



BRITISH  
TRANSPORT  
POLICE

# BTP Policing Plan 2026-27



# Chair's Foreword

I am pleased to introduce our Policing Plan for 2026/27. This Plan sets out the operational priorities for the Force this year, and our commitment as an Authority in supporting and overseeing our force to ensure that it meets the needs of the railway, its passengers, and its staff.

The operating context remains challenging, shaped by reform in both rail and policing. There are rightly high public expectations, with an unrelenting focus on public confidence, vulnerability and professionalism. Our plan reflects the issues which our people and our partners have told us are most important, and we expect to be held closely to account for meeting their expectations.

As Chair, I want to be clear: the railway remains one of the safest public spaces in the UK. Our role is to ensure it stays that way. This Policing Plan demonstrates our shared ambition to protect the most vulnerable, support rail staff, maintain the smooth running of the rail network and ensure that policing on the railway continues to meet the highest standards.

I am proud of the commitments made in this plan and will work with my fellow Authority members to support its delivery throughout the coming year.

**Tricia Hayes**  
Chair

**Email**  
[Tricia.Hayes@btp.police.uk](mailto:Tricia.Hayes@btp.police.uk)



# Chief Constable's Introduction

I am proud to introduce British Transport Police's **Policing Plan for 2026/27**. It translates the ambition set out in our *Guardians of the Railway Strategy 2026 to 2029* into clear, measurable delivery for the year ahead. It sets out where we will focus our efforts, the standards we will hold ourselves to, and how we will ensure our officers and staff are concentrated on the issues that matter most to the public and to the rail industry. It also provides a clear basis on which we can be held to account for our performance.

Our operating environment remains demanding. Passenger numbers continue to grow, the rail network is evolving through reform and expansion, and national policing priorities rightly place strong emphasis on protecting the vulnerable, building trust and delivering visible, effective policing. This Policing Plan provides clarity for our people on how we will meet those expectations, while ensuring our activity is firmly aligned to our strategic commitments.

Protecting people from serious harm, particularly the most vulnerable, sits at the centre of our operational focus. Tackling violence and intimidation against women and girls remains one of our most important responsibilities. We will strengthen intelligence led deployment, improve investigative standards, and work closely with partners to prevent harm and respond decisively when offences occur. Alongside this, we will continue to drive down assaults on rail staff, recognising the vital role they play in keeping the railway running safely every day.

BTP also plays a critical role in maintaining a reliable railway through reducing disruption. Whether responding swiftly to incidents, managing fatalities with dignity and professionalism, or working with industry partners to address repeat causes of disruption and delay, our role is clear: to minimise harm, maintain safety and keep passengers moving.

Visible, proactive and well-coordinated policing remains essential to public confidence. Passengers and rail staff must see and feel our presence, particularly where and when reassurance is most needed. We will continue to strengthen joint working with rail operators, security teams and partner forces, ensuring that policing and security activity is aligned, targeted and effective across the network.

This Policing Plan is grounded in realism, professionalism and the dedication of our officers and staff. While the rail network remains one of the safest public environments in the country, we know that confidence is earned through action, visibility and delivery. This Plan sets out how we will do exactly that in 2026/27.

I look forward to working with our teams and our partners across the railway to deliver these commitments in the year ahead.

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

**Email**  
[Lucy.Dorsi@btp.police.uk](mailto:Lucy.Dorsi@btp.police.uk)

**Follow**  
[@BTPChief](https://twitter.com/BTPChief)



# Our Priorities



**High harm offences and protecting vulnerable people**

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

- Preventing and reducing violence against women and girls.
- Tackling serious violence.
- Effective and victim focused investigations, with robust offender management.
- Protecting the vulnerable and deterring the exploitation of the network for criminal purposes.

**Passenger and Staff Confidence**

Underpinned by a pan-industry and prevention approach

**Disruption and delay**

**We will keep the network running by:**

- Effective management of police related disruption incidents.
- Targeted activity to tackle the causes of disruption; trespass, vandalism, and cable theft.

**Visible presence and improved coordination**

**We will strengthen our visible presence and improved coordination by:**

- More integrated railway policing and security.
- Tackling aggression and anti social behaviour.
- Targeted disorder and harm prevention activity.

# Key Performance Indicators



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

## High harm offences and protecting vulnerable people

- Crime levels for violence (broken down to serious and without injury), rail-staff and officer assaults; and public order and sexual offences where the victim is female
- Solved rates and solved crimes broken down by crime type
- Vulnerability safeguarding submission forms (e.g. Domestic Abuse, Adults at Risk)
- Life-saving interventions
- Victim of crime survey results
- Progress against Violence Against Women and Girls (VAWG) and Op Soteria Action Plans

## Disruption and delay

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

## Visible presence and improved coordination

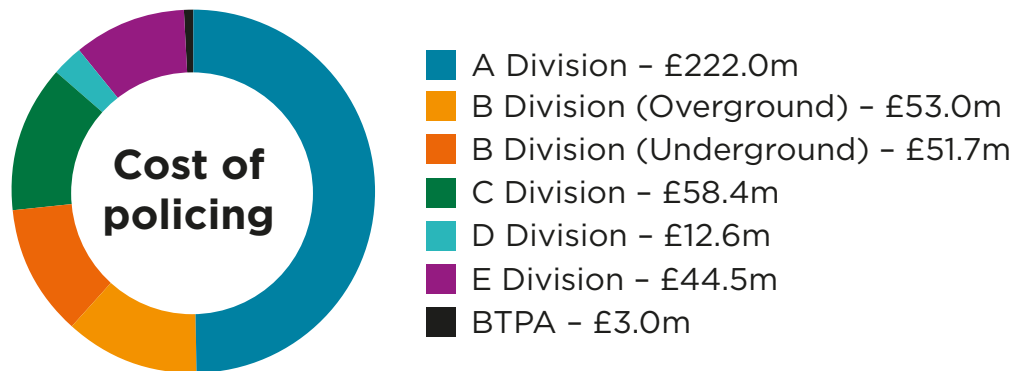
- Anti-social behaviour incidents
- Incident response times for immediate and priority graded calls
- Visible patrols at priority locations
- Collaborative operations with the rail industry, law enforcement and other partners
- Rail Staff and Passenger Survey results

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

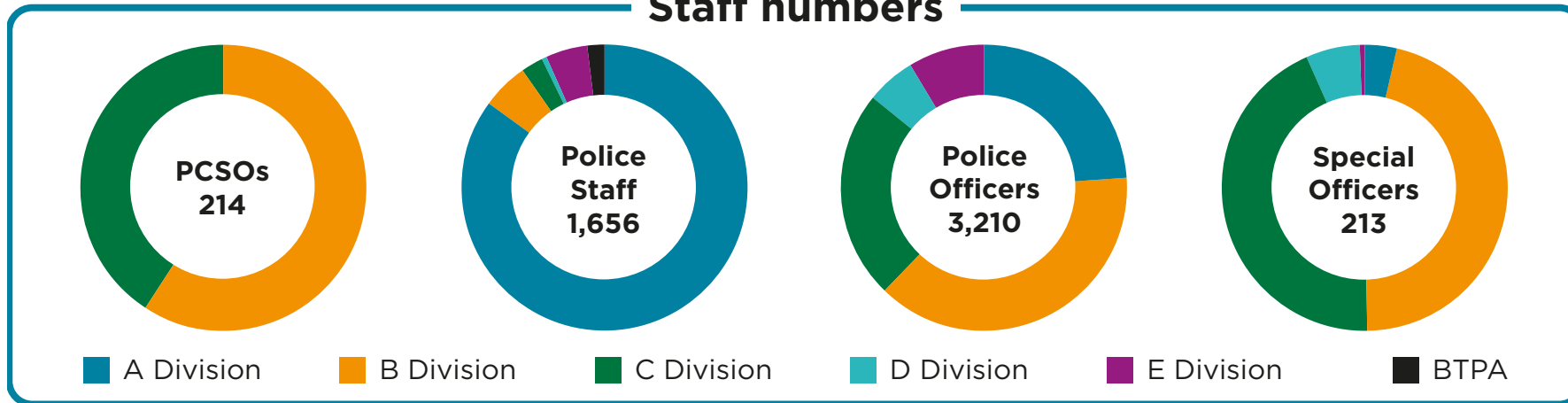
# Budget and Resources



For 2026/27 BTPA set a budget of £445.2m which is allocated as follows:



## Staff numbers



\* Mix of staffing is subject to change as requirements change

\*\* Of the B-Division figures, full-time equivalent (FTE) of 574.5 officers, 74 PCSOs, 41 special officers and 54.95 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)

## B-Division

- T/Chief Superintendent Dominique Ioannou – Divisional Commander  
[Dominique.ioannou@btp.police.uk](mailto:Dominique.ioannou@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 John Loveless – Subdivisional Commander Central  
[John.Loveless@btp.police.uk](mailto:John.Loveless@btp.police.uk)
- T/Superintendent Liam Kelly – Operations  
[Liam.Kelly@btp.police.uk](mailto:Liam.Kelly@btp.police.uk)

## C-Division

- Chief Superintendent David Rams – Divisional Commander  
[David.Rams@btp.police.uk](mailto:David.Rams@btp.police.uk)
- Superintendent Sue Peters – Subdivisional Commander Midlands  
[Sue.Peters@btp.police.uk](mailto:Sue.Peters@btp.police.uk)
- Superintendent Jamie McGowan – Subdivisional Commander Pennines  
[Jamie.McGowan@btp.police.uk](mailto:Jamie.McGowan@btp.police.uk)
- Superintendent Mark Cleland – Subdivisional Commander Wales  
[Mark.Cleland@btp.police.uk](mailto:Mark.Cleland@btp.police.uk)
- Superintendent Richard Powell – Subdivisional Commander Western  
[Richard.Powell.1204@btp.police.uk](mailto:Richard.Powell.1204@btp.police.uk)

## D-Division

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

## E-Division

- Chief Superintendent Sandra England – Divisional Commander  
[Sandra.England@btp.police.uk](mailto:Sandra.England@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