BTPA
British Transport Police Authority

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

MEETING
14 November 2025 10:30 GMT

PUBLISHED
7 November 2025

Agenda

Location	Date	Time
Hybrid / Teams & Waterloo and Penzance Meeting Room, BTP London Hub, 200 Buckingham Palace Road, London, SW1W 9TJ	14 Nov 2025	10:30 GMT

	Item	Owner	Time	Page
12	Any Other Business	All		-

Report to:	**Strategy and Planning Committee**
Date of meeting:	**14th November 2025**
Subject:	**Strategy 2026 – 2029**
Author:	**Jen Crowther**
COG Sponsor:	**Steff Sharp, Director of Corporate Development**
For:	**Discussion**

1. PURPOSE

1.1 To inform Members on the development of BTP's new strategy (2026-29), and its development since the Q1 Committee.

1.2 This paper will set out for discussion the proposed Strategic Objectives, the development of a detailed 'future state' blueprint over its life course, and the next steps.

2. STRATEGIC OBJECTIVES

2.1 A three-year strategy is presented (Figure. 1). The operating context for policing and the railway forms the background to our strategic objective's development. This was covered in the Q1 Committee and is further detailed in the MTFP document.

2.2 The five Strategic Objectives were broadly agreed. The feedback from Members has been reviewed and incorporated. In particular, the order of wording now ensures the desired strategic outcomes is front and centre.

2.3 Three of our Objectives maintain our operational focus on high harm crime, preventing and limiting the impact of disruption events and integrating railway policing and security.

2.4 The remaining two objectives focus on how we will increase productivity and ensure our people have the capabilities needed for modern policing environment.

2.5 Each Objective has a series of future states; these demonstrates where we will be as a force by the end of the strategy.

Figure 1: Strategic Objectives and Future States.

3. BLUEPRINT

3.1 Using the Process, Organisation Technology and Information (POTI) model we have designed a force Blueprint (Figure 2); ways we will transform BTP to achieve our strategic objectives and future states, within the parameters of the MTFP.

3.2 The Blueprint will focus governance of all force activities on a year-on-year basis including the Investment and Innovation Plans, as well as business as usual activity. It is essential that we **refresh** the Blueprint after every year, to maintain focus on the delivery of meaningful future states to achieve our strategic objectives.

3.3 For the first time, our strategic plan and financial plan are intertwined. The Blueprint has been modelled to align with the MTFP Scenario A (8%).

Figure 2: Blueprint to Delivery

SO1. We will increase productivity through innovation, data and technology –driving efficiency and effectiveness.	SO2. We will strengthen our visible presence and improve coordination through integrated railway policing and security.	SO3. We will prevent the most serious crime and protect those who need us most.	SO4. We will accelerate our efforts to reduce disruption, keeping the railway moving.	SO5. We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for.

B: Business as Usual	IP: Investment Plan	IN: Innovation Mechanism

Year 1 (2026-27)	Year 2 (2027-28)	Year 3 (2028-29)

4. ENGAGEMENT

4.1 Engagement on the proposed Strategy is underway throughout Autumn 2025 including discussions and the Senior Influencing Group, Rail Delivery Group Conference, Scotland Committee.

4.2 A written consultation to industry and government partners commenced from 27th October and will be open for 4-weeks. This focuses on the five Strategic Objectives.

5. FUTURE REPORTING

5.1 The future Quarterly Strategy Progress Reporting will be realigned with the Objectives from 2026/27 and will focus on reporting progress reporting against the Blueprint.

5.2 The Strategic Hub will work with the DCC from January 2026, once Strategy and Transformation is handed over from the Director of Corporate Development, to design a streamlined process and mechanism for rep rti g exceptions through to Force Executive Board and Strategy and Planning C mmittee.

5.3 Chief Officers will have ownership of their designated Strategic Objectives, including Business as Usual and associated Innov tion or nvestment Plan workstream.

5.4 Examples of initial design plans are included in Annex 1.

6. NEXT STEPS

6.1 Any feedback received through external engagement will be considered and the Strategic Objectives reviewed and revised accordingly.

6.2 For external publication, the commission of Chairs and Chief Constables forewords will be undertaken in early 2026, to accompany the design and publication of the Strategy ahead of April 2026.

6.3 Internally, the communication and marketing of the new Strategy is being developed through our Internal Communications Team who will utilising the Senior Leadership Away Day in January 2026 to commence roll out.

7. RECOMMENDATIONS

7.1 We are seeking approval from Members on the five proposed Strategic Objectives and the accompanying Blueprint to progress to Full Authority in December.

ANNEX 1. *(SPC – Strategy Refresh)*

Example Strategic Reporting 2026 – 29

EXAMPLE: Strategic Objectives - Overview.

We will increase productivity through innovation, data and technology – driving efficiency and effectiveness.

- Digitally Optimised Frontline Operations
- Data-Driven Decision Making
- Smarter Scheduling
- Advanced Automation
- Enabling Agents
- Innovation Capability
- Deliver against our efficiency target
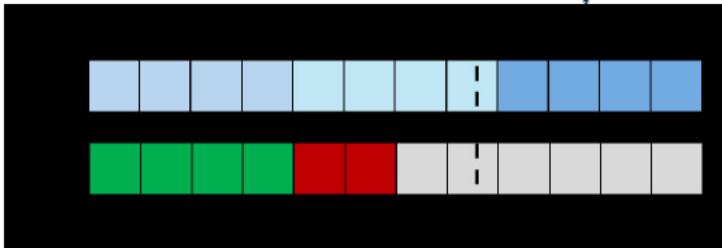
We will strengthen our visible presence and improve coordination through integrated railway policing and security.

- Integrated Command and Control
- Coordinated Patrols and Visibility
- Training and Accreditation
- Community-Embedded Prevention
- Intelligence and Technology Integration
- Public Confidence and Engagement
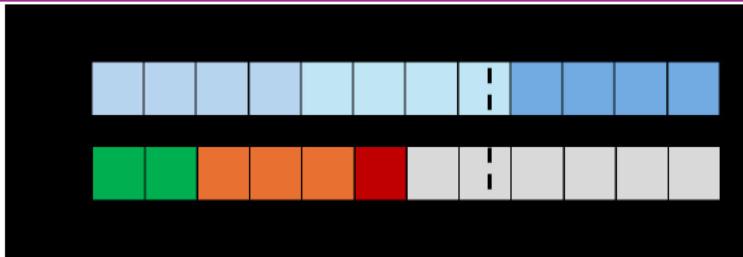
We will prevent the most serious crime and protect those who need us most.

- Proactive, Intelligence Led
- Safeguarding as a Core Competency
- Evidence-Based Practice
- Holistic approach to forensic science
- Passenger and Victim Focussed

We will accelerate our efforts to reduce disruption, keeping the railway moving.

- Real-Time Disruption Intelligence
- Rapid Response and Mobile Capability
- Designing out Disruption
- Integrated Rail Industry Collaboration
- Public-Facing Transparency

We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for.

- Modern, Agile Workforce
- Inclusive Culture and Courageous Leadership
- Proactive Wellbeing
- Continuous Learning and Development
- Trusted and capable officers and staff

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

A Force on the move

BRITISH TRANSPORT POLICE

SO3. **We will prevent the most serious crime and protect those who need us most.**

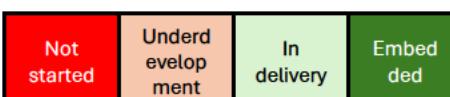|	Principles/ Priorities	Blueprint Future States	Q1	Q2	Q3	Q4
Process	Proactive, Intelligence-Led Policing	Started using retrospective facial recognition focussing on offender detection and safeguarding.	🟥 Not started	🟧 Underdevelopment	🟩 In delivery	✓ Embedded
Process	Proactive, Intelligence-Led Policing	Leading the way in targeting offenders and safeguarding those involved in County Lines.	🟩	🟩	🟩	✓ Embedded
Organisational	Safeguarding as a Core Competency	Introduced a dedicated specialist capability for tackling serious sexual offences.				
Organisational	Holistic approach to forensic science	Consolidate the scope of Undercover Online (UCOL) expanding our ability to target those who exploit and groom victims online.				
Organisational	Passenger and Victim Focussed	Our Crime Academy commenced, ensuring the ongoing occupational competence of our investigators.				
Technology	Proactive, Intelligence-Led Policing	Delivered a 'matching engine' proof of concept; an AI system which connects disparate data sources to reduce manual checking and enhance investigative capabilities.				
Information	Evidence-Based Practice	Baselined our requirements for working with industry and academia to support the evaluation of our interventions.				
Information	Proactive, Intelligence-Led Policing.	Established data sharing protocols with industry to support future self-service briefings.				

Legend: Not started (red) | Underdevelopment (orange) | In delivery (light green) | Embedded (dark green)

A Force on the move

EXAMPLE: Strategic Objectives by Delivery Plan, Year 1 (by exception).

BRITISH TRANSPORT POLICE

SO3. We will prevent the most serious crime and protect those who need us most.

	Q1	Q2	Q3	Q4
Started using retrospective facial recognition focussing on offender detection and safeguarding.	🟥	🟧	🟩	✓

Process

Activity Update/ Progress/ Key milestone in the next Quarter:

If delivery is behind expected place, or challenges exist:

	Q1	Q2	Q3	Q4
Leading the way in targeting offenders and safeguarding those involved in County Lines.	🟩	🟩	🟩	✓

Activity Update/ Progress/ Key milestone in the next Quarter:

If delivery is behind expected place, or challenges exist:

Example *** CLTF activity is directly linked to HO funding of circa £4m. Withdrawal of funding would significantly impact delivery of the current model. Funding decision is currently running on annual basis, awaiting decision for 2026/27.

To be repeated for Org, Tech, Info.
x all SO.

Strategy and Planning Committee Actions
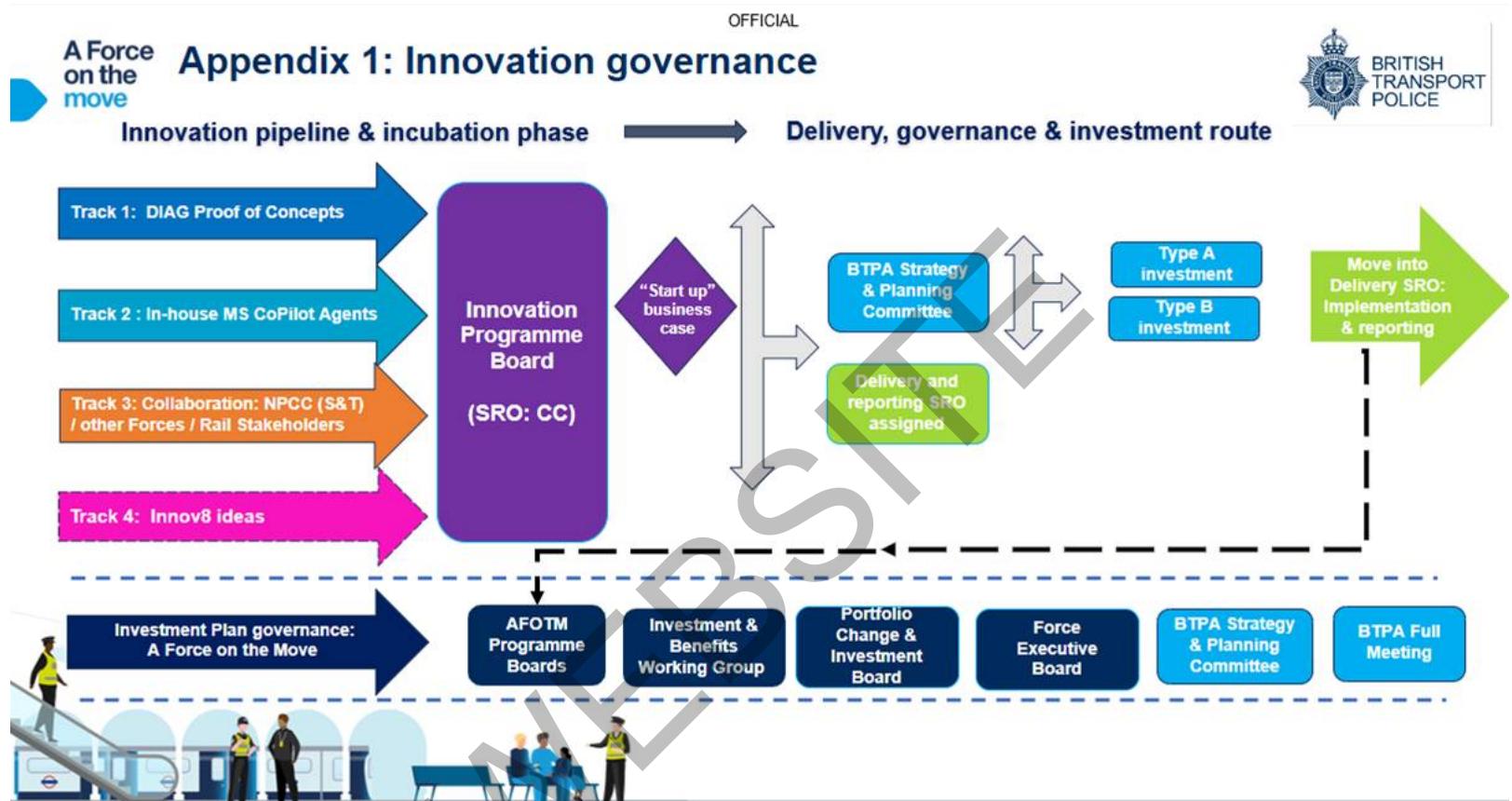
Serial	Date	Action/Paper	Owner	Outcome
11/2025	24 September 2025	Clarity on the Establishment Reset and the Optimised Policing Model could be provided at a BTPA Breakfast Briefing on 24 October 2025.	Board Secretary	**Completed** BTPA Breakfast Briefing scheduled for 24 October 2025.
12/2025	24 September 2025	Members agreed to a suggestion that there should be a further opportunity for Members to review the emerging MTFP prior to the Committee's 14 November 2025 meeting, both collectively and on an individual basis.	Board Secretary	**Completed** Session took place on 31 October 2025.
13/2025	24 September 2025	[Members] encouraged the Force to streamline the work undertaken on the planned Full Business Case for Emergency Services Networks, in consultation with a nominated BTPA Member.	Board Secretary	**In Progress** Relevant Member is in touch with staff leading on the business case. The Full Business Case is scheduled for submission in March 2026.
14/2025	24 September 2025	Members also recommended that the BTPA Executive and the Force commence engagement with the Department for Transport Sponsor Team to determine the status of ESN funding ███████████ ███████████████████████████ ███████████████████████████ ███████████████████████ ███████████████████████ ███████████████████ ███ BTPA Executive and the Force should also consider whether any future funding should be factored into the MTFP.	BTPA Chief Executive / Director of Corporate Development	**In Progress** Question of ESN funding was raised with the DfT Sponsor at the bimonthly BTPA Executive / DfT Sponsor Meeting in 1 October 2025.
15/2025	24 September 2025	The Chief Constable committed to providing Members with a 'map' of the Force's innovation mechanism process.	Staff Officer	**Completed** Please see infographic overleaf.

Appendix 1: Innovation governance

British Transport Police

Innovation pipeline & incubation phase → Delivery, governance & investment route

Track 1: DIAG Proof of Concepts

Track 2: In-house MS CoPilot Agents

Track 3: Collaboration: NPCC (S&T) / other Forces / Rail Stakeholders

Track 4: Innov8 ideas

Innovation Programme Board (SRO: CC)

"Start up" business case

BTPA Strategy & Planning Committee

Delivery and reporting SRO assigned

Type A investment

Type B investment

Move into Delivery SRO: Implementation & reporting

Investment Plan governance: A Force on the Move

AFOTM Programme Boards

Investment & Benefits Working Group

Portfolio Change & Investment Board

Force Executive Board

BTPA Strategy & Planning Committee

BTPA Full Meeting

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Strategy and Planning Committee Workplan 2025/26 & 2026/27

[November 2025]

Items to be incorporated:

1. Environmental / Sustainability Responsibilities (Action 9/2024)
2. Strategic stakeholder engagement – industry and public/rail users (Action 10/2024, reiterated May 2025)
3. Role of BTP Strategic Hub in developing vision for BTP in 10 years' time[1]
4. Refreshed cover paper to Strategic Plan Reporting[2]
5. Progress Report / BTP Efficiencies Strategy Delivery[3]
6. Refreshed oversight of Strategic Plan and Medium-Term Financial Development[4]
7. BTP Programme & Projects Post-Completion Reports[5]

November 2025	
Standing / Administrative Items	Topical Items

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressures Update[6]
8. Strategic Plan Reporting[7]
   a. Strategic Plan Data Pack
   b. AFOTM Investment and Benefits Dashboard
9. Workplan
   a. Legitimacy Map
10. Any Other Business
	11. BTP Medium-Term Financial Plan
	12. Minutes / BTPA Senior Influence Group
	13. BTPA Medium Term Financial Plan
	14 Strategic Plan Refresh
	15. Handover Report / London Estates
	16. *Building the Foundations* Estates Strategy

February 2026	
Standing / Administrative Items	Suggested Items

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[1] Suggested when discussing Strategic Risk at February 2025 meeting.

[2] Added May 2025

[3] Added May 2025

[4] Added May 2025

[5] Added May 2025

[6] Deferred to February 2026

[7] At the September 2025 meeting, the Force committed to including a summary of all projects undergoing proof-of-concept in the regular Strategy Reporting made to the Committee.

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressures Update
8. Strategic Plan Reporting
    a. Strategic Plan Data Pack
    b. AFOTM Investment and Benefits Dashboard
9. Workplan
    a. Legitimacy Map
10. Any Other Business	

May 2026	
Standing / Administrative Items	Suggested Items

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressures Update
8. Strategic Plan Reporting
    a. Strategic Plan Data ack
    b. AFOTM nv stment and Benefits Dashboa d
9. Workplan
    a. Legitimacy Map
10. Any Other Business	

September 2026	
Standing / Administrative Items	Suggested Items

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressures Update
8. Strategic Plan Reporting
    a. Strategic Plan Data Pack
    b. AFOTM Investment and Benefits Dashboard
9. Workplan
    a. Legitimacy Map
10. Any Other Business
	11. Update / Development of Medium-Term Financial Plan

November 2026	
Standing / Administrative Items	Suggested Items

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressur s Update
8. Strategic Plan Reporting
    a. Strategi Plan Data Pack
    b. AFOTM Investment and Benefits Dashboard
9. Workplan
    a. Legitimacy Map
10. Any Other Business
	11. Medium-Term Financial Plan

February 2027	
Standing / Administrative Items	Suggested Items
1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk	

6. Legitimacy Map
7. Unfunded Pressures Update
8. Strategic Plan Reporting
    a. Strategic Plan Data Pack
    b. AFOTM Investment and Benefits Dashboard
9. Workplan
    a. Legitimacy Map
10. Any Other Business	

May 2027	
Standing / Administrative Items	Suggested Items

1. Apologies
2. Declarations
3. Minutes
4. Actions
5. Strategic Risk
6. Legitimacy Map
7. Unfunded Pressures Update
8. Strategic Plan Reporting
    a. Strategic Plan Data Pack
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9. Workplan
    a. Legitimacy Map
10. Any Other Business	

WEBSITE

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BTPA Committee / Full Authority oversight of legitimacy

BTPA
British Transport Police Authority

Finance, Legitimacy and Performance Committee

- Stop and search
- Use of force
- Arrests
- Victim/public experience of BTP
- Passenger/rail staff confidence
- Police Race Action Plan
- BTP External Scrutiny Groups
- Custody
- Criminal justice outcomes
- Out of court disposals
- Civil / public liability / motor claims
- Under represented groups as victims
- Budget and MTFP performance/forecast
- BTP oversight of accreditation schemes (eg RSAS, Secure Stations)

Audit and Risk Assurance Committee

- Legitimacy related risks (Strategic risk register)
- Professionalism – fraud / bribery / corruption
- Anti-fraud and corruption and whistleblowing processes and arrangements for investigations
- Compliance with and performance against statutory du es
- D elopment f a nual performance report and statut ry accounts, including the Governance Statemen
- spections / Audits on legitimacy related topics (Ins ections / Audits – planned, outcomes and ecommendations)

Pensions Working Group

- Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation, including equality assessment of new plans and strategies that come to the Authority

Full Authority

Overa discharge of Authority functions

People and Culture Committee

- Employee representation, progression and inclusion (incl at senior ranks)
- Complaints and conduct matters and referral to IOPC and vetting
- Inclusion and Diversity Strategy
- Grievances
- Learning and development reflective of equality and inclusion (Learning and development)
- Employment tribunals and proposed settlements associated with these proceedings

Strategy and Planning Committee

- Oversight of equality assessment of new plans and strategies that come to the Authority
- Stakeholder relationships with rail industry and the public/rail users
- Preparation of the budget and MTFP
- Annual PSA charges review and recommendation to Full Authority for sign-off
- BTP/A environmental responsibilities

Stakeholder Engagement / Policing Plan Working Group

- BTP/A stakeholder engagement plans / strategies
- Have Policing Plan proposals been equality assessed
- Passenger engagement
- Rail staff engagement

Scottish Railways Policing Committee

- Stakeholder relationships
- Best Value
- Same as other Committees depending on topics covered

Appointments, Remuneration and Appraisal Committee

- Plans for orderly succession to senior management, taking into account inclusion and diversity