

[2 March 2026] Agenda Pack / Strategy and Planning Committee

MEETING
2 March 2026 10:30 GMT

PUBLISHED
23 February 2026

Agenda

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Hybrid / Waterloo and Penzance Meeting Room, 7th Floor, BTP, 200 Buckingham Palace Road, London SW1W 9TJ	2 Mar 2026	10:30 GMT

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SECURITY CLASSIFICATION - OFFICIAL
HANDLING INSTRUCTIONS - Management
DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

Report to: Strategy & Planning Committee
Date: 02/03/2026
Subject: CDEL Deficit Update
Sponsor: Steff Sharp, Director of Corporate Development
Author: Meghan Sloan
For: Noting

1. PURPOSE OF PAPER

- 1.1. To update Members on progress in relation to resolving BTP's capital deficit within the upcoming MTFP term, 2026-29.

2. BACKGROUND

- 2.1. While the Rail and Transport Safety Act 2003 allows BTPA to recover the costs of policing the railways from industry, the DfT limits the amount of capital expenditure that can be recovered through charges. Inflation, asset replacement pressures and new operational requirements have driven capital needs beyond the CDEL set at the 2025 Spending Review. During development of the MTFP, BTP made the case that capital should be treated consistently with revenue where it nets off against industry charges however this was not accepted under Managing Public Money guidelines, resulting in only a partial CDEL uplift of £12m against an MTFP requirement of c£20m.
- 2.2. The resulting constrained capital envelope required the removal of strategically important but discretionary investments from the final MTFP, including Estates consolidation, technology modernisation, drones expansion and the innovation programme. As these investments underpin future efficiencies, performance improvements and wider industry benefits, the remaining deficit has a disproportionate impact on transformation and long-term value for money. BTP is therefore engaging with industry partners to mitigate the gap and protect delivery of the refreshed strategy.

3. AGREED APPROACH

- 3.1. Following the Senior Influence Group in January, industry partners confirmed agreement on a collaborative approach to mitigate the £8.2m deficit, underpinned by the principle that additional capital support should be targeted, transparent and supported by

Security Classification and Handling Instructions of document are detailed on page 1

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appropriate governance. There was a shared view that attempting to part fund individual initiatives across multiple organisations would introduce unnecessary complexity and slow delivery. Partners agreed to adopt a “lead sponsor” model, whereby a single organisation sponsors each unfunded capital theme on behalf of the wider industry.

- 3.2. **Live Facial Recognition:** TfL will act as lead sponsor for the scaling up of LFR beyond the current pilot phase. BTP will produce a business case setting out capability options, deployment scenarios and benefits. Governance will build on existing arrangements, with TfL and other industry partners integrated into review and oversight discussions, and visibility of the business case prior to any commitment of capital funding. While an initial unfunded capital assumption of **£0.3m** has been identified to support wider deployment, the scale and funding split may be revisited in-year depending on operational need and geographic focus.
- 3.3. **Drones:** DfTO will act as lead sponsor, including progression of Beyond Visual Line of Sight (BVLOS) development. Funding is most critical in the early years to avoid delaying capability build-up and the current assumption is that **£2.2m** would be provided across 2026/27 and 2027/28, with the remaining £0.2m in 2028/29 subject to further discussion. Given the evolving nature of the capability, there will not be a single static business case. Instead, governance will focus on agreed milestones, benefits realisation and regular oversight, with wider industry partners engaged as the programme develops.
- 3.4. **Estates Optimisation:** Network Rail will act as lead sponsor for estates optimisation, covering a number of unfunded priority projects totalling **£4.15m**. These include consolidation in Manchester and Glasgow, estates rationalisation in Cardiff or Hitchin, consolidation of Dundee and Kirkcaldy, the Blundell Street search arena, and delivery of a new station in Yeovil to support OPM and associated performance benefits. Given the scale and interdependencies, initial activity will focus on prioritisation, scope definition and development of a coherent industry wide estates position, led by Network Rail. Opportunities for third party support, including operator interest in specific locations such as Yeovil, will be considered within this approach.
- 3.5. Across all sponsored areas, BTP will retain responsibility for delivery, with governance arrangements adapted to ensure sponsor involvement while remaining proportionate to BTP’s capacity. BTPA will provide oversight and assurance, including confirmation that funding mechanisms are appropriate and aligned with statutory responsibilities.

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4. PROGRESS

- 4.1. **Live Facial Recognition:** While TfL has not yet been formally embedded within the existing governance arrangements, engagement remains ongoing between the SRO and TfL with agreement to integrate them into the project board as the programme transitions into Phase 2. This next phase assumes closer collaboration at TfL locations, building on joint working to date with NWR, and will provide the basis for refining capability options, deployment models and benefits in advance of any decision to scale. Project reporting confirms that the pilot is progressing as intended, with work continuing on policy, data protection, watchlist composition and operational readiness to ensure the programme is legally robust, ethically sound and positioned to move at pace once Phase 2 governance and the broader sponsorship arrangements are in place.
- 4.2. **Drones:** A meeting with DfTO in January recognised the need for a shared focus on demonstrating deliverability, geographic balance of investment and proving the operational use case before wider rollout. Priority was given to accelerating location decisions, supported by existing hotspot analytics, and a 'long list' of potential sites has since been produced to inform a collaborative decision point with BTP and Network Rail. Governance arrangements were clarified, with oversight through the existing Executive Board, co-chaired by CC Lucy D'Orsi, Jeremy Westlake and Rupert Lown. Representation will also be extended to project boards managing delivery and offering clear assurance and visibility on progress. Funding mechanisms, including capital grants or EPSAs, were discussed, with flexibility across financial years and the opportunity for early expenditure to be progressed separately with DfTO finance.
- 4.3. **Estates Optimisation:** BTP has engaged with Network Rail to progress a prioritised pipeline of unfunded estates schemes. Ahead of a meeting with the Strategic Partnerships Director – Matt Dixon, a clear priority order and scope for each scheme was shared, setting out operational need, benefits, constraints and specific asks of NWR, including site availability, funding routes, delivery support and governance. January discussions confirmed shared recognition of the operational drivers, lease pressures and condition risks across priority sites, alongside the need to identify practical routes through funding and delivery constraints. NWR indicated that while capital availability remains constrained, there may be greater flexibility through facilitation and operational expenditure, with further internal engagement required to clarify parameters. In response, Estates are refining proposals to minimise cost, simplify occupation models and align solutions to NWR's budgetary and logistical constraints, while seeking early clarity on where NWR can lead, where joint delivery is appropriate,

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and where BTP should self-fund with NWR providing access and technical approvals. Both parties agreed that early confirmation of roles, funding posture and named contacts is critical to maintaining momentum, with further engagement planned ahead of the next meeting. This is the area of greatest funding uncertainty.

5. RISKS

5.1. There is a risk that funding arrangements are not agreed in sufficient time to allow priority schemes to progress at pace. Delays in confirming sponsorship, funding mechanisms or governance could prevent early design and mobilisation activity, increasing the risk of missed delivery windows, loss of site opportunities and reduced confidence in delivering MTFP benefits. To mitigate this, BTP will continue prioritising early engagement with sponsoring bodies to agree funding routes, governance and decision timelines, and activity will be phased to align with funding certainty.

5.2. [REDACTED]

6. RECOMMENDATION

6.1. Members are asked to note the agreed approach, progress to date and associated risks. BTP/A will continue engagement with sponsoring bodies to secure funding certainty, refine governance and delivery arrangements and progress priority schemes in line with agreed decision points. Updates will be provided to the Senior Influence Group, enabling collective visibility of progress and providing a forum to resolve issues, confirm priorities and ensure the strategy and MTFP benefits remain protected.

Security Classification and Handling Instructions of document are detailed on page 1

Official

Paper to: Strategy and Planning Committee
Date: 2 March 2026
Subject: Terms of Reference – Medium-Term Financial
Plan Refresh Process
Author: Chief Financial Officer
For: Decision



200 Buckingham Palace Road
London
SW1W 9TJ

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

Background

1. Provided overleaf are the draft terms of reference that will govern the Medium-Term Financial Plan (MTFP) Refresh Process.

Recommendation

2. Members of the Strategy and Planning Committee are invited to review the draft terms of reference and provide any comments on their content prior to their approval.

DRAFT Terms of Reference / Medium-Term Financial Plan (MTFP) Refresh Process

1. Purpose

The purpose of the Medium-Term Financial Plan Refresh is to ensure that BTP/A's medium-term financial outlook remains:

- Explicitly aligned to current strategy and statutory obligations
- Internally coherent across income, expenditure and capital investment plans
- Resilient to credible downside and upside financial scenarios
- A clear basis on which decisions can be taken by the BTPA and BTP Chief Officers

The refresh is not a re-approval of strategy; it is a disciplined translation of strategy into an updated financial trajectory.

2. Scope

The refresh covers the full planning horizon of the current MTFP (3 years) and includes:

- Reflection of progress against delivering the strategy
- Updates for external factors such as changes to inflation, pay settlements, industry demands and tax changes
- Review of Income and Funding assumptions
- Review of Operating cost base and efficiency assumptions
- Updates to Capital investment and depreciation profiles
- Balance sheet and cashflow impacts
- Sensitivity analysis
- New Strategic initiatives with material financial impact

3. Objectives

The specific objectives of the refresh are to:

1. Introduce the rolling '3rd' year of the MTFP
2. Refresh and revalidate core assumptions underpinning the MTFP
3. Ensure that the plan continues to align to the current strategic and operating context
4. Identify material risks, sensitivities, and interdependencies
5. Identify funding pressures and opportunities
6. Establish a credible baseline for subsequent annual planning

4. Frequency and Triggers

4.1 Standing Cycle

- Full refresh annually

4.2 Strategy changes

- Unless a new strategy results in a material shift in BTP's direction and priorities, the MTFP will be fully realigned to the strategy on a three-year cycle.

4.3 Event-Driven Re-set

A more comprehensive MTFP re-set may be triggered where there is:

- A material change to strategy or statutory mandate
- Significant deterioration or improvement in funding outlook, or a structural change in funding

- A major investment programme initiation, deferral, or cancellation
- A material change to agreed assumptions
- Material macroeconomic or regulatory change
- Persistent divergence between actuals and plan

5. Governance and Accountability

5.1 Ownership

- **Accountable Owners:** BTPA Chief Executive and BTP Chief Constable
- **Senior Responsible Officers (SRO):** BTPA Chief Financial Officer and BTP Director of Corporate Development

5.2 Stakeholder Engagement Oversight

- Internal briefings: BTPA Executive/BTP Finance, BTPA Executive/Members, Members/BTP, Breakfast Briefings
- Formal Committees:
 - BTPA Strategy and Planning Committee: challenge and endorsement
 - BTPA Full Authority: challenge and approval
- External:
 - Senior Influence Group: industry input and challenge

6. Roles and Responsibilities

6.1 BTP

- Implement the refresh process (in close collaboration with BTPA CFO)
- Refresh key assumptions including demand, workforce and investment plans.
- Produce scenarios, efficiencies and benefits, risks/opportunities and mitigations.
- Provide timely, accurate and transparent financial information to BTPA.
- Respond to BTPA challenge and refine proposals.

6.2 BTPA

- Define the affordability envelope, efficiency expectations and other key planning assumptions through the issue of a commission document in July/August, following consultation with BTP
- Scrutinise and challenge BTP's MTFP assumptions, options, risks and efficiencies.
- Lead industry and stakeholder engagement on impact and outcomes.
- Approve the refreshed MTFP.

6.3 Strategy and Planning Committee/Full Authority

- Provide challenge on assumptions, value for money, deliverability and affordability
- Approve final refreshed MTFP (Full Authority)

7. Process Overview

The refresh will be conducted in defined stages:

1. **Context Reset**
 - Confirm strategic position, statutory duties, and boundary conditions
2. **Assumptions Refresh**
 - Update macro, demand, pay, inflation, funding and capital assumptions
3. **Core Model Rebuild**

- Re-forecast operating and capital investment plans

4. Scenario and Sensitivity Testing

- Model scenarios as commissioned

5. Review and Revise based on stakeholder review and feedback

6. Authority Review and Approval

- Present refreshed plan, risks, and decision points

8. Principles

The refresh will be governed by the following principles:

- **Strategic alignment:** a financial plan intended to support the strategy
- **Materiality:** focus on key drivers, not detail
- **Transparency:** assumptions and judgements are explicit
- **Deliverability:** plans must be operationally plausible

9. Outputs

The refresh will deliver:

- An approved refreshed Medium-Term Financial Plan
- Documented key assumptions and sensitivities
- Scenario analysis summary
- Identified risks/opportunities and mitigations

10. Review of the Terms of Reference

These Terms of Reference will be reviewed:

- Following completion of each refresh cycle, or
- Where governance, strategy, or regulatory context materially changes

Approval rests with the Strategy and Planning Committee.

Report to: Strategy and Planning Committee / Full Authority
Date of meeting: 2nd March 2026 / 28th March 2026
Subject: Guardian of the Railway Strategy 2026 – 2029
Author: Jen Crowther
COG Sponsor: Stuart Cundy, Deputy Chief Constable
For: Approval

1. PURPOSE

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

2. BACKGROUND

2.1 The operating context for policing and the railway forms the background to our strategic objective's development. This was covered in the Q1 Strategy and Planning Committee (SPC) and was further detailed in the MTFP document discussed at the full authority in December 2025.

3. STRATEGIC OBJECTIVES

3.1 The strategy sets five objectives for 2026–2029. Three focus on operational outcomes: tackling serious harm, reducing disruption, and integrating railway policing and security. Two focus on enabling outcomes: productivity through innovation and a modern, capable workforce.

3.2 Each objective is supported by defined future states describing the intended position by March 2029.

3.3 The objectives remain unchanged from SPC Q2, reflecting member feedback. The future states have been expanded to make clear the intent i.e.

- i. Wellbeing has been updated to *“Provide proactive wellbeing support for all our people”*.
- ii. Intelligence-led has been updated to *“Target the most serious crime through proactive, intelligence-led policing”*.

3.4 The five strategic objectives are shown in Annex 1.

4. BLUEPRINT

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

5. ENGAGEMENT

- 5.1 Engagement took place throughout Autumn 2025 including discussions at the Senior Influencing Group, Rail Delivery Group Conference, and Scottish Railways Policing Committee.
- 5.2 Written consultation to industry and government partners commenced from 27th October to 24th November inviting feedback on the five objectives.
- 5.3 Thirty-two responses were received from 163 stakeholders. Feedback demonstrated strong alignment across all objectives; only one response rated Strategic Objective 3 below three stars

6. FUTURE REPORTING

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

7. FINAL PUBLICATION

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

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

8. NEXT STEPS

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

9. RECOMMENDATIONS

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

Annex 1: Guardians of the Railway Strategy 2026 – 2029

Strategic Objectives

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

- Target the most serious crime through proactive, intelligence-led policing
- Embed safeguarding as core business for all
- Use evidence-based practice to focus on what works
- Strengthen digital forensics, CCTV integration and offender management capability
- Improve communication through victim-centred systems that keep people informed and reassured.

SO2. We will accelerate our efforts to reduce disruption, keeping the railway moving.

- Use real-time intelligence and rapid deployment to respond faster
- Strengthen mobile capability so we act quickly where needed
- Design out disruption through partnership working
- Improve central coordination with industry to enable collaborative working
- Incorporate community feedback to strengthen transparency and accountability.

SO3. We will strengthen our visible presence and improve coordination through integrated railway policing and security.

- Integrate command and control to strengthen coordination and partnership working
- Increase visibility and public confidence through coordinated patrols and stronger joint working
- Collaborate with partners to design and deliver training that sets the standard for security accreditation
- Use Safer Rail Zones to drive community-based prevention and protect the vulnerable
- Integrate intelligence and technology to disrupt crime.

SO4. We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for.

- Deliver workforce planning fit for modern policing
- Champion courageous leadership and a culture of belonging
- Provide proactive wellbeing support for all our people
- Embed continuous learning to develop trusted officers and staff

SO5. We will increase productivity through innovation, data and technology – driving efficiency and effectiveness.

- Deploy digital tools that make teams on the move more efficient and effective
 - Use data-driven decision-making to focus effort where it will have the biggest impact
 - Employ smarter scheduling and automation to free up time and capacity
 - Build innovation capability across the whole Force – including AI agents to improve productivity and efficiency
-

Annex 2: 2026-29 Blueprint. Cross referenced with strategic objectives and activity – (B) Business as Usual, (IP) Investment Plan and (IN) Innovation Mechanism.

SO1. We will prevent the most serious crime and protect those who need us most.	SO2. We will accelerate our efforts to reduce disruption, keeping the railway moving.	SO3. We will strengthen our visible presence and improve coordination through integrated railway policing and security.	SO4. We will build a modern and inclusive workforce who are well equipped, well trained, well led and well cared for.	SO5. We will increase productivity through innovation, data and technology –driving efficiency and effectiveness.
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	Year 1 (2026-27)			Year 2 (2027-28)			Year 3 (2028-29)		
PROCESS	Disruption is designed out in collaboration with partners using Crime Prevention Through Environmental Design (CPTED) principles.	SO2.	B	BTP operates a standardised disruption response framework for all operators	SO2.	B	Beyond Visual Line of Sight (BVLOS), coverage enables immediate deployment to mainline disruption events.	SO2.	B IP
	Retrospective facial recognition is used to enhance safeguarding and the detection of offenders.	SO1.	B	Operation Soteria principles are embedded across VIAWG and sexual harassment investigations.	SO1.	B	Integrated intelligence processes enable officers and partners to self-serve information.	SO1. SO3.	IP IN
	BTP is regarded as a lead Force in targeting offenders who use the transport network to exploit the vulnerable. (County Lines, ViAWG).	SO1.	B	Live Facial Recognition is embedded in business as usual.	SO1.	IP	Live operations and investigations are enabled by greater access to CCTV footage through the National CCTV upgrade programme.	SO1. SO2. SO3.	IP (SR25)
	All roles are mapped against the Psychological Framework so that targeted support can be provided	SO4.	IP	Shift cover preferences are captured via a mobile interface and real time alerts identify shift gaps.	SO5. SO4.	B	The use of Out of Court Resolutions is expanded to contribute to earlier intervention and better victim outcomes.	SO1.	B
	Reductions in disproportionality and increased levels of trust are recorded.	SO4.	B	The Bluelight Framework, the College of Policing standard for Occupation Health has been attained and we participated in the implementation of a Programme of Change with the College.	SO4.	B	There are shared objectives and performance frameworks between police and security.	SO3.	B
				Productivity benefits associated with investment in enabling data and technology have been substantially delivered.	SO5.	IN	A nationally agreed vulnerability referrals protocol is in operation with all forces.	SO1.	B
						Code of Ethics is embedded within our ways of working and supports our culture and leadership model.	SO4.	B	
						A partnership approach has strengthened railway visibility and improved coordination.	SO3.	IN IP	
ORGANISATION	A specialist capability tackles serious sexual offences.	SO1.	B	All forensic service areas have full accreditation for ISO quality standards.	SO1.	B	Accredited Rail Staff recognition is in place.	SO3.	B
	Specialist online capabilities target more sexual offenders operating on the railway networks.	SO1.	B	A National Disruption Coordination Centre has embedded BTP within rail industry operations.	SO2.	B	Community Engagement is delivered jointly between BTP and partners.	SO3.	B
	The Crime Academy ensures the ongoing occupational competence of our investigators.	SO1.	B	Disruption Response Operational Commanders are deployed at major disruption incident sites, enabling on-site coordination with Network Rail and blue light partners.	SO2.	B	Our leadership is more reflective of our communities with inclusive recruitment, succession planning and retention strategies embedded at every level.	SO4.	B
	Improved utilisation of the Data Hub supporting decision making.	SO5.	B	A refreshed Rail Security Accreditation Scheme (RSAS), sets the standards for competence and application of powers across the network.	SO3.	B	There is physical and/or virtual co-location of efficient and effective command & control between BTP and railway security.	SO3.	IP IN
	The Innovation Programme scales up ideas from proof of concept.	SO5.	B IN	Workforce and non-pay changes linked to the efficiency strategy have been identified and delivered.	SO5.	B	Officers and staff have access to personalised wellbeing and recovery plans.	SO4.	IP
	Our training incorporates best practise, learning and community feedback.	SO4.	B	The Unified Policing and Security Project incorporates passenger and industry feedback.	SO3.	B	Our estate reflects the needs of a modern policing workforce.	SO4.	IP
	Safe Rail Zones, in high harm areas have been established in partnership with train operators.	SO3.	B				Frontline officers and staff are trained to be confident communicators, with professional development in conflict de-escalation, supported by scenario-based assessments.	SO4.	IP
	Gender, ethnicity and disability pay gaps are reduced.	SO4.	B				The monetisable efficiency required by the MTFP settlement have been delivered in full.	SO5.	B
	Our leaders act with courage, motivate others and display our values.	SO4.	B				AI Tools support the continuous professional development of our people and capabilities.	SO5. SO4.	B IN IP
						BTP delivers a flexible working approach that ensures operational resilience balanced against our commitment to be a modern and inclusive employer.	SO4.	B	

Annex 2: 2026-29 Blueprint. Cross referenced with strategic objectives and activity – (B) Business as Usual, (IP) Investment Plan and (IN) Innovation Mechanism.

TECHNOLOGY	Policing agents are used to check legislation, policies and guidance, improving productivity and decision making.	SO5.	IN	Partner Intel Application has been launched.	SO3. SO1. SO2.	IN	The NICHE Portal supports the self-service of information.	SO1.	IP
	The Stop and Search AI Tool improves compliance and reduces supervisory burden.	SO5.	IN	A Victim Portal provides self service capability for victims of crime.	SO1.	IP	Digital Case File builds case files to an improved quality.	SO1.	IP
	An automated text redaction proof of concept has been delivered and evaluated.	SO1. SO2. SO5.	IN	Chatbots that respond to routine queries and support self-service are under development.	SO5.	IN	NICHE 365 enables all officers to have remote systems access.	SO5.	IP
	A proof of concept AI matching engine that connects disparate data sources to reduce manual checking and enhance investigative capabilities has been delivered.	SO1.	IN	Data architecture is continuously improved to maximise effective decision making and insight.	SO5.	B IN	Mobile tools support suspect identification.	SO5.	IP
	Digital Media Evidence capture is optimised through new kiosk infrastructure.	SO1.	IP	Agents are in place across key functions to improve productivity.	SO5. SO4.	IN	An AI training delivery capability has been piloted.	SO4.	IN
	Proof of concept automated proactive duty planning.	SO5. SO4.	IN	Automation has begun to handle repetitive data entry and compliance.	SO5.	IN			
INFORMATION	Our requirements for working with industry and academia to support the evaluation of our interventions have been baselined.	SO1. SO2.	B	An incident disruption dashboard is shared with rail partners.	SO2.	B	Command-and-Control systems between policing and security are interoperable.	SO3.	IP IN
	There are established data sharing protocols with the rail industry to support future self-service briefings.	SO1.	B	Behavioural science insights are used to shape public messaging and patrol protocols.	SO2.	B	Industry CCTV is further integrated through data sharing agreements and cloud-based storage.	SO1.	B (SR25)
	Disruption tabletop exercises to test readiness and resilience are delivered.	SO2.	B	Disruption prevention activity is provided where it is needed most.	SO2.	B	Industry Body Worn Video directly contributes to solved crimes and prosecutions.	SO3.	B
	Passenger feedback is integrated into post-incident reviews.	SO2.	B	Performance reporting on security patrol hours and response demonstrates efficiency and is available to BTP & Industry.	SO3.	B	Advanced AI enabled the forecasting of demand and support resource allocation decisions.	SO5.	B
				Data quality is meaningfully improved.	SO5.	B	Optimised our-data storage through the cloud.	SO1.	IP
BTP will review and adapt its Blueprint to ensure alignment in the context of Police and Rail Reform.									

The Blueprint is the transformational activity the Force is undertaking across the three-years of the strategy to support the achievement of its objectives. Each statement is represented as a future ‘end state’, showing what will have been completed in-year.

This includes activity undertaken as:

- (B) Business as Usual,
- (IP) through the Investment Plan, and
- (IN) Innovation Mechanism.



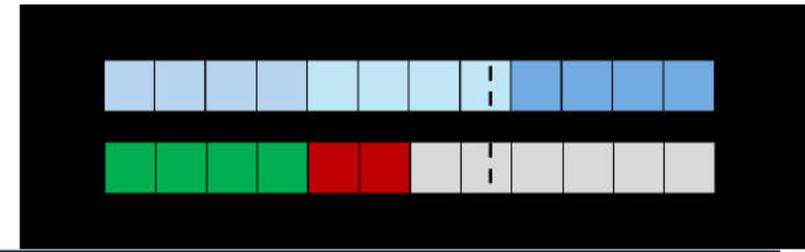
ANNEX 3. Example Strategic Reporting Guardians of the Railway Strategy 2026 – 29



EXAMPLE: Strategic Objectives - Overview.

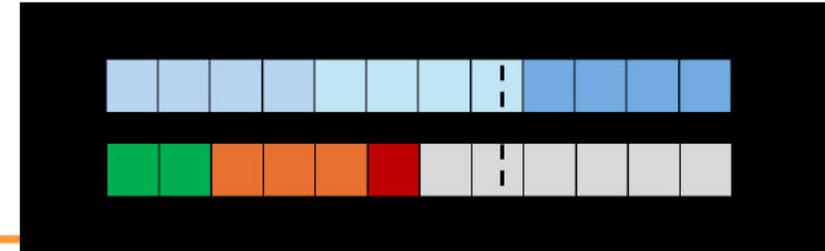
SO1. We will prevent the most serious crime and protect those who need us most.

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

SO1. We will prevent the most serious crime and protect those who need us most.						
	Principles/ Priorities	Blueprint Future States	Q1	Q2	Q3	Q4
Process	Proactive, Intelligence-Led Policing	Retrospective facial recognition is used to enhance safeguarding and the detection of offenders.				✓
		BTP is regarded as a lead Force in targeting offenders and safeguarding those involved in County Lines.				✓
Organisational	Safeguarding as a Core Competency	A dedicated specialist capability tackles serious sexual offences.				
	Holistic approach to forensic science	The Undercover Online (UCOL) function targets target more of those who exploit and groom victims online.				
	Passenger and Victim Focussed	The Crime Academy ensures the ongoing occupational competence of our investigators				
Technology	Proactive, Intelligence-Led Policing	A proof of concept AI matching engine that connects disparate data sources to reduce manual checking and enhance investigative capabilities has been delivered.				
	Holistic approach to forensic science	Digital Media Evidence capture is optimised through new kiosk infrastructure.				
	Passenger and Victim Focussed	An automated text redaction proof of concept has been delivered and evaluated.				
Information	Evidence-Based Practice	Our requirements for working with industry and academia to support the evaluation of our interventions have been baselined.				
	Proactive, Intelligence-Led Policing.	There are established data sharing protocols with the rail industry to support future self-service briefings.				



Not started	Under development	In delivery	Embedded
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EXAMPLE: Strategic Objectives by Delivery Plan, Year 1 (by exception).

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

		Q1	Q2	Q3	Q4
Retrospective facial recognition is used to enhance safeguarding and the detection of offenders.					✓
Process	Activity Update/ Progress/ Key milestone in the next Quarter:	If delivery is behind expected place, or challenges exist:			
BTP is regarded as a lead Force in targeting offenders and safeguarding those involved in County Lines.					✓
Process	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.





REPORT TO: Strategy and Planning Committee.
DATE: 2nd March 2026
SUBJECT: Policing Plan 2026/27
SPONSOR: Stuart Cundy, Deputy Chief Constable
AUTHOR: Jennifer Crowther

1. PURPOSE OF PAPER

- 1.1 To update members on the second year of the 2025-2027 Policing Plan to propose its alignment with the new Guardians of the Railway Strategy for 2026-29.

2. BACKGROUND

- 2.1. The current Policing Plan was developed to cover the period 2025–2027. In line with legislative requirements, the plan is republished annually.
- 2.2. At the Quarter 2 Strategy and Planning Committee, members agreed that the existing Policing Plan Priorities, should be reviewed against the new Strategic Objectives in early 2026, prior to republication.

3. POLICING CONTEXT

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

4. STRATEGIC ALIGNMENT

- 4.1. The refreshed Guardians of the Railway Strategy will be published in April 2026. It comprises of five Strategic Objectives, three of which are operational.
- 4.2. To ensure alignment with the strategic objectives, the following minor adjustments are proposed to the annual Policing Plan (see Annex 1):
 - (i) Direct alignment between the new Guardians of the Railway operational strategic objectives and the Policing Plan priorities.

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



- (ii) Violence and Intimidation Against Women and Girls remains a key focus for BTP and is aligned under the '*High harm offences and protecting vulnerable people*' priority.
- (iii) '*Visible presence and improved coordination*' replaces '*Violence Against Women and Girls*' as the third priority area. This new priority encompasses integrated railway policing and security; tackling disorder, antisocial behaviour and partnership working.

5. PERFORMANCE MONITORING

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

6. POLICING PLAN 2027 – 29

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

7. RECOMMENDATION

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

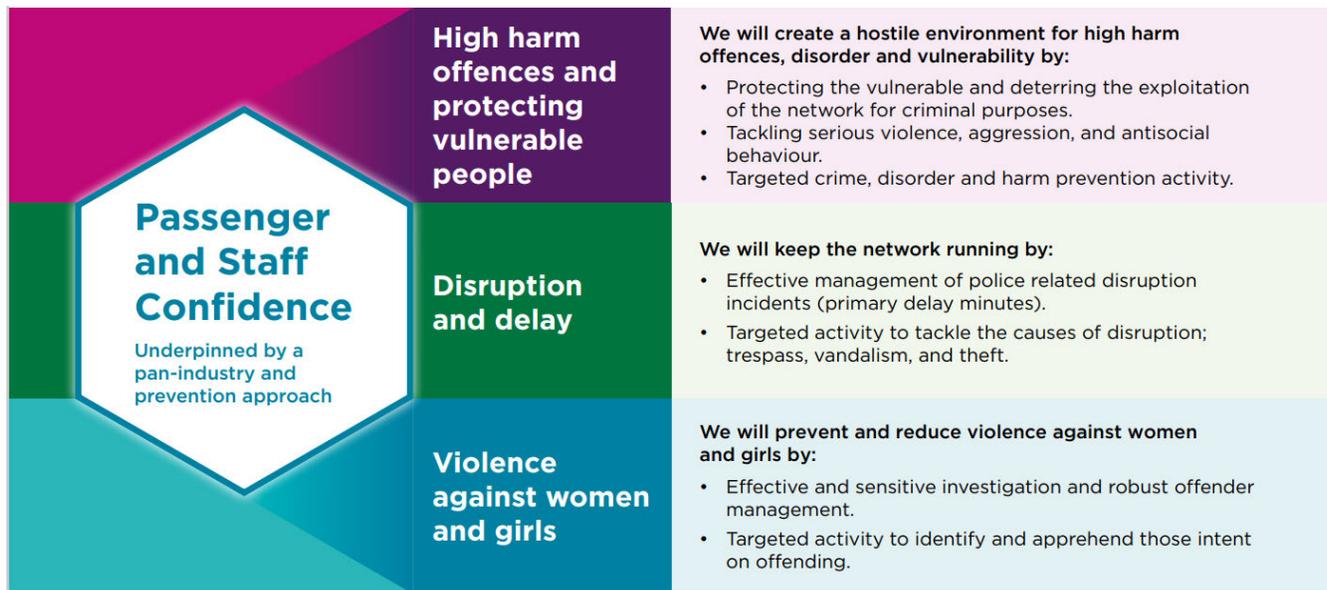


Annex 1:

Proposed Policing Plan Priorities 2026/27.



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





Annex 2:

Proposed Policing Plan Key Performance Indicators 2026/27.

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

Report to: Strategy and Planning Committee
Date of meeting: 2nd March 2026
Subject: Horizon Scanning Tool
Author: Jen Crowther & Elly Goodwin
COG Sponsor: Stuart Cundy, Deputy Chief Constable
For: Noting

1. PURPOSE

- 1.1 To inform members on the launch of BTP's new Horizon Scanning Tool and process.
- 1.2 A short demonstration of the tool will be presented to members during the Strategy and Planning Committee.

2. BACKGROUND

- 2.1 BTP's operating environment continues to change at pace. It is increasingly important not only to identify early "signals" of future developments but also to ensure these are acted upon in a coordinated and timely manner. Current examples - such as High Speed 2, the Universal Studios development in Bedfordshire, and the emergence of new forms of digital crime - demonstrate that while individual signals are known, there was previously no central mechanism that provided force-wide visibility of all emerging signals.
- 2.2 The Horizon Scanning Tool is designed to address this gap by offering a consolidated view of the key infrastructural, political, economic, social, technological, legal, environmental and organisational signals likely to influence BTP over the next 10 years and beyond. Enhanced visibility of these signals will help reduce duplication, strengthen collaboration, and support more informed and forward-looking decisions aligned to BTP's long-term strategic aims.
- 2.3 The tool is not intended to replace risk management processes nor serve as a self-service repository for departments and business leads to access and utilise the information available. Instead, it provides a focused and structured means of improving strategic awareness and planning across the organisation. It will become an important enabler of more proactive and evidence-based decision-making.

3. DEVELOPMENT TO DATE

- 3.1 Following extensive internal consultation and multiple iterations in response to feedback, a Power BI dashboard has been developed and approved by the Force Executive Board in November 2025. The tool has been aligned to terminology used by the College of Policing in relation to horizon scanning.

- 3.2 Launched in January by the Strategic Hub, the tool allows colleagues to submit a signal through a short [submission](#). Each submission is then assessed by the Strategic Hub for its likely impact and probability, with priorities and ownership formally assigned.
- 3.3 Signal owners will be required to provide updates every six months, outlining progress or changes. The highest-priority signals will be displayed on the dashboard to support transparency and shared accountability, while all others will be retained in a central repository for continued monitoring.
- 3.4 The tool will provide a core input into BTP's business planning cycle. It will inform the future demand section of the Force Management Statement and help shape business cases relating to exceptional resourcing or financial requirements. During its development phase, signals related to infrastructure informed the 2025 Medium Term Financial Plan.
- 3.5 Benchmarking with other police forces indicates that no comparable horizon scanning tool of this scale or sophistication is currently in operation elsewhere. Several early signals identified by BTP have already informed the College of Policing's ["Ahead of the Curve" Horizon Scanning Report](#).

4. NEXT STEPS

- 4.1 Members are invited to note the development of the Horizon Scanning Tool and to support the submission of relevant signals that may influence BTP's future operating environment.



SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

Report

Report to: Strategy & Planning Committee
Date: 02/03/2026
Subject: **Strategic Plan Reporting Q3 2025/26**
Sponsor: Stuart Cundy, Deputy Chief Constable
Author: Jen Crowther & Elly Goodwin
For: Noting

1. PURPOSE OF PAPER

1.1. This paper accompanies the Quarter 3 (2025/26), assessment (**Annex 1**), which tracks progress against the current Force Strategy. The accompanying pack provides a detailed analysis of the four reporting elements: activity against priorities, deliverables, projects and risks. The final RAG assessment is summarised in 3.4.

2. REPORTING PROCESS

2.1. The reporting mechanism is designed to show progress against the Strategic Objectives through four lenses, collectively showing progress to-date. These are:

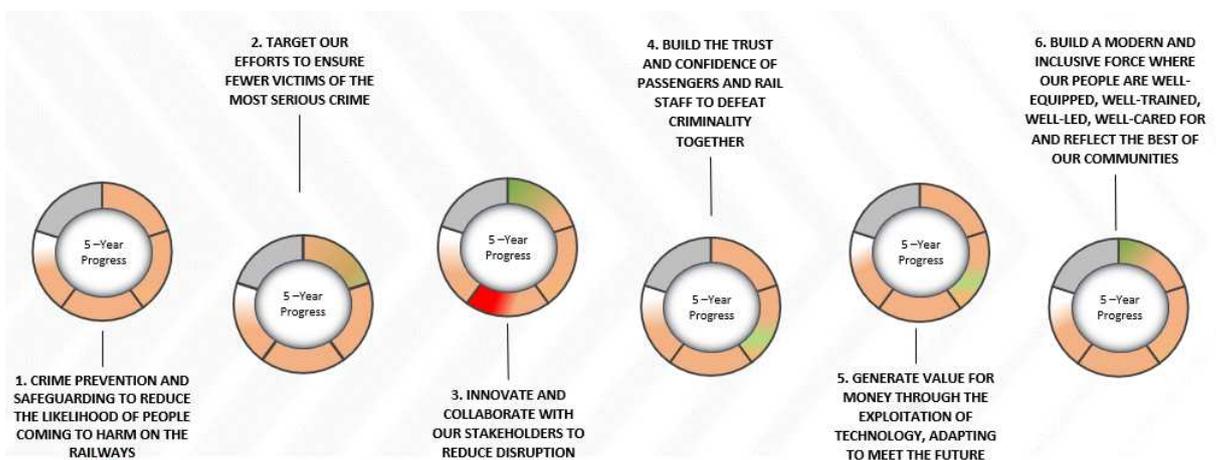
- I. Performance Reporting against the Deliverables.
- II. Activity against the Priorities. All priorities have been mapped to a Chief Officer.
- III. Progress against Transformational FoTM projects.
- IV. Assessment of the Strategic Risk, through the Strategic Risk Register.

2.2. The Force Executive Board regularly reviews progress and performance. This quarter's performance was discussed at the January meeting.

2.3. A Force on the Move Programmes and Projects highlight reports are attached to this paper (**Annex 2**).

3. QUARTER 3 2025/26 ASSESSMENT

- 3.1. All six Strategic Objectives remain this quarter as AMBER.
- 3.2. Strategic Objective Three maintains its AMBER grading for the third quarter in a row. Delay minutes and incidents have recorded an increase, predominantly trespass and cable theft. Whilst seasonally we experience primary and reactionary delay minutes peaking at this time, levels are above previous years.
- 3.3. Over 2025, the overall trend saw trajectories for the objectives as a whole ‘reverting’; however, within the last quarter this has stabilised. Of the 30 strategic priorities, seven showed improvements this quarter with the rest remaining stable.
- 3.4.



4. NEXT STEPS

- 4.1. The existing Guardians of the Railway strategy will conclude in March 2026. The refreshed strategy for 2026-2029 is in the final stages of development; this has been developed in conjunction with the 3-year budget settlement approved at Full Authority in December 2025.
- 4.2. A ‘Blueprint to Delivery’ underpins the new Strategic Objectives, acting as three-year delivery plan covering business as usual, investment portfolio and innovation plans.
- 4.3. Quarterly reporting for the new strategy will focus on progress against the Blueprint; the aim is to streamline reporting requirements whilst encouraging ownership and accountability for delivery.

5. RECOMMENDATION

- 5.1. Members to note the update provide in this paper and the associated data packs.

Security Classification and Handling Instructions of document are detailed on page 1

Annex 1: Q3 2025/26 Strategic Objectives Data Pack.

Annex 2: Q3 2025/26: A Force on the Move Programmes and Projects.

Security Classification and Handling Instructions of document are detailed on page 1

Minutes

Strategy and Planning Committee

Friday 14 November 2025 at 10.30am in the Waterloo and Penzance Meeting Rooms, British Transport Police, 200 Buckingham Palace Road, London, SW1W and via Microsoft Teams

Present:

Andy Cooper (Chair)
Dyan Perry (Deputy Chair)
Paula Carter
Kenna Kintrea
Craig Mackey

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Sarah Church (Chief Financial Officer)
Kate Carr (Head of Legitimacy and Performance)
Lydney Luthra (Risk and Assurance Manager)
Fiona Mackie (Head of Chief Executive's Office)

British Transport Police
Lucy D'Orsi (Chief Constable)
Stuart Cundy (Deputy Chief Constable)
Steff Sharp (Director of Corporate Development)
Richard Dronfield (Deputy Director – Decision Support)
Naweed Mazhar (Deputy Director – Estates) (from Item 4)
Kylie Barker (Senior Project Manager) (from Item 6)
Jen Crowther (Strategic Planning Manager)
Harriet Harvey (Head of Transformation)
Iain Metcalf (Strategic Delivery Lead)
Meghan Sloan (Business Manager)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations

Agenda Item 2

2. There were no declarations.

Medium Term Financial Planning

Agenda Item 3

Unfunded Pressures

Agenda Item 3.1

3. Members considered a paper regarding unfunded pressures, and the following points were made.
 - a. The Chief Financial Officer noted that the latest position on Emergency Services Networks was set out within the paper, albeit BTPA Executive was not confident on the timeline. The pressure sat outside of the MTFP, and the Department for Transport was clear that it needed to support BTPA with ongoing costs, that would ultimately be charged to industry. The Deputy Director – Decision Support added that the Force was discussing ESN with peers including the Civil Nuclear Constabulary.
 - b. The Chief Financial Officer noted that a Spending Review bid for electric vehicles had been unsuccessful, so the focus was now on securing hybrid vehicles. A Member noted that further discussion on Fleet during consideration of the following MTFP item would be helpful.
 - c. The Director of Corporate Development noted she was conscious of the Price element of the MTFP, as infrastructure including Estates remained a challenge. She was expecting a report within 6-8 weeks following which the Force would be meeting with Network Rail to explore collaboration.
4. **RESOLVED**, that the paper regarding unfunded pressures be noted.

Minutes / BTPA Senior Influence Group / 22 October 2025

Agenda Item 3.2

5. Members considered the minutes of the BTPA Senior Influence Group meeting held on 22 October 2025 and the following points were made.
 - a. The Deputy Chair noted, in her capacity as Chair of the BTPA Senior Influence Group, that the Group was working well with a high degree of engagement from its industry members, and had enabled substantive progression to be made in the development of the MTFP.
 - b. In response to a question, both the Deputy Chair and the Chief Executive noted that the Group together represented 95% of industry funding, including Scotland and Wales, and therefore ensured represented engagement from all major funders. Industry bodies not on the group included e.g. Open Access Operators, who were represented on the Group by the Rail Delivery Group.

6. **RESOLVED**, that the minutes of the BTPA Senior Influence Group meeting held on 22 October 2025 be noted.

BTPA Executive Cover Paper / Proposed Medium Term Financial Plan – Considerations

Agenda Item 3.3

7. Members considered the BTPA Executive Cover Paper for the proposed Medium Term Financial Plan and the following points were made.
 - a. The Chief Financial Officer introduced the paper and noted,
 - i. The forthcoming Autumn Budget included some potential risk around salary sacrifice/pensions, which would impact BTPA as the employer. She had asked the Force to analyse this risk at a high level.
 - ii. Members would want assurance on Stack 4 and Stack 5 of the proposed MTFP.
 - iii. There was a risk on capital spend threshold, which the Director of Corporate Development could cover during the following item.
 - iv. Some funding pressures for 2025/26 including the recent Pay Award, Cost Allocation Model transition costs, and an increase in the London Allowance.
8. **RESOLVED**, that the BTPA Executive Cover Paper for the proposed Medium Term Financial Plan be noted.

British Transport Police Medium Term Financial Plan 2026/29

Agenda Item 3.4

9. Members considered a paper regarding the British Transport Police Medium Term Financial Plan 2026/29, and the following points were made.
 - a. Those present discussed the capital spend threshold risk referenced earlier in the meeting and the following points were made.
 - i. The Chief Financial Officer noted that BTP/A was required to adhere to capital delegated expenditure limits (CDEL) set by the Department for Transport. The MTFP proposal, as it stood, breached those limits. She was in discussions with the Department for Transport to explore how the current CDEL limits could be reformed.
 - ii. The Chief Financial Officer noted the capital delegation breach declined on-year during the life of the MTFP, with scope for more opportunity in Years 2 and 3.

- iii. A Member noted she would be interested in any potential to defer elements of capital spend beyond the life of the MTFP.
 - iv. In response to a comment, the Chief Financial Officer noted that it was unlikely that Department for Transport would agree to allow BTP/A to move away from the *Managing Public Money* position that capital spend could not be charged to industry.
 - v. The Chair directed that the BTPA Executive/Force should establish in advance of 10 December 2025 what the likely implications were if existing CDEs were not amended.
- b. Those present discussed whether £22m efficiencies could be a budget-agnostic target for 2028/29 ('doing same for less, but through greater collaboration') and the following points were made.
- i. The Deputy Chair noted that the question regarding efficiencies and collaboration could be referred to the BTPA Senior Influence Group, albeit BTP/A should be careful on narrative and make clear that efficiencies were intended through collaboration with industry, not by industry alone. Moreover, BTP/A should be focusing its external engagement on emerging leaders in Great British Railways.
- c. Those present discussed whether Stacks 4 and 5 in the MTFP proposal could be considered under the broader Government Efficiency Framework definition ('doing more with the same, for greater outcomes') and the following points were made.
- i. The Chief Financial Officer noted that ostensibly this approach differed little from what BTP/A sought to do at present but accepted that there was scope to focus on cost avoidance. The Director of Corporate Development noted that there would be greater emphasis on clear, monetizable efficiencies.
- d. Those present discussed whether there was BTP/A consensus that MTFP efficiencies should not result in service reductions (i.e. the forecast FTE reductions in Y3 of the MTFP) and the following points were made.
- i. Members requested more detail on what options were available on reducing FTE before committing to endorsing Stacks 4 and 5. Greater clarity was required on the shape and structure of the Force in Year 1 versus Year 3, alongside avoiding conflation of reduction in headcount with a reduction in service.
- e. Those present then had a general discussion on the content of the MTFP and the following points were made.

- i. In response to a question, the Chief Constable replied that it was not yet clear whether deploying specialist VIAWG officers on patrol as per the business case provided as an annex was the right option to pursue, but the proposal had been developed in light of both professional judgement and recognition of the fact that Force activity at present was not sufficient to address the VIAWG challenge.
 - ii. A Member recommended that the Force should provide some narrative around the extent to which the proposed 8% increase in Year 1 was broken down into invest to save and investment to improve performance. This narrative should also provide a high level description of benefits across the three years – to the Force, industry, and wider UK economy.
 - iii. A Member noted it would be helpful for proposed MTFP expenditure to be aligned with planned industry expenditure. The Chief Constable noted that data of that nature had been difficult to secure, and suggested provision instead of a train operating company-specific case study.
 - iv. There was a general discussion around the need for a clear position on cashable efficiencies in Year 3, with the BTPA position remaining the all planned efficiencies should be monetizable, cash-releasing efficiencies.
 - v. A Member noted that it would be helpful for the Authority to have sight of numeric benefits during the course of the MTFP, to assist with decision making regarding opportunities and efficiencies.
 - vi. A Member noted the need for sensitivity analysis around the financial risk posed by the pay settlement.
- f. The Chair concluded discussion by noting that the paper before Members should proceed to the Full Authority for decision on 10 December 2025, albeit with an annex dealing with the comments made by Members during the course of the meeting.

10. **RESOLVED**, that subject to the comments made, Members endorse the British Transport Police Medium Term Financial Plan 2026/29 for progression to the Full Authority on 10 December 2025.

[Background Pack] Annex D / Violence Against Women and Girls Capability Business Case
Agenda Item 3.4.1

11. **RESOLVED**, that Annex D / Violence Against Women and Girls Capability Business Case be noted.

[Background Pack] Annex E / Industry Correspondence
Agenda Item 3.4.2

12. **RESOLVED**, that Annex E / Industry Correspondence be noted.

British Transport Police Authority Budget 2026/27 & Three-Year Medium Term Financial Plan
Agenda Item 3.5

13. Members considered a late paper regarding the British Transport Police Authority Budget 2026/27 & Three-Year Medium Term Financial Plan and the following points were made.
- a. The Chief Financial Officer apologised for the late paper, noting that the fact it was late was indicative of the point regarding BTPA Executive resilience within the paper itself.
 - b. Members were supportive of the proposed uplift of the BTPA Executive described within the paper, noting that it would provide the Executive Team with enhanced capability. They noted that the appointment of a delivery partner should be made from a collaborative approach and suggested that the budget line in question was perhaps insufficient.
 - c. The Chief Constable noted that the Force did not yet have a firm opinion on what a delivery partner might look like in practice. She noted that the BTPA Executive was proposing to recruit staff at a time when redundancies were being made within the Force and encouraged the BTPA Executive to consider new ways of working. The Chief Financial Officer noted these points and encouraged the Force to ensure that the BTPA Executive was included in any Force pilots of new ways of working.

14. **RESOLVED**, that Members endorse the 2026/29 BTPA MTFP and 2026/27 Budget for inclusion within the overall BTP Budget and MTFP.

The meeting adjourned at 12.10pm for a comfort break and reconvened at 12.15pm. Naweed Mazhar joined at this point of the meeting.

Strategic Plan Refresh
Agenda Item 4

15. Members considered a paper regarding the refresh of the Strategic Plan 2026/2029, and the following points were made.
- a. The Deputy Chair welcomed the paper and encouraged the Force to make reference in the forthcoming Strategic Plan to industry benefits, in light of ongoing work on the MTFP by the BTPA Senior Influence Group.
 - b. A Member encouraged the Force to provide greater transparency on key performance indicators underpinning Red- Amber-Green ratings, even if such KPIs were not numeric.

- c. Members noted the proposed template for forthcoming Strategic Plan reporting and agreed to provide any feedback on its format outside of the meeting (Action 16/2025).

16. **RESOLVED**, that subject to the comments made, Members, endorse the five proposed Strategic Objectives and accompanying Blueprint for onward submission to the Full Authority on 10 December 2025.

Building the Foundations Estates Strategy

Agenda Item 5

17. Members considered an update paper regarding the *Building the Foundations Estates Strategy* and the following points were made.
 - a. Members noted that the resource uplift to support the strategy had been accounted for within the forthcoming Medium-Term Financial Plan.
 - b. In response to a question, the Director of Corporate Development replied that it would be difficult to achieve efficiencies within the Force estate over the next 10 years, given that e.g. a reduced estates footprint would potentially reduce the Force's ability to deploy across the whole railway network in a timely fashion.
 - c. The Chair welcomed the paper and requested that it be retained and updated for subsequent meetings, in keeping with the approach for the *Fixing the Fundamentals* strategy.

18. **RESOLVED**, that Members,

- a. Endorse the strategic direction set out within the *Building the Foundations* plan.
- b. Support the continued implementation of the redesign and transformation roadmap.
- c. Recognise the need for sustained investment in permanent resources to maintain momentum and meet future demand, but nonetheless defer to forthcoming Medium Term Financial Plan discussions.

Dyan Perry and Lucy D'Orsi left at this point of the meeting. Kylie Barker joined at this point of the meeting.

Handover Report / London Estates Programme

Agenda Item 6

19. Members considered the handover report for the London Estates Programme and congratulated all of the officers and staff involved in its delivery.

20. **RESOLVED**, that the handover report for the London Estates Programme be noted.

Strategic Plan Reporting

Agenda Item 7

21. **RESOLVED**, that the Strategic Plan Reporting cover paper be noted.

22. The Strategic Delivery Lead noted that the paper and the corresponding Strategic Plan material in the Background Pack were the fourteenth iteration of Strategic Plan reporting considered by the Committee.

[Background Pack] Strategic Plan Data Pack Q2 2025/26

Agenda Item 7.1

23. **RESOLVED**, that the Strategic Plan Data Pack Q2 2025/26 be noted.

[Background Pack] A Force on the Move Portfolio Dashboard Q2 2025/26

Agenda Item 7.2

24. **RESOLVED**, that the *A Force on the Move* Portfolio Dashboard Q2 2025/26 be noted.

Strategic Risk

Agenda Item 8

25. Members considered a paper detailing the Strategic Risks overseen by the Committee at Q2 2025/26 and the following points were made.

- a. Members encouraged the Force to reconsider the way in which the Cyber and Data Security Risk was articulated, to sharpen the emphasis on public safety.

26. **RESOLVED**, that the paper regarding Strategic Risks at Q2 2025/26 be noted.

Minutes

Agenda Item 9

27. **RESOLVED**, that the minutes of the meeting held on 24 September 2025 be approved.

Actions

Agenda Item 10

28. Members considered actions arising from previous meetings and the following points were made.

- a. Members agreed that Actions 11/2025, 12/2025, 14/2025 and 15/2025 could be closed, and noted that Action 13/2025 remained open.

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

Workplan

Agenda Item 11

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

Legitimacy Map

Agenda Item 11.1

31. **RESOLVED**, that the Legitimacy Map be noted.

Any Other Business

Agenda Item 12

32. There was no other business.

The meeting ended at 12.58pm.

DRAFT

OFFICIAL

Strategy and Planning Committee Actions

Serial	Date	Action/Paper	Owner	Outcome
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	<p>In Progress</p> <p>[REDACTED]</p>
16/2025	14 November 2025	Members noted the proposed template for forthcoming Strategic Plan reporting and agreed to provide any feedback on its format outside of the meeting.	BTPA SPC Members	<p>Recommended for Closure</p> <p>BTPA SPC Members have a further opportunity to comment on reporting format at their March 2026 meeting.</p>