[9 October 2025] Agenda Pack / Full Authority

MEETING

9 October 2025 11:00 BST

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Agenda

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BTPA
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Report to: Full Authority

Date: 9 October 2025

Subject: BTP Medium Term Financial Planning – Context and question setting

Author: Chief Executive

For: Discussion

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Background

1. The purpose of this paper is to provide a framework for discussion at Full Authority 9 October 2025 of the forthcoming British Transport Police Authority (BTPA) Medium Term Financial Planning (MTFP) process.

2. BTPA Executive propose inviting BTPA Senior Influence Group members to address the meeting, in order to share the key factors that they each feel Members should be considering in advance of the MTFP decision scheduled for December 2025. Members will then have the opportunity to pose any questions.

3. Set out below is the material provided to the BTPA Senior Influence Group at its meeting on 11 September 2025, and the minutes of that meeting. The material below should be read in conjunction with the BTP MTFP paper submitted to the Strategy and Planning Committee on 24 September 2025 (Item 4), and the feedback on the paper provided by that Committee.

Context of BTP funding

4. Paragraph 19 of Schedule 4 to the Railways and Transport Safety Act 2003 requires BTPA to set a budget for BTP expenditure and income for each year. This is a key function within BTPA's overall purpose which is *to ensure the efficient and effective policing of the railways*.

5. BTPA reviews its budgetary position annually and produces a rolling five-year MTFP. The hitherto fragmented nature of the rail industry has made it difficult to gather a unified strategic view from the rail industry on desired levels of overall investment in BTP. In 2024, this resulted in some discord in the advice to BTPA Members and then to DfT. The creation of this Senior Influence Group is a response to that discord, taking advantage of the progress of nationalisation of the rail industry to do so. We now can identify a small number of key funders to influence the MTFP process. 90% of BTP's total spend of £418m in 2025/26 is provided by six key funders:

   a. Network Rail £128m
   b. TfL (LU and concessions) £112m
   c. DfT operator £50m
   d. Other DfT backed operators £65m
   e. Transport Scotland operators £15m

f. Transport for Wales £7m

6. Once an annual budget is agreed in December of each year, BTPA uses a (recently much simplified) cost allocation model to share out the charges among approximately 45 rail industry entities in line with their Police Services Agreement (PSA).

Wider fiscal context

7. Rail industry leaders will be aware of the overall funding context within that industry - from which BTP funds are drawn. BTPA also considers funding decisions made for Home Office policing. The mix of local and central government funding for policing makes clear comparisons difficult but HMG's headline summary is a 2.3% increase in real terms funding for policing for each year of the 3-year Spending Review period. A brief summary of this position is at **Annex A**.

Police Pay

8. Police pay related costs constitute the most significant element (around 76%) of BTP expenditure. Long standing precedent means that BTPA follow HMG decisions on police pay. Predicting the annual police pay award up to 12 months in advance is therefore a central plank of the budget planning process. The 2025 police pay award is 4.2%. BTPA Planning had assumed a 2.5% award. This leaves 1.7% to be made-up in this year's MTFP for all future years. In addition, we are assuming a 3% pay award in 2026 - slowly tapering in future years. Planning for the 2026 award and making up the gap on 2025 are key elements of this year's MTFP.

Demand

9. BTP recorded a 5.4% increase in crime in the last financial year. They also saw a 9% increase in anti-social behaviour requiring an immediate or priority response. The increases in crime and overall incidents have continued past pre-Covid levels and now beyond. Predicting those trends is an important consideration for the MTFP. In that calculation, it is relevant to be aware that crime is not a majority drive of BTP demand. The three biggest reasons for call for service from BTP are:

   - Vulnerable adults 27%
   - Antisocial behaviour 13%
   - Trespass 13%

BTP priorities

10. BTP is currently refreshing its strategy alongside developing its MTFP proposals. The Force's operational priorities and associated KPIs are set out in the policing plan covering 2025-27. These are attached at **Annex B.**

Funding Envelope

11. To start the financial planning process for this year, BTPA shared a Commission with the Chief Constable **(Annexes C & D).** The Commission requests a three-year financial plan based on assumptions of percentage increases over the three years:

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- Year 1 5% - 8%
- Year 2 5%
- Year 3 4%

12. As per the Spending Review, the Commission also asks for an efficiency overlay of between 3-5% by year 3, with measurable progress in the first two years. By Year 3, the net increase in spend would therefore be between +1% and -1%.

13. The Commission also asks for sensitivity analysis so as clearly to be able to articulate to funders the impact on services of settlements above and below those specified. Specifically, the Commission asks for exemplification of the impact of a 5% award in Year 1.

14. Some of the BTP's planning is available to review at this meeting. More detail will be available during the autumn.

Questions for BTPA's Senior Influence Group

15. The Terms of Reference ask this Group for strategic input to the MTFP process as below:

    a. to provide high level input into the development of the MTFP, including assumptions, priorities, and funding parameters
    b. advice on the alignment of BTP's financial planning with industry expectations and operational realities
    c. support the transition to a more strategic, multi-year, funding model for BTP.

16. At this stage, questions which may help the group reach a position to provide their strategic inputs include:

    a. to what level of detail would you like to better understand **BTP prioritisation decisions** on the policing services delivered to the railway?
    b. what level of **efficiency challenge** would you consider appropriate in all the circumstances and to what level of detail would you like to see efficiency plans?
    c. how would you like to engage in discussion on levels and prioritisation of **investment** for the future of BTP?
    d. Are there any **other factors** to consider in judging affordability of BTP's budget?

List of Appendices

Annex A / Summary of Home Office Spending Review Settlement for Policing 2026/29
Annex B / Extract from BTP Policing Plan 2025/27
Annex C / BTPA MTFP 2026/29 Assumptions
Annex D / Augmentation to MTFP 2026/29 Assumptions
Annex E / Minutes of BTPA Senior Influence Group Meeting held on 11 September 2025

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Summary of Home Office Spending Review Settlement for Policing 2026-29

This summary is based on a briefing from the Association of Police and Crime Commissioners (APCC):

- Funding increase is £2bn i.e. 11.2% over three years. This is an average increase of 3.7% pa, less Treasury GDP deflators of c.2% pa - equates to an annual real terms increase of 1.7% from central Government.

- The local Govt contribution will be a 4.8% rise annually (2.8% above assumed inflation). Since policing is broadly funded 50/50 central and local govt, this adds up to the claimed 2.3% above inflation overall. For each of the three years in question.

- However, inflation in the sector is higher than 2%.
    - E.g. pay growth made up of pay awards, incremental drift and any changes to rank structure, allowances or pay growth for police staff posts which are difficult to fill.
    - HO Forces say that non-pay growth has been running at 5-6% p.a. for the past 7 years, which is higher than CPI/RPI. Suppliers find it easy to pass on their own cost increases.

- The 11.2% govt growth over three years is front loaded e.g. 4.9% in 2026/7, 3.6% in 2027/8 and 2.7% in 2028/9. This means that as we progress through the CSR, we will continue to see cost pressure build.

- The £2bn central Govt increase is made up of £900m in 2026/7, £700m in 2027/8 and £500 m in 2028/9 after assuming £100m for CT policing.

- The increase in funding is assumed to be broadly equally split between grant increases of £1.05bn over the three years and £0.95bn from precept i.e. £14 p.a. for 3 years.

- The spilt between grant and precept funding - the burden of paying for policing will continue to shift from central government to local taxpayers.

- The general view is that the Home Office are funding police pay increases but are not funding much else – Electric Vehicles, Neighbourhood Policing, VAWG, Knife Crime.

- But Home Office Forces are expected to increase Neighbourhood Policing out of all this (as per manifesto) so will need to divert resource from other areas of policing. This will be a significant constraint on them. Funding will be contingent on them doing that.

- Roger Hirst (APCC) Finance Lead) concluded “HO are funding police pay but are asking for efficiency savings to cover inflationary pressures on non-pay”.

AWPCMA

Annex B

Our Priorities

Passenger and Staff Confidence

Underpinned by a pan-industry and prevention approach

High harm offences and protecting vulnerable people

We will create a hostile environment for high harm offences, disorder and vulnerability by:

- Protecting the vulnerable and deterring the exploitation of the network for criminal purposes.
- Tackling serious violence, aggression, and antisocial behaviour.
- Targeted crime, disorder and harm prevention activity.

Disruption and delay

We will keep the network running by:

- Effective management of police related disruption incidents (primary delay minutes).
- Targeted activity to tackle the causes of disruption; trespass, vandalism, and theft.

Violence against women and girls

We will prevent and reduce violence against women and girls by:

- Effective and sensitive investigation and robust offender management.
- Targeted activity to identify and apprehend those intent on offending.

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Annex B

Key Performance Indicators

To measure progress against each of the priorities we will monitor the following performance indicators*

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

- Crime levels for violence (broken down to serious & without injury), rail-staff & officer assaults
- Anti-social behaviour incidents
- Incident response times for immediate & priority graded calls
- Solved rates & solved crimes broken down by crime type
- Vulnerability safeguarding submission forms (Domestic Abuse, Adults at Risk...)
- Life-saving interventions
- Victim of crime survey results

Keep the network running

- Force-wide disruption incidents & minutes broken down by category
- Disruption incidents & minutes at key locations broken down by category
- Incident response times for immediate & priority graded calls
- High frequency repeat presenters on the network
- Fatality Investigation Management times
- Solved rates & solved crimes broken down by crime type

Prevent and reduce violence against women and girls

- Crime levels for violence (broken down to serious & without injury), public order & sexual offences where the victim is female
- Incident response times for immediate & priority grade
- Solved rates & solved crimes broken down by crime type (including breakdown of victim engagement)
- Progress against VAWG and Op Soteria action plans
- Victim of crime survey results

*Indicators listed are selected from BTP's Performance Framework and are not exhaustive

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Budget and Resources

For 2025/26 BTPA set a budget of £418.5m which is allocated as follows:

- A Division – £208.8m
- B Division (Overground) – £49.1m
- B Division (Underground) – £49m
- C Division – £54.9m
- D Division – £11.9m
- E Division – £41.9m
- BTPA – £2.9m

Staff numbers

A Division | B Division | C Division | D Division | E Division | BTPA

* Staffing mix may be subject to change in year according to operational requirements.

** Of the B-Division figures, 556 officers, 99 PCSOs and 45 police staff are TfL.

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To: Steff Sharp, BTP Chief Officer
From: Sarah Church, BTPA CFO
Subject: Medium Term Financial Plan 2026-2029 Assumptions
Date: 14 August 2025

Purpose of this Paper

1. The Authority recognises its responsibility to provide early guidance and direction in respect of the assumptions it expects to influence in the preparation of this year's MTFP build. This paper outlines a small number of key principles and assumptions that the Authority would like you to incorporate into your development of the 2026-27 to 2028-29 MTFP build which will be subject to the Authority's approval in December 2025. This will be a 3-year MTFP to run concurrently with the 3-year Strategy Refresh, with resource to be focused on the priorities outlined within the Policing Plan.

Background

2. In more recent years the Authority has issued a detailed directive to BTP to communicate its expectations of the assumptions to be included as part of the MTFP build. From the responses previously provided as well as through more recent discussions with BTP finance colleagues, it is clear that providing direction over a smaller set of key assumptions would be more effective, on the mutual understanding that BTP will outline and justify all other assumptions which are used to build the MTFP.

3. In setting these assumptions below, we have taken into consideration the continuing challenging economic climate and we have anticipated DfT's expectation that the BTPA should respond at a similar level to the rest of the rail industry and central government.

4. It is expected that there will be a number of informal discussions and briefings between the BTP and BTPA Executive teams throughout the MTFP process which will help to provide an understanding and assurance over the build process and the other assumptions used. To ensure principal funders share their expectations of BTP service levels and charges, the first Senior Influence Group meeting will be held on 11 September. The agenda will likely include a discussion on preliminary pricing and service options. Further meetings will take place on 22 October and in November.

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5. An update on the progress of the MTFP development including additional assumptions made is expected to be provided to the Strategy & Planning Committee (S&PC) on 24 September 2025. Collaborative discussions should continue between the BTP and Executive teams through to presentation of a final MTFP proposal at the November S&PC and the December Authority meeting.

Economic and Fiscal Context

6. The UK rail industry is navigating a tighter financial landscape due to recent government budget cuts, including a 16% reduction in running costs by 2029/30 in real terms. These constraints are likely to affect infrastructure, operations, and long-term projects, prompting an even sharper focus on efficiency and cost savings.

7. An outcome of SR25 has been a real-term annual funding increase averaging 2.3% for HO policing.

8. In response, the BTPA's Medium Term Financial Plan must balance these pressures against any rising demand for policing. With growing passenger numbers, BTP is expected to continue to prioritise efficiency, optimise resources, adopt technology-led solutions, and allocate funding strategically to sustain rail safety and public confidence.

Key Principles and Assumptions

9. Pay Assumption

Assume a pay increase of 3% for 26/27 and 27/28. Assume a 2.5% pay increase for the third year of the MTFP.

10. Efficiency

In line with the efficiency plans identified across government departments as part of the SR25 process, annual savings and efficiencies of between 3% and 5% should be identified by the beginning of year 3 (28-29, i.e. reflected in the budget for that year) with measurable progression towards that in prior years. Using the proposed increases outlined in the scenario below, this would be an annual efficiency saving ranging between £14.8m and £24.7m for year 3 onwards which would offset the year 3 increase reflected in the figures in the table below i.e. year 3 would see a net % change of between +1% and -1%.
All efficiencies identified should be clearly identifiable and presented as gross reductions, not offset against pressures.

11. Scenario Planning

The Authority would like you to develop a 3-year financial plan using the 2025/26 expenditure budget of £418.5m as the baseline and applying the following increases:

Year 1		Year 2		Year 3	
%	Absolute £m	%	Absolute £m	%	Absolute £m
8	33.5	5	22.6	4	19.0

INTERNAL

Note the efficiency target range in paragraph 10, which would subsequently offset the 4% increase suggested in year 3 to a maximum increase in budget of +1% (£4.7m).

The scenario above should be inclusive of the 2025 Pay Award (and subsequent pay awards).

The Authority requires the full expenditure budget presented, not simply that funded through Police Service Agreements.

The purpose of using the figures outlined above is to establish a robust core financial plan that serves as the foundation for applying sensitivity analysis. This should enable you to clearly articulate to stakeholders which services would be delivered—and which would not—should the proposed budget increases vary across the three-year period. For example, if the Year 1 budget increase was adjusted from 8% to 5%, you should be able to transparently demonstrate the corresponding service implications.

As part of presenting this initial financial plan, you should clearly demonstrate:

- **Resource Optimisation**: How existing resources are being maximized and prioritised to deliver value for money and maintain service delivery within the existing budget of £418.5 million.
- **Cost Drivers and Assumptions**: The impact of the 2025 pay award and other key assumptions—clearly stated—on the cost of maintaining current staffing levels and service provision.
- **Investment Clarity**: A clear delineation between discretionary and non-discretionary investment options, with transparent prioritisation that aligns with the strategic plan.
- **Funding Sensitivity**: Within the investment options, identify how these could be adapted in response to varying levels of potential funding, and articulate how both costs and benefits would shift under different scenarios.

12. Other Assumptions

    There are a number of other assumptions you will make as part of developing the MTFP. The Authority ask that you clearly outline the assumptions you have used and the rationale (with evidence) for them. This should include what longer-term assumptions you are making for 2027-28 and 2028-29 to help the Authority understand what factors are driving any changes outside of the pay increase and inflation.

Conclusion

The BTPA CEO and CFO are happy to discuss the contents of this paper further as needed.

AMBER

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To: Director of Corporate Development

Author: Chief Executive

Date: 03 September 2025

Subject: Augmentation to MTFP 2026-27 Assumptions

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This augmentation must be read alongside the original assumptions issued on 14 August 2025

1. Members have had a chance fully to consider the MTFP assumptions note of 14 August. They have asked me to augment that note to ensure a clearer presentation of options for them this autumn.
2. Specifically, Members have asked me to clarify that the outputs of a 5% settlement in year 1 should be equally clearly set out in the analysis as those from an 8% settlement in that year. At this stage, they consider either outcome to be equally likely and so wish to be sure they are presented with a balanced analysis of the impacts of both. Whether that is achieved by presenting the outcomes from a 5% increase in budget and then showing improvements achievable from an 8% uplift or vice versa is for BTP to determine but, in any event, Members are requesting absolute clarity on the differential outcomes.
3. In support of this, Members also stated that the existing document is not clear enough on their expectation of some efficiencies delivered in years 1 and 2 of the settlement. So, Members have asked me to confirm that they do expect quantifiable efficiencies to be delivered in years 1 and 2 and that the inclusion of those will help demonstrate the overall outputs deliverable from a 5% settlement in year 1.

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Minutes

BTPA Senior Influence Group

Thursday 11 September at 9.00am via Microsoft Teams

Present:

Dyan Perry (BTPA Member) (Chair)
Anit Chandarana (Network Rail)
Sarah Church (BTPA Chief Financial Officer)
Charlie Doyle (BTP Assistant Chief Constable)
Robin Gisby (Department for Transport Operator)
Siwan Hayward (Transport for London)
Alex Hynes (Department for Transport Rail Services Group)
Hugh Ind (BTPA Chief Executive)
Joanne Maguire (ScotRail)
Daniel Mann (Rail Delivery Group)
Lucy D'Orsi (BTP Chief Constable)
Steff Sharp (BTP Director of Corporate Development)
Ben Smith (Department for Transport)
Chris Williams (Transport for Wales)

Apologies:

Marie Daly (Transport for Wales) (represented by Chris Williams)
Jaqueline Starr (Rail Delivery Group) (represented by Daniel Mann)

In attendance:

British Transport Police Authority Executive
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Mike Furness (Chief of Staff)
Craig Payne (Staff Officer)

Observing
Simon Newbery (Government Internal Audit Agency)

Welcome and Introductions
Agenda Item 1

1. Dyan Perry welcomed those present to the meeting.

Terms of Reference
Agenda Item 2

2. Those present discussed the Group's terms of reference and the following points were made.

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a. Whereas the Group had been convened at the request of the Rail Minister to discuss how the British Transport Police (BTP) was funded, its members should not lose sight of the need for the rail industry to provide a great service to passengers.

b. The Group should not restrict itself to discussing the funding of BTP alone but should also hear from BTP what industry could do to maximise the benefits of the overall spend on security within the rail industry.

3. **RESOLVED**, that subject to amendments being made to reflect comments in the meeting, the terms of reference be noted.

BTP Medium-Term Financial Planning – Context and Question Setting
Agenda Item 3

4. Those present discussed a paper regarding BTP MTFP Planning – Context and Question Setting with reference to questions set out within the paper, and the following points were made.

To what level of detail would the Group like to better understand BTP prioritization?

a. The priorities provided at Annex B of the paper were appropriate, and that further detail of how those priorities were delivered was not a matter for the Group. Instead, the Group would benefit from securing a greater line of sight between BTP Policing Plan priorities, the BTP budget, and overall industry spend.

What level of efficiency challenge would the Group consider appropriate, and to what level of detail would the Group like to see efficiency plans?

b. There should be greater transparency on the trade-offs between efficiency proposals, and the order of priority of efficiency options. The opportunities prompted by rail reform should also be considered e.g. GBR integrated business units. Better use should be made of existing industry processes and mechanisms.

c. The efficiencies delivered by BTP to date were welcomed, and focus should be turned to what investment could be made by industry to support BTP's future delivery e.g. CCTV, technology, security personnel to meet safeguarding and anti-social behaviour (ASB) demand.

d. All parties required a clear understanding of the impact of any efficiencies.

e. Decision-making on efficiencies would be improved once all parties had a clearer understanding of wider security costs across industry.

Are there any other factors to consider in judging affordability of BTP's budget?

f. BTP's efforts to deliver an integrated policing and security model was welcomed, given the scope to deliver a better service at lower costs with existing spend.

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g. BTP and industry leaders should invite operational level officers and staff to provide 'bottom up' feedback on how 'top down' strategic priorities could be achieved (Action).

5. **RESOLVED**, that the paper regarding BTP MTFP Planning – Context and Question Setting be noted.

Rail Industry Context
Agenda Item 4

6. Those present discussed the rail industry context and noted that many pertinent points had been made earlier at Item 5. They agreed that the industry's focus was on encouraging passenger growth to drive revenue, and that a key element of achieving this was the delivery of a safe and reliable railway.

British Transport Police Planning to date
Agenda Item 5

7. Those present were in receipt of a presentation from the BTP Chief Constable regarding BTP planning to date, and the following points were made.

   a. The BTP Chief Constable spoke to the slide deck and concluded by emphasising that BTP had worked to mitigate risk in its approach to policing the railway, and that a multi-year funding settlement would provide BTP certainty. As part of that, investment in technology would be critical, with scope to approach central government for funding and support. Finally, BTP welcomed the opportunities posed by Great British Railways.

   b. The Chair highlighted the funding percentages provided within the slide deck, with upfront investment in Year 1, and highlighted the appetite expressed earlier in the meeting for industry business cases and benefits to be incorporated into that point of the MTFP.

   c. A member encouraged BTP to be as clear as possible on tangible outcomes from investment e.g. the proposed number of drones, and anticipated improvement in service.

   d. Members noted they would welcome sight of BTP's Violence Against Women and Girls (VAWG) Task Force Business Case (Action).

   e. A member requested further articulation on BTP's contribution to combating fare evasion, given the financial loss that represented to industry.

8. **RESOLVED**, that the presentation regarding BTP Planning to date be noted.

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Future Discussion Opportunities
Agenda Item 6

9. Those present noted the future discussion opportunities for the Group, and the standing invitation to Group attendees to join the BTPA Dinner in Glasgow on 8 October 2025, and the BTPA Full Authority meeting the following day (Action).

Any Other Business
Agenda Item 7

10. The Chair thanked those present for their time, and highlighted her key takeaways from the meeting:

    a. The need for a holistic approach between BTPA, BTP and industry.

    b. The need to identify wider industry benefits, rather than BTP-led efficiencies alone.

    c. The requirement for BTPA/BTP to develop the BTP MTFP proposal further in light of initial feedback from the Group, ahead of the Group's future meetings.

11. There was no other business.

The meeting ended at 10.34am.

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Report to: Full Authority

Date: 9 October 2025

Subject: Secretary of State's Priorities for the British Transport Police Authority

Author: Head of Legitimacy and Performance

For: Discussion

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Purpose

1. This paper draws out the strategic asks from the Secretary of State's letter of 27 August 2025 to the Chair of the Authority, provided as a non-public background paper.

2. The asks have been grouped under key themes, and the Members are invited to consider their relative priority, implications for delivery and alignment with the Authority's oversight responsibilities.

3. The aim is to prompt discussion and inform the development of a Board-level response and implementation plan for these priorities. This response will be incorporated into existing board effectiveness improvement work, and the management response to any recommendations arising from the forthcoming Government Internal Audit Agency internal audit report on BTPA governance.

Board Effectiveness and Governance

4. The Secretary of State has requested a renewed focus on Board capability and governance. In this, she mixes both the shorter-term opportunities from refreshing Membership of BTPA along with longer term succession planning, identification of skills gaps and consideration of the size of BTPA once Great British Railways (GBR) arrives.

5. The Executive is currently liaising with Department for Transport (DfT) on new Member appointments, renewals of Member appointments in 2026 and options for further recruitment in 2026. This work will cover the first (what we brand 'tactical') half of the Secretary of State's asks.

6. Beyond that, the BTPA Executive will look to support the development of a Board Plan that addresses the longer term 'strategic' asks:

    a. Strength and capability of the Board
    b. Succession planning
    c. Identification and resolution of skills gaps
    d. Embedding annual Chair appraisals
    e. Establishing annual meetings with the Rail Minister to ensure strategic alignment
    f. Agreement of an annual priorities plan with clear objectives for BTPA
    g. Introduction of annual performance meetings to assess progress against targets

7. Much of the longer-term work may be more suitable to consider on the arrival of a new BTPA Chair.

Discussion Points:
Do Members agree with the suggested division of this work into tactical and strategic considerations?
How do they best think Members can drive the longer-term strategic thinking?

Rail Reform

8. The letter sets out expectations for BTPA's role in supporting rail reform, including:

    a. Assessing whether BTP/A has the right structures and people to work with GBR as a future client and funder

    b. Working with DfT officials to identify capability gaps (especially legal and policy)

    c. Explore opportunities for innovation to optimise BTP's role in rail reform

9. The Executive suggests we should build on and deliver the work that has started in respect of both delivering legal services for BTP and the work on establishing an Innovation Mechanism. These will be two key planks of our response. The rest may come from staying alongside GBR as it develops and adapting accordingly.

Discussion Points:
How can BTPA better engage with GBR to ensure readiness and influence?
What capability gaps exist across BTP/A and how might they be addressed?

Police Reform

10. The Secretary of State encourages BTPA to consider how police reform measures could benefit BTP, including:

    a. Benchmarking BTPA's oversight against other policing bodies

    b. Ensuring a data-driven approach to performance evaluation and accountability

11. The Executive suggests refreshing and developing the Board Secretary's previous work on comparisons with other police oversight bodies. We can also stay alongside Police Reform in general and the planned performance regime in particular.

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Discussion Points:

Do members see any issues of principle in aligning with the Home Office Performance Regime for Policing

Additional Requests

12. The Secretary of State asks for a focus on what BTP can do in the violence against women and girls (VAWG) and anti-social behaviour (ASB) spaces. BTP have already taken a strong operational lead on this, and we see Members' role as following and challenging the progress made in these areas as necessary.

13. She also asks BTPA to consider how BTP contributes to accessibility improvements across the rail network. This has not been a focus of BTPA in the recent past and we need to work with BTP to establish the art of the possible.

14. She asks us to consider BTPA's role in supporting the *Modern Digital Blueprint,* including work on *AI and Data Action Plans*. Again, this involves taking a closer interest in the plans BTP technology already has in these areas and championing or challenging them as appropriate. This will be closely aligned to the development of the Innovation Mechanism.

15. She asks BTPA to work more closely with the rail industry on strategic financial planning. The development of the Senior Influence group is our response to this for the next MTFP process.

Discussion Points:

Do Members have observations on any of the asks listed above?

Do members see other elements of the Secretary of State letter which we ought to follow up, and which are not covered in this paper?

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Next Steps

16. Members are invited to:

    a. Reflect on the asks and provide initial views on prioritisation

    b. Identify areas requiring further analysis or stakeholder engagement

    c. Consider how these asks align with BTPA's existing workplan plan and oversight responsibilities

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Report to: Full Authority

Date: 9 October 2025

Subject: New Police Vetting Regulations – BTP/A next steps and implementation

Author: Head of Governance and People

For: Decision

1. Background – Home Office Vetting Regulations 2025

1.1 At the People and Culture Committee on Friday 6 June 2025 Members considered a paper regarding new Police Vetting Regulations, BTP/A Next Steps and Implementation.

1.2 Members agreed that the BTPA Executive request its legal services provider to draft Vetting Regulations for BTP/A that predominantly aligned to those of the Home Office, and we would bring any significant deviations back to Members for decision.

1.3 Members noted, that as per Section 40 of the Railways and Transport Safety Act 2003, BTPA cannot make regulations unless a draft had first been approved by the Chief Constable, staff associations, and the Secretary of State for Transport, and that BTPA Executive would therefore be seeking these approvals.

1.4 On Friday 22 August all Members received an update as part of the Breakfast Briefing. This included the draft of the regulations and summary of the key points of difference as follows:

- **Appeal Panel Composition:** Providing for the third member of a vetting appeal panel to be a Superintendent or above (or staff equivalent), rather than a Senior Officer (ACC or above) which is necessary due to the small number of Senior Officers and large geographical jurisdiction and is in line with our approach to misconduct panels.
- **Remote Appeal Panels**: Provision for vetting appeal panels to be held online, again reflecting the geographical spread and challenges of operating across England, Scotland and Wales.
- **Senior Vetting Authority:** That BTPA will be the vetting authority in relation to handing of matters relating to Senior Officer's (ACC and above) reflecting BTPA's unique position of the appointing body for those officers, not just the Chief Constable.
- **Scotland**: Amendments to enable the regulations to have effect in Scotland.

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1.5 Members were invited to review the draft regulations and highlight any areas of concern by Friday 12 September, with comments to the Board Secretary. No comments were received.

1.6 At the People and Culture Committee on Monday 22 September 2025 the regulations were agreed and, in response to a Member question, it was confirmed that the Regulations were in effect BTP policy regarding vetting and should not be conflated in legal terms with Parliamentary Regulations, for example. It was noted that full approval be sought from the Full Authority on Thursday 9 October.

2. BTP / BTPA Current Position

2.1 The BTP and BTPA have continued to meet as work on the regulations has progressed as well as meeting with staff associations. We are awaiting a response from the Police Federation, who we understand are going to receive legal advice w/c 6 October.

2.2 The Chief Constable has the draft regulations for approval in parallel.

2.3 The regulations have been reviewed by DfT Legal, who have made some minor suggested drafting changes – these are with our legal advisers – and we continue to discuss with DfT. We will return to Members if there are any consequential outcomes or any significant changes when we hear back from our legal advisers. They will then be submitted to the Secretary of State for Transport to approve in draft.

3. Recommendations

3.1 Members are asked to agree the Vetting Regulations attached at Annex A.

3.2 Members are asked to note that we will return to the Full Authority if there are any significant changes, or consequential outcomes, when we hear back from our legal advisers.

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The British Transport Police (Vetting) Regulations 2025

Made	[xx] [xxx] 2025
Coming into force	[xx] [xxxx] 2025

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Preamble

The British Transport Police Authority makes the following Regulations in exercise of the powers conferred upon it by sections 36 and 37 of the Railways and Transport Safety Act 2003 (the 2003 Act)[1].

In accordance with section 46 of the 2003 Act, the British Transport Police Authority invited the British Transport Police Federation to nominate individuals to meet with an equal number of individuals nominated by the British Transport Police Authority to discuss these Regulations and had regard to the recommendations made by the group. The Superintendents Association was also consulted, and regard was had to their recommendations.

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Part 1

Preliminary

Citation, commencement and extent

1.- (1) These Regulations may be cited as the British Transport Police (Vetting) Regulations 2025 and come into force on [xxxx] 2025.

(2) These Regulations shall extend to England and Wales and to Scotland.

Interpretation

2.- In these Regulations-

"the 1996 Act" means the Police Act 1996[2];

"the 2002 Act" means the Police Reform Act 2002;

"the 2003 Act" means the Railways and Transport Safety Act 2003;

"the 2011 Act" means the Police Reform and Social Responsibility Act 2011;

[1] Railways and Transport Safety Act 2003 c.20.
[2] 1996 c 16.

“accelerated misconduct hearing” has the meaning given to it in regulation 2 of the Conduct Regulations;

“acting chief officer” means a person exercising or performing the functions of the chief constable in accordance with section 22(3) of the 2003 Act (power of deputy to perform functions of Chief Constable);

“appeal meeting” means a meeting held in accordance with regulation 29;

“assessor” means a person appointed under regulation 16;

“the Conduct Regulations” means the British Transport Police (Conduct) Regulations 2020;

“criminal proceedings” means –

(a) any prospective criminal proceedings, or

(b) all criminal proceedings brought which have not been brought to a conclusion apart from the bringing and determination of any appeal other than an appeal against conviction to:

i. the Crown Court in England and Wales; or

ii. the High Court of Justiciary in Scotland;

“designated police volunteer” means a person designated as a community support volunteer or a policing support volunteer under section 38(1A) of the 2002 Act;

“document” means anything in which information of any description is recorded;

“harm test” has the meaning given to it in regulation 8;

“HMIC” means His Majesty’s Chief Inspector of Constabulary appointed under section 54(1) of the 1996 Act (appointment and function of inspectors of constabulary);

“informant” means a person who provides information to a withdrawal assessment on the basis that the person’s identity is not disclosed;

“interested party” means a person whose appointment could reasonably give rise to a concern as to whether the person could act impartially under these Regulations;

“line manager” means the police officer or the police staff member who has immediate supervisory responsibility for the officer concerned;

“misconduct” has the meaning given to it in regulation 2 of the Conduct Regulations;

“misconduct proceedings” has the meaning given to it in regulation 2 of the Conduct Regulations;

“officer concerned” means the police officer to whom Parts 3 and 4 of these Regulations apply;

“panel” means a panel constituted in accordance with regulation 27, subject to any change to the membership of that panel in accordance with regulation 28;

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“the Performance Regulations” means the British Transport Police (Performance) Regulations 2020;

“police force” means the British Transport Police Force as established and maintained in accordance with section 20 of the 2003 Act;

“police friend” means a person chosen by the officer concerned in accordance with regulation 9;

“police officer” means a member of the police force or a special constable of the police force (unless the context otherwise indicates that the expression extends to persons appointed by another police force);

“police staff member” means a person employed in the service of the police force in accordance with section 27 of the 2003 Act (unless the context otherwise indicates that this expression extends to persons appointed by another police force);

“relevant lawyer” has the meaning given to it in section 84(4) of the 1996 Act (representation etc. at disciplinary and other proceedings);

“senior officer” means a member of the police force holding a rank above that of chief superintendent;

“staff association” means –

(a) in relation to a member of the police force of the rank of chief inspector or below, the British Transport Police Federation;

(b) in relation to a member of the police force of the rank of superintendent or chief superintendent, the Police Superintendents Association of England and Wales; and

(c) in relation to a member of the police force who is a senior officer, the Chief Police Officers’ Staff Association;

“vetting authority” means –

(a) where the officer concerned is the chief officer or acting chief officer of the police force, a deputy chief officer of the police force or an assistant chief officer of the police force, the British Transport Police Authority;

(b) in any other case, the chief officer of the police force;

“vetting clearance” means the level of police vetting clearance that a police officer requires to perform the duties of their particular role;

“vetting severity assessment” has the meaning given in regulation 15;

“withdrawal assessment” means a withdrawal assessment under Part 4 of these Regulations including any appeal;

“working day” means any day other than-

(a) a Saturday or Sunday;

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(b) Christmas Day or Good Friday, or

(c) a day which is a bank holiday under the Banking and Financial Dealings Act 1971 in England and Wales or, as the case may be, in Scotland.

Delegation

3.-(1) Where the vetting authority is the chief officer of police, the chief officer may, subject to paragraphs (2) and (3), delegate any function under these Regulations (including a function under this paragraph) to a –

(a) member of the police force of at least the rank of inspector, or
(b) police staff member who, in the opinion of the chief officer, is of at least a similar level of seniority to an inspector.

(2) Where the vetting authority delegates its functions under regulation 13 or 24, the following must be authorised by a senior officer-

(a) a decision under regulation 13(1) to suspend an officer or continue to end such a suspension, or

(b) a decision under regulation 24(2) as to the outcome of the withdrawal assessment.

(3) Where a chief officer of police is required to chair a panel under regulation 27(2)(a), the chief officer of police may delegate responsibility for chairing the panel to-

(a) a senior officer,

(b) a former senior officer who last served as a senior officer no more than five years before the date on which the responsibility for chairing the appeal is to be delegated to them, or

(c) a police staff member who, in the opinion of the chief officer of police, is of at least a similar level of seniority to a senior officer.

(4) For the purposes of paragraph (3)-

(a) “senior officer” includes a member of the police force who is required to perform the duties normally performed by a member of the police force holding a rank above that of chief superintendent;

(b) “former senior officer” includes a person who, at the time they ceased to be a member of the police force (or of another police force), was required to perform the duties normally performed by a member of a police force holding a rank above that of chief superintendent.

Application

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4.-(1) Parts 3 and 4 of these Regulations apply where information which indicates that a police officer may no longer be suitable to hold vetting clearance ("a matter") comes to the attention of a vetting authority.

(2) A vetting authority is not prevented from considering a matter under Part 3 or 4 of these Regulations by virtue of the fact that the matter has been considered or determined under the Conduct Regulations, the Performance Regulations or Part 2 of the 2002 Act.

(3) Where a vetting authority is considering more than one matter in relation to the same police officer, the matters may be taken together and treated as a single matter for the purposes of any provision of Part 3 or 4 of these Regulations that requires a person to make an assessment, finding, determination or decision in connection with a matter.

Part 2

Vetting clearance

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Duty to hold and maintain vetting clearance

5.- A police officer must-

(a) hold and maintain vetting clearance, and

(b) promptly notify the vetting authority of any change in their personal circumstance or any other matter which may reasonably affect their suitability to hold vetting clearance.

Termination of vetting clearance

6. -A police officer's vetting clearance must be terminated if they cease to be a police officer.

Record of vetting clearance

7.- The chief officer of police must keep a record of each application for vetting clearance that it receives from a police officer, including the decision on outcome.

Part 3

Withdrawal assessments: general

The harm test

8. – (1) This regulation applies to information in documents which are stated to be subject to the harm test under these Regulations.

(2) The information must not be supplied to the officer concerned in so far as the vetting authority considers that preventing disclosure to the officer is-

(a) necessary for the purpose of preventing the premature or inappropriate disclosure of information that is relevant to, or may be used in, any-

(i) criminal proceedings,

(ii) misconduct proceedings, or

(iii) accelerated misconduct hearing.

(b) necessary in the interests of national security,

(c) necessary for the purpose of the prevention or detection of crime, or the apprehension of offenders,

(d) necessary for the purpose of the prevention or detection of misconduct by other police officers or police staff members, or their apprehension for such matters,

(e) justified on the grounds that providing the information would involve disproportionate effort in comparison to the seriousness of the matter concerned;

(f) necessary and proportionate for the protection of the welfare and safety of any informant or witness;

(g) otherwise in the public interest.

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Police friend

9.-(1) The officer concerned may choose-

(a) a police officer,

(b) a police staff member, or

(c) a person nominated by the officer's staff association,

who is not otherwise involved in the withdrawal assessment, to act as a police friend.

(2) The police friend may-

(a) advise the officer throughout the withdrawal assessment,

(b) make representations to the vetting authority concerning any aspect of the withdrawal assessment, and

(c) accompany the officer to any interview or appeal meeting which forms part of the withdrawal assessment.

Legal and other representation

10.- (1) Subject to paragraph (2), the officer concerned has the right to be represented by a relevant lawyer of the officer's choice ("a preferred lawyer") at an interview or an appeal meeting.

(2) The unavailability of one or more preferred lawyers is not a valid ground for delaying an interview or an appeal meeting where an alternative relevant lawyer can be found.

(3) If the officer concerned chooses not to be legally represented, the officer may have their vetting clearance withdrawn or receive any other outcome under regulation 24 without being so represented.

(4) The vetting authority may be represented at an interview or an appeal meeting by-

(a) a police officer or police staff member of the police force, and

(b) a relevant lawyer (whether or not the officer concerned chooses to be legally represented).

(5) Subject to paragraph 6, the vetting authority may appoint a person to advise a panel chair.

(6) A person appointed under paragraph (5) must not be an interested party.

Provision of notices or documents

11. -(1) Subject to paragraph (2), where any written notice or document is to be given or supplied to the officer concerned under these Regulations, it must be-

(a) given to the officer in person;

(b) sent to the officer by e-mail or other means of electronic communication;

(c) given to the officer in person by the officer's police friend where the police friend has agreed with the vetting authority to deliver the notice or document, or

(d) given to the officer in any other manner agreed between the person who is required to give the notice or the document and the officer.

(2) Where it is not reasonably practicable to give or supply a written notice or document to the officer concerned under paragraph (1)(a) or (b) and there is no agreement under paragraph (1)(c) or(d), the written notice or document must be-

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(a) left with a person at the officer's last known address, or

(b) sent to the officer's last known address by first class post, by recorded delivery or other service which provides for delivery on the next working day ("by post").

(3) Where a written notice or document is sent by e-mail or other means of electronic communication, it is to be taken to have been given or supplied to the officer concerned-

(a) if the email or other electronic transmission is sent on a working day before 4.30pm on that day, or

(b) in any other case, on the next working day after the day on which it was sent.

(4) Where a written notice or document is sent by post, it is to be taken to have been given or supplied to the officer concerned-

(a) on the second day after it was posted, left with, delivered to or collected by the relevant service provider, provided that day is a working day, or

(b) in any other case, on the next working day after the day on which it was posted, left with, delivered to or collected by the relevant service provider.

Criminal and other proceedings

12. – (1) Subject to the provisions of this regulation, a withdrawal assessment must proceed without delay.

(2) Before a matter may be subject to a withdrawal assessment, the vetting authority must decide whether paragraph (4) applies.

(3) For any period during which the vetting authority considers paragraph (4) applies, no such withdrawal assessment may take place.

(4) This paragraph applies if a withdrawal assessment would-

(a) prejudice any criminal proceedings, or

(b) relate to a matter which is to be, or may be, dealt with under-

(i) the Conduct Regulations

(ii) the Performance Regulations or

(iii) Part 2 of the 2002 Act.

(5) Before making a decision under paragraph (2), the vetting authority must consult-

(a) where the vetting authority is the chief officer of police-

(i) any person to whom functions under regulation 14 (severity assessment) of the Conduct Regulations have been delegated before making an assessment in terms of paragraph (4)(b)(i) or (iii), and

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(ii) the line manager of the officer concerned before making an assessment in terms of paragraph (4)(b)(ii).

(b) where a person who is or may be a witness in any criminal proceedings is to be or may be asked to attend an interview under regulation 17(2) or an appeal meeting under regulation 29(10), the relevant prosecutor (and when doing so must inform the prosecutor of the names and addresses of all such witnesses).

(6) Where the vetting authority is considering more than one matter in relation to the same police officer, paragraph (3) does not prevent a withdrawal assessment from taking place to the extent that the vetting authority considers paragraph (4) does not apply.

(7) For the purposes of this regulation, “relevant prosecutor” means in England and Wales the Director of Public Prosecutions and in Scotland the Lord Advocate or any other person who has or is likely to have responsibility for the criminal proceedings.

Suspension

13.- (1) The vetting authority may, subject to the provisions of this regulation, suspend the officer concerned from the office of constable and from membership of the police force.

(2) An officer who is suspended under this regulation remains a police officer for the purposes of these Regulations.

(3) A suspension under this regulation must be with pay.

(4) The vetting authority may not suspend a police officer under this regulation unless the following conditions (“the suspension conditions”) are satisfied-

(a) having considered the temporary redeployment to alternative duties or an alternative location as an alternative to suspension, the vetting authority has determined that such redeployment is not appropriate in all the circumstances of the case, and

(b) it appears to the vetting authority that either –

(i) the withdrawal assessment may be prejudiced unless the officer concerned is so suspended, or

(ii) having regard to the nature of the matter and any other relevant considerations, the public interest requires that the officer should be so suspended.

(5) The vetting authority may exercise the power to suspend the officer concerned under this regulation at any time beginning with the day on which these Regulations first apply in respect of the officer in accordance with regulation 4 and ending with the date on which—

(a) it is decided that the matter should not be subject to a withdrawal assessment, or

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(b) such a withdrawal assessment has concluded.

(6) The vetting authority may suspend the officer concerned with effect from the date and time of notification which must be given either-

(a) in writing with a summary of the reasons, or

(b) orally, in which case the vetting authority must confirm the suspension in writing with a summary of the reasons before the end of 3 working days beginning with the first working day after the suspension.

(7) The officer concerned (or the officer's police friend or legal representative) may make representations against suspension to the vetting authority-

(a) before the end of 7 working days beginning with the first working day after being suspended, or

(b) at any time during the suspension if the officer reasonably believes that circumstances relevant to the suspension conditions have changed.

(8) The vetting authority must review the suspension conditions –

(a) on receipt of any representations under paragraph (7),

(b) if there has been no previous review, before the end of 4 weeks beginning with the first working day after the suspension, or

(c) in any other case-

(i) when it becomes aware that circumstances relevant to the suspension conditions may have changed, or

(ii) before the end of 4 weeks beginning with the first working day after the previous review.

(9) Where, following a review under paragraph (8), the suspension conditions remain satisfied and the vetting authority decides the suspension should continue, it must, before the end of 3 working days beginning with the day after the review, so notify the officer concerned in writing with a summary of the reasons.

(10) Where the officer concerned is suspended under this regulation, the officer must remain so suspended until whichever of the following occurs first-

(a) the vetting authority decides, following a review, that the suspension conditions are no longer satisfied, or

(b) either of the events mentioned in paragraph 5(a) and (b).

Record of withdrawal assessment

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14. – (1) The vetting authority must keep a record of each withdrawal assessment, including the decision on the outcome and the finding in any appeal by the officer concerned.

(2) The vetting authority must also keep a record where the officer concerned ceases to be a police officer by resigning or retiring before the vetting authority makes its vetting severity assessment or, where there must be a withdrawal assessment, before that assessment is concluded.

(3) The British Transport Police Authority may publish, in such manner as appears to it to be appropriate, statistical data connected with any information recorded in accordance with paragraph (1) or (2).

PART 4

Withdrawal assessments: procedure

Vetting severity assessment

15. – (1) The vetting authority must assess whether the matter could reasonably lead to vetting clearance being withdrawn (the "vetting severity assessment").

(2) Where the vetting authority assesses that the matter could not reasonably lead to vetting clearance being withdrawn, it must assess whether-

(a) the matter should be referred to be dealt with under –

(i) the Conduct Regulations,

(ii) the Performance Regulations, or

(iii) Part 2 of the 2002 Act, or

(b) it should take no further action.

(3) Where the vetting authority is the chief officer of police, the vetting authority must consult-

(a) any person to whom functions under regulation 14 (severity assessment) of the Conduct Regulations have been delegated before making an assessment in terms of paragraph (2)(a)(i) or (iii), and

(b) the line manager of the officer concerned before making an assessment in terms of paragraph (2)(a)(ii).

(4) Subject to regulation 12, where the vetting authority assesses that the matter could reasonably lead to vetting clearance being withdrawn, there must be a withdrawal assessment.

(5) At any time prior to receiving a written report under regulation 23(1), the vetting authority may revise its vetting severity assessment under this regulation if it considers it appropriate to do so.

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(6) Where the vetting authority decides under this regulation to take no further action or to refer the matter to be dealt with under the Conduct Regulations, the Performance Regulations or Part 2 of the 2002 Act, it must so notify the officer concerned in writing as soon as practicable.

Appointment of assessor

16.-(1) This regulation applies where there must be a withdrawal assessment in accordance with regulation 15.

(2) The vetting authority must appoint a person to carry out the withdrawal assessment.

(3) No person may be appointed to carry out a withdrawal assessment under this regulation-

(a) unless they have an appropriate level of knowledge, skills and experience to plan and manage the withdrawal assessment,

(b) if they are an interested party,

(c) if they work, directly or indirectly, under the management of the officer concerned, or

(d) in a case where the officer concerned is a senior officer, if they are-

(i) the chief officer of the police force,

(ii) a member of the police force (including a special constable or a police staff member serving in the police force), or

(iii) a designated volunteer serving in the police force.

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Withdrawal assessment

17.-(1) The purpose of the withdrawal assessment is to-

(a) gather evidence to establish the facts and circumstances of the matter, and

(b) help the vetting authority decide whether the vetting clearance of the officer concerned should be withdrawn or whether it should not be withdrawn.

(2) Subject to regulation 20, the assessor may interview witnesses as part of the withdrawal assessment.

Notice of withdrawal assessment

18.-(1) Subject to paragraph (3), the assessor must, as soon as reasonably practicable after being appointed, give the officer concerned a written notice stating—

(a) the matter that is being considered and how that matter indicates that the officer may no longer be suitable to hold vetting clearance,

(b) the result of the vetting severity assessment conducted under regulation 15,

(c) that there is to be a withdrawal assessment and the identity of the assessor,

(d) the potential outcomes of the withdrawal assessment,

(e) that the officer has the right to seek advice from the officer's staff association,

(f) the effect of regulations 9, 10(1) to (3) and 19,

(g) that the officer has a duty to give appropriate cooperation during the withdrawal assessment, and

(h) that whilst the officer may take advice on whether and how to respond when interviewed or when providing any information under regulation 19(1), it may harm the officer's case if the officer does not mention something on which they later seek to rely.

(2) Subject to paragraph (3), where a written notice is given under paragraph (1) and the vetting authority revises its vetting severity assessment under regulation 15(5), the vetting authority must as soon as practicable give the officer concerned a revised written notice in light of the revised vetting severity assessment.

(3) The assessor must not give a written notice under paragraph (1) or (2) for so long as the assessor considers that it might prejudice the withdrawal assessment or any other investigation.

(4) Any written notice given under paragraph (1) or (2) is subject to the harm test.

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Representations to the assessor

19.- (1) Before the end of the period of 10 working days beginning with the first working day after a written notice is given under regulation 18(1) or (2)—

(a) the officer concerned may provide a written or oral statement relating to the matter to the assessor, including any mitigating circumstances relevant to the matter, and

(b) the officer concerned or the officer's police friend may provide to the assessor any document relating to any matter subject to the withdrawal assessment, including a document containing suggestions as to lines of inquiry to be pursued or witnesses to be interviewed.

(2) The assessor must, as part of the withdrawal assessment, consider any such statement or document and must make a record of having received it.

(3) The period referred to in paragraph (1) may be extended by the assessor.

Interview with the officer concerned during withdrawal assessment

20.- (1) This regulation applies where, as part of the withdrawal assessment—

(a) the assessor wishes to interview the officer concerned, or

(b) the officer concerned wishes to be interviewed.

(2) The assessor must, so far as reasonably practicable, agree a date and time for the interview with the officer concerned.

(3) Where no date and time is agreed under paragraph (2), the assessor must specify a date and time for the interview.

(4) No interview may take place until the officer concerned is given a written notice under regulation 18(1).

(5) Paragraph (6) applies where—

(a) a date and time is specified under paragraph (3),

(b) the officer concerned or the officer's police friend will not be available, and

(c) the officer concerned proposes an alternative date or time.

(6) Where this paragraph applies, the interview must be postponed to the alternative date or time, provided that such alternative date or time is reasonable and falls before the end of the period of 5 working days beginning with the first working day after the date specified under paragraph (3).

(7) The assessor must give the officer concerned written notice of the date, time and place of the interview.

(8) The assessor must, in advance of the interview, provide the officer concerned with such information as the assessor considers appropriate in the circumstances of the case to enable the officer to prepare for the interview.

(9) The officer concerned must attend the interview.

(10) A police friend or a relevant lawyer must not answer any question asked of the officer concerned during the interview.

Timeliness of withdrawal assessment

21.- (1) Subject to paragraph (3), where a withdrawal assessment is not completed within a relevant period, the assessor must provide as soon as practicable the following information in writing to the officer concerned—

(a) the progress of the withdrawal assessment;

(b) an estimate of when-

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(i) the withdrawal assessment will be concluded, and

(ii) a report will be submitted under regulation 23,

(c) the reason for the length of time taken by the withdrawal assessment, and

(d) a summary of planned steps to progress the withdrawal assessment and bring it to a conclusion.

(2) For the purposes of this regulation, each of the following is a “relevant period”—

(a) the first relevant period is the period of 15 working days beginning with the first working day after the written notice was given under regulation 18(1), and

(b) each subsequent relevant period is the period of 15 working days beginning with the day after the end of the previous relevant period.

(3) The assessor must not provide information under paragraph (1) for so long as the assessor considers that it might prejudice the withdrawal assessment or any other investigation.

(4) Any information provided under paragraph (1) is subject to the harm test.

Discontinuation of withdrawal assessment

22.- (1) This regulation applies if at any time during the withdrawal assessment—

(a) there is evidence made available to the assessor that was not available to the vetting authority when it made its vetting severity assessment or any revised vetting severity assessment under regulation 15, and

(b) the assessor believes that the vetting authority would on further consideration be likely to determine that the matter could not reasonably lead to vetting clearance being withdrawn.

(2) The assessor must, whether or not the withdrawal assessment is complete, submit to the vetting authority—

(a) a statement of the assessor’s belief and the grounds for it,

(b) a written report on the withdrawal assessment to that point, and

(c) a statement of the assessor's judgment as to how the matter should be dealt with in accordance with regulation 15(2).

(3) Where a report is submitted to the vetting authority under paragraph (2), the vetting authority must make a further vetting severity assessment under regulation 15.

(4) If the vetting authority assesses that the matter concerned could reasonably lead to vetting clearance being withdrawn, the assessor must continue to proceed with the withdrawal assessment that has been commenced.

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(5) If the vetting authority assesses that the matter concerned could not reasonably lead to vetting clearance being withdrawn—

(a) the case must be dealt with in accordance with regulation 15(2),

(b) the withdrawal assessment must be discontinued, and

(c) the vetting authority must as soon as practicable, and in addition to any notice required under regulation 15(6), give the officer concerned notice in writing that—

(i) the notice given to the officer under regulation 18(1) has been withdrawn and no further action will be taken pursuant to that notice, and

(ii) the withdrawal assessment has been discontinued.

Report of withdrawal assessment

23.- (1) On completion of the withdrawal assessment, the assessor must as soon as practicable submit a written report on the withdrawal assessment to the vetting authority.

(2) The written report must—

(a) provide an accurate summary of the evidence,

(b) attach or refer to any documents that the assessor considers relevant,

(c) indicate the assessor's judgment as to whether the vetting clearance of the officer concerned should be withdrawn or whether it should not be withdrawn, and

(d) where the assessor's judgment under sub-paragraph (c) is that vetting clearance should not be withdrawn, indicate the assessor's judgment as to how the matter should be dealt with in accordance with regulation 15(2).

Outcome of withdrawal assessment

24.- (1) The vetting authority must, after receiving a written report under regulation 23(1)—

(a) take one of the actions mentioned in paragraph (2), or

(b) direct that the matter should be dealt with in accordance with regulation 15(2).

(2) The actions, in relation to the vetting clearance of the officer concerned, are to—

(a) impose conditions on it,

(b) downgrade it with or without conditions, or

(c) withdraw it.

(3) An officer who has had their vetting clearance withdrawn must be dismissed without notice.

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(4) An action referred to in paragraph (2), and any dismissal under paragraph (3), has effect from the date on which it is notified to the officer concerned.

Notification of outcome

25.- The vetting authority must, as soon as practicable after making a decision under regulation 24(1)—

(a) notify the officer concerned of the outcome,

(b) subject to the harm test, send the officer concerned a copy of—

(i) the written report submitted under regulation 23(1), or such parts of that report as relate to the officer, together with any document attached to or referred to in that report which relates to the officer, and

(ii) any other document which might reasonably be considered to support or undermine the outcome of the withdrawal assessment, and

(c) where the officer concerned has had their vetting clearance withdrawn, send the officer a written notice of their dismissal and the right of appeal under regulation 26, including the name of the person to whom an appeal should be sent.

Appeal from withdrawal of vetting clearance

26.- (1) Subject to the provisions of this regulation, the officer concerned may appeal against any decision to withdraw their vetting clearance under regulation 24.

(2) The only grounds of appeal under this regulation are that—

(a) the decision was unreasonable,

(b) there is evidence that could not reasonably have been considered as part of the withdrawal assessment which could have materially affected the decision, or

(c) there was a breach of the procedures set out in these Regulations or unfairness which could have materially affected the decision.

(3) An appeal under this regulation must be commenced by the officer concerned giving written notice of appeal to the vetting authority—

(a) before the end of the period of 15 working days beginning with the first working day after the outcome is notified to the officer under regulation 25, and

(b) stating the grounds of appeal and whether an appeal meeting is requested.

(4) The vetting authority may extend the period referred to in paragraph (3)(a) for exceptional circumstances.

(5) An appeal under this regulation must be determined by a panel constituted in accordance with regulation 27.

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(6) The vetting authority must supply the panel with a copy of—

(a) the written report submitted under regulation 23(1), together with any document attached to or referred to in that report,

(b) any document of a kind referred to in regulation 25(b)(ii),

(c) the notice of appeal given by the officer concerned under paragraph (3), and

(d) any evidence of a kind referred to in paragraph (2)(b) that the officer wishes to submit in support of the appeal.

(7) The panel must determine whether the notice of appeal sets out arguable grounds of appeal and, if they decide that it does not, they must dismiss the appeal.

Persons conducting appeal

27.- (1) A panel must comprise a chair and two other members.

(2) The panel chair —

(a) where the officer concerned is an officer other than a senior officer, must be a chief officer of the police force, or

(b) where the officer concerned is a senior officer, must be HMCIC or an inspector of constabulary nominated by HMCIC.

(3) The second panel member must be appointed by the British Transport Police Authority and—

(a) have qualifications or experience relevant for the purpose of withdrawal assessments,

(b) be selected on a fair and transparent basis from the list of candidates with such qualifications or experience maintained by the British Transport Police Authority for the purpose of this sub-paragraph, and

(c) be a lay person, within the meaning set out in paragraph 10(aa) of Schedule 6 to the 1996 Act (interpretation).

(4) The third panel member must be appointed by the vetting authority and be—

(a) in the case of a senior officer, a member of the police force or former member of a police force of at least equivalent rank to the officer concerned

(b) in any other case, a member of the police force of the rank of Superintendent or above who is of more senior rank than the officer concerned, or

(c) unless paragraph (5) applies, a police staff member who, in the opinion of the vetting authority, in the case of a senior officer is of at least a similar level of seniority to that officer and in any other case is of at least a similar level of seniority to a superintendent.

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(5) This paragraph applies if responsibility for chairing the panel has been delegated to a former senior officer or a police staff member in accordance with regulation 3(3)(b) or (c).

(6) No panel member may be an interested party.

(7) A chief officer of police who is required to chair a panel under paragraph (2) and who is an interested party must, without delay, delegate responsibility for chairing the panel to another person in accordance with regulation 3(3).

(8) Any decision of the panel must be based on a majority but must not indicate whether it was taken unanimously or by a majority.

Objections to persons conducting appeal

28.- (1) Where a panel is constituted in accordance with regulation 27, the vetting authority must as soon as practicable give the officer concerned written notice of the names of the panel members and the effect of paragraphs (4) to (7) of this regulation.

(2) Where the chief officer of police of the police force delegates responsibility for chairing a panel to another person in accordance with regulation 3(3), the chief officer must as soon as practicable give the officer concerned written notice of the name of that person and the effect of paragraphs (4) to (7) of this regulation.

(3) Where a person is appointed to advise a panel chair in accordance with regulation 10(5), the vetting authority must as soon as practicable give the officer concerned written notice of the name of that person and the effect of paragraphs (4) to (7) of this regulation.

(4) The officer concerned may object to any person who is notified to them under the proceeding provisions of this regulation.

(5) Any such objection must—

(a) be made in writing to—

(i) the British Transport Police Authority, where the objection is to a person appointed by that Authority,

(ii) the vetting authority in all other cases,

(b) be made before the end of 3 working days beginning with the first working day after the officer concerned is given notice of the person's name, and

(c) set out the grounds of objection of the officer concerned.

(6) The person to whom the objection is made must as soon as practicable notify the officer concerned in writing whether it upholds or rejects the objection.

(7) If the person to whom the objection is made upholds the objection, the person to whom the officer concerned objects must as soon as practicable be replaced in accordance with paragraph (8) or regulation 10(5) or 27 (as appropriate).

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(8) Where the panel chair is the chief officer of police of the police force and an objection is upheld against them, the chief officer must delegate responsibility for chairing the panel to another person in accordance with regulation 3(3).

(9) The vetting authority must, as soon as practicable after the person to whom the officer concerned objects is replaced, give the officer concerned written notice of the name of the replacement and the effect of paragraphs (10) and (11) of this regulation.

(10) The officer concerned may object to the replacement.

(11) In relation to an objection under paragraph (10) of this regulation—

(a) paragraph (5) applies except in so far as it specifies the period of time for making an objection,

(b) the objection must be made before the end of the period of 3 working days beginning with the first working day after the officer concerned is given the notice referred to in paragraph (9), and

(c) paragraphs (6) to (9) apply, with the exception of the requirement in paragraph (9) for the vetting authority to give written notice of the effects of paragraphs (10) and (11).

Appeals meeting

29.- (1) This regulation applies where the officer concerned requests an appeal meeting in the written notice of appeal under regulation 26(3).

(2) If the panel determines under regulation 26(7) that the notice of appeal sets out arguable grounds of appeal, the panel must hold an appeal meeting with the officer concerned, subject to paragraphs (3) and (6), before the end of the period of 5 working days beginning with the first working day after that determination.

(3) The panel may extend the period referred to in paragraph (2) where they consider that it would be in the interests of justice to do so.

(4) The panel must specify a date and time for the appeal meeting.

(5) Paragraph (6) applies where—

(a) a date and time is specified under paragraph (4),

(b) the officer concerned or the officer's police friend will not be available, and

(c) the officer concerned proposes an alternative date or time.

(6) Where this paragraph applies, the appeal meeting must be postponed to the alternative date or time, provided that such alternative date or time is reasonable and falls before the end of the period of 5 working days beginning with the first working day after the date specified by the panel.

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(7) The vetting authority must give the officer concerned written notice of the date, time and place of the appeal meeting.

(8) The panel may determine that the appeal meeting should be held on line.

(9) Before making a determination under sub-paragraph (8), the panel must seek the views of the officer concerned and any representations that they wish to make must be taken into account.

(10) The appeal meeting must not be held until the panel have received a copy of the documents required under regulation 26(6).

(11) The panel must determine the procedure at the appeal meeting and, in so far as it is set out in these Regulations, must determine it in accordance with these Regulations.

(12) No witness may give evidence at an appeal meeting unless the panel reasonably believes that it is necessary for the witness to do so in the interests of justice, in which case the panel must—

(a) where the witness is a police officer, cause that person to be ordered to attend the appeal meeting, and

(b) in any other case, cause the witness to be given notice that their attendance is necessary and of the date, time and place of the appeal meeting.

(13) The appeal meeting must be held in private.

Finding of the appeal

30.- (1) The panel may—

(a) confirm or reverse the decision appealed against, and

(b) where the panel reverses the decision appealed against, deal with the officer concerned in any manner in which the vetting authority could have dealt with the officer under regulation 24.

(2) The panel must give a summary of the reasons for its determination.

(3) Where the panel reverses the decision appealed against, the summary required under paragraph (2) must include a statement of the panel's opinion as to how any risks identified as part of the withdrawal assessment should be managed.

(4) Before the end of the period of 3 working days beginning with the first working day after the panel's determination, the vetting authority must give the officer concerned—

(a) written notice of the panel's determination,

(b) a copy of the summary required under paragraph (2), and

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(c) where the panel confirms the decision appealed against, written notice of the right of appeal to a police appeals tribunal.

(5) The decision of the panel takes effect by way of substitution for the decision of the vetting authority and as from the date on which the outcome was notified to the officer concerned under regulation 25.

Part 5

Police appeals tribunals

Amendment of the British Transport Police (Police Appeals Tribunals) Regulations 2020

31.-(1) The British Transport Police (Police Appeals Tribunals) Regulations 2020 ("the 2020 Regulations") are amended as follows.

(2) Subject to the provisions of this regulation, the amendments made to the Police Appeals Tribunal Rules 2020 ("the 2020 Rules") by regulation 31 of the Police (Vetting) Regulations 2025, shall have effect.

(3) In regulation 4(2) of the 2020 Regulations, after the definition of "officer of the police force" insert-

> ""the Vetting Regulations" means the British Transport Police (Vetting) Regulations 2025".

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EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations make provision for the vetting of British Transport police officers. They require every police officer to hold and maintain vetting clearance. They also establish a procedure for withdrawing vetting clearance where there is evidence that a police officer may no longer be suitable to hold it. The Regulations are connected to the British Transport Police (Performance) Regulations 2020, which concern unsatisfactory performance or attendance or gross incompetence, and the British Transport Police (Conduct) Regulations 2020, which concern internal conduct matters.

Part 1 contains preliminary provisions, including interpretive provisions. The term "vetting clearance" is defined as the level of police vetting clearance that a police officer requires to perform the duties of their particular role.

Part 2 deals with vetting clearance generally. Regulation 5 sets out the duty for every police officer to hold and maintain vetting clearance. Regulation 6 provides for the termination of a police officer's vetting clearance at the point at which they cease to be a police officer. Regulation 7 establishes a duty for the chief officer to keep a record of applications for vetting clearance from police officers.

Part 3 deals with withdrawal assessments generally, including such matters as legal representation and the provision of notices. Regulation 13 allows a vetting authority to suspend a police officer under the Regulations where certain conditions are met.

Part 4 deals with the procedure for withdrawal assessments. Regulation 15 provides for the vetting authority to make a vetting severity assessment in relation to the matter that has come to its attention. Regulation 16 requires the vetting authority to appoint an assessor where the vetting severity assessment indicates that a withdrawal assessment must be carried out. Regulation 19 provides that the officer concerned may make representations to the assessor and regulation 20 provides that the assessor may require the officer concerned to attend an interview. Regulation 24 provides for the vetting authority to decide the outcome of the withdrawal assessment once the assessor has made their final written report and recommendation. If a police officer has their vetting clearance withdrawn then they must be dismissed without notice. In those circumstances, regulation 26 provides that the officer may appeal to a panel of three persons with the power to confirm or reverse the decision appealed against.

Part 5 amends the British Transport Police (Police Appeals Tribunals) Regulations 2020 to ensure that a police officer who is dismissed under these Regulations has a right of appeal to a police appeals tribunal.

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2025/26 Policing Plan Update April-August 2025

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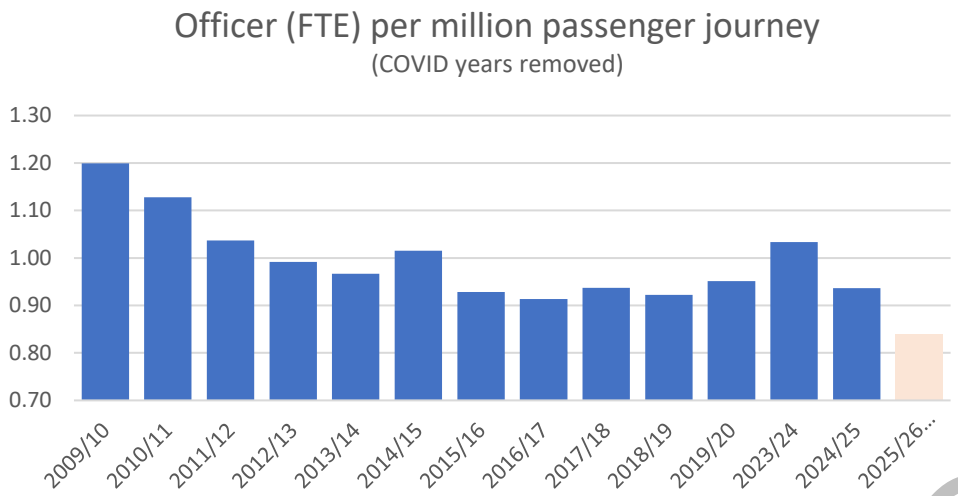
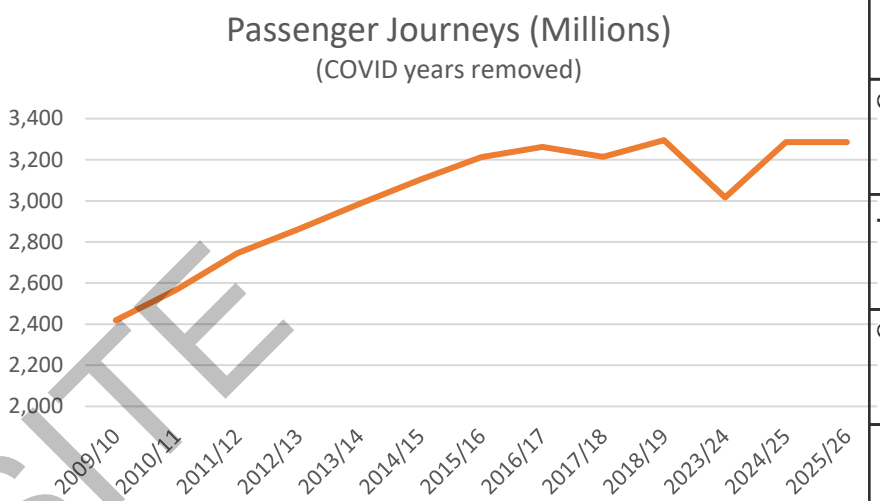
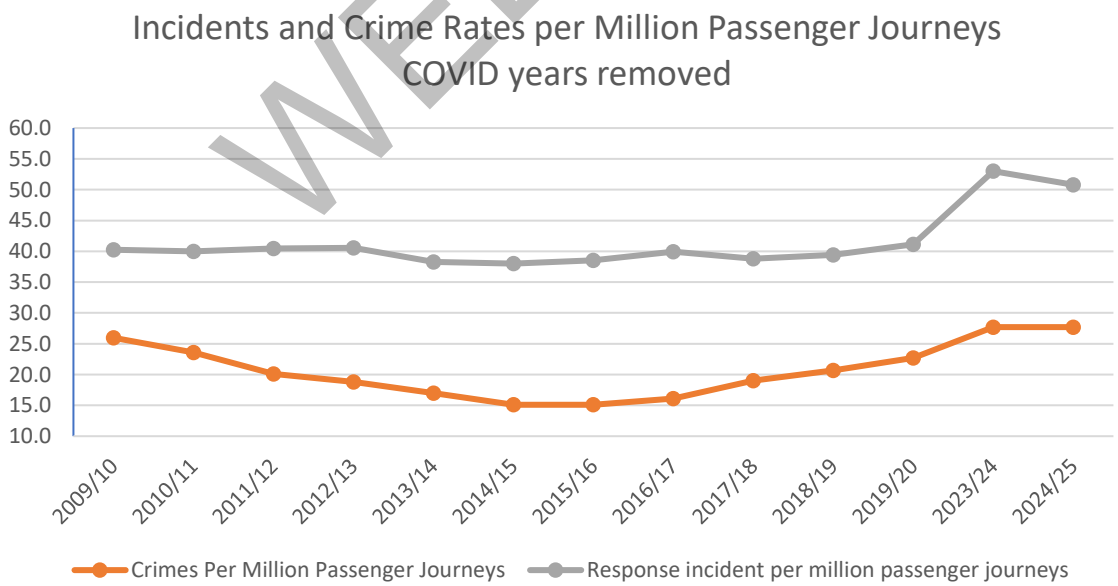
Growth of Railway and Crime





Restoring BTP to the 2009/10 officer PMJ would require 1,036 additional officers



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Overall Policing Plan Performance April-August 2025

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

Crimes

Violence

	Recorded Crime	Solved Crime	Solved Rate
Violence Offences (25/26)	7,444 Diff 14.3%	1,449 Diff 18.9%	19.5% Diff 0.7%
Violence with Injury (25/26)	1,747 Diff 5.1%	364 Diff 7.1%	20.8% Diff 0.4%
Violence without Injury (25/26)	5,612 Diff 16.8%	1,062 Diff 24.4%	18.9% Diff 1.1%

Robbery

Recorded Crime: Robbery Offences (25/26) 796 Diff 21.9%

Solved Crime: Robbery Offences (25/26) 66 Diff -19.5%

Solved Rate: Robbery Offences (25/26) 8.3% Diff -4.3%

Staff Assaults

Recorded Crime: Staff Assaults (25/26) 1,744 Diff 16.3%

Solved Crime: Staff Assaults (25/26) 408 Diff 25.2%

Solved Rate: Staff Assaults (25/26) 23.4% Diff 1.7%

Officer Assaults

Recorded Crime: Officer Assaults (25/26) 570 Diff 12.2%

Solved Crime: Officer Assaults (25/26) 401 Diff 12.0%

Solved Rate: Officer Assaults (25/26) 70.4% Diff -0.1%

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

Incidents

Anti-social behaviour incidents

ASB Related Incidents (25/26) 4,978 Diff 20.6%

Average Incident Response Time

Incident Grade	Fail	Pass	Total
Immediate	42.26	9.86	17.74
Priority	96.51	19.67	23.56
Total	56.28	16.50	21.38

Incident Response Times (Immediate & Priority Graded)

Fail	Pass
19.82%	80.18%

Average Incident Response Time

Incident Grade	Fail	Pass	Total
Immediate	53.13	10.38	20.53
Priority	124.46	17.80	23.59
Total	62.94	13.82	21.78

Safeguarding Vulnerability Reports

		Diff
Child SVR	3,581	-17.0%
SPMH SVR	2,003	-18.8%
Dash SVR	583	6.6%
AAR SVR	3,659	-20.3%

Lifesaving Interventions

947 Diff -18.9% Lifesaving Interventions

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

Keep the Network running

Disruption Related Offences

Disruption Related Offences

Stats Classification	YTD Crimes	YTD Solved Crime	YTD Solved Rate
J29 Theft Of Cable Live (J29)	66	1	1.5%
J30 Theft Of Metal Non Live (J30)	53	11	20.8%
Z28 Railway Trespass (Z28)	1,590	458	28.8%
Total	1,709	470	27.5%

Disruption Incidents & Minutes

Category	Inc Current YTD	Inc Difference	% change	Delay Mins Current YTD	Delay Mins Difference	% Change
Cable Theft	43	12	38.7%	56,646	31,541	125.6%
Disorder/drunks or trespass	5,605	231	4.3%	131,464	17,367	15.2%
Fatalities/injuries by being hit by a train	157	-31	-16.5%	178,120	-28,544	-13.8%
Level Crossing Incidents (inc misuse)	1,634	17	1.1%	45,565	-116	-0.3%
Trespass	6,968	237	3.5%	555,053	-8,223	-1.5%
Vandalism/theft (inc objects on line)	1,153	27	2.4%	54,081	-7,330	-11.9%
Total	15,560	493	3.3%	1,020,929	4,695	0.5%

Fatality Management Times

Average Handback Times (Mins)
98

Disruption Related Incidents

Average Incident Response Time

Incident Grade	Fail	Pass	Total
Immediate	72.53	12.90	30.51
Priority	165.32	27.34	37.71
Total	75.33	14.90	31.29

Prevent and reduce violence against women and girls

Violence & Intimidation against women and girls

	Recorded Crime	Solved Crime	Solved Rate	Victims withdrawing Support for Investigation
Violence Offences (25/26)	2,332 Diff 9.3%	348 Diff 18.4%	14.9% Diff 1.1%	516 Diff -7.5%
Violence with Injury (25/26)	513 Diff -0.8%	77 Diff -12.5%	15.0% Diff -2.0%	83 Diff -27.8%
Violence without Injury (25/26)	1,774 Diff 11.2%	262 Diff 32.3%	14.8% Diff 2.4%	425 Diff -3.0%
Sexual Offences (25/26)	922 Diff 0.9%	187 Diff 38.5%	20.3% Diff 5.5%	131 Diff -19.1%
Public Order Offences (25/26)	2,628 Diff 18.8%	144 Diff 19.0%	5.5% Diff 0.0%	637 Diff 1.1%

Incident Response Times (Sexual Harassment/Sexually Motivated)

Fail	Pass
22.85%	77.15%

Average Incident Response Time

Incident Grade	Fail	Pass	Total
Immediate	34.23	9.83	15.80
Priority	69.64	18.08	21.49
Total	40.28	13.83	18.26

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Overall Policing Plan Performance April-August 2025

Overall notifiable offences

BTP recorded 6% more crime between April and August 2025 compared to the same period last year, to 37,454 offences. The solved rate increased from 11.3% to 11.7%. Theft of passenger property continued to be the most recorded offence (9,396), however the year to date has seen a 7% (-712) reduction in these offences. The largest volume increase has been for public order offences, which saw an increase of 1,197 offences (+22%) to 6,698 offences recorded. So far this year we have seen good reductions in Line of route (-23%), Theft Cable & Plant (-14%), Theft of Passenger Property (-8%) & Shoplifting (-7%) against last year

Violence and robbery

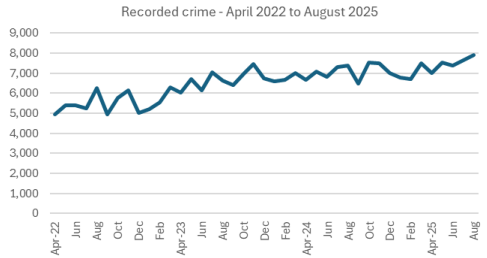
Violence has seen a 14% increase in the number of offences recorded. Most violence offences continue to be without injury. Violence with injury offences have seen a smaller (+5%) increase compared to those without injury (+17%). Robbery having seen a 17% reduction in 2024/25 compared to 2023/24, has seen an increase of 22% for April to August compared to the same period last year, with the solved rate seeing a reduction from 12.6% to 8.3%. At the September Finance, Legitimacy and Performance Committee (FLPC) meeting, it was highlighted that while most robbery offences were personal robbery, there had also been an increase in commercial robbery (+89% to 125 offences), which was being driven by shoplifting involving an element of violence.

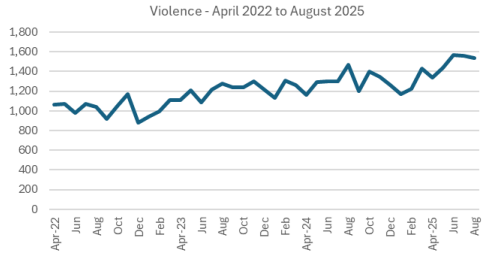
Violence against women and girls

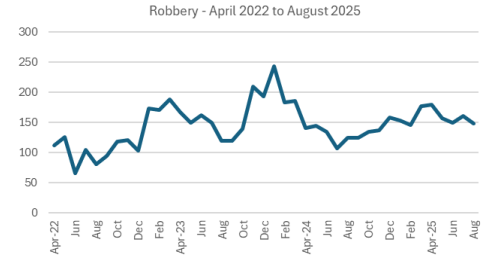
YTD there has been a 4% reduction in sexual assaults against females (30 offences). Overall, the number violence and women and girls offences recorded by BTP saw a 12% increase compared to the same period last year. Violence offences saw an increase of 9%, public order an increase of 19% and sexual offences an increase of 1%, while violence with injury offences recorded saw a 1% reduction. It was reported to the Q1 FLPC meeting in September that one of the operational policing priorities for the coming months included the continued focus on sexual offending during warmer months.

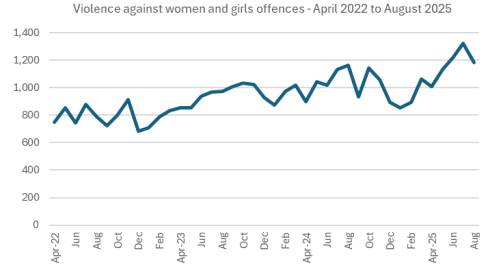
Police related disruption

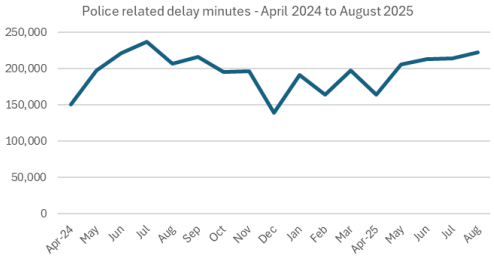
Police related disruption incidents saw a 3% increase, with primary delay minutes up seeing a reduction of 6% and overall police related delay minutes up by 0.5%. Trespass continues to be the largest cause of police disruption related incidents and delay minutes. Despite a 3.5% increase in trespass incidents, there has been a 0.5% reduction in delay minutes compared to the same period last year. The overall increase in delay minutes has been driven by increases in disruption caused by cable theft and disorder/drunks or trespass (note cable theft is down – but disruption from each theft can vary).











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A Force on the move

BRITISH TRANSPORT POLICE

Robbery Offences

Robbery focus

- **Daily 0830 robbery tasking call**
- Most days OSU assigned to robbery hotspots.
- There is also seasonal "surge" team of 1+10 - This has been formed by taking 2 PCs from some of the larger stations. Primarily work lates.
- 204 arrests for robbery YTD (+60 on same period last yr)

- Specific operations targeting robbery
  (no further information available in public meeting)

- Op Atta running September/October
- Op Invert runs throughout Winter
- Op Pandila running in October
- Op Sceptre in November
- A half-term robbery week of action will be running from 27/10-01/11

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A Force on the move

BRITISH TRANSPORT POLICE

Sexual Offences

Sexual offence focus

- April-September Op Cerium team made 102 arrests for sexual offences and submitted over 100 Sexual Offence Intervention Forms.
- Briefings delivered to TOCs to ensure Staff are vigilant, report suspicious behaviour and provide victims with immediate support, even prior to police arrival.
- Tactical Deployment will include use of plain clothes patrols and OSU support along with use of overtime to enhance visibility during peak risk periods and locations.
- VIAWG taskforce features in MTFP submission before the next full authority meeting.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Report to: British Transport Police Authority

Date: 09/10/2025

Subject: Chief Constable's Report

For: Noting

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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 On Monday 7 July, I had the honour of joining survivors, bereaved families, and emergency service colleagues to mark the 20th anniversary of the 7/7 London attacks. At the Hyde Park memorial, we observed a minute's silence to remember the 52 lives lost and the many more injured. I laid a wreath on behalf of the Force and later attended the commemoration service at St Paul's Cathedral. It was a deeply humbling experience, and a moment to reflect on the bravery and sacrifice shown not only on that day but in the weeks that followed. Memorials were also held at Aldgate, Edgware Road, Russell Square, and Kings Cross stations, where senior BTP representatives stood alongside survivors and families in remembrance.

2.2 In August, Notting Hill Carnival was once again a vibrant celebration of Caribbean culture, drawing nearly two million people to the streets of West London. BTP made a significant contribution to the policing operation, with over 600 officers deployed each day. This year brought new challenges, particularly with changes to the transport egress plan, including the closure of Westbourne Park and a new walking route to Paddington. Despite the complexity, our teams adapted swiftly and professionally, and we received excellent feedback from stakeholders, including the Greater London Authority, and Transport for London.

2.3 During September we witnessed some of the most complex public order challenges seen in recent years. The "Unite the Kingdom" march in London drew over 100,000 attendees, and was met by a counter-demonstration. While much of the activity was centred in the capital, the ripple effects were felt across the rail network, with tensions and disruption extending into other regions. BTP played a key role in supporting the wider policing effort, deploying specialist public order teams and working closely with partners to maintain safety and order. Alongside the protests, BTP also managed several high-risk football fixtures, deployments to the DSEI Arms Fair, and preparations for the state visit of President Trump and funeral of the Duchess of Kent.

2.4 While these events are demanding, they also highlight how far we have come. The support structures now in place for our officers through initiatives like Operation Hampshire reflect a real shift in how we care for our people. We're better equipped than ever to respond to major events, not just operationally, but also in how we look after those who deliver them. That progress matters, and I'm proud of the culture we continue to build.

3. ESTABLISHMENT RESET

3.1 The Establishment Reset, our organisational redesign as a result of last year's budget settlement, has now reached the conclusion of the design phase and begun the transition to full implementation across the Force, which will establish the "Year Zero" baseline for the new Medium Term Financial Plan (MTFP) 2026-29. The Reset is aligned to BTP and rail industry priorities, with a continued focus on protecting core services, driving efficiency and managing risk.

3.2 By the end of 2025/26, 522 positions will have been removed (alongside £1.5m of additional non-pay efficiencies, equivalent to 31 FTEs) with a further 51 positions subject to natural movement during 2026/27 and 2027/28. The Reset will deliver £33m of savings that are classified in the Government Efficiency Framework (The Government Efficiency Framework - GOV.UK) as monetisable non-cash releasing efficiency savings once complete. All structural changes have been subject to Chief Officer sign-off and central review to ensure risks are brought within tolerance and any service reductions are within appetite.

3.3 The scale of change has required difficult decisions which have been governed by robust design principles and a clear commitment to minimising compulsory redundancies, wherever possible. The Establishment Reset has required careful management of displaced work and a shift to self-service or streamlined processes in several areas.

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Volumetric analysis and ongoing monitoring are in place to understand the impact of displaced demand, particularly in Network Policing.

3.4 BTP is now operating at the limits of safe headcount reduction, and further meaningful efficiencies will only be possible through investment in technology, automation, and new ways of working. This approach will be fully reflected in our MTFP submission, with future cashable efficiency targets predicated on delivery through digital transformation, rather than service reductions. We will continue to monitor the impact of changes, engage with staff and stakeholders and adapt as necessary to maintain core services and manage risk.

4. OPTIMISED POLICING MODEL

4.1 The Optimised Policing Model (OPM) has also continued to progress throughout 2025. A series of consultations were held in April with police officers across all Divisions regarding the proposed design and roster changes. These sessions were led locally at the divisional level and supported by HR, change ambassadors, and wellbeing services. Engagement included the Police Federation and staff associations to ensure broad representation and support. Key rail sector stakeholders were also engaged with during this period to align external expectations with the proposed changes.

4.2 Feedback on the Force-wide model and roster proposals was actively gathered during April and May. Divisional Commanders for B, C, and D Divisions presented finalised models to their teams in early May, incorporating local adaptations where appropriate. These adjustments did not affect the overall design numbers, which remain aligned to the Establishment Reset targets.

4.3 The Network Policing model underwent review by the Design Authority in June, focusing on Police Staff changes. Engagement with affected staff and associations commenced shortly thereafter, supported by divisional SLT-led drop-in sessions and wellbeing support. The final outcome of this engagement was confirmed on 30 July. From June through September, HR processes were completed to facilitate personnel moves aligned with the OPM design. The project team also worked closely with the Operational Systems Team (OST) to ensure updates to core operational and HR systems were delivered between 10–14 September. Officer redeployments and some roster changes began in September, with remaining rosters scheduled for implementation in January 2026.

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4.4 In parallel, PCSO roster analysis was completed in July, identifying areas requiring changes. A consultation for B Division PCSOs was launched on 8 September, led by the divisional team and supported by the project team. Weekly drop-in sessions have been scheduled to gather feedback, which will be analysed after a six-week period. Finalised PCSO rosters are expected to be introduced in February 2026.

4.5 The project remains on track, with implementation activities now underway and further changes scheduled over the coming months to fully realise the OPM design.

5. PERFORMANCE

5.1 Between June-September, 27,541 notifiable crimes were recorded, a 7% increase compared to last year, which is an additional 2,907 crimes. This is disappointing and of deep concern to me. In this recent period three crime groups accounted for 62% of overall crime; Theft of Passenger Property (23%), Violence Against a Person (20%) and Public Order Crimes (19%). The current solved rate is 11.7%, slightly above previous year to date (11.3%) with the Force solving 4,896 crimes so far this year, an increase of 486 compared to the same period last year.

5.2 We continue to advance our commitment to tackling Violence Against Women and Girls (VAWG) through the implementation of the Operation Soteria National Operating Model. Nearly 450 officers have now been trained in trauma-informed, suspect-centric investigation techniques. Victim support has been bolstered through partnerships with Independent Sexual Violence Advocates (ISVAs) and the Survivor's Trust, including the launch of a dedicated national ISVA service. Scrutiny panels and appeals have been implemented to review CPS charging decisions, especially in domestic abuse, stalking, harassment, rape, and serious sexual offences. BTP has also helped improve VAWG data and practices in the rail industry by working with the RDG group to standardise reporting and review training and strategy for consistency.

5.3 We have made significant progress but the challenge of VAWG remains complex and persistent. The County Lines taskforce model has been highly successful and, looking ahead, we are developing a bid to establish a similar VAWG Taskforce across the rail network. This initiative aligns with Operation Soteria, the NPCC VAWG Framework, and the Worker Protection Act, and will operate under the national 4Ps framework - Prevent, Protect, Pursue, and Prepare. The Taskforce aims to improve victim outcomes, increase visible deterrence through intelligence-led patrols, strengthen offender management, and enhance reporting and trust via survivor-led communications. To highlight our commitment towards VIAWG under the Establishment Reset, we proposed and created

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a Rape and Serious Sexual Offences Unit, from existing staff within MSOC (2 x DS and 12 x DC) which is in line with the Government manifesto pledge around Police Forces having specialist teams.

5.4 In parallel, BTP has intensified efforts to combat robbery offences. Since May, there has been a steady month-on-month reduction in recorded and committed robberies, with a 48-offence drop over the last 12 weeks. Arrests have risen by 30% year-to-date. The newly launched B-Div Tasking Unit (DTU), supported by Operation Invert, is driving proactive enforcement, working closely with Grip CID teams and the Linked Series Team to accelerate case building and improve outcomes. Key operations include Op Flycatcher and targeted weeks of action, with upcoming initiatives such as Op Pandila, Op Sceptre, and a Christmas Disruption Plan focused on high-risk nominals and hotspot areas.

5.5 Members have the opportunity to review a Policing Plan Update for the period April-August 2025 elsewhere on the agenda. For additional context, I also provide a performance briefing that was recently delivered to BTP Chief Officer Group in your background papers.

6. PROFESSIONAL STANDARDS

6.1 BTP currently has 24 officers and staff suspended and another 24 on restricted duties, with numbers broadly stable. The Panels Team is managing 12 Gross Misconduct Hearings, 3 Police Staff Hearings, 5 Misconduct Meetings and 5 Appeals scheduled through to January 2026, with three more hearings to be booked. Since Q4 24/25 average days from case to investigation has dropped from 183 to 126 (31% decrease). The improved wait times and additional recruitment will enable dual running of hearings further lowering the wait times for cases to investigate and cases to be finalised. Challenges remain in securing legal counsel and panel members, but direct engagement with Chambers is helping to reduce delays.

6.2 The Reactive Investigations team is managing 154 live cases, including 107 active investigations, with average investigation time reduced to 126 days, a 14-day improvement since July. Timeliness to outcome has also improved significantly, though IOPC and PIRC cases remain lengthy due to external factors. Complaint handling remains strong, with informal resolutions averaging under 15 days and overall performance in line with last year. Satisfaction levels are high, with only one review upheld by BTPA so far this year.

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7. MINISTER AND INDUSTRY ENGAGEMENT

7.1 Over the summer months, a wide range of strategic engagements were held with key stakeholders across government, industry, and the third sector, reflecting a strong collaborative effort to enhance policing and security across the rail network.

7.2 A parliamentary event hosted at Portcullis House, sponsored by Alex Mayer MP, spotlighted the 61016 text service. The session featured contributions from Assistant Chief Constable Charlie Doyle, Detective Inspector Shani Plumb, and colleagues from the First Contact Centre and External Affairs. MPs including Matt Turmaine, Ian Lavery, Esther McVey, Sir Roger Gale, Sarah Russell, Claire Young, Stephen Doughty, Paul Kohler, Ann Davies, and Peter Swallow engaged directly with BTP staff, gaining insight into the service's real-time operations and dispelling common misconceptions about its availability and scope.

7.3 Beyond Parliament, discussions with rail industry leaders remain focused on integrated security, operational resilience, and joint strategic planning. Meetings were held with Lawrence Bowman (South Western Railway), Andy Mellors (Avanti West Coast), Tricia Williams (Northern), Steve White (Southeastern), Ellie Burrows (Network Rail), Claire Mann and Andy Lord (TfL), and Ian McConell (West Midlands Trains). Topics ranged from CCTV access and station closures to football event management and fare evasion, with shared commitments to improving safety and visibility.

7.4 Engagements with senior figures such as Sir Andrew Haines and Jeremy Westlake (Network Rail) advanced plans for a Joint Operating Protocol for drone operations and reinforced support for the Senior Influencing Group. A senior drone summit was agreed to accelerate progress.

7.5 The charity sector was represented through a meeting with Rina Dabhi and Rob Capener from Railway Children, where practical solutions for safeguarding stranded young people were explored. Government relations were strengthened through meetings with Transport Minister Heidi Alexander MP and Rail Minister Lord Peter Hendy. Discussions covered the future of GBR, budget implications, and joint ambitions around VAWG and data sharing. Lord Hendy also observed a County Lines operation at Euston, expressing strong appreciation for BTP's efforts.

7.6 A constructive dialogue with Eddie Dempsey (RMT) reaffirmed mutual priorities around reducing anti-social behaviour and staff assaults, with alignment on the Optimised Policing Model and Establishment Reset.

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7.7 The Senior Influence Group convened for its inaugural meeting on 11 September 2025, marking a significant step in aligning strategic priorities across BTP, BTPA, and industry stakeholders. The group's formation responds directly to concerns around Industry Confidence and Financial Sustainability, with its remit focused on shaping the next Medium-Term Financial Plan (MTFP). Early discussions centred on evaluating force-proposed investment options and ensuring that funding decisions deliver measurable returns. The meeting also surfaced shared concerns about capital constraints following the recent Spending Review, particularly around unfunded pressures such as ESN replacement and cyclical infrastructure needs. Members welcomed the collaborative tone and agreed that the group offers a vital forum to reconcile differing interpretations of what constitutes an efficient and effective police service for the railway sector.

8. PEOPLE

8.1 In September, Vanita Patel, Head of DCC Portfolio, stepped into the role of Temporary Director of People and Culture while Rachael Etebar is away from work. . Following a competitive selection process led by the BTPA, Stuart Cundy will be joining us as our new Deputy Chief Constable from 27 October. Stuart brings a distinguished policing career, most recently serving as Deputy Assistant Commissioner with the Metropolitan Police Service, where he held key leadership roles across Corporate Services and Transformation, Professionalism, and Frontline Policing. Stuart also led the police response to the Grenfell Tower tragedy, including the public inquiry and the unprecedented criminal investigation. His experience, integrity, and strategic vision will be invaluable as we continue our journey to be a world-leading police force, trusted to deliver a safe and reliable railway for all.

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8.2 In September we held my second Chief Constable's Commendation ceremony of the year. These commendations honour acts of exceptional bravery, commitment and dedication across the Force. It was truly inspiring to hear stories of colleagues and railway workers whose courage and professionalism have saved lives and provided remarkable protection to the public. Alongside these commendations, several colleagues were also presented with Royal Humane Society Awards, further highlighting the selflessness within our ranks.

8.3 As Chief Constable, I have challenged us to be bold, compassionate and collaborative in how we protect the public. Those recognised at this ceremony embody these values completely. Their actions reflect the very best of modern policing, even as we navigate

the challenges and complexities of today's world. It is vital that we continue to evolve as a Force, and these individuals set the standard for what that looks like.

8.4 We also have marked another significant milestone with our largest Long Service and Good Conduct Ceremony at BMA House in London. Seventy-three colleagues were honoured for their incredible commitment to policing, receiving awards for 20, 30 and even 40 years of service. It was a privilege to celebrate these achievements alongside their families and friends, recognising the dedication and resilience that underpin a lifetime of public service.

9. TECHNOLOGY

9.1 We continue to deliver a comprehensive technology modernisation programme that will culminate in a new Technology structure in November 2025, following the Establishment Reset. Recruitment to the new model is largely complete, with remaining roles being filled in the coming months. Under our National Enabling Programme accreditation, we are progressing projects that strengthen security and service delivery, including individual issue laptops, migration of the estate to Intune, multifactor authentication and remote management, together providing a modern end user experience and a stronger cyber posture. More than half of our laptop estate now runs Windows 11. We are also maturing lifecycle management through a refreshed asset management strategy and a dedicated CMDB workstream, increasing automation across hardware, software and licences.

9.2 Core infrastructure and networks are being upgraded to improve resilience and unlock new capabilities. The Future Networks programme is replacing ageing network equipment across all sites in line with strategy, enabling technologies such as SD-WAN and ADEM and improving stability and reliability. We are delivering Certificate Lifecycle Management and Privileged Access Management as the final "Fixing the Fundamentals" controls, alongside ongoing server modernisation following datacentre migrations, targeted system optimisation and new monitoring to proactively detect issues. In parallel, we have made Copilot (web version) available and are training our workforce while exploring automation opportunities to retire legacy processes and reduce manual burden.

9.3 We are also applying technology where it most improves frontline outcomes. An ongoing AI-enabled trial supports sergeants to review Stop and Search written grounds quickly and consistently, without replacing supervisory judgment. This BTP originated idea, now scaled nationally across 10 forces, aims to recognise good practice and provide constructive feedback, building confidence in already strong Stop and Search

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performance. In mental health response, we are moving from paper Section 136 forms to digital Mental Health forms, which are accessible on officers' work mobiles, speeding up information sharing with partners, improving accuracy and safety, and reducing administrative time. Pilots in Manchester and Liverpool report intuitive use and significantly faster Section 136 detentions, supported by a short e-learning module for all frontline staff. Together, these initiatives demonstrate clear operational productivity gains, faster decisions, higher data quality, stronger safeguards and better service for the public.

9.4 AI presents a significant opportunity to transform how we manage operational and administrative tasks within British Transport Police. I believe it can reduce duplication, streamline processes, and alleviate the paperwork burden currently faced by officers, all while upholding public trust and accountability. From triaging demand in control rooms to accelerating digital evidence review and surfacing intelligence for investigators, AI can enhance decision-making and responsiveness in high-pressure environments. National trials already show promising results in prioritising calls, automating redaction, transcription, and translation; tools that directly support case throughput and frontline efficiency.

9.5 However, I do not see AI as a standalone solution. Its true value lies in embedding it within redesigned, automation-first processes that create a digitally enabled workplace. Our strategy is to integrate agentic AI into these workflows, allowing software agents to coordinate tasks, generate documentation, and eliminate duplicated data entry. This approach is not about replacing professional judgement but empowering officers to work more efficiently and focus on policing rather than paperwork. For BTP, the most immediate gains will come from automating high-volume tasks such as drafting reports, assembling prosecution files, and transcribing or translating recordings, all subject to human oversight to ensure accuracy and integrity.

9.6 We are committed to delivering measurable frontline time savings by targeting administrative friction points first and cashable savings as part of our efficiency strategy. Our pilots will focus on redaction, transcription, translation, document drafting, and case assembly, areas where national evidence shows the greatest impact. With over 60,000 monthly interactions already taking place via Microsoft 365 Copilot Chat, we are gaining practical insight into AI's capabilities in a policing context. Independent analysis suggests these tools could save several hours per officer per week, time we will reinvest into visible policing, victim care, and proactive crime prevention as well as identifying options for cashable savings. Our approach will align with the NPCC AI Strategy and AI

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Covenant, ensuring proportionate, transparent, and privacy-conscious deployment with full audit trails.

10. RECOMMENDATIONS

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

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Report to: Full Authority

Date: 9 October 2025

Subject: Chief Executive's Report

Author: Chief Executive

For: Information

Finance

1. Year to date finance performance is kept under review by the Finance, Legitimacy and Performance Committee and a summary based on Period 5 is provided for this meeting at Item 6. Aside from the 'external' pressures of the London Allowance Award, Pay Award and Cost Allocation Model transition, British Transport Police (BTP) forecast to manage within budget for this year and also anticipate making some contribution to the funding of the externalities. How to fund the overall balance for 25/26 will be an issue for decision before the Authority at its December 2025 meeting.

2. Discussions continue with Transport Scotland on whether they wish to agree an Enhanced Policing Services Agreement (EPSA) for the coming period to bolster D Division resources.

3. People Committee took an update on the 2024 valuation of the officer pension scheme. There is more work to be done before this can be finalised but it was good to see the Scheme is likely to be valued in credit this time round.

Strategy

4. Members have a chance at this meeting to discuss how to approach the more strategic asks in the Secretary of State's August letter to the Chair dated 27 August 2025. We have picked out the areas where more detailed consideration will be required and on which we will be grateful for Member input.

5. Your Strategy and Planning Committee (SPC) has been updated on BTP's thoughts on our Strategy Refresh for the period 2026-2029 (see Item 5 on the Strategy Committee's 24 September 2025 agenda). This will come before the Full Authority at its December 2025 meeting, unless we determine any further consultation is required in the New Year.

6. At this meeting, Members have the chance to speak with the Senior Influence Group set up this year to corral industry input into our Medium-Term Financial Plan (MTFP) process. To date this has facilitated more senior and earlier industry input then we have achieved in previous budget rounds, albeit that a wide range of topics remain for potential discussion and so a focused prioritisation of topics will be needed.

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7. Alongside the MTFP process, SPC also took a report on the development of an innovation mechanism [Item 8 here] to support BTP innovation in a more agile way - potentially drawing on our reserve funds in 2026.

Governance and Industry Relations

8. Following previous consideration by Members we expect to send our Board Effectiveness Review action plan off to Department for Transport (DfT) shortly and will share with Members as we do so. This exercise will provide a vehicle for implementing and tracking some of the key asks in the Secretary of State's recent letter.

9. The BTPA Executive and DfT Sponsor teams have over the summer been revising the Framework Document that sets out the broad governance framework within which the BTPA and the Department operate. The document will be subject to review by His Majesty's Treasury following which we can share with Members.

Oversight and Assurance

10. On 10 October 2025, His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) are publishing a report on their Inspection of BTP custody from earlier this year. BTP have been engaging with HMICFRS for some time and have a plan to respond to the suggested improvements. Our Audit Committee took a verbal report from HMICFRS colleagues at its meeting on 23 September 2025 and were broadly reassured as to the assessment and the actions needed to make improvements.

11. BTP and Metropolitan Police Service (MPS) have concluded that earlier plans to collaborate on Live Facial Recognition (LFR) pilots in London are not workable within their respective timing and other constraints. BTP is now moving to trial its own LFR in 2026 we will ensure Members are adequately briefed on the plans before the trials start.

12. Having taken on responsibility for sponsoring our Strategic Independent Advisory Group from BTP in June 2023, we have now decided (as briefly discussed with Members earlier this year) that this strategic level of external engagement is not viable and we will be working to resolve the energy from the SIAG back into BTP's divisional Independent Advisory Groups (IAGs) which themselves continue to thrive.

13. Members are asked to approve Vetting Regulations at today's meeting, subject to later approval of the draft by the Secretary of State. Should that subsequent stage result in any changes of substance, we will revert to Members before implementation. Getting the Regulations to this stage has involved much work from both Force and Authority colleagues. Work also continues on new Amendment Regulations updating the Conduct and Performance regimes, following on from recent Home Office changes. Implementation of the new Vetting processes will engender extra work for both BTP and BTPA Executive.

Staffing

14. Echoing the introduction from the Chief Constable in her separate report, the Executive Team are looking forward to welcoming Stuart Cundy as BTP's new Deputy Chief Constable before the end of this month. We are also enjoying working with Vanita Patel during her time as interim Director of People and Culture pending Rachael Etebar's return.

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15. The arrival of three new Members of BTPA is now subject only to vetting clearance and we expect to be able to introduce them to their new role and colleagues shortly.

Decisions in Correspondence

16. The following decisions have been taken in correspondence since the last meeting in June 2025.

    a. A076 / Contract Variation – National Uniform Managed Services [28 August 2025].

    b. A077 / Insurance Renewal – Motor, Casualty, Property and Crime [24 September 2025].

17. A forward look of planned decisions is available at Serials / Decision Items on Board Intelligence.

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Minutes
Full Authority

Wednesday 25 June 2025 at 11.00am in Meeting Room LG.11, Department for Transport, Great Minster House, 33 Horseferry Road, London, SW1P and via Microsoft Teams

Present:

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

Apologies:

Dyan Perry

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)
Lynsey Luthra (Risk and Assurance Manager)
Fiona Mackie (Head of Chief Executive's Office)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Lucy D'Orsi (Chief Constable)
Sean O'Callaghan (Assistant Chief Constable)
Charlie Doyle (Assistant Chief Constable)
Ian Drummond-Smith (Assistant Chief Constable)
Rachael Etebar (Director of People and Culture)
Steff Sharp (Director of Corporate Development)
Harriet Andrews (Deputy Director – Financial Control)
Mike Furness (Chief of Staff)
Luke Cronin (Business Operations Manager)
Richard Dronfield (Deputy Director – Decision Support)

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Craig Payne (Staff Officer)
Johnny Shilton (Head of External Affairs & Media)

External
Rachel Hersey (Department for Transport)
Chris Horton (The Superintendents' Association)
Andy Odell (Rail Delivery Group)

Apologies
Agenda Item 1

1. Apologies were received from Dyan Perry.

Declarations
Agenda Item 2

2. There were no declarations.

Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 26 March 2025 be approved.

Actions
Agenda Item 4

4. Members considered a paper regarding actions arising from previous meetings and the following points were made.

    a. Members noted an annotation on their board software regarding Action 2/2025 detailing how Proceeds of Crime Act (POCA) funding bids were considered within the Force.

    b. Members noted that a response regarding Action 3/2025 had been provided on their board software as Serial B253.

    c. Members agreed therefore that Actions 1/2025 through to Action 5/2025 could be closed.

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

Strategic Risk Summary Q4 2024/25
Agenda Item 5

6. Members considered the Strategic Risk Summary Q4 2024/25, and the following points were made.

    a. The Chief Executive noted that the Financial Sustainability strategic risk was red, which felt appropriate. He added that a planned Strategic Risk Workshop had been scheduled for May 2025, but would now take place in July 2025.

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b. In response to a question regarding the impact of the Authority's recent decision regarding the London Allowance, the Chief Constable and the Director of Corporate Development noted that the decision put the Force on a par with the Metropolitan Police and City of London Police, and made the Force more competitive with regards pay and allowances when compared with the rail industry.

7. **RESOLVED**, that the Strategic Risk Summary Q4 2024/25 be noted.

BTP/A Strategic Risk Register Q4 2024/25
Agenda Item 5.1

8. **RESOLVED**, that the BTP/A Strategic Risk Register Q4 2024/25 be noted.

Policing Plan Performance Q4 2024/25
Agenda Item 6

9. Members considered a paper regarding Policing Plan Performance Q4 2024/25, and the following points were made.

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

i. An increase in demand year-on-year with 250,000 incidents attended and 5% more crime than 2023/24, albeit with an increased solved rate. On a positive note, robbery had seen a 17% reduction, and 185,000 hours of patrol had included 15,000 stop and searches with 7,500 items found, a find rate of 49%. These included 500 weapons of which 13 were firearms. There had also been 5,500 drug seizures. Hand back times following non-suspicious fatalities stood at an average of 101 minutes against a 90-minute target, albeit there had been improvement towards year-end. There had been a decline in football incidents and a corresponding increase in football-related arrests.

ii. Looking forward, sexual offences had been on the increase but had seen a recent decrease. There had been a 120% increase in commercial robbery albeit this represented low real-term numbers. This crime type was mainly characterised as shoplifting with violence e.g. where a staff member intervened and a tussle ensued. The Force had diverted some resources from sexual offences to personal robbery, which often involved juvenile theft of phones and designer items. Much of this crime type was in London, where the Force had dedicated operations ongoing. Graffiti and motor vehicle crime at commuter stations were both down, which was key for passenger confidence. Staff assaults meanwhile were up – the current metric included both verbal and physical assault, which would be split in future reporting.

iii. Anti-social behaviour (ASB) was up, driven in part by warmer weather and a late Easter. Likewise, violence against women and girls (VAWG)

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was up, with specific operations ongoing to address. The Force had a summer plan aligned with the Home Office priority for town centre policing, albeit the Force was not in receipt of any funding from the £60m Home Office funding pot. That said, the Force had offered to scale up any of its summer policing initiatives should any of that funding come available.

iv. That calendar year, the Force had achieved target hand back times for two months following non-suspicious fatalities. A portable lighting pilot had commenced to permit more efficient handling of scenes during hours of darkness.

v. The Force's 50 disruptive effects counter-terrorism officers had been absorbed into existing vacancies within the Force.

b. In response to a question, the Assistant Chief Constable replied that the Integrated Security and Policing Pilot 2 (ISPP2) had been rolled out across Great Britain. Implementation varied according to local context, e.g. at King's Cross there were three planning 'huddles' a day, whereas in rural areas, e.g. Aberdeen these took place once a week. The Force had held a summit with industry on 24 June 2025 to consider how to develop closer integration with railway security, including potential to achieve joint command and control, and introduce security staff into the Force control room. A shared intelligence app pilot was scheduled to run for six months which, if promising, would nevertheless be a challenge to adopt GB-wide.

c. In response to a question, the Assistant Chief Constable confirmed that the Force conducted joint revenue operations with industry and sought to be visible on gate lines to deter gate jumping. The Assistant Chief Constable chaired a rail crime prevention partnership, which would shortly recently review a new proposed barrier design.

d. In response to a question, the Assistant Chief Constable noted some recent successes in terms of arrests for phone theft and robbery – with one recent case involving the recovery of 20 phones wrapped in foil. That said, the Force was more focused on combating high harm offences versus theft. The Force's response to theft and crime in general was influenced by varying quality of CCTV evidence available from industry partners. A further Assistant Chief Constable confirmed that the Force conducted joint operations with the Metropolitan Police and City of London Police to target phone theft, which included covert policing to target sellers of stolen phones. Joint operations were also conducted outside of London with e.g. Greater Manchester Police.

e. In response to a question, an Assistant Chief Constable noted that the Force had a programme of work in train to address the seasonal spike in disruption due to trespass, including policing teams reaching out to schools. From April 2025 the Force had moved to a geographical model overseen by a Strategic Disruption Board in order to refresh its approach to disruption.

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f. In response to a question, an Assistant Chief Constable acknowledged the challenge to manage local relationships across the UK but noted examples of strong relationships including West Midlands Police. With many rail hubs being retail centres in their own right e.g. St Pancras the Force was working increasingly with business to combat retail crime. This work was complicated by the competing priorities of the Force wishing to mitigate risk versus retailers wanting high profile expensive items to be visible in order to attract customers. For further context, he noted that the Force was focused on high harm offences and robbery, before it could then focus on theft.

g. In response to a question, an Assistant Chief Constable confirmed that, with ridership increasing by 5m during 2024/25, rail user numbers were now back to pre-COVID numbers, but with crimes per million passenger journeys in 24/25 were slightly down compared to 23/24.

h. The Chief Constable noted that the Force had forecast a 17% increase in crime when making its budget submission in December 2024, and this was being demonstrated in the data.

i. A Member referenced the three pillars in the new policing plan reporting and asked which of these were of greatest concern to Force leadership. In reply, an Assistant Chief Constable referenced the Force's competing priorities, including robbery and sexual offences. A renewed focus on the accuracy of crime recording would also be a driver in increases in lower end offences. Then, disruption over the summer would be a concern.

j. In response to a question, an Assistant Chief Constable replied that the three pillars were helpful in providing a macro-overview of Force performance, but this should not mask the fact that the Force's internal governance examined micro-performance e.g. crime recording in the context of the 700-page National Crime Recording Standards 'rule book'.

k. The Chief Constable noted a significant increase in demand on vulnerability and mental health that the Force would be obliged to respond to irrespective of its overall priorities. Moreover, she was mindful of a forthcoming decision point whereby the Force would need to judge whether the increase in sexual offences represented an accurate picture of a pre-existing issue or was an actual increase in offending. She would welcome greater investment in the Force's capability to deal with this demand. For example, it was disheartening to have to tell victims that it was not possible to bring offenders to justice as e.g. CCTV evidence was not adequate due to underinvestment.

l. In response to a question, an Assistant Chief Constable replied that the Force's Designing-Out Crime officers regularly attended areas of both railway disruption and serious crime to provide recommendations to industry. The team was focused on high-harm crime and trespass hotspots. There were often budget challenges within industry for some of the team's recommendations to be

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implemented fully. A further Assistant Chief Constable commented that the Designing Out Crime team was a good example of a less visible team that would be impacted by the 2025/26 Budget, and the corresponding drive from the Force to work more closely with industry.

m. In response to a question, the Chief Constable acknowledged that the solved rate for violence against women and girls was not good enough. To improve it, a whole systems approach across government was necessary. By way of example, there was a rape case that was not scheduled for trial until the end of 2027, which was difficult from a victim's perspective and a situation that the Chief Constable found unacceptable. There was an opportunity in the forthcoming Medium-Term Financial Plan to bring forward suggestions on how to deal with the issue e.g. application of a County Lines model to violence against women and girls, and investment in improved CCTV.

n. An Assistant Chief Constable concluded by noting that any increase in ridership or indeed opening of new rail lines and stations put the Force under greater pressure.

10. **RESOLVED**, that the paper regarding Policing Plan Performance Q4 2024/25 be noted.

Financial Performance Q4 2024/25
Agenda Item 7

11. Members considered a paper regarding Financial Performance Q4 2024/25, and the following points were made.

a. The Director of Corporate Development introduced the paper and highlighted,

i. The figures within the paper were based on P13 data reported to Force Executive Board 1 May 2025 and Finance, Legitimacy and Performance Committee 14 May 2025. No significant changes had arisen from the recent audit.

ii. In March 2025 she had reported a £0.5m overspend to Members and was now reporting a £0.521m outturn. Unfortunately, the Department for Transport did not transfer funding for Op Navette or Op Infusion before financial year-end. Despite some issues in budget holder forecasting, overall forecasting was improved in-year. The revenue outturn of £500,000 represented a 0.1% budget variance and was prompted largely by absorbing the unbudgeted Pay Award 2024.

iii. On capital, the London Estates programme remained within budget including contingency. The core capital programme outturns exactly on the £14.1m budget.

iv. Overall, the Force delivered an outturn within the DfT budget control totals.

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v. Challenges included operational resource control decisions e.g. the extended recruitment controls mean that the Force started 2025/26 with 50 more persons than budgeted for. Force leadership will be proactively managing recruitment for the first six months, alongside the establishment reset prompted by the 2025/26 budget. This reset made it difficult to make accurate financial forecasts. That said, the Force was capturing greater detail on its efficiencies and had already identified £1.7m savings over the next three years. Posts identified for removal as a result of the establishment reset offered monetizable but non-cash releasing savings of £24m to date.

vi. The Force expected to be able to understand any price pressure arising from the Pay Award 2025 from late Summer 2025.

b. A Member noted the Authority's priority for 2024/25 in achieving financial credibility and therefore commended the financial performance set out within the paper. He remarked that future reporting could perhaps be enhanced through a quadrant model setting out what had happened during the period/quarter, the trend, conclusions and planned activity.

c. The Director of Corporate Development placed on record her thanks to the Deputy Director – Decision Support and the Deputy Director – Financial Control for their work.

12. **RESOLVED**, that the paper regarding Financial Performance Q4 2024/25 be noted.

BTPA Annual Report and Accounts 2024/25
Agenda Item 8

13. Members considered the BTPA Annual Report and Accounts 2024/25, and the following points were made.

a. The Chair welcomed the Annual Report and Accounts and noted they had been subject to a high degree of scrutiny both at two Member workshops held on 19 June 2025, and at the Audit and Risk Assurance Committee on 24 June 2025.

b. The Chief Financial Officer noted that the version before Members was a penultimate one, given the external audit was approaching completion later that week. Audit and Risk Assurance Committee had noted that the Force and Executive had decided to adopt three non-material adjustments to the Accounts, and the Member workshops held on 19 June 2025 had included some welcome scrutiny of pensions accounting.

c. The Chief Financial Officer concluded by noting that the Department for Transport Sponsor Team had been given the opportunity to review the draft Annual Report and Accounts, and finally her thanks to the Deputy Director – Decision Support, the Deputy Director – Financial Control and the Risk and

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Assurance Manager for their hard work in delivering the Annual Report and Accounts.

14. **RESOLVED**, that Members,

    a. Approve the BTPA Annual Report and Accounts 2024/25 and,

    b. Delegate authority to the Audit and Risk Assurance Committee to consider and approve any further changes to the BTPA Annual Report and Accounts 2024/25 prior to their submission to Parliament.

The meeting was adjourned between 11.56am – 12.04pm.

BTPA Board Effectiveness Review 2025
Agenda Item 9

15. Members considered a paper regarding the BTPA Board Effectiveness Review 2025, and the following points were made.

    a. In response to a question, the Board Secretary replied that he has no substantive concerns ahead of the planned external review in 2026, and indeed he welcomed the prospect of hearing of any possible best practice that could be adopted by the Authority.

    b. A Member welcomed the candid nature of the analysis set out within the paper.

    c. In response to a question, the Chief Executive noted that the disjoint in some perceptions between the Force and the Authority referenced within the paper could be mitigated primarily through the use of the Senior Influence Group in shaping the forthcoming Medium-Term Financial Plan.

    d. In response to a question, the Board Secretary noted that the Authority had been able in recent months to compare practice with peer police authorities across the UK and Ireland. Moreover, he had been provided the opportunity to take part in a recent Scottish Police Authority corporate benchmarking exercise that in turn had canvassed a wide range of public bodies outside of policing. Nevertheless, identifying peer best practice would be an area in which he would be interested in securing advice on from the planned external review.

    e. The Chief Constable commented that it was important, from a Force perspective, for the Force and Authority to work closely on the paper's recommendations. She expressed hope that the forthcoming Action Plan would allow the Force to benefit from more Member input and increase Member visibility across the Force in the next 12 months, as well as facilitating more Member input into Force decision-making.

    f. A Member commented that there was clear agreement between Force and Authority on what areas required work. She concurred with the comment that welcomed the candid nature of the analysis, noting that whereas board

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effectiveness exercises risked being bland, this review had the potential to enhance the effectiveness of the Authority provided all parties did not lose sight of the recommendations.

16. **RESOLVED**, that Members,

    a. Approve, using the paper before them as a basis, the preparation and submission of a formal Board Effectiveness Review 2025 Report and Action Plan to the Department for Transport Sponsor Team.

    b. Delegate authority to the Chair and Deputy Chair to approve the finalised BTPA Board Effectiveness Review 2025 Report and Action Plan, subject to the parameters set out within paragraph 4(b) of the paper being used.

BTPA Code of Governance Refresh
Agenda Item 10

17. Members considered a paper regarding a BTPA Code of Governance Refresh, and the following points were made.

    a. The Chief Financial Officer introduced the paper and highlighted,

        i. The paper recommended an increase in delegation of acceptance of non-Policing Services Agreement income from £20,000 to £50,000, to assist the Force in working in a more agile way.

        ii. The paper also recommended an increase in thresholds to approve civil claims payments to up to £50,000 (Chief Constable) up to £100,000 (Chief Executive) and over £100,000 (Full Authority). These thresholds would not reference legal costs, albeit an assessment of likely legal costs would be provided as part of each case. This recommended change was prompted by a recent increase in claims in the region of £10-15,000 that was proving burdensome on the Chief Executive.

        iii. The Chief Financial Officer would also seek to change the reference to *Special Payments* and would do so in consultation with the Department for Transport.

    b. A Member noted that he was supportive of the recommendation relating to non-PSA income but was less supportive of the recommendation regarding civil claims thresholds. A general discussion ensued, with the consensus emerging that the recommended change was appropriate given it empowered the Chief Constable and Chief Executive and brought the Authority into line with other organisations in terms of the thresholds provided to senior officers and staff.

    c. The Chair noted the consensus in support of the recommendations and, in light of the debate prompted by the original Member's concerns, requested that an

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update on the operation of the new thresholds be provided to the Full Authority in 6-12 months (Workplan).

18. **RESOLVED**, that Members approve the proposed changes to the acceptance of income delegated threshold, and changes in the thresholds for civil claims compensation payments as set out within the paper.

BTP/A Innovation Mechanism
Agenda Item 11

19. Members considered a paper regarding a BTP/A Innovation Mechanism and the following points were made.

    a. The Director of Corporate Development introduced the paper and highlighted,

        i. The purpose of the innovation mechanism being to support innovation outside of the Force's core budget, and a move towards a smaller more digitally enabled Force.

        ii. The fact the paper reflected consultation with the Full Authority, Strategy and Planning Committee, the Force's Data Innovation and Advisory Group (DIAG) and a BTPA Member.

        iii. Whereas an early innovation mechanism proposal had recommended an innovation hub supported by a panel and external specialists, the Force instead recommended within the paper a mechanism based on existing governance, with the addition of a process where cases for funding could be submitted to the Strategy and Planning Committee for approval to charge out the cost of the proposal until the efficiency was delivered – this approach could be tracked via the Medium-Term Financial Plan.

    b. In response to a comment from a Member, the Director of Corporate Development agreed that to avoid the mechanism committing the Force and Authority to a plethora of long-term costly ideas – it would be crucial therefore to identify the right ideas and be clear on how they would feature in the Medium-Term Financial Plan.

    c. In response to a question, the Director of Corporate Development acknowledged that the emphasis of the mechanism was on collaboration rather than partnerships. The Chief Constable interjected to note that the Force often risked being overlooked on national partnerships e.g. the forthcoming national digital case file proposal.

    d. In response to a question, the Chief Constable replied that membership of the DIAG included representatives from Google, a London law firm, and partner security agencies – the Member in question was welcome to attend a future DIAG meeting (Action). The external representatives were motivated by

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corporate social responsibility, and perhaps the lack of bureaucracy within the Force compared to Home Office peers.

e. A Member, whilst welcoming the mechanism, worried that the Force was underestimating the level of expertise required to partner successfully with other organisations. To guard against this, she recommended that the 'fail fast' concept proposed for ideas within the mechanism should be applied to the mechanism itself.

f. In response to further comments, the Chief Constable noted her support for the paper as it stood, arguing that the Force was not at a stage where further external input was required. She was confident that, over the next 12 months, with BTPA represented on the DIAG, that the Force could push forward with its priorities with a minimum of bureaucracy. She recommended that the proposal within the paper be reviewed after 12 months, subject to progress reports at Committee throughout the year.

g. A Member noted that the mechanism proposed was a step towards the ideal solution, which was for a transformation process that was permeable at both ends i.e. subject to external challenge, subject to swift assessment, and capable of allocation to the organisation best placed to deliver, be that the Force, Network Rail or another partner.

h. Overall, those present accepted that the proposal within the paper was a starting position in seeking to secure innovation. A Member emphasised the need for pace in delivery of the mechanism and asked for an update at the December 2025 meeting (Workplan).

20. **RESOLVED**, that Members,

a. Endorse the concept of a BTP/A Innovation Mechanism including,

   i. Reactive provision of funding for scaling up and sustainable delivery of new ways of working.
   ii. Reliance on established Force-level governance and advisory services.
   iii. Adoption of a controlled BTPA gateway to access funding through PSA charges for defined schemes were ODC has demonstrated a clear and auditable return on investment.
   iv. The mechanism for accessing such funding to be via the BTPA Committee structure, subject to return in investment through productivity or efficiency being clearly articulated.

b. Note the appointment of a BTPA Member to the Force's Data Innovation Advisory Group.

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Chief Constable's Annual Report 2024/25
Agenda Item 12

21. Members considered the Chief Constable's Annual Report 2024/25, and the following points were made.

    a. The Chief Constable introduced the report, noting that March 2025 had been the four-year anniversary of her joining the British Transport Police. She remained proud of how far the Force had come in that time and was proud to be its leader. She felt the Force had articulated clear goals shaped by its people, the public, and the railway. The progress made notwithstanding, there remained work to be done illustrated by the previous agenda item on innovation – this included better more effective use of artificial intelligence, data and technology.

    b. A Member welcomed the report, praising the progress the Force in meeting cyber challenges, and encouraging the Chief Constable to remain focused on the potential for integrated policing and security to achieve a more coherent focus on overall rail security spending.

    c. In response to a question, the Chief Constable acknowledged that a decision would need to be made at some point as to when the Force's use of drones could be incorporated into the core budget. Plenty of rail operators were keen to explore beyond-line-of-sight (BVLOS) drones along whole lines of route, and despite initial barriers over providing non-PSA income, had been able to support the Force's ambitions. That said, there would no doubt be expansion in drones provision that was operator driven.

    d. A Member commended the progress made in representation within the Force referenced within the report.

    e. In response to a comment regarding the significant investment planned by the rail industry in drones, the Chief Constable noted the difficulty of the current legislative restrictions on BVLOS drones, and the benefits of utilising investment in equipment that the Force sought to use. All parties were keen to make best use of the technology.

    f. In response to a question, the Chief Constable remarked that future challenges for policing included but were not limited to, national policing infrastructure, efficiencies, and ensuring the continued relevance of a police force for the railways.

22. **RESOLVED**, that the Chief Constable's Annual Report 2024/25 be noted.

Chief Executive's Report Q4 2024/25
Agenda Item 13

23. Members considered the Chief Executive's Report Q4 2024/25, and the following points were made.

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a. The Chief Executive introduced the report and highlighted,

i. The forthcoming establishment of the BTPA Senior Influence Group, which would be key to securing senior industry input into the BTP/A's Medium-Term Financial Plan. A copy of relevant correspondence and the group's terms of reference were available to Members on their board software.

ii. The ongoing development of BTP Vetting Regulations, which he anticipated could be put to Members for approval in correspondence over the Summer.

iii. His commitment to sharing a revised position on the Force's ambitions for Live Facial Recognition, given that a planned trial in partnership with the Metropolitan Police was not going ahead.

iv. The proposal within the paper to fold the work of the Pensions Working Group into the People and Culture Committee, given that much of the pensions oversight was now routine.

v. Some minor amendments to Committee terms of references, set out within Committee minutes at Item 14.

24. **RESOLVED**, that Members,

a. Note the Chief Executive's Report Q4 2024/25.

b. Approve the deactivation of the Pension Working Group and the corresponding requisite changes to the People and Culture Committee's terms of reference, and BTPA Code of Governance.

c. Approve the change in BTPA Registered Address from 3 Ebury Bridge, London, SW1W 8RP to 200 Buckingham Palace Road, London, SW1W 9TJ, effective from 31 March 2025.

d. Approve the proposed amendments to Committee terms of references made during the Q4 2024/25 round of Committee meetings.

Committee Minutes
Agenda Item 14

Finance, Legitimacy and Performance Committee / 14 May2025
Agenda Item 14.1

25. The Chair of the Finance, Legitimacy and Performance Committee noted that the Committee had considered the Q4 Finance and Commercial Performance and discussed a revised Legitimacy Strategy Risk score.

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26. **RESOLVED**, that the draft minutes of the Finance, Legitimacy and Performance Committee meeting held on 14 May 2025 be noted.

Strategy and Planning Committee / 19 May 2025
Agenda Item 14.2

27. The Chair of the Strategy and Planning Committee noted that the Committee had considered papers regarding Efficiencies, Strategic Plan Reporting, and a particularly positive paper on delivery of the Buckingham Palace Road project. The Committee had also received a briefing on the Force's plans for drones and had considered a business case for T10 Taser that was next on the Full Authority agenda that day.

28. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 19 May 2025 be noted.

Full Business Case / T10 Taser
Agenda Item 14.2.1

29. Members considered a paper regarding a Full Business Case for T10 Taser, and the associated Full Business Case in the Background Pack, and the following points were made.

    a. An Assistant Chief Constable introduced the paper and business case, noting that the Force was obliged to pay £1000 more per device compared to Home Office forces due to being subject to VAT. He added that the Home Secretary had yet to sign off on use of the T10 device, but this sign-off was expected within the next fortnight.

    b. In response to a question, the Assistant Chief Constable confirmed his belief that the planned 760 devices were sufficient for the Force as a whole, given not all officers would be considered specialist Taser officers. The proposed figure was designed to ensure there were sufficient devices proportionately available per shift.

30. **RESOLVED**, that Members,

    a. Approve the contract award to Axon Public Safety UK to the value of £5.083m to enable purchase and rollout of T10 Tasers, conditional on the Home Office approving the use of T10 Tasers.

    b. Approve the capital expenditure of £2.780m to fund the purchase and rollout of T10 Tasers and associated capital project expenditure, conditional on the Home Office approving the use of T10 Tasers.

    c. Provide authority to the Chief Executive to sign the required order form and any subsequent commercial documents to facilitate the purchase and rollout of T10 Tasers, conditional on the Home Office approving the use of T10 Tasers.

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Scottish Railways Policing Committee / 4 June 2025
Agenda Item 14.3

31. The Chair of the Scottish Railways Policing Committee praised the strong performance of BTP D Division as evidenced in the recent round of performance reporting. He noted that the Committee had discussed the need to ensure Force budget planning did not have a disproportionate impact on capability in Scotland, and that Force plans for beyond-visual-line-of-sight (BVLOS) drones should take a UK-wide approach.

32. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 4 June 2025 be noted.

People and Culture Committee / 6 June 2025
Agenda Item 14.4

33. The Chair of the People and Culture Committee noted positive discussions by the Committee on Inclusion and Diversity, and Learning and Development. The Committee had also discussed Vetting, and the regrettable position whereby the Authority was obliged to expend a significant degree of time and effort to simply match the Home Office. The Chair concluded by noting the disbandment of the Pension Working Group and emphasising that the Committee would need to be mindful that it gave proportionate oversight of pensions matters without losing sight of its existing terms of reference.

34. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 6 June 2025 be noted.

Appointments, Remuneration and Appraisal Committee / 20 June 2025
Agenda Item 14.5

35. The Chair of the Appointments, Remuneration and Appraisal Committee provided a verbal update of that Committee's 20 June 2025 meeting, noting that the Committee had considered Chief Officer appraisals for 2024/25. Further detail was available to BTPA Members on their board software. The Chair concluded by noting that the Committee expected to be able to consider the Pay Award 2025 in late Summer 2025.

36. **RESOLVED**, that the Chair of the Appointments, Remuneration and Appraisal Committee's verbal update of that Committee's 20 June 2025 meeting be noted.

Audit and Risk Assurance Committee / 24 June 2025
Agenda Item 14.6

37. The Chair of the Audit and Risk Assurance Committee provided a verbal update of that Committee's 24 June 2025 meeting, noting that her Committee had considered the following matters:

    a. Receipt of a Public Sector Fraud Authority (PSFA) report, that had designated BTP/A as *In Development* in common with several other public sector bodies. The Committee had noted the arguably overcomplicated framework, but welcomed the fact that the action plan was tailored for BTP/A.

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b. The finalisation of the 2024/25 Internal Audit programme, with three audits completed and delivery of an annual Audit Opinion of *Moderate*, that represented an improvement in trend on 2023/24.

c. Receipt of the draft Audit Completion Report from external auditors, which barring any late issues arising, reported a clean external audit of the BTPA.

38. **RESOLVED**, that the Chair of the Audit and Risk Assurance Committee's verbal update of the Audit and Risk Assurance Committee's 24 June 2025 meeting be noted.

Any Other Business
Agenda Item 15

Farewell to Fiona Brunskill

39. The Chair noted that this was the last meeting of the Full Authority prior to Fiona Brunskill's resignation as BTPA Member taking effect on 27 June 2025. On behalf of those present, he thanked Fiona for her contribution to the work of the Full Authority during her appointment.

The meeting ended at 1.24pm.

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FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

Serial	Date	Action	Owner	Outcome
6/2025	25 June 2025	In response to a question, the Chief Constable replied that membership of the DIAG included representatives from Google, a London law firm, and partner security agencies – the Member in question was welcome to attend a future DIAG meeting.	Board Secretary	**Completed** Relevant Members have been (i) appointed to DIAG and (ii) invited to observe DIAG meeting(s)
7/2025	25 June 2025	[The Chief Executive committed] to sharing a revised position on the Force's ambitions for Live Facial Recognition, given that a planned trial in partnership with the Metropolitan Police was not going ahead.	Board Secretary	**Completed** Current position is set out in Chief Executive's Report on the Full Authority 9 October 2025 agenda. A briefing for Members will be scheduled either as part of the scheduled series of BTPA Member Breakfast Briefings, or a standalone briefing.

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