



BRITISH  
TRANSPORT  
POLICE

# BTP Policing Plan

# 2025-27



# Chair's Foreword

I start by acknowledging the commitment and contribution of all police officers, PCSOs and staff in every department and division of the Force who work hard, every day, to support and protect those who work and travel on the railway. There have been plenty of reminders throughout the year of the risks taken and sacrifices made in working to protect the public. Thank you all for your service.

We have taken a different approach to the annual review of BTP/A's policing plan this time around. In consultation with industry and stakeholders, cognisant of governmental priorities and feedback from the public, we have streamlined our priorities to focus in on those issues underpinning public and rail staff confidence.

Through 2025/26 and beyond BTP will play its crucial part in keeping the railway a safe and sustainable way to travel, focusing on the three high level, Force-wide priorities set out in this plan. There will be continued focus on tackling high harm crime and vulnerability; keeping the network running by minimising disruption and delay; and continuing to prevent and reduce violence against women and girls. Everyone has a role to play in delivering against these priorities, whether on the front line or supporting and enabling throughout the organisation.

With public confidence at its heart, and a continued spotlight on trust and legitimacy in policing BTP/A will pay attention to the outward facing impacts of our work as well as our internal organisational culture. The high-level, Force-wide priorities will be supported by local, sub-divisional Rail Safety Action Plans which set out the activities and initiatives being undertaken locally to deal with specific issues or hotspots. These plans are intended to encourage, support and enable ongoing collaboration and problem solving between local partners.

Against the challenging backdrop of plans for multi-sector reform, BTP/A must be alive to the challenges facing policing and the railway, with the move to public ownership and continued pressures on public finances. Whilst rail travel across Great Britain is for the overwhelming majority safe and incident free, there is more to do to improve the experience of staff and customers, and to protect our officers and staff who put themselves in harm's way.

I record my thanks to Chief Constable Lucy D'Orsi for her unwavering commitment to leading BTP in line with the Force's core values, and to everyone who has contributed to the development of this plan. I look forward to the progress that will be made this year and beyond.

**Ron Barclay-Smith**

Chair

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# Chief Constable's Introduction

As we launch our 2025-2027 Policing Plan, we do so with clarity of purpose and a continued determination to deliver on the priorities we've set. This plan outlines not only where our focus lies, but how we will work – collaboratively, intelligently, and with integrity – to keep people safe and maintain public confidence across Britain's railways.

Our core aims remain consistent: protecting passengers and staff, preventing high-harm crimes, reducing disruption, and responding robustly to violence against women and girls (VAWG). These aren't just policing priorities – they are public expectations, and rightly so.

The challenges we face continue to evolve, and so must we. This plan reinforces our commitment to a preventative, pan-industry approach. We know that lasting impact comes from working in partnership – with industry colleagues, with the communities we serve, and with those who use the railway every day. Whether it's through enhanced Rail Safety Action Plans, joint operations at high-harm locations, or visible reassurance patrols, our ambition is to create a network that feels safe and is safe.

Addressing VAWG remains a central tenet of our approach. We have made strides: initiatives such as 'Speak Up' have created meaningful channels for reporting, and increased confidence in our ability to respond. But we are under no illusion – the work is far from done. This plan outlines how we will go further: identifying those who pose a risk, building stronger intelligence pictures, and preventing offending before it takes place. Our aim is simple – create an environment in which offenders find no opportunity to cause harm.

Disruption on the railway – whether from trespass, vandalism or theft – may not always make headlines, but its impact is felt widely. It delays journeys, causes frustration, and undermines trust in the system. Through a renewed focus on data-led deployment and localised disruption plans, we'll continue

to target the areas that matter most, driving down delays and keeping services running smoothly.

Alongside this, we remain focused on the threat of serious violence and wider antisocial behaviour. Our approach is clear: a balance of early interventions, precision-led enforcement, and a strong, visible policing presence. Technology will continue to play a growing role, supporting both our operational capability and the safety of our people on the ground.

Of course, none of this is possible without trust in the people delivering it. Our commitment to the highest standards of professional conduct remains unwavering. The 'Speak Up' initiative has become a vital part of our internal culture – enabling concerns to be raised, and wrong behaviour to be challenged. It's a powerful reminder that integrity is not a slogan, but a standard we live by.

To meet demand more effectively, we are investing in smarter resource planning – ensuring officers are where they are most needed. And our responsibility extends beyond day-to-day policing. We will continue to lead on national security and emergency preparedness, learning from past incidents to improve how we respond when it matters most.

Finally, the roll-out of our Integrated Security and Policing Project reflects our vision for a truly joined-up approach across the rail network. The early results from our pilot schemes at major hubs have been promising, and we are now building on that foundation – creating consistent, visible policing that connects seamlessly across England, Wales and Scotland.

This plan is ambitious, and rightly so. The public, our staff, and our partners expect nothing less. I remain proud of the commitment I see from across the Force every day – and confident that, together as one BTP, we will continue to deliver a safe, secure and resilient railway for all.

**Lucy D'Orsi CVO QPM**  
Chief Constable

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# Our Priorities



**High harm offences and protecting vulnerable people**

**Passenger and Staff Confidence**

Underpinned by a pan-industry and prevention approach

**Disruption and delay**

**Violence against women and girls**

**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.

**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.

**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.

# 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

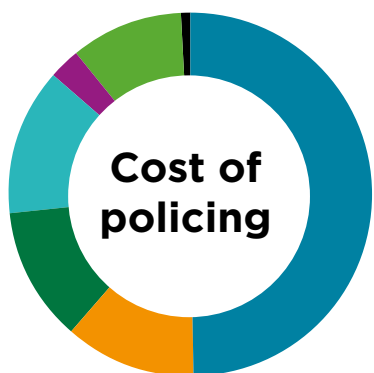
- Crime levels for violence (broken down to serious & without injury), public order & sexual offences where the victim is female
- Incident response times for immediate & priority grade
- Solved rates & solved crimes broken down by crime type (including breakdown of victim engagement)
- Progress against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

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

# Budget and Resources

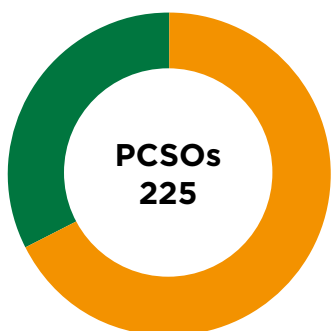


For 2025/26 BTPA set a budget of £418.5m which is allocated as follows:

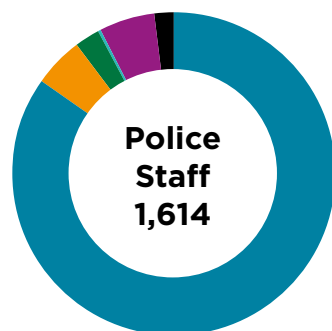


- A Division - £208.8m
- B Division (Overground) - £49.1m
- B Division (Underground) - £49m
- C Division - £54.9m
- D Division - £11.9m
- E Division - £41.9m
- BTPA - £2.9m

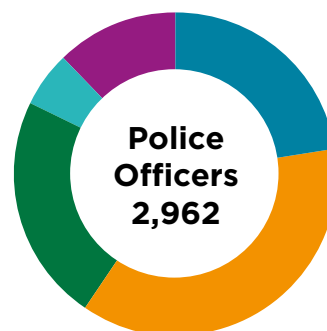
## Staff numbers



PCSOs  
225



Police Staff  
1,614



Police Officers  
2,962



Special Officer  
227

- 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.

# Divisional Contacts

For more information about BTP's local plans please contact:

## A-Division

- Detective Chief Superintendent Peter Fulton – Head of Crime and Public Protection  
[Peter.Fulton@btp.police.uk](mailto:Peter.Fulton@btp.police.uk)
- Chief Superintendent Will Jordan – Operational Lead  
[William.Jordan@btp.police.uk](mailto:William.Jordan@btp.police.uk)

## B-Division

- Chief Superintendent Chris Casey – Divisional Commander  
[Christopher.Casey@btp.police.uk](mailto:Christopher.Casey@btp.police.uk)
- Superintendent Nick Sedgemore – Subdivisional Commander North  
[Nick.Sedgemore@btp.police.uk](mailto:Nick.Sedgemore@btp.police.uk)
- Superintendent Darren Malpas – Subdivisional Commander South  
[Darren.Malpas@btp.police.uk](mailto:Darren.Malpas@btp.police.uk)
- Superintendent Dominique Ioannou – Subdivisional Commander Central  
[Dominique.ioannou@btp.police.uk](mailto:Dominique.ioannou@btp.police.uk)
- Superintendent John Loveless – Operations  
[John.Loveless@btp.police.uk](mailto:John.Loveless@btp.police.uk)

## C-Division

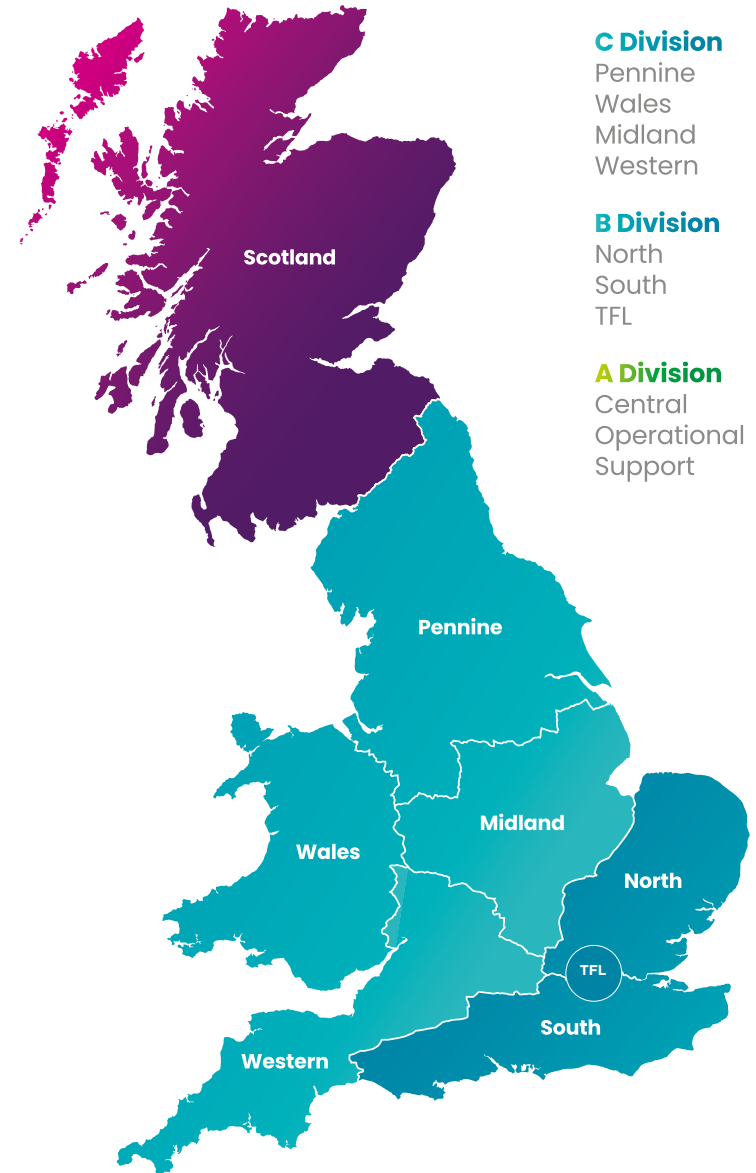
- Chief Superintendent Sandra England – Divisional Commander  
[Sandra.England@btp.police.uk](mailto:Sandra.England@btp.police.uk)
- Superintendent Sue Peters – Subdivisional Commander Midlands  
[Sue.Peters@btp.police.uk](mailto:Sue.Peters@btp.police.uk)
- Superintendent David Rams – Subdivisional Commander Pennines  
[David.Rams@btp.police.uk](mailto:David.Rams@btp.police.uk)
- Superintendent Andy Morgan – Subdivisional Commander Wales  
[Andrew.Morgan@btp.police.uk](mailto:Andrew.Morgan@btp.police.uk)
- T/ Superintendent Andy Kermack – Subdivisional Commander Western  
[Andrew.Kermack@btp.police.uk](mailto:Andrew.Kermack@btp.police.uk)

## D-Division

- T/ Chief Superintendent Lorna McEwan – Divisional Commander  
[Lorna.McEwan@btp.police.uk](mailto:Lorna.McEwan@btp.police.uk)
- Temporary Superintendent Chris Shields  
[Christopher.Shields@btp.police.uk](mailto:Christopher.Shields@btp.police.uk)

## E-Division

- T/Chief Superintendent Mark Cleland – Divisional Commander  
[Mark.Cleland@btp.police.uk](mailto:Mark.Cleland@btp.police.uk)



**E Division**  
Specialist capabilities

**D Division**  
Scotland

**C Division**  
Pennine  
Wales  
Midland  
Western

**B Division**  
North  
South  
TFL

**A Division**  
Central  
Operational Support