

BTP Strategy 2026-2029

Guardians of the Railway –
Focused on your Safety



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Chair's Foreword

I'm delighted to share with you our *Guardians of the Railway Strategy 2026-2029*. This strategy sets out how the British Transport Police and its Authority will work together to provide a safe, secure and trusted railway network for the millions of passengers and workers who rely on it every day. Many of our partners – in industry, government, policing – as well as our own people – have helped us create this strategy and its accompanying blueprint for delivery. Thank you to those who have been part of this work.

The context within which we are policing our railway is changing and will change again over the period covered by this strategy. UK rail reform is entering a decisive phase, with the sector moving toward a more unified, passenger centred system. People who use the railway will expect to see a rail system which understands and responds to their needs, including in policing and security. The UK Government's plan for reforming the policing system in England and Wales are gathering pace. BTP is part of a national policing system which requires close collaboration with national and local partners, and many of these partners will look quite different by 2029.

Through all of this change, the public will rightly expect BTP to continue to do the very best job it can to keep them safe and secure.

The five strategic objectives set out in the pages that follow—tackling serious harm; reducing disruption; integrating railway policing and security; driving productivity through innovation; and building a modern, capable workforce—provide a clear framework for delivery through to 2029. Each objective is supported by defined future states. This is a tangible commitment from the force and its Authority to those who work on and use the railway, and we expect to be held account for delivering it.

I look forward to working with colleagues across BTP, our partners across the rail industry, and the wider policing community to deliver this ambition—together acting as true guardians of the railway.

Tricia Hayes
Chair

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Chief Constable's Foreword

I am proud to introduce our *Guardians of the Railway Strategy 2026 to 2029*. For the first time, our strategy is underpinned by the certainty of a three year financial settlement. This stability gives us a vital opportunity to plan with confidence, accelerate improvement and invest for the long term where we can make the greatest difference.

This strategy sets a clear, focused direction for the next three years and provides a strong foundation for the future. Our purpose is simple and enduring: to protect people, prevent harm and keep the railway moving. We will deliver this through close partnership with the rail industry, Government and policing partners, supporting a safe, reliable railway for everyone who uses or works on it.

The environment around us is changing rapidly. Rail reform is reshaping how the network operates, while policing reform is driving higher expectations of standards, efficiency and public confidence. As the only national police force serving England, Scotland and Wales, we must continue to adapt, innovate and lead. This strategy sets out how we will do that.

At its heart are five strategic objectives: tackling serious harm; reducing disruption; integrating policing and security; driving productivity through innovation; and developing a capable, modern workforce. Each objective is underpinned by a clear future state and delivered through our organisational Blueprint, which will guide accountability and progress to 2029.

Central to this plan is a major investment in frontline policing. We will recruit additional officers to strengthen capability, improve operational resilience and close critical coverage gaps. We are committed to reducing disruption and keeping the railway running so that the Government's ambitions for Great British railway can be fully realised.

We are also strengthening our response to violence against women and girls through the creation of a dedicated taskforce. This will drive more solved crimes, stronger safeguarding and increased confidence for victims and communities who rely on us.

We will continue to accelerate our transformation programme to modernise how we work, improving our productivity and the service we provide to the public and the rail industry. This will include greater use of automation and AI, cloud based evidence, digital case files, a victim self-service portal, and the expansion of our Beyond Visual Line of Sight drone programme.

The railways remain one of the safest public environments in the country, and I am immensely proud of British Transport Police. With the dedication of our officers and staff, and through strong partnership with the rail industry, the British Transport Police Authority, Government and law enforcement colleagues, I am confident we will deliver a modern, trusted and high performing specialist police service and continue to be true guardians of Britain's railways.

Lucy D'Orsi CVO QPM
Chief Constable

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About us

The British Transport Police is the specialist and dedicated police force for Britain's railways. It provides a service to all passenger and freight operators, their staff and customers across England, Scotland and Wales; policing the London Underground, Docklands Light Railway, the Midland Metro tram system, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

OUR VISION

A world leading police force trusted to provide a safe and reliable railway.

OUR MISSION

Working together to protect the rail community, creating a hostile environment for crime.

OUR VALUES: US AT OUR BEST

- We are proud to protect
- We care
- We are one BTP
- We do the right thing
- We strive to be better every day



Our Strategic Objectives



S01. 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.

S02. 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.

S03. 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.

S04. 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

S05. 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

Our Medium Term Financial Plan

	26/27	27/28	28/29
	£m	£m	£m
Expenditure	445.250	471.323	483.042
Funded by: PSA	-318.740	-337.406	-345.794
TfL	-99.070	-104.872	-107.479
EPSAs and Grants	-27.440	-29.047	-29.769
TOTAL INCOME	-445.250	-471.324	-483.042



Our Blueprint for Delivery

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.

	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 VAWG 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, VAWG*).	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.	BAU (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

*Violence against women and girls

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

Year 1 (2026-27)				Year 2 (2027-28)			Year 3 (2028-29)		
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.	IP	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	Industry Body Worn Video directly contributes to solved crimes and prosecutions.	SO3.	B
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	We used behavioural science insights to shape public messaging and patrol protocols.	SO2.	B	Industry CCTV is further integrated through data sharing agreements and cloud-based storage.	SO1. SO3.	B (SR25)
	Disruption tabletop exercises to test readiness and resilience are delivered.	SO2.	B	Worked with industry to deliver disruption prevention activity where it is needed most.	SO2.	B	Advanced AI enabled the forecasting of demand and support resource allocation decisions.	SO5.	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	Optimised our-data storage through the cloud.	SO1.	IP
				Data quality is meaningfully improved.	SO5.	B			
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.