring through the Performance Delivery Board.

- 11.3 Looking ahead, a small number of remaining resource reductions will be managed between 2026 and 2028, aligned to operational need and supported by robust workforce planning - as reflected in the MTFP. The Reset's impact will be fully reflected within the next Force Management Statement, helping to demonstrate how the new establishment supports operational resilience and demand forecasting. Importantly, risk themes associated with the reset are being consolidated into existing risk , ensuring clarity and ownership. Members are invited to note the progress made, the continued focus on embedding the redesigned model across the organisation and the residual vulnerability across BTP as we move into our next chapter. The full Establishment Reset paper and Annex A are attached for reference.

12. RECOMMENDATIONS

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

APPENDICIES

2025/26 Policing Plan Update April 2025 – February 2026

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Policing Plan Performance April 2025 – February 2026

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

Crimes Incidents

Violence			Robbery		Staff Assaults		Officer Assaults	
Recorded Crime	Solved Crime	Solved Rate	Recorded Crime	Solved Crime	Recorded Crime	Solved Crime	Recorded Crime	Solved Crime
Violence Offences (25/26) 16,269 Diff 15.4%	Violence Offences (25/26) 3,205 Diff 13.2%	Violence Offences (25/26) 19.7% Diff -0.4%	Robbery Offences (25/26) 1,598 Diff 6.2%	Robbery Offences (25/26) 170 Diff -24.1%	Staff Assaults (25/26) 3,666 Diff 11.5%	Staff Assaults (25/26) 909 Diff 18.1%	Officer Assaults (25/26) 1,157 Diff 3.8%	Officer Assaults (25/26) 883 Diff 6.3%
Violence with Injury (25/26) 3,726 Diff 4.8%	Violence with Injury (25/26) 888 Diff 8.3%	Violence with Injury (25/26) 23.8% Diff 0.8%	Robbery Offences (25/26) 10.6% Diff -4.2%	Robbery Offences (25/26) 10.6% Diff -4.2%	Staff Assaults (25/26) 24.8% Diff 1.4%	Staff Assaults (25/26) 24.8% Diff 1.4%	Officer Assaults (25/26) 18.4% Diff -0.6%	Officer Assaults (25/26) 76.3% Diff 1.8%
Violence without Injury (25/26) 12,537 Diff 19.0%	Violence without Injury (25/26) 2,312 Diff 15.1%	Violence without Injury (25/26) 18.4% Diff -0.6%	Robbery Offences (25/26) 10.6% Diff -4.2%	Robbery Offences (25/26) 10.6% Diff -4.2%	Staff Assaults (25/26) 24.8% Diff 1.4%	Staff Assaults (25/26) 24.8% Diff 1.4%	Officer Assaults (25/26) 18.4% Diff -0.6%	Officer Assaults (25/26) 76.3% Diff 1.8%

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

Crimes Incidents

Anti-social behaviour incidents				Incident Response Times (Immediate & Priority Graded)				Safeguarding Vulnerability Reports			Lifesaving Interventions		
ASB Related Incidents (25/26) 9,181 Diff -6.3%				Fail Pass 19.95% 80.05%				8,533 Diff 1.1% Child SVR			2,111 Diff -7.9% Lifesaving Interventions		
Average Incident Response Time				Average Incident Response Time				4,913 Diff -1.6% SPMH SVR			1,446 Diff 26.8% Dash SVR		
Incident Grade	Fail	Pass	Total	Incident Grade	Fail	Pass	Total	9,136 Diff -5.6% AAR SVR					
Immediate	33.10	9.94	15.64	Immediate	36.20	10.32	16.78						
Priority	82.01	20.04	22.93	Priority	86.46	17.14	20.75						
Total	47.02	17.28	20.58	Total	43.85	13.88	18.62						

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 Incidents				Disruption Incidents & Primary Minutes							Fatality Management Times		Disruption Related Incidents			
Stats Classification	YTD Crimes	YTD Solved Crime	YTD Solved Rate	Category	Inc Current YTD	Inc Difference	% change	YTD Delay Minutes	Delay Mins Difference	% change	Average Handback Times (Mins) 99		Average Incident Response Time			
J29 Theft Of Cable Live (J29)	156	8	5.1%	Cable Theft	107	2	1.9%	55,031	16,869	44.2%			Incident Grade	Fail	Pass	Total
J30 Theft Of Metal Non Live (J30)	142	15	10.6%	Disorder/drunks or trespass	11,805	832	5.7%	98,812	7,341	8.0%			Immediate	30.67	12.48	18.00
Z28 Railway Trespass (Z28)	2,968	899	30.3%	Fatalities/injuries by being hit by a train	359	-65	-15.3%	183,439	-5,680	-3.0%			Priority	102.47	27.80	34.76
Total	3,266	922	28.2%	Level Crossing Incidents (inc misuse)	3,295	84	2.6%	46,513	-324	-0.7%			Total	33.08	14.76	19.80
				Trespass	12,718	206	1.6%	403,178	-22,687	-5.3%						
				Vandalism/theft (inc objects on line)	2,225	-13	-0.6%	34,194	-10,861	-24.1%						
				Total	30,509	846	2.9%	821,167	-15,342	-1.8%						

Prevent and reduce violence against women and girls

Violence & Intimidation against women and girls						Incident Response Times (Sexual Harassment/Sexually Motivated)				
Recorded Crime	Solved Crime	Solved Rate	Victims withdrawing Support for Investigation			Fail Pass				
Violence Offences (25/26) 5,111 Diff 12.7%	Violence Offences (25/26) 812 Diff 14.5%	Violence Offences (25/26) 15.9% Diff 0.3%	Violence Offences (25/26) 1,267 Diff 4.1%				23.94% 76.06%			
Violence with Injury (25/26) 1,027 Diff 1.4%	Violence with Injury (25/26) 223 Diff 4.2%	Violence with Injury (25/26) 21.7% Diff 0.6%	Violence with Injury (25/26) 196 Diff -18.7%				Average Incident Response Time			
Violence without Injury (25/26) 4,084 Diff 16.1%	Violence without Injury (25/26) 589 Diff 19.2%	Violence without Injury (25/26) 14.4% Diff 0.4%	Violence without Injury (25/26) 1,071 Diff 9.7%				Incident Grade			
Sexual Offences (25/26) 1,751 Diff -5.7%	Sexual Offences (25/26) 384 Diff 11.3%	Sexual Offences (25/26) 21.9% Diff 3.3%	Sexual Offences (25/26) 253 Diff -20.4%				Immediate			
Public Order Offences (25/26) 6,078 Diff 30.4%	Public Order Offences (25/26) 349 Diff 15.9%	Public Order Offences (25/26) 5.7% Diff -0.7%	Public Order Offences (25/26) 1,565 Diff 20.1%				Priority			
							Total			
							37.17 14.10 18.17			

Policing Plan Performance April 2025 – February 2026

Overall notifiable offences

BTP recorded 11% more crime between April 2025 and February 2026 compared to the same period last year, to 85,231 offences. The Force solved 9,683 crimes during this period, 6% more than last year. However, the solved rate fell from 11.8% to 11.4%. Theft of passenger property continued to be the most recorded offence (21,000). The year to date has seen a 10% (-2,261) reduction in these offences.

Violence and public order

Violence offences recorded have increased by 15% compared to the same period last year. Most (77%) of these offences continue to be violence without injury offences (such as common assault), which have seen a 19% increase compared to the same period last year. Violence with injury has seen a smaller (5%) increase. Violence against rail staff accounted for 23% of violence offences, and has seen a 12% increase. The number of crimes solved for all these categories has increased. However, the solved rate has seen a reduction for violence without injury offences, from 19.1% to 18.4%. In contrast, the solved rate for violence with injury increased from 23.1% to 23.8% while the solved rate for violence against rail staff increased from 23.4% to 24.8%.

Public order offences have seen the largest increase in crime recorded for the year to date, increasing by 4,643 (+40%) to 16,377. Hate crimes made up 28% of these offences and increased by 38% to 4,535. Public order offences against rail staff also accounted for 28% of the total, increasing by 38% to 4,562. The number of solved crimes increased across all these categories.¹ However, the solved rates fell. The solved rate for overall public order offences dropped from 10.0% to 8.8%. For public order related hate crimes, it fell from 15.7% to 12.3%. For offences against rail staff, the rate was down from 14.0% to 11.6%.

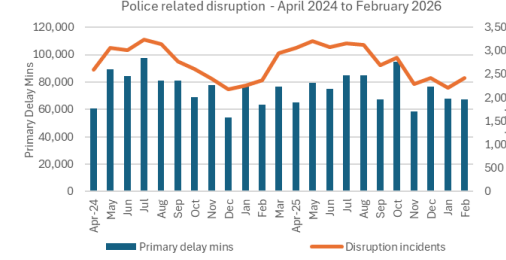
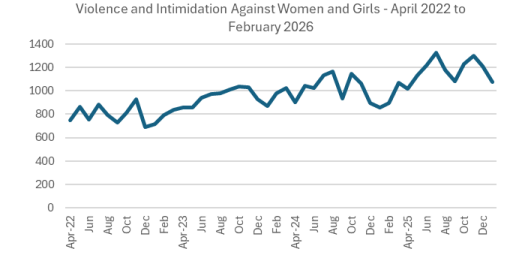
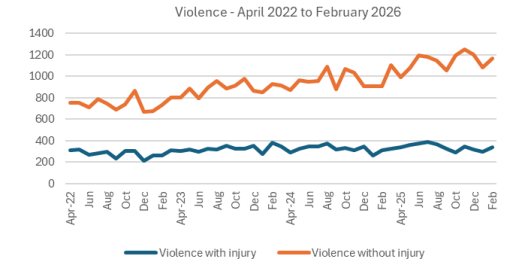
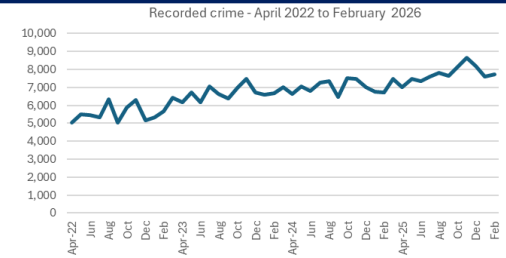
Violence against women and girls

Overall recorded violence against women and girls on the rail network increased by 17%. The number of crimes solved increased by 14%, however the solved rate fell from 12.3% to 11.9%. The increase in recorded crime was mostly from rises in public order (+30%) and violence without injury (+16%) offences against women and girls. Serious violence offences saw a 1% increase, with the solved rate increasing from 21.1% to 21.7%. The number of sexual offences recorded fell by 6%. BTP solved 11% more sexual offences compared to the same period last year, with the solved rate increasing from 18.6% to 21.9%.

Police related 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 6%. Trespass continues to be the largest cause of police disruption related incidents and delay minutes. Despite a 2% increase in trespass incidents, there was a 5% reduction in primary delay minutes caused by trespass compared to the same period last year. Not all categories showed reductions in primary delay. Cable theft was up 44% for primary delay minutes with incidents up 2% and the disorder/drunks or trespass category saw 8% more primary delay minutes with incidents up by 6%.

¹ Solved crimes: public order +23%, public order related hate crimes +9%, public order crimes against rail staff +14%.





Paper to: Full Authority
 Date: 24 March 2026
 Subject: Decisions in Correspondence since the last meeting
 Author: Board Secretary
 For: Information

200 Buckingham Palace Road
 London
 SW1W 9TJ

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

1. This paper provides a summary of decisions taken by the Full Authority and its Committees in correspondence since the last meeting of the BTPA Full Authority in December 2025. It is provided to comply with a requirement in the BTPA Code of Governance (December 2025) that all decisions in correspondence are reported in writing to the next scheduled meeting of the Authority.
 - a. **[3 March 2026] Senior Pay Award 2025.** The Appointments, Remuneration and Appraisal Committee, in consultation with the People and Culture Committee, approved a consolidated pay award for BTP Chief Officer Group police officers, BTP chief officer group staff, and BTPA Executive senior staff.
 - b. **[2 March 2026] Pension Augmentations.** The People and Culture Committee approved five pension augmentation payments to BTP employees who were scheduled to depart the organisation.
 - c. **[25 February 2026] Pension Protected Age Breach.** The Full Authority agreed to settle a liability arising from a pension protected age breach.
 - d. **[23 February 2026] Police Service Agreement Charges 2026/27.** The Full Authority approved proposed Police Service Agreement Charges for 2026/27, including sundry proposals for handling of a forecast underspend and drone resource costs.
 - e. **[23 February 2026] Contract Variation – National Uniform Managed Service.** The Full Authority approved a contract extension, incorporating a contract variation, for the National Uniform Managed Service contract.
 - f. **[30 January 2026] Extension of temporary chief officer appointment.** The Appointments, Remuneration and Appraisal Committee approved the extension of a temporary BTP chief officer appointment.

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Minutes

Full Authority

Wednesday 10 December 2025 at 11.00am in the LG.11 Meeting Room, Department for Transport, Great Minster House, 33 Horseferry Road, London, SW1P and via Microsoft Teams

Present:

- Ron Barclay-Smith (Chair)
- Dyan Perry (Deputy Chair)
- Paula Carter
- Andy Cooper
- Alexia Course
- Abdul Elghedafi
- Emir Feisal
- Nick Hawkins
- Tricia Hayes
- Mike Jackson
- Lord Jackson of Peterborough
- Kenna Kintrea
- Brian Lynch
- Emma Strain
- Iain Whyte

Apologies:

- Craig Mackey

In attendance:

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

- British Transport Police**
- Lucy D’Orsi (Chief Constable)
 - Stuart Cundy (Deputy Chief Constable)
 - Charlie Doyle (Assistant Chief Constable)
 - Sean O’Callaghan (Assistant Chief Constable)
 - Vanita Patel (Director of People and Culture)
 - Steff Sharp (Director of Corporate Development)
 - Ian Drummond-Smith (Assistant Chief Constable)

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Jack Bourne (Chief Digital Services Officer)
Richard Dronfield (Deputy Director – Decision Support)
Luke Cronin (Business Operations Manager)
Connor Diamond (Digital Workplace Specialist)
Mike Furness (Chief of Staff)
Craig Payne (Staff Officer)
Johnny Shilton (Head of External Affairs and Media)
Meghan Sloan (Business Manager)
Kirstie Watson (Head of Marketing and Internal Communications)

External

Michael Abrams-Cohen (Department for Transport Sponsor Team)
Stuart Cowan (British Transport Police Federation)
Ryan Griffiths (British Transport Police Federation)
Catherine Hill (Department for Transport Sponsor Team)
Chris Horton (The Superintendents’ Association)
Muireann Montague (Transport Salaried Staffs’ Association)
Andy Odell (Rail Delivery Group)
David Slatter (Department for Transport Sponsor Team)
Ben Smith (Department for Transport – Director, Rail Integration and Security)
Sophie Ward (National Union of Rail, Maritime and Transport Workers)
David Whitehouse (Avanti West Coast)

Apologies

Agenda Item 1

1. Apologies were received from Craig Mackey.

Declarations

Agenda Item 2

2. There were no declarations.

British Transport Police Medium Term Financial Plan 2026/2029

Agenda Item 3

British Transport Police Authority Executive Paper / British Transport Police Medium Term Financial Plan 2026/2029

Agenda Item 3.1

3. Members considered a BTPA Executive paper regarding the BTP Medium Term Financial Plan 2026/29 and the following points were made.
 - a. The Chief Financial Officer introduced the paper and highlighted,
 - i. Her thanks to the Force for developing detailed proposals underpinning by strong analysis that would facilitate the decision due to be made by Members.
 - ii. The recommendations within her paper, which included annual increases of 6.2%, 5.6% and 2.5% which excluding capital expenditure

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was more than originally requested by the Force. These increases would allow a headcount increase of 300 officers and staff, including 180 officers in Network Policing and additional resource across Professional Standards, Learning and Development, and Estates. The proposed MTFP also included £13m for a dedicated capability to combat violence against women and girls.

- iii. Whereas the capital funding was short of what was asked for by the Force, it nevertheless contained a £12m uplift granted by the Department for Transport which represented a 29% increase in resource for the Force to maintain its core asset base and investment in technology. Rail industry partners had offered to support further capital spending.
 - iv. The Authority had listened to BTPA Senior Influence Group partners with regards the proposed £22m efficiency target. This had been reduced to £16m, which remained £2m higher than the efficiencies target suggested by the Force. That said, the additional capital provided by Department for Transport was predicated on delivery of efficiencies and so the mooted £16.2m was the minimum target BTPA was expected to aim for.
 - v. Whereas not detailed in the paper's recommendations, the paper included discussion on appointment of a delivery partner as a condition of the MTFP.
 - vi. This was the first occasion upon which the Authority was awarding a three-year MTFP – the BTPA Executive and Force would need to consider during 2026 how the MTFP process could be refreshed to take account of the length of the plan.
- b. The Chair thanked the Chief Financial Officer for her introduction and staged – for the benefit of any observers – that the paper before Members at the meeting was the culmination of many months of BTPA Member oversight and engagement on the finalised budget and MTFP.
 - c. The Chief Constable was heard and made the following points,
 - i. She placed on record her thanks for the hard work and effort of Force and Authority colleagues in developing the MTFP proposal before Members for decision.
 - ii. She placed on record her thanks for the input provided by the BTPA Senior Influence Group.
 - iii. The move to a three-year MTFP would provide the Force with unprecedented stability in planning and would result in better service to the public.
 - iv. The MTFP proposal came at a time when the Force had the lowest officer numbers per million passenger journeys since 2010, and more

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complex crime demand enabled by technology, and a fractured justice system.

- v. Whilst the proposed MTFP would not restore officer numbers, it would nevertheless help close gaps and strengthen coverage across 33 hubs across England, Wales and Scotland.
 - vi. BTP Chief Officer Group was confident the MTFP settlement would result in more solved crimes, better safeguarding and increased confidence.
 - vii. It was nevertheless prudent of her to highlight two areas of risk. First, the technical accounting treatment of capital continued to constrain the Force. Whereas the additional provision of £12m by the Department for Transport was welcome, this fell short of the £18.9m the Force deemed was required. The potential impact included the Force's ability to expand its drone deployments, Live Facial Recognition becoming unaffordable, delay or cancellation of estate relocations, and £1.5m in capital cover within the Force's innovation mechanism at risk.
 - viii. The second risk pertained to the Chief Financial Officer's recommended £16.2 efficiency target, which was £2m in excess of that recommended by the Force.
- d. The Director of Corporate Development was heard and made the following points,
- i. She explained the five 'stacks' of efficiencies planned by the Force, noting that after stacks one to four were delivered, it would be difficult for the Force to reduce budgets further without affecting headcount. The £2m of Stack 5 efficiencies set out in the BTPA Chief Financial Officer's paper would result in a top-sliced headcount reduction of around 30 FTE. Whereas Year 3 of the plan was a long way away, the Force would need to commence planning for any reductions in the coming year.
 - ii. She suggested that if Members were not minded adopting the Force's proposed approach to efficiencies, then instead the Force could be asked to commit to delivering £2m in measurable and tracked benefits that the Authority could then review and assure in future years. Then, the Authority could commit that this additional efficiency would not come from reduction in budget but in measurable increase in value. She felt this approach represented the collaborative mindset necessary for Great British Railways.
- e. The Chief Constable concluded the Force's comments on the paper by commenting that the MTFP period would unlock investment in the Force's people, technology and infrastructure, and ensure the Force was best placed to take advantage of Great British Railways and any new national policing structures. If the two risks she had outlined were resolved, she suggested that the Force would be able to offer enhanced safeguarding and more effective

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approaches to anti-social behaviour. Moreover, the MTFP aligned with national priorities on violence against women and girls and knife crime, and had an estimated £156m in predicted economic benefit. If the MTFP was successful, it has the potential to be felt by all stakeholders.

- f. In response to a comment, the Chief Constable confirmed that the Force felt that Live Facial Recognition (LFR) was a key capability, but its introduction was complicated by the Force’s national jurisdiction. Moreover whereas the Force had funded a LFR pilot, the capability as a whole would be unaffordable under the MTFP recommended within the Chief Financial Officer’s paper, and it would be necessary for the Force to continue to lobby both the Authority and the Department for Transport for the funding necessary to guarantee adoption of LFR by the Force.
- g. In response to a question, the Chief Constable confirmed that the Force would be participating in the Home Office consultation on a new legal framework for law enforcement use of biometrics, facial recognition and similar technologies.
- h. A Member welcomed the paper and noted he would be supporting its recommendations. He felt that the BTPA could go some way to making a commitment to protecting frontline officer numbers, acknowledging that was an operational matter, given it seemed incongruous to approve an increase in officers in Year 1 yet see a decrease in Year 3. He hoped that the proposed delivery partner referenced within the paper would be able to identify efficiencies that did not involve cutting the frontline.
- i. A Member noted her support for the recommendations, stating that whereas at the outset of the process she had been sceptical on the level of funding suggested – which she had felt was out of kilter with pressures faced by the rail industry and wider public bodies – the high quality of work done and evidence base provided had persuaded her that the investment involved was necessary. On the frustration felt by Force leadership on capital spend, she noted the progress made in recent weeks to secure increased capital spend from the Department for Transport, as well as support from industry. On efficiencies, she felt that forthcoming rail and police reform would offer opportunities that the Force and Authority could take advantage of with the support of the proposed delivery partner.
- j. A Member noted her support for the recommendations, noting that no-one wished to see service reductions as these were a false economy. With that in mind, she encouraged a sense of urgency for the Force and Authority to work with industry to identify business benefits and opportunities for capital spend, plus the speedy appointment of a delivery partner.
- k. A Member felt that both the Force and Authority were in a good position, and whereas she noted the Force’s concerns over what they described as an additional £2m in efficiencies, she supported retaining the recommended efficiency target whilst driving hard on innovation – accelerating what worked and dispensing quickly what did not work.

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- l. A Member expressed his hope that the Force and Authority could be equally bought into the appointment of a delivery partner, to ensure that role was best placed to succeed. The Chief Constable commented that it was difficult for her to take a view on the efficacy of a delivery partner without having seen a terms of reference for that role and how it would operate.
- m. A Member noted his support for the violence against women and girls business case within the papers.
- n. A Member strongly encouraged the Force to be alive to any opportunities presented by police reform, to which the Deputy Chief Constable replied that the Force would indeed be ready to respond to any opportunities for collaboration with both wider police forces, but also the rail industry.
- o. The Deputy Chief Constable placed on record his nervousness regarding what the Force regarded as an additional £2m in efficiencies in Year 3, as it would be necessary for the Force to start planning for any reductions within 12 to 18 months. He would welcome clarity from the Authority on how that £2m should be treated.
- p. Two Members commented on the importance of an effective mechanism to identify and capture benefits, as they felt this would go some way to addressing Force concerns regarding the £2m efficiencies.
- q. The Deputy Chair noted that industry representatives on the BTPA Senior Influence Group were supportive of a value generation approach, and the Authority and Force should reflect on how to translate that support into delivery. Indeed, how the Authority utilised the BTPA Senior Influence Group to respond to opportunities arising from rail reform was important. The BTPA was one of the few arms-length public bodies that could drive revenue, and therefore the Authority should leverage that, and be transparent in doing so.
- r. The Chief Constable accepted that the overall MTFP represented a significant investment over three years but nevertheless warned that the impact of the proposed additional £2m in efficiencies would be significant given that planning for Year 4 i.e. 2030 would commence in mid-late 2026. BTP was a small Force with a large geography and high expectations from stakeholders. She encouraged BTPA Members to *not* adopt the additional £2m efficiencies and instead trust the Force to deliver on its own efficiencies proposal.
- s. The Chief Financial Officer noted that the capital uplift provided by the Department for Transport was targeted towards transformation, and the original transformation target was £22m. Unlike the Force she chose not to focus on the £2m figure but rather on the fact that the proposed efficiency target of £16.2m within a £1.4b MTFP was not an unreasonable one at this point in time. She noted that the Authority and the Force had the opportunity to recognise additional capital as capital income, which was a significant opportunity in strategic finance terms. The plan within the proposed budget and MTFP provided for an innovation team that supplemented the Force's existing transformation team, with additional revenue in the plan to support the identified capital gap.

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4. The Chair concluded discussion by noting,
 - a. The British Transport Police Authority was concerned with maintaining frontline officer numbers.
 - b. There was considerable forecast change over the coming three years as a result of both rail and police reform.
 - c. BTPA Members were keen to ensure they understood the plan to achieve efficiencies, that the plan was carried through, and that any industry benefits were realised.
 - d. He was keen that that the enhanced ways of working between the Force and the Authority evident during the development of the MTFP should continue.

5. The Chair, cognisant of the requirement within the Railways and Transport Safety Act 2003 for a vote to make the budget decision, invited any Members who wishes to dissent or abstain from the recommendations detailed in the paper to do so. There being no Members who wishes to dissent or abstain, it was therefore **RESOLVED UNANIMOUSLY** that Members approve,
 - a. That the resource cost totalling £3.07m across the 3 years associated with projects which have not been prioritised by BTP Chief Officer Group due to capital spend constraints will remain within the approved expenditure to help reduce the level of overprogramming and abstraction.
 - b. That the Year 3 efficiency target reduces from £22.2m to £16.30m which is 3.4% of the proposed Year 3 budget and sits at the bottom end of the Comprehensive Spending Review 2025 Government Efficiency Targets.
 - c. That funding for resource expenditure remains available for the Innovation Mechanism as business cases are brought to the Authority.
 - d. That bank interest is ringfenced with planned spend approved by the Authority.
 - e. A 3-year MTFP with an expenditure budget of £444.667m for year 1, £469.763m for year 2 and £481.527m for year 3 (per Table 8 within the paper).
 - f. Agree to charge out up to £7.28m (an additional 1.74%) as part of the 26/27 fees to fund the 25/26 pressures identified in Table 7 of the paper. This means that the total cost to be used to allocate the 26/27 charges will be £451.947m which is an increase of 8% on the 25/26 budget.

British Transport Police Resubmitted Medium Term Financial Plan 2026/2029 (Annex G)

Agenda Item 3.2

6. **RESOLVED**, that the British Transport Police Resubmitted Medium Term Financial Plan 2026/29 (Annex G) be noted.

[Background Pack] British Transport Police Medium Term Financial Plan 2026/2029

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7. **RESOLVED**, that the British Transport Police Medium Term Financial Plan 2026/29 material provided in the background pack be noted. The material consisted of,
- a. Minutes / BTPA Senior Influence Group – 1 December 2025
 - b. British Transport Police Medium Term Financial Plan 2026/29
 - c. BTP MTFP 2026/29 Annex F – Strategy and Planning Committee Actions
 - d. Correspondence from Rail Delivery Group, Southeastern.

British Transport Police Authority Budget and Medium-Term Financial Plan

Agenda Item 4

8. Members considered the British Transport Police Authority Budget and Medium-Term Financial Plan 2026/29, and the following points were made.
- a. The Chief Financial Officer introduced the paper and highlighted,
 - i. That the proposal in the paper was the budget and MTFP for the BTPA Executive and BTPA Members.
 - ii. Whereas the budget included a 14% increase, reductions in the following two years meant that the overall increase was 3.7% which compared to a BTP increase over the same period of 15%.
 - iii. The two main drivers for the proposed increase in BTPA budget were an additional 3 FTE posts to enhance capability and resilience within the BTPA Executive, and the delivery partner referenced in the BTP budget and MTFP earlier on the agenda.
 - iv. The BTPA Executive was committing to at least 9% in efficiency savings.
 - v. Overall, the proposed BTPA budget and MTFP represented a 0.6% share of the approved BTP budget and MTFP, a reduction from 0.7% in the current budget.
 - b. In response to questions, the Chief Executive noted that the BTPA website was an area where he would appreciate greater capability. It was not possible for the BTPA to participate in the Force’s Single Online Home website contract.
 - c. Apart from some exceptions, the general consensus among Members was that the BTPA Executive was underpowered and would perhaps benefit from a review of its structure and functions in light of the fact Members were called upon to scrutinise delivery of a £1.4billion Force budget.
 - d. Nevertheless, Members felt that more detail was required on the business case for the proposed 3 FTE expansion in BTPA Executive headcount and that approval of the budget and MTFP would be dependent on that detail being provided.
9. **RESOLVED**, that subject to a business case setting out the rationale and purpose of additional headcount within the BTPA Executive (Action 12/2025), Members approve the 2026/29 BTPA MTFP and 2026/27 budget for inclusion within the overall budget and MTFP provided to the British Transport Police.

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British Transport Police Strategic Plan 2026/29

Agenda Item 5

10. Members considered a paper regarding the British Transport Police Strategic Plan 2026/29, and the following points were made.
 - a. The Deputy Chief Constable introduced the paper and highlighted,
 - i. Whereas Strategic Plan development had been done in conjunction with MTFP development, the Force now needed to take the opportunity to review the Plan and make any amendments necessary prompted by the MTFP decision taken by Members earlier on the agenda.
 - ii. A revised Strategic Plan would be presented to Strategy and Planning Committee in March 2026 (Workplan).
 - b. In response to a question, the Deputy Chief Constable confirmed that Force leadership would have the opportunity to engage with the revised Strategic Plan in advance of it being resubmitted to BTPA Members.
 - c. In response to a question, the Director of Corporate Development clarified that Force leadership was of the view they lacked the cover for capital spend that was required to enable flexibility within the Force’s Innovation Mechanism across the three years of the MTFP.
 - d. A Member encouraged the Force to ensure that the BTPA Senior Influence Group had an opportunity to comment on the Strategic Plan prior to its re-submission to BTPA Members.
11. **RESOLVED**, that the paper regarding the British Transport Police Strategic Plan 2026/29 be noted.

The meeting was adjourned for a comfort break between 12.13pm and 12.22pm.

When the meeting resumed, the BTPA Chair took the opportunity to note that this was the first BTPA Full Authority meeting for new BTPA Members Alexia Course, Mike Jackson and Emma Strain, and likewise the first Full Authority meeting for new Deputy Chief Constable, Stuart Cundy. He welcomed them to the meeting and apologized for being remiss in not doing so at its outset.

British Transport Police (Amendment) Regulations

Agenda Item 6

12. Members considered a paper regarding British Transport Police (Amendment) Regulations, and the following points were made.
 - a. The Head of Legitimacy and Performance introduced the paper and highlighted,
 - i. The purpose of the (Amendment) Regulations, in that they will bring Force practice into line with Home Office peers on matters including reduction in rank as a sanction, and the ability to secure police staff

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equivalents on panels when issues under consideration were non-operational in nature.

ii. Scrutiny afforded the (Amendment) Regulations by the People and Culture Committee, which had called on the Force and BTPA Executive to ensure clear guidance was in place to define what constituted non-operational matters.

iii. The draft (Amendment) Regulations were concurrently with the staff associations and the Department for Transport for consideration.

b. Members agreed that the finalised version of the Regulations should be submitted to the Chair of People and Culture Committee to that he might satisfy himself that no significant changes had been made to Regulations that had been approved in draft (Action 13/2025).

c. In response to a question, the Head of Legitimacy and Performance confirmed that guidance would be put in place to govern the conduct of remote hearings.

d. In light of a comment from the Chief Constable that she was not supportive of reduction in rank as a sanction - she noted it had the potential to leave an officer subject to sanction in a leadership position despite demotion. Members therefore decided to approve the Regulations in draft subject to further consideration being given by the Force and BTPA Executive to reduction in rank as a sanction.

e. A Member encouraged the Force and BTPA Executive to review the process by which draft Regulations were presented to the Authority, to ensure the Chief Constable's views were taken into account well in advance of Members being called upon deciding Regulations in draft.

13. **RESOLVED**, that subject to further consideration on the inclusion of reduction in rank as a sanction, Members,

a. Agree the Amendment Regulations attached at Annex B in the BTPA Background Pack.

b. Note that the BTPA Executive would return to the Full Authority if there were any significant changes, or consequential outcomes, when the BTPA Executive heard back from legal advisers and/or the Department for Transport.

British Transport Police Authority Code of Governance Update
Agenda Item 7

14. Members considered a paper regarding updates to the BTPA Code of Governance, and the following points were made.

a. The Chief Financial Officer introduced the paper, noting that it set out clarifications to Special Payments and other delegations within Annex 4 of the existing Code, alongside enhancements in light of recent internal audit recommendations.

15. **RESOLVED**, that Members,

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- a. Endorse and approve changes to the BTPA Code of Governance and Scheme of Delegation tables.
- b. Approve sundry changes to the BTPA Code of Governance following the recent GIAA internal audit, including promotion of a version control table to the beginning of the 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.

Contract Decisions

Agenda Item 8

Contract Variation / TLT

Agenda Item 8.1

- 16. Members considered a contract variation for an existing contract with TLT, and the following points were made.
 - a. The Chief Financial Officer introduced the report and highlighted,
 - i. The contract variation was presented to Members for approval in line with the Scheme of Delegation within the BTPA Code of Governance.
 - ii. A re-procurement exercise for legal services would be conducted in 2026 and that exercise would include a broader approach to BTPA legal services.
 - b. In response to a question, the Chief Financial Officer committed to confirming the nature of the procurement process for the contract outside of the meeting (Action 14/2025).
 - c. A Member noted her support for the paper given it recommended a variation on an existing contract.
 - d. In response to a question, the Chief Financial Officer replied that the BTPA Executive would be tracking the level of spend on the contract to ensure its total value remained sufficient to the end of the contract period.
- 17. **RESOLVED**, that Members,
 - a. Approve the contract variation of an additional £50k on the current TLT legal services contract.
 - b. Note the planned procurement activity for both pension and general contract legal advice.

Contract Award / DEMS

Agenda Item 8.2

- 18. Members considered a paper regarding a contract award for a Digital Evidence Management System (DEMS) and the following points were made.

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- a. The Chief Digital Services Officer introduced the paper and highlighted,
 - i. The timing of the proposed DEMS contract was aligned with the end of the body worn video contract in June 2027.
 - ii. Whereas the product element of the proposed contract saw a 49% increase, savings of £154k were achieved through the storage element of the contract.
 - b. In response to a question, the Chief Digital Services Officer confirmed that the supplier included 24/7-365 support in the event of a system failure.
 - c. In response to a question, the Chief Digital Services Officer confirmed there was a full audit trail of decision making detailed within the underlying procurement strategy for the contract.
 - d. Two Assistant Chief Constables were heard in support of the contract award, noting the efficiency inherent in the proposed DEMS solution when compared to current practice within some elements of the rail industry. A Member remarked that this point could be made to the Department for Transport Operator.
 - e. In response to a comment, the Chief Digital Services Officer replied that the 9% increase in system costs was deemed appropriate by the Force as this was offset by the predictability and service enhancement on offer in the proposed contract.
 - f. In response to a question, the Chief Digital Services Officer confirmed that the supplier had provided detailed analysis on the sustainability of the forecast storage available through the contract – this forecast would be reviewed quarterly.
 - g. A Member commended the Force’s Digital team for their work on securing the contract.
19. **RESOLVED**, that Members approve the award of a 2 year plus 1 year contract to Nice Systems UK Limited to the value of £2.1m for the Digital Evidence Management System and storage.

British Transport Police Authority Board Improvement Plan 2025 Progress Report

Agenda Item 9

20. Members considered a British Transport Police Authority Board Improvement Plan 2025 Progress Report, and the following points were made.
- a. In response to a question regarding potential providers of the scheduled external board effectiveness review on 2026, the Board Secretary replied that early conversations had been had with the Government Internal Audit Agency as a potential provider.
21. **RESOLVED**, that the British Transport Police Authority Board Improvement Plan 2025 Progress Report be noted.

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The meeting was adjourned for lunch between 12.53pm – 1.18pm.

Chief Constable’s Report

Agenda Item 10

22. Members considered the Chief Constable’s Report, and the following points were made.

- a. The Chief Constable introduced the report and highlighted,
 - i. Her pride in how the Force had, alongside partners, responded to the recent Huntingdon incident where emergency services had been on the scene within 8 minutes. In her view, it showed collaboration at its best on a global stage. She was impressed by the professionalism and determination of the Force’s Major and Serious Organised Crime Team’s ongoing investigation. Whereas incidents of that nature were rare, they underlined the importance of training readiness and an effective integrated approach to policing and security.
 - ii. The Force’s response to the recent derailment at Shap, with the rural location proving a complicating factor in the Force’s response. Nevertheless, all passengers had been safely evacuated and the scene handed over to the Rail Accidents Investigatory Board (RAIB).
 - iii. The tragic murder of Rhiannon White at Bescot station in October 2024, and the subsequent guilty conviction of the suspect on 24 October 2025, with the Force commended for its work in bringing Rhiannon’s murderer to justice.
 - iv. Her pride in the fact that BTP officers had reported unacceptable behaviours within the Metropolitan Police custody suite at Charing Cross Police Station prior to those behaviours being exposed by a BBC Panorama documentary in October 2025.
- b. In response to comments from a Member, the Chief Constable thanked them for their kind words and replied that the Force’s decision to bring its occupational health function in-house had resulted in improved welfare performance, and improved scores within the All People Survey.
- c. In response to comments from a Member, the Chief Constable agreed that she was also pleased to read the positive reflections on the Force provided within the recent Angiolini Report Part 2. She noted that the budget decision taken earlier on the agenda had the potential to take the Force’s response to violence against women and girls to the next level.
- d. In response to a question, the Chief Constable confirmed that the Force was conducting external affairs activity in Wales and committed to ensuring an appropriate briefing was provided within the Member’s onboarding activity.

23. The Chair concluded discussion by noting he had been in receipt of a briefing from the Senior Investigating Officer for the Huntingdon incident and he had been impressed by the evident professionalism of the investigating team. The Chief Constable thanked the Chair for his comments and– following her review of onboard CCTV - placed on record

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her admiration for the bravery and heroism of the passengers and staff on the train who had dealt with the incident in its opening moments – their actions had undoubtedly saved lives.

24. **RESOLVED**, that the Chief Constable’s report be noted.

Policing Plan Performance

Agenda Item 10.1

25. **RESOLVED**, that the Policing Plan Performance Update for April – October 2025 be noted.

Financial Performance

Agenda Item 10.2

26. **RESOLVED**, that the Financial Performance paper covering Period 7 2025/26 be noted.

Chief Executive’s Report

Agenda Item 11

27. Members considered the Chief Executive’s Report, and the following points were made.

- a. The Chief Executive introduced the report and highlighted,
 - i. The role of the BTPA Senior Influence Group, which had provided input into MTFP planning to date, but was due to continue meeting in the new year with an emphasis on identifying and realising benefits.
 - ii. The forthcoming BTPA Breakfast Briefing on Live Facial Recognition.
 - iii. The ongoing negotiations between the BTPA Executive and the Department for Transport Sponsor Team regarding the Framework Document.
 - iv. The significant body of work represented by developing and implementing a raft of Regulations for the Force, including Vetting, Amendment, Suspension, Barred and Advisory Lists, and the Chief Constable’s ability to appeal to the Police Appeals Tribunal.
- b. The Deputy Chair – commenting in her capacity as Chair of the BTPA Senior Influence Group – endorsed the proposed revised approach of the Group towards identifying benefits and noted the terms of reference of the Group should be refreshed accordingly. She expected that securing outcomes from the Group would become more difficult as this shift in emphasis took effect. She was content to remain as Chair but acknowledged that other BTPA Members – particularly those drawn from industry - would perhaps wish to get involved in the work of the Group.
- c. Members asked that any implications of the MTFP decision taken earlier in the meeting be incorporated into the forthcoming BTPA Breakfast Briefing.
- d. The Chair requested that the draft BTPA Framework Document be placed on Members’ board portal to satisfy Action 10/2025.

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

Strategic Risk Summary Q2 2025/26

Agenda Item 12

29. Members considered the Strategic Risk Summary Q2 2025/26 and the following points were made.

- a. The Risk and Assurance Manager introduced the summary and highlighted,
 - i. Whereas the Cyber and Data Security risk had reduced in Q2, she would be reviewing its underlying metrics in the coming quarter for further assurance, given this risk was at the forefront of strategic risk for most organisations.
 - ii. That she anticipated the Wellbeing, Health and Safety risk to reduce in Q3 given the level of mitigation in place.
 - iii. That deep dives were scheduled into both the Recruitment and Retention risk and the Estates risk, with the title and articulation of the former due for review to broaden its application and relevance.
 - iv. Consideration at the recent Audit and Risk Assurance Committee meeting of the creation of a new strategic risk for Great British Railways, due for further review at a BTPA Strategic Risk Workshop.
- b. A Member commented that the strategic risks remained far too static and expressed the hope that the Financial Sustainability risk would reduce in the coming quarter in light of the MTFP decision earlier on the agenda that day.
- c. The Deputy Chief Constable noted he would shortly be chairing his first Audit, Risk, Inspection and Compliance Board and that he looked forward, in his capacity as Chief Officer lead for risk management, to reviewing whether the cautious risk appetite applied to many risks was appropriate.
- d. A Member commented that future iterations of the risk register should adequately reflect the risks/opportunities posed by both rail reform and police reform.
- e. The Chief Constable remarked that the MTFP decision taken earlier in the meeting would likely lead to some increase in risk scoring, particularly around Estates, given the capital restrictions within the MTFP.

30. **RESOLVED**, that the Strategic Risk Summary Q2 2025/26 be noted.

[Background Pack] BTP/A Strategic Risk Register Q2 2025/26

Agenda Item 12.11.2025

31. **RESOLVED**, that the BTP/A Strategic Risk Register Q2 2025/26 be noted.

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Committee Minutes

Agenda Item 13

[Background Pack] People and Culture Committee / 12 November 2025

Agenda Item 13.1

32. The Chair of the People and Culture Committee highlighted,
- a. The fact it had been the first meeting of the Committee for Vanita Patel in her capacity as temporary Director of People and Culture.
 - b. The Committee’s ongoing interest in the action plan arising from the recent Force All People Survey.
 - c. The Committee’s interest in Personal and Public Safety Training, given BTPAs role as employer.
33. The Chief Constable noted that the National Police Chiefs’ Council (NPCC) had recently decided to conduct a review as to whether PPST was the right model for policing in the longer term and committed to keeping the Committee updated as the review progressed.
34. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 12 November 2025 be noted.

[Background Pack] Strategy and Planning Committee / 14 November 2025

Agenda Item 13.2

35. The Chair of the Strategy and Planning Committee highlighted,
- a. The fruition Emergency Services Networks, a long held unfunded pressure that had been monitored by the Committee.
 - b. The scrutiny provided by the Committee to the MTFP agreed earlier on the agenda, which was detailed in Annex F of the BTPA Full Authority Background Pack.
 - c. The Committee scrutiny of an inaugural paper on *Building the Foundations* (Estates), which he planned to be the first of a series of papers akin to the *Fixing the Fundamentals* technology monitoring workstream undertaken by the Committee in the recent past.
36. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 14 November 2025 be noted.

[Background Pack] Scottish Railways Policing Committee / 25 November 2025

Agenda Item 13.3

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

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- a. The Committee’s focus on the Force’s deployment model in Scotland, and the welcome decision made by the Authority earlier in the meeting with regards the MTFP and the corresponding influence on the forthcoming deployment model in Scotland.
- b. The Committee’s interest in the Force’s external affairs efforts in Scotland, and the welcome forthcoming recruitment of a dedicated external affairs post covering D Division.

38. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 25 November 2025 be noted.

Verbal Update / Audit and Risk Assurance Committee / 4 December 2025

Agenda Item 13.4

39. The Chair of the Audit and Risk Assurance Committee highlighted,

- a. The Committee’s consideration of two internal audit reports regarding governance arrangements and MTFP governance, and their respective *Moderate* rating. On governance arrangements, she noted that the report had recommended internal governance structures within the Force should be reviewed and refreshed.
- b. Planning was in progress for the eight internal audits scheduled for the coming year, and views on areas of focus was encouraged.
- c. The Committee was seeking assurance from the Force that internal governance on counter-fraud – affected by the recent Establishment Reset – remained fit for purpose.
- d. A forthcoming His Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) inspection on crime recording.

40. **RESOLVED**, that the verbal update on the Audit and Risk Assurance Committee meeting held on 4 December 2025 be noted.

Verbal Update / Finance, Legitimacy and Performance Committee / 5 December 2025

Agenda Item 13.5

41. The Deputy Chair of the Finance, Legitimacy and Performance Committee highlighted,

- a. The Committee had considered both the rail staff survey and the rail passenger survey and considered the potential – in light of low response rates for the staff survey – of aligning survey efforts with industry in 2026.
- b. The Committee’s consideration of Rail Safety Action Plans, focusing on the best practice represented by C Division (Pennines).
- c. The Committee’s consideration of the performance challenges posed by robbery and violence against women and girls, and the rise in cable theft.

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- d. The Committee's consideration of matters pertaining to Legitimacy, specifically out-of-court disposals, crime recording and compliance.

42. **RESOLVED**, that the verbal update of the Finance, Legitimacy and Performance Committee meeting held on 5 December 2025 be noted.

Minutes

Agenda Item 14

43. **RESOLVED**, that subject to the comments provided in writing by the Deputy Chair in advance of that meeting being included as an appendix, the minutes of the meeting held on 9 October 2025 be approved.

Actions

Agenda Item 15

44. Members considered the actions arising from previous meetings and the following points were made.
- a. Members agreed that Action 8/2025 (Role of BTPA Members) could be closed.
 - b. Members agreed that Action 9/2025 (Reply to Ministerial Correspondence) could be closed, subject to the letter being shared with Members prior to being sent to the Secretary of State.
 - c. Members noted that Action 10/2025 (Vetting Regulations) remained open pending receipt of the approved (in draft) Vetting Regulations being received back from the Secretary of State.
 - d. Members noted that the draft Framework Document would be shared with Members on their board portal following the meeting and agreed that Action 11/2025 (Framework Document) could be closed.

45. **RESOLVED**, that the paper regarding actions arising from previous meetings be noted.

Any Other Business

Agenda Item 16

Farewell to Emir Feisal and Lord Jackson of Peterborough

46. The Chair noted that this was the last scheduled meeting of the Full Authority prior to both Emir Feisal and Lord Jackson's respective terms expiring at the end of February 2026. The Chair thanked Emir and Stewart for their contributions to the work of the Authority and noted that they would be missed.

Vote of Thanks to Ron Barclay-Smith

47. The Deputy Chair then noted that this was the last scheduled meeting of the Full Authority prior to Ron Barclay-Smith's second and final term as Chair expiring at the beginning of March 2026. The following points were made.

- a. First appointed in March 2018, Ron was now the longest serving Chair of the British Transport Police Authority since its establishment on 1 July 2004 – his

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departure would mean the Authority would lose a figure with significant knowledge and experience.

- b. Ron had played a key role in stewarding the Authority and the Force through defining chapters, including the Manchester Arena Inquiry and the COVID-19 pandemic.
- c. Ron had established both the Scottish Railways Policing Committee, and the People and Culture Committee, and more recently the BTPA Senior Influence Group, a consultative body composed of the Authority’s main industry funders.
- d. Ron has led on the appointment of Lucy D’Orsi, a Chief Constable who continued to make great strides in delivering an efficient and effective police force for the railways, alongside national leadership on police values and behaviours. Ron had likewise led on the appointment of Hugh Ind, an Authority Chief Executive who worked tirelessly to support Members in overseeing the Force, to ensure it policed its communities legitimately and proportionately.
- e. In a testament to his skills as Chair, Ron had worked with a total of 29 different BTPA Members since his appointment, corralling a diverse range of backgrounds and views to deliver effective corporate oversight of the Force over a period of 8 years.

48. It was therefore **RESOLVED** that the British Transport Police Authority gratefully recognises the services of Ron Barclay-Smith who, as Chair of the British Transport Police Authority, has for the past eight years been instrumental in ensuring the British Transport Police deliver an efficient and effective rail policing service across Great Britain.

49. The Chief Constable thanked Ron Barclay-Smith for placing his confidence in her when supporting her appointment. She had learned a lot from him during her time in post and welcomed his calm influence on the Force. Of note was the way in which Ron understood when it was appropriate to intervene in the work of the Force, and when to allow officers and staff the operational independence they required. On behalf of the whole of the British Transport Police, she thanked Ron for his service.

50. Ron Barclay-Smith was heard in reply, noting his belief that the role of BTPA Chair was the best job in the public sector and that whereas there was inevitably occasions where a Chair was required to conduct their role behind the scenes, for him personally the most important part was getting out and about to visit frontline officers and staff – throughout his eight years in post, he had regarded his main focus as always on the men and women in the Force – he would miss them all – he thanked those present for their kind words.

The meeting ended at 2.07pm.

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FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

Serial	Date	Action	Owner	Outcome
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	Completed The Chair of the People Committee reviewed Vetting Regulations and confirmed on 12 January that he was satisfied further changes were non-substantive. BTP (Vetting) Regulations were published on 28 January 2025.
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	Completed The Framework Document 2025 has been shared by DfT with HMT for sign-off. This draft version is available on <i>Board Intelligence</i> in the Reference Library .
12/2025	10 December 2025	A business case setting out the rationale and purpose of additional headcount within the BTPA Executive (should be provided to Members, as a condition of the BTPA budget and MTFP 2026/29 being approved.	Chief Executive	Completed Business case was shared and discussed with BTPA Members at their Breakfast Briefing on 20 February 2026.
13/2025	10 December 2025	Members agreed that the finalised version of the BTP (Amendment) Regulations should be submitted to the Chair of People and Culture Committee to that he might satisfy himself that no significant changes had been made to Regulations that had been approved in draft – the finalized version should take account of the Chief Constable’s concerns regarding reduction in rank as a sanction.	Chief Executive	In Progress BTP (Amendment) Regulations are currently undergoing review by Department for Transport lawyers.
14/2025	10 December 2025	In response to a question, the Chief Financial Officer committed to confirming the nature of the procurement process for the pension legal advice contract outside of the meeting.	Chief Financial Officer	Completed BTPA used a Framework (RM6179 Legal Services) for the contract in question.

Minutes

Scottish Railways Policing Committee

Tuesday 10 March 2026 at 11.00am in the St Rollox / Turnbull Meetings Rooms, Scottish Police Authority, Clyde Gateway, 2 French Street, Glasgow, G40 and via Microsoft Teams

Present:

- Iain Whyte (Chair)
- Mike Jackson
- Kenna Kintrea
- Mary Pitcaithly (SPA Co-Opted Member)

Apologies:

- Tom Halpin (SPA Co-Opted Member)

In attendance:

British Transport Police Authority

- Tricia Hayes (BTPA Chair)

Scottish Police Authority

- Nancy Johnson (SPA Member)

British Transport Police Authority Executive

- Hugh Ind (Chief Executive)
- Kate Carr (Head of Legitimacy and Performance)
- Raquel Cortes (Member Engagement Manager)
- Lynsey Luthra (Risk and Assurance Manager)
- Fiona Mackie (Head of Chief Executive’s Office)
- Jon Newton (Analyst)
- Alistair MacLellan (Board Secretary / Minutes)

Scottish Police Authority Corporate

- Amanda Coulthard (Head of Strategy and Performance)
- Lesley Carnegie (Performance and Impact Lead)
- Shona Boyce (Modern Apprentice)

British Transport Police

- Stuart Cundy (Deputy Chief Constable)
- Lorna McEwan (Chief Superintendent)
- Adrian Atherley (Head of Audit and Assurance)
- Paul Adams (Risk Management Lead)
- Russell Beattie (Staff Officer)
- Johnny Shilton (Head of External Affairs and Media)

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Police Scotland

David Howieson (Superintendent)

External

Brian McNulty (His Majesty's Inspectorate of Constabulary in Scotland)

Stuart Russell (Transport Scotland)

Apologies

Agenda Item 1

1. Apologies were received from Tom Halpin.
2. The Chair welcomed Chief Superintendent McEwan to her first meeting in her substantive rank.

Declarations

Agenda Item 2

3. There were no declarations.

Deputy Chief Constable's Report

Agenda Item 3

4. Before Members turned their attention to the Deputy Chief Constable's Report, the Chair invited the Deputy Chief Constable to update the Committee on the recent major fire at Union Corner, adjacent to Glasgow Central station. The following points were made.
 - a. The fire had prompted a significant multi-agency response involving BTP, Police Scotland, and the Scottish Fire and Rescue Service. There had been concerns during the incident that the fire would spread to Central Station and the Central Hotel due to the glass roof.
 - b. BTP officers were directly involved on the night, staffing the incident cordon, evacuating premises, and working alongside peer emergency services colleagues. Thankfully, no injuries or fatalities were reported.
 - c. The Union Corner building, of historic significance, had been destroyed. Access restrictions were in place due to concerns over integrity of remaining structures, and rail services were limited and dependent on surrounding buildings being declared safe.
 - d. BTP had offered its drone capability to support the Scottish Fire and Rescue Service response.
 - e. BTP leaders had accompanied the Scottish First Minister on a visit to the site.
 - f. The Chief Superintendent placed on record her thanks to all officers and staff involved in the response, noting in particular the commitment of staff officer Russell Beattie during the night of the incident.

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- g. In response to questions, the Chief Superintendent noted that officers had been provided masks during the incident, but concerns over smoke inhalation were low due to advice received from the Scottish Fire and Rescue Service with regards wind direction. BTP leaders would be encouraging officers and staff involved in the response to ensure they were properly rested, and to take advantage of occupational health support.
 - h. The Deputy Chief Constable agreed to report back to the Committee on post-incident support provided to officers and staff (Workplan).
5. **RESOLVED**, that the verbal update regarding the Union Corner fire be noted.
6. Members returned to the agenda to consider the Deputy Chief Constable’s Report, and the following points were made.
- a. The Deputy Chief Constable introduced the paper, noting that BTP would be launching its new three-year Strategy in April 2026, aligned for the first time with an equivalent three-year budget agreed at the BTPA Full Authority meeting in December 2025.
 - b. BTP D Division remained a strong performing division overall, albeit violent crime had increased slightly, including workplace violence against rail staff underscoring the importance of continued partnership work with Network Rail and rail unions.
 - c. Sexual offences had increased, driven by increased reporting and improved recording. These offences included non-contact incidents such as staring and indecent exposure. BTP was solving nearly 60% of sexual offences reported, with the 61016 texting service supporting increased reporting, including from concerned bystanders.
 - d. Whereas there had been fewer disruption incidents that quarter, delay minutes had increased due to trespass being concentrated in hotspots. An embedded BTP Inspector based in Network Rail’s operating centre supported a joint approach to data analysis and risk assessment.
 - e. A Member requested some case studies, outside of the meeting, as to how the Force was able to influence the designing-out of trespass hotspots (Action).
 - f. Members welcomed an opportunity signposted by SPA Corporate for BTP to pursue potential joint working with Police Scotland in support of the latter’s new Violence against Women and Girls Strategy.
 - g. In terms of staffing, BTP D Division had seen a recent intake of new officers in Scotland, with further additional resources expected across the three-year budget investment cycle. Nevertheless, challenges persisted over the geographic area covered by the Division, alongside officer/staff churn at smaller locations.

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- h. In response to a question, the Chief Superintendent noted that BTP met UK-wide compliance standards with regards vetting new officers and staff.
- i. Members noted a commitment from the Deputy Chief Constable to review to content of the Policing Plan Performance dashboard. As part of that exercise, a Member encouraged the Force to reinstitute long term trend analysis in its dashboard reporting (Workplan).
- j. Members noted the increase in rail staff and officer assaults, and the fact that one barrier to successful prosecution of perpetrators was reluctance on that part of rail staff victims to pursue and support a prosecution. CCTV, body worn video and conflict resolution training remained key mitigations to address staff/officer assaults.
- k. In response to a question, the Deputy Chief Constable encourage Members to advocate with industry partners and other stakeholders the merits of body worn video for rail staff.

7. **RESOLVED**, that the Deputy Chief Constable’s Report be noted.

Policing Plan Performance Q3 2025/26

Agenda Item 4

8. **RESOLVED**, that in light of much of the performance data being discussed at Item 3, the paper regarding Policing Plan Performance Q3 2025/26 be noted.

BTP / Police Scotland Joint Working Q3 2025/26

Agenda Item 5

9. Members considered a paper regarding BTP / Police Scotland Joint Working at Q3 2025/26 and the following points were made.

- a. The Police Scotland Superintendent echoed his thanks to the officers and staff of all blue light organisations that had responded to the Union Corner fire, particularly given many of the first on the scene had also been involved in the policing response to football disorder at Ibrox earlier in the day.
- b. County Lines continued to be an area of joint working focus, particularly with vulnerable young persons being sent to the Highlands and Islands with illegal drugs.
- c. Joint working on violence against women and girls had, in the past quarter, seen some high profile activity in Edinburgh regarding women’s safety on transport.
- d. BTP had offered welcome support to Police Scotland in the policing of anti-immigration protests.

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- e. In response to a question, the BTP Chief Superintendent noted the forthcoming Police Scotland / Glasgow City Council dispersal zone around Glasgow Central, which had been expected to go live around 21/22 March 2026. BTP was awaiting legal advice on its differing dispersal powers and would also be considering how best to ensure any individuals moved on from rail property did not get simply displaced into the dispersal zone. Of particular relevance was the Four Corners, given known issues of vulnerability and child exploitation.

10. **RESOLVED**, that the paper regarding BTP / Police Scotland Joint Working at Q3 2025/26 be noted.

The meeting was adjourned for a comfort break between 12.10pm – 12.20pm.

Industry Voice – Transport Scotland

Agenda Item 6

- 11. The Transport Scotland representative was heard regarding his role, and the following points were made.
 - a. The Transport Scotland representative and his team was responsible for auditing 27 rail service schedules, and up to 250 trains every four-week period, including whether there was suitable heating, lavatories, lighting and staff presence.
 - b. His team also audited CCTV control centres at Dunfermline and Paisley, as well as on-train CCTV. Scotland’s CCTV network was strong, and the audit team’s efforts ensured that cameras were both operational and providing images of a quality suitable for operational and policing needs.
 - c. As well as ScotRail stations, his team audited the two Network Rail stations in Scotland, at Glasgow Queen Street high level and Edinburgh Waverley, as well as Caledonian Sleeper services.
 - d. In terms of information sharing and joint working with BTP, Transport Scotland collected and shared extensive operational data with BTP, including on graffiti. Indeed, BTP had an embedded officer working with Transport Scotland.
 - e. The Transport Scotland representative – in his capacity as BTP liaison – had a direct link into the BTP Chief Superintendent’s office and acted as the Cabinet Secretary’s primary point of contact for BTP and Transport Scotland matters. He was also able to ensure BTP was sighted on relevant non-rail transport matters e.g. buses.
 - f. Transport Scotland’s Rail Policy Division worked closely with BTP, including on enforcement powers for anti-social behaviour. Members were invited to review a recent Transport Scotland report on this topic.
 - g. In response to a question, the Transport Scotland representative noted that continued direct collaboration between Transport Scotland and the Chief

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Superintendent's office would be his main recommendation to guarantee effective partnership working.

12. **RESOLVED**, that the industry voice update from Transport Scotland be noted.

Annual Report – Best Value

Agenda Item 7

13. Members considered an annual report on Best Value and the following points were made.

- a. The Head of Legitimacy and Performance introduced the paper, noting that there had been a joint HMICS/Audit Scotland report on policing in Scotland published earlier in the year – that report's findings were relevant to the work of the Committee.
- b. Members welcomed the paper and felt it provided plentiful evidence of past activity. They encouraged the BTPA Executive to ensure future reporting was more forward-looking.
- c. A Member continued, noting that whereas BTP/A was strong in some Best Value areas, she would recommend renewed focus on long term workforce planning, organisational learning, and transformation.
- d. A Member cautioned against allowing Best Value reporting to become a 'cottage industry' and encouraged officers and staff to build routine processes that would gather evidence throughout the year, to reduce workload at annual reporting points.
- e. In response to a question, the BTPA Chief Executive noted it was too early to advise whether the mooted BTPA Delivery Partner (who would work with rail industry on investment and benefits, and with BTP on identifying efficiencies) would have role to play in Scotland – the BTPA Chief Financial Officer would factor such potential into her thinking whilst she drafted the Delivery Partner proposal.
- f. During general discussion, the Committee noted the Audit Scotland theme around ensuring that the volume of data collected and reported to Committee actually yielded insights, and the need to ensure that BTPA committee governance was sequenced as far as possible to avoid duplication.
- g. The Deputy Chief Constable noted the forthcoming HMICFRS inspection, in collaboration with HMICS, and the opportunity arising for any inspection findings to be applied to Best Value reporting in Scotland.
- h. Members also reflected on the potential to align the Committee's work with that of the Scottish Police Authority's Performance Committee, and how best the work of the Committee could be communicated to wider BTPA Members.

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The timeliness of scrutiny (i.e. reviewing Q3 data at a March meeting) was also noted.

- i. The Head of Legitimacy and Performance noted she would be liaising with BTP colleagues to see whether HMICS / Audit Scotland recommendations required active monitoring.

14. **RESOLVED**, that the Best Value Annual Report 2026 be noted.

All People Survey Action Plan in Scotland

Agenda Item 8

15. Members considered a paper regarding the All People Survey Action Plan in Scotland and the following points were made.

- a. The Chief Superintendent noted that BTP had recently completed a Pulse staff survey, the results of which were expected shortly. She was not expecting any major change from the earlier All People Survey, given sentiment was still likely impact by organisational transformation undertaken during 2025/26. Nevertheless, she was reassured to note positive informal feedback during her visits across D Division.
- b. Members noted caution on the part of Force leadership in interrogating the demography of survey respondents, given the small numbers involved and the subsequent high chance of loss of anonymity.
- c. The Deputy Chief Constable acknowledged that the Force needed to deliver tangible outcomes as a result of survey feedback in order to drive up engagement in future surveys. He noted that the Chief Constable was attending a staff/officer roadshow in Scotland that day for this very reason, with the roadshows designed to strengthen communication between leaders and wider officers and staff.

16. **RESOLVED**, that the paper regarding the All People Survey Action Plan in Scotland be noted.

Drones Capability in Scotland

Agenda Item 9

17. Members considered a paper regarding drones capability in Scotland and the following points were made.

- a. The Chief Superintendent noted significant progress over recent months in developing BTP's drone capability in Scotland. There was now a pool of 10 trained drone pilots for visual line of sight (VLOS) drones, with resulting capability to support disruption management, major events and operational deployments.

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- b. BTP had reviewed its drones governance and operating model to ensure alignment with Police Scotland, and her Division was developing a drones operating model in recognition of the fact she did not have the resources for a full time dedicated drones team. BTP D Division drones would be based in Edinburgh and Glasgow and available to BTPs Operational Support Unit, as well as focused on the busiest areas of the rail network.
- c. BTP Division was in the early stages of planning delivery of a beyond visual line of sight (BVLOS) capability in Scotland. A consultation was expected around June-July 2026, in collaboration with Police Scotland. Work was also being undertaken to see whether BVLOS systems could be made more mobile and less dependent on fixed landing pads. The BVLOS work was attracting strong support from the rail industry.
- d. A Member encouraged BTP to ensure that any consultation period avoided common holiday periods.
- e. The Police Scotland Superintendent welcomed the update and emphasised the importance of joint public consultation.
- f. Members welcomed the paper and requested clarity on which stakeholders needed to be consulted and/or informed regarding BVLOS plans. Moreover, BTP should be mindful of the need to ensure BVLOS offered value for money and/or wider benefits (e.g. intelligence), given it took officers away from usual operational duties.
- g. In response to a question, the Chief Superintendent noted she hoped to have a BVLOS drones capability in place by 2027, but this would be dependent on the outcome of both the Scottish elections in May 2026, and the planned BVLOS consultation period. She noted she would update the Committee as and when substantive progress towards launching the consultation had been made (Workplan). The Chief Superintendent concluded by inviting Members to come and observe BTP drones on operations (Action).

18. **RESOLVED**, that the paper regarding drones capability in Scotland be noted.

External Affairs in Scotland

Agenda Item 10

19. Members considered a paper regarding BTP External Affairs in Scotland and the following points were made.

- a. The Head of External Affairs and Media noted recent engagement with MSPs regarding BTPs 61016 text reporting service, and engagement with the Cabinet Secretary for Transport.
- b. The Chair welcomed the paper, and noted that future forward looks would be the responsibility for new the BTP External Affairs Officer for Scotland.

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- c. In response to a question, the Deputy Chief Constable confirmed that BTP had the ability to resource the work arising from the Rail Enforcement Powers Working Group.

20. **RESOLVED**, that the paper regarding BTP External Affairs in Scotland be noted.

Audit and Inspections Report Q3 2025/26

Agenda Item 11

21. Members considered the Audit and Inspections Report Q3 2025/26 and the following points were made.

- a. The Deputy Chief Constable reiterated the fact, noted earlier in the meeting, that the forthcoming HMICFRS/HMICS PEEL Inspection had the potential to demonstrate the benefit BTP delivered for the public, including in Scotland.
- b. The Risk and Assurance Manager highlighted the delivery of two recent Government Internal Audit Agency reports for Data Protection (substantial) and Government Procurement Cards (moderate).

22. **RESOLVED**, that the Audit and Inspections Report Q3 2025/26 be noted.

Biannual Strategic Risk Update

Agenda Item 12

23. Members considered the Biannual Strategic Risk Update and the following points were made.

- a. The Risk and Assurance Manager noted BTP and BTPA had recently conducted a strategic risk deep dive into the recruitment and retention strategic risk. She added that Industry Confidence was more an opportunity than a risk in Scotland.
- b. In response to a question regarding the increased score for the Transformation risk, the Deputy Chief Constable replied that this was more reflective of a timing issue in reporting to Committee than a genuine issue – nevertheless, he would reflect on how best to bring an appropriate focus on transformation in the Committee’s future business.

24. **RESOLVED**, that the Biannual Strategic Risk Update be noted.

Minutes

Agenda Item 13

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

Actions

Agenda Item 14

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26. Members considered actions arising from previous meetings, and agreed to close Action 12/2025 and 13/2025. Members also agreed to close Action 14/2025, subject to External Affairs being added as a standing item to future agendas (Workplan).

27. **RESOLVED**, that the paper detailing actions arising from previous meetings be noted.

Workplan

Agenda Item 15

28. Those present considered the Committee workplan, and felt that the proposed Custody item for the June 2026 meeting had the potential to be a joint BTPA/SPA paper.

29. **RESOLVED**, that the workplan be noted.

Any Other Business

Agenda Item 16

Farewell to Mary Pitcaithly and Tom Halpin

30. The Chair, on behalf of the Committee and the wider BTPA, thanked Mary Pitcaithly for her service on the Committee. He noted that through her steadfast contribution over the past five years, she had helped ensure the effectiveness of the Committee. Mary had been invariably insightful and helpful, and a pleasure to work with.

31. Mary Pitcaithly was heard in reply, thanking the Chair for his kind words. She noted it had been an honour to serve on the Committee – she had seen first hand how committed BTP and BTPA were to policing the railways in Scotland, and she wished the Committee well for the future.

32. The Chair, noting Tom’s apologies, placed on record his thanks for Tom’s contribution to the work of the Committee, and expressed the hope that the Committee would be able to express its thanks to Tom directly once he had returned to Scotland.

The meeting ended at 1.25pm.

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