

[23 September 2026] Agenda Pack / Full Authority

MEETING
23 September 2026 12:00 BST

PUBLISHED
16 September 2026

Agenda

Location
Hybrid / Maldron Glasgow City, 50 Renfrew Street, Glasgow, G2
3BW & Microsoft Teams

Date
23 Sep 2026

Time
12:00 BST

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Paper to: Full Authority

Date: 23 September 2026

Subject: BTPA Consolidated Development Plan

Author: Board Secretary

For: Endorsement

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Executive Summary

1. The Authority currently has a number of development workstreams, including actions from the pre-existing Board Effectiveness Improvement Plan, Chair's Reforms and objectives set by the Secretary of State for Transport and DfT Director General. Although these workstreams have different origins, they share common themes: organisational effectiveness, performance monitoring, governance, stakeholder engagement and preparedness for rail and policing reform.
2. This paper proposes the creation of a single BTPA Consolidated Development Plan. The plan provides a framework through which the Authority can oversee delivery of its improvement priorities, demonstrate progress against external expectations and avoid duplication across related activity. As recommended to the Full Authority on 1 July via the paper on the consent agenda, the framework consolidates existing work into three strategic priorities:
 - a. Focus on the Right Strategic Issues and Strengthen Decision Making,
 - b. Enhance External Engagement and Influence and
 - c. Improve Governance Effectiveness and BTPA Capability.
3. The paper also provides an overview of progress made to date and proposes arrangements for ownership, reporting and assurance.

Recommendations

4. Members are asked to:
 - a. Endorse the creation of a Consolidated Development Plan for BTPA.
 - b. Endorse the three strategic priorities set out within this paper.
 - c. Endorse the proposed delivery framework and reporting arrangements, including the proposed delivery discipline.
 - d. Delegate final approval of the detailed Plan to the Chair and Deputy Chair, following consultation with Members.
 - e. Note that a further review of progress will be undertaken in December 2026 to determine future developmental activity and any requirement for an external board effectiveness assessment during 2027.

Background

5. The Authority last reviewed progress against its Board Effectiveness Improvement Plan in December 2025. Since then, additional Board Development Days have taken place, a new Chair has been appointed, committee structures have been reviewed and changed, and significant work has progressed in relation to rail reform and wider policing reform.
6. Alongside these developments, the Secretary of State and Director General have set their expectations for the Authority. These include improving the effectiveness of the Authority and Executive; increasing focus on Force performance and operational delivery; strengthening partnership working through the BTPA Senior Influence Group; supporting and challenging the Chief Constable; ensuring effective engagement with rail and policing reform; reviewing Authority membership, capability and resilience; and strengthening financial oversight and value for money.
7. Taken together, these ambitions provide an opportunity to consolidate a number of individual initiatives into a single delivery framework with clear outcomes and accountability.

Progress Since December 2025

8. Several important improvements have already been delivered. Completed activity includes delegation of decisions in correspondence to the Chair and Deputy Chair; establishment of the BTPA Senior Influence Group as a regular governance mechanism; and review and redesign of committee structures and terms of reference. Overall, progress has been positive and provides a strong foundation upon which to build the next phase of improvement activity.
9. Significant activity remains in progress, including development of a balanced scorecard approach to performance scrutiny, performance deep dive arrangements, stakeholder strategy development, strengthening strategic risk oversight, Member capability and succession planning, and development of BTPA positions regarding rail and policing reform. The proposed consolidated plan brings these activities into a single framework, making it easier for Members to track progress, understand risk and identify where intervention or additional assurance is required.

Proposed Improvement and Delivery Framework

10. The Consolidated Development Plan is structured around three strategic priorities.
 - a. **Priority 1: Focus on the Right Strategic Issues and Strengthen Decision Making.** The Authority should focus its attention on the issues that most affect delivery, public confidence, financial sustainability and organisational performance. Key outcomes include improved performance monitoring, better management information, more effective evidence-based decision making, a more strategic Board agenda, and better integration of customer, stakeholder and operational insight into decision making.
 - b. **Priority 2: Enhance External Engagement and Influence.** The Authority should strengthen its external role while ensuring engagement activity is linked to clear objectives and measurable outcomes. Key outcomes include greater influence

within rail reform activity, stronger engagement with industry partners, effective use of the BTPA Senior Influence Group, improved stakeholder management, and clearer positioning of BTPA within policing reform discussions.

- c. **Priority 3: Improve Governance Effectiveness and BTPA Capability.** The Authority should ensure governance arrangements, Member capability and organisational capacity are aligned to future challenges. Key outcomes include effective governance structures, positive Board culture and behaviours, clear Member development arrangements, improved organisational capability and resilience, and a Board composition aligned to future needs.

Reporting and Assurance

11. The Consolidated Delivery Plan will be maintained as a live document. Regular reports can be provided to Members on progress against milestones, delivery risks, areas requiring Member intervention, and emerging priorities and dependencies. This will support a clearer line of sight between individual improvement activities, organisational objectives and the assurance required by Members.
12. This will include relevant activity arising from the annual effectiveness reviews required under the revised terms of reference for BTPA's committees, including the Scottish Railways Policing Committee, ensuring that committee-level learning is reflected within the Authority's wider governance improvement programme.

Delivery Discipline

13. Initial feedback on the Consolidated Development Plan has emphasised the need for sharper delivery discipline. In particular, future iterations should set out more clearly what will be delivered, by when, and how progress will be evidenced, with reduced reliance on broad status descriptions such as "In progress". Subject to approval of the overall Plan, the next stage will convert the indicative milestones into a more detailed delivery tracker, with agreed owners, target dates, dependencies and evidence of completion for each workflow.
14. A review of progress will be undertaken in December 2026. This will allow the Authority to assess delivery, identify any residual or emerging priorities, and determine whether an external board effectiveness assessment should be commissioned during 2027.

Conclusion

15. The Authority has made significant progress in improving its governance arrangements and organisational effectiveness over the last 12 months. However, there remains a substantial programme of work arising from Board effectiveness activity, Chair reform and external stakeholder objectives. The proposed Consolidated Delivery Plan provides a single framework through which these activities can be prioritised, delivered and monitored. It will enable the Authority to focus on the issues that matter most, strengthen performance monitoring, improve governance and ensure the organisation is well positioned to respond to rail reform, policing reform and future stakeholder expectations.

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Annex A: BTPA Consolidated Development Plan

This Plan consolidates the Chair's Reform plan (driving Pace, Purpose and Proportionality into BTPA's work), the pre-existing Board Effectiveness Improvement Plan and the Secretary of State / Director General objectives into one delivery framework. The aim is to provide a single mechanism for prioritisation, ownership, milestone tracking, and assurance.

Delivery Discipline

Initial feedback on the Consolidated Development Plan has emphasised the need for sharper delivery discipline. In particular, future iterations should set out more clearly what will be delivered, by when, and how progress will be evidenced, with reduced reliance on broad status descriptions such as "In progress". Subject to approval of the overall Plan, the next stage will convert the indicative milestones into a more detailed delivery tracker, with agreed owners, target dates, dependencies and evidence of completion for each workstream.

Priority 1: Focus on the Right Strategic Issues and Strengthen Decision Making

Outcome statement: The Authority has a sharper, more consistent approach to supporting and challenging the Chief Constable with clearer agenda, better information, stronger performance scrutiny and more proportionate decision-making.

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
Streamline decision-making	Board Effectiveness Plan; Chair Reforms	Routine and lower-risk decisions are handled more proportionately, with Full Authority time focused on strategic matters with agenda focused on Strategy, Performance, People & Money	Review operation of delegated correspondence process; confirm whether any changes are required; report outcome in December 2026.	Alistair Maclellan Board Secretary	Full Authority; Chair and Deputy Chair review	Completed / embed
Implement consistent performance framework including through a balanced scorecard and Deep Dives	Board Effectiveness Plan; Chair Reforms; Secretary of State/ DG objectives	Committees and Full Authority use consistent, focused performance information, supported by trends, baselines and forward-looking commentary.	Refine scorecard format; align committee reporting; test with Performance and People Committees; embed routine reporting cycle. Agree schedule for Full Authority deep dives; maintain committee deep-dive cycle; ensure findings inform future agendas.	Kate Carr Head of Legitimacy and Performance	Performance Committee; Full Authority	Under development
Improve quality and discipline of Board papers	Board Effectiveness Plan; Chair Reforms	Papers are concise, purposeful and clear about the decision, assurance or feedback sought from Members.	Continue enforcement of three-page rule; clarify approach to annexes and exceptions; review compliance after two reporting cycles.	Alistair Maclellan Board Secretary	SLT; Chair and Deputy Chair; Full Authority feedback	In progress
Clarify strategic focus	Chair Reforms; DG objectives	Members and Executive share a clearer view of BTPA purpose, priority issues and what good oversight looks like.	Draft refreshed purpose / oversight statement; test with Chair and Deputy Chair; incorporate into governance handbook or Board development material.	Tricia Hayes /Hugh Ind Chair/CEO	Board Development session; Full Authority	New / proposed
Strengthen disruption oversight	Secretary of State/ DG objectives; Member visits	The Authority has clearer assurance over BTP activity to minimise police-related disruption and support railway	Define scrutiny questions and core indicators; schedule disruption deep dive; link to rail reform and industry engagement	Kate Carr Head of Legitimacy and Performance	Performance Committee; Full Authority	New / proposed

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
		performance.	work.			

Priority 2: Enhance External Engagement and Influence

Outcome statement: The Authority has a more purposeful and more influential external role, with engagement activity linked to agreed objectives and focused on stakeholders most critical to railway policing.

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
Embed Senior Influence Group as a core governance mechanism	Board Effectiveness Plan; Secretary of State/ DG objectives	SIG is routinely used to secure industry insight, validate benefits for industry, support budget confidence and inform BTPA decision-making.	Maintain six-meeting cycle; clarify flow of insight into committees and Full Authority; review effectiveness of SIG input.	Dyan Perry/Hugh Ind Deputy Chair / CEO	SIG; Full Authority; DfT discussions	Completed / embed
Deliver stakeholder strategy and prioritised matrix	Board Effectiveness Plan; Chair Reforms; DG objectives	BTPA engagement is targeted, planned and linked to clear objectives, with priority stakeholders identified.	Complete stakeholder strategy; agree priority matrix; allocate relationship leads; report by exception on engagement outcomes.	Kate Carr Head of Legitimacy and Performance	SLT; Chair and Deputy Chair	Outstanding
Develop BTPA position on rail reform and GBR	Chair Reforms; Secretary of State; DG objectives	The Authority has an agreed view of risks, opportunities and desired outcomes from rail reform and GBR transition.	Progress work of Task & Finish Group on UPSP and Funding Model; identify decisions required with DfT Rail Reform team.	Hugh Ind CEO	Full Authority; Senior Influence Group; DfT	Under development
Develop BTPA position on policing reform	Chair Reforms; Secretary of State/ DG objectives	The Authority understands implications of wider policing reforms for BTP and can influence relevant agendas across England, Wales and Scotland.	Map relevant reform areas; agree engagement route with BTP and DfT; identify legislative or policy dependencies.	Kate Carr Head of Legitimacy and Performance	Full Authority; BTP, DfT;	Under development
Improve clarity and purpose of Member engagement	Board Effectiveness Plan; Chair Reforms	Member engagement activity is linked to defined objectives and feeds back into scrutiny, assurance and strategic decision-making.	Finalise Member engagement framework; agree reporting template; link visits and engagement to annual business cycle.	Chair / Alistair Maclellan Head of Legitimacy and Performance / Board Secretary	Full Authority; Chair and Deputy Chair	In progress
Increase external input into Authority business	Chair Reforms; Secretary of State	Full Authority receives targeted external insight from industry, passenger, policing or expert voices where this strengthens scrutiny.	Identify priority external voices; pilot external input item; evaluate usefulness and repeat where valuable.	Tricia Hayes/Hugh Ind Chair / CEO	Full Authority	New / proposed

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
Enhance passenger voice in BTP priorities	Secretary of State; Chair Reforms; Member visits	Passenger perspectives are more visible in Authority scrutiny, particularly on rail reform, disruption, confidence and public priorities.	Identify available passenger insight routes; agree how insight is reported; incorporate into performance and reform discussions.	Hugh Ind CEO	Performance Committee; Full Authority; DfT	New / proposed

Priority 3: Improve Governance Effectiveness and BTPA Capability

Outcome statement: The Authority has clearer structures, stronger accountabilities, improved Board behaviours and a deliberate approach to Member and Executive capability.

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
Implement revised committee structure and terms of reference	Board Effectiveness Plan; Chair Reforms; DG objectives	Committee remits are clearer, duplication is reduced and the Authority's governance structure supports focus on highest priorities. Enhanced Role of Chairs Forum established	Approve and implement updated terms of reference; review committee workplans; identify any residual duplication or gaps.	Alistair Maclellan Board Secretary / Committee Chairs	Full Authority; committee annual reviews	Completed / embed
Enhance Board culture and behaviours	Board Effectiveness Plan; Chair Reforms; DG objectives	Members, Executive and BTP senior leaders operate within agreed behavioural expectations that support constructive challenge and trust.	Develop behaviour charter or refresh existing expectations in line with Public Accountabilities Bill; agree intervention route; emphasise at induction and development.	Tricia Hayes/Hugh Ind Chair / CEO	Board Development session; Full Authority	In progress
Conduct Member skills audit	Board Effectiveness Plan; Secretary of State/DG objectives	Current and future skills gaps are understood and used to inform development, succession planning and recruitment discussions.	Agree skills framework; conduct audit; identify gaps; report proposed actions to Chair and DfT as appropriate.	Alistair Maclellan, Board Secretary / Tricia Hayes, Chair	Chair and Deputy Chair; DfT; Full Authority	New / proposed
Develop Member capability programme	Board Effectiveness Plan; Board Development Day	Members receive targeted development aligned to skills gaps, oversight requirements, data literacy and reform context.	Translate skills audit into development plan; schedule priority sessions; evaluate take-up and impact.	Alistair Maclellan, Board Secretary / Tricia Hayes, Chair	Board Development sessions; Full Authority	In progress
Develop membership and resilience plan	Secretary of State; Chair Reforms DG objectives	The Authority has a clear view of future size, composition, diversity, stakeholder	Consolidate current plan; engage DfT; identify legislative or appointment	Tricia Hayes, Chair	Chair and DfT senior review; Full Authority	In progress

Draft for SLT comment | BTPA Improvement and Delivery Plan Annexes

Workstream	Source / driver	Outcome by Dec 2026	Indicative milestones	Proposed owner / lead	Assurance route	Status
		voice and resilience requirements.	dependencies; confirm next steps.		as appropriate	
Strengthen Executive capability	DG objectives; Chair Reforms	The Executive team has the capability and capacity required to support a more focused Authority and deliver improvement priorities.	Identify priority capability gaps; link to organisational design and development activity; report progress through SLT.	Hugh Ind, CEO	SLT; Chair and Deputy Chair	New / proposed
Strengthen financial oversight and value-for-money discipline	Secretary of State/ DG objectives	Financial discipline, efficiency and value for money are embedded as continuous features of Authority oversight.	Align financial reporting with multi-year plan; identify efficiency assurance route; use SIG and committees to test implications.	Sarah Church, CFO	ARAC; Full Authority; SIG	New / proposed

Annex B: Mapping of Drivers to Consolidated Priorities

This annex provides an audit trail showing how the consolidated priorities draw together the principal sources of improvement activity and external expectations. It is intended to demonstrate that the consolidation does not remove previously identified improvement areas; rather, it groups them into a clearer delivery framework.

Consolidated priority	Board Effectiveness Improvement Plan	Chair Reforms/Board Development Day discussions	Secretary of State / DG objectives	What this means for the Plan
1. Focus on the Right Strategic Issues and Strengthen Decision Making	Streamline decision-making in correspondence; balanced scorecards; improve Board paper quality; performance deep dives; evidence-based decision-making.	Clarify BTPA purpose and strategic focus; define what good oversight looks like; review delegated authorities; strengthen performance, data and scrutiny; impose three-page limit on papers.	Tighten focus on BTP performance and operational delivery; ensure robust assurance; use annual reporting as an opportunity to drill into BTPA and BTP performance; support operational delivery including disruption.	Bring all performance, agenda discipline, paper quality, scrutiny and evidence work into one priority focused on better oversight and decision quality.
2. Enhance External Engagement and Influence	Embed Senior Influence Group; stakeholder strategy; strengthen influence on policing and rail reform; improve clarity and purpose of Member engagement.	Create joint BTP / BTPA external relations plan; develop lines to take; refresh stakeholder matrix; increase external input to Full Authority; hear more directly from passengers and public.	Use SIG effectively; engage proactively with GBR and rail reform; work with DfT Rail Reform team; influence policing reform; strengthen partnership with industry; improve passenger accountability.	Group all stakeholder, industry, passenger, rail reform and policing reform activity into one external influence priority with clear engagement objectives.
3. Improve Governance Effectiveness and BTPA Capability	Review committee structure and remits; strengthen risk management; enhance culture and behaviours; develop Member capability through skills audit and development.	Simplify structures and workflows; consider membership size and task-and-finish groups; improve Board culture and behaviours; conduct skills audit; develop Member and Executive capability.	Improve effectiveness of Authority and Executive; strengthen Executive capability; streamline decision-making; ensure high behavioural standards; agree membership and resilience plan; consider diversity and passenger voice.	Bring governance structure, culture, risk, Member capability, Executive capability and membership planning into one priority focused on organisational effectiveness.

Detailed Mapping by External Objective

External objective / expectation	Relevant consolidated priority	Corresponding workstreams in Annex A
Maintain transparent and constructive relationship with sponsoring Department	Priority 2; Priority 3	Stakeholder strategy; rail reform engagement; policing reform engagement; membership and resilience plan; reporting and assurance arrangements.
Ensure robust assurance over BTP performance and operational delivery	Priority 1	Balanced scorecards; performance deep dives; evidence-based decision-making; disruption oversight framework.
Contribute to wider DfT priorities including journeys, growth and place, and greener / healthier transport	Priority 1; Priority 2	Strategic focus and oversight model; passenger voice; external stakeholder strategy; rail reform workstream.
Respond proactively to rail reform and GBR transition	Priority 2	BTPA position on rail reform and GBR; Senior Influence Group; stakeholder strategy; passenger voice.
Tackle disruption and support improved rail performance	Priority 1; Priority 2	Disruption oversight framework; balanced scorecards; performance deep dives; engagement with industry through SIG.

External objective / expectation	Relevant consolidated priority	Corresponding workstreams in Annex A
Engage with wider policing reform and understand implications for BTP	Priority 2; Priority 3	BTPA position on policing reform; Executive capability; policy and legislative expertise; stakeholder strategy.
Evolve Authority membership, size, skills, diversity and passenger voice	Priority 3; Priority 2	Member skills audit; Member development programme; membership and resilience plan; passenger voice enhancement.
Embed continuous financial discipline and value for money	Priority 1; Priority 3	Balanced scorecard; financial oversight and value-for-money discipline; evidence-based decision-making; SIG insight into financial planning.
Support and challenge Chief Constable in leading an effective, efficient and innovative force	Priority 1; Priority 3	Performance framework; deep dives; evidence-based decision-making; Board culture and behaviours; Executive capability.

Operation Lannair

Glasgow 2026 Commonwealth Games

WEBSITE



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Game Changing Games



- 11 days of competition across 10 sports and six para sports
- 630,000 attendees supported by 4,000 volunteers
- £162.6m delivery cost—well below Glasgow 2014 and Birmingham 2022
- Eight-mile footprint with direct rail access to every venue

Planning & Exercising

- 478-day planning window—the shortest ever for a Commonwealth Games
- BTP embedded in six multi-agency planning groups
- Eight test and exercise events, including a dedicated BTP exercise
- BTP and Police Scotland partnership recognised by HMICS
- 20+ partners enabled a whole-system delivery model
- No funding for BTP - Cost BTP £206,000
- For information the Birmingham CWG 2022 the additional cost was £1.13m.



One BTP Effort



- All five BTP divisions mobilised through one command structure
- 1 Gold, 3 Silver and 4 Event Bronze Commanders
- Eight specialist capabilities deployed from search to drones and public safety
- 72 station searches created a clean slate for each operational period



4,457.5 hours of officer time spent dedicated to CWG

9.54% of Officers worked on Rest Day Working

476 Officer Deployments

A safe, secure and welcoming Games

- One security narrative aligned BTP, Police Scotland and Glasgow 2026
- Joint communications balanced protective security with public reassurance
- Leadership video made partnership and accountability visible
- Coordinated media activity sustained confidence throughout delivery



Co-location & Collaboration

- Five NILOs connected BTP directly to the Police Operations Control Centre
- Co-located tactical command accelerated information sharing and decisions
- Proximity to the MACC strengthened awareness and incident response
- CCTV vigilance directly supported an offender detection at Scotstounhill



Wellbeing



- Wellbeing remained an operational priority
- 1,068 meals provided by Glasgow Caledonian University
- ~350 welfare van visits by BTP and Police Scotland officers

- Major concurrent events placed exceptional pressure on Scotland's rail network
- BTP absorbed football fixtures, protests and four stadium concerts
- Zero Games-related offences recorded across the full event
- Partnership, professionalism and teamwork delivered a safe, secure Games



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11 days GAME CHANGING GAMES Competition across 10 sports and six para sports, with 1,168 medals contested and 630,000 people attending live sport and live sites.	0 new venues THE COMPACT GAMES Staged entirely across existing venues within an eight-mile footprint, with all venues supported by a direct rail link.	72 searches CLEAN SLATE AT EVERY SHIFT Licensed Search Officers and explosive search dogs searched Games stations, followed by high-profile patrols.	5 NILOs INTEROPERABILITY IN ACTION National Interoperability Officers represented BTP at the Police Operations Control Centre and resourced our Silver Command suite.
£162.6m SMART SPENDING Delivered through a new privately funded model, compared with £543m at Glasgow 2014 and £680m at Birmingham 2022.	0.5bn views GLOBAL ATTENTION Games social channels received around half a billion views, keeping Glasgow 2026 firmly in the spotlight.	Excellent result SHARP EYES ON CCTV NILO Sarah Gillen spotted a drug deal at Scotstounhill Station, leading to detection of an offender with illegal Valium. Well done Sarah!	1,068 meals FED BY GCU Meals were provided at Glasgow Caledonian University Restaurant by the friendly GCU team.
4,000 VOLUNTEER POWER Thousands of volunteers helped create the Games experience and kept the city moving with pride and energy.	21 partners PARTNERSHIP IN MOTION BTP worked side by side with Glasgow 2026, Police Scotland, Glasgow City Council, ScotRail, Network Rail and many more partners.	9 Specialisms SPECIALIST SUPPORT CT SecCo, PolSA, Licensed Search, protestor removal, drone operators, POPS advisers, intel officers, TSU, explosive search dogs and handlers supported delivery.	350 visits WELFARE THAT MATTERED Officers from BTP and Police Scotland visited the BTP Federation welfare van, providing excellent support throughout.
478 days DEDICATED D DIVISION PLANNING The shortest planning period ever for a Commonwealth Games after Glasgow adopted the Games at short notice.	6 groups MULTI-AGENCY PLANNING BTP was represented within key groups including Security, Transport, Comms, Police Scotland, ScotRail and Network Rail working groups.	1 Gold • 3 Silver • 4 Bronze COMMAND TEAM ACC Drummond Smith led as Gold, with Chief Superintendent McEwan as lead Silver and four Event Bronze commanders.	So much happening PARALLEL EVENTS Celtic v AC Milan, Rangers v West Ham, Scottish football season opener, major protests, Luke Combs and Calvin Harris all alongside the Games.
8 sessions TESTED AND EXERCISED BTP were represented across all testing and exercising activities (8 in total), including our internal exercise on 14 May 2026.	5 Divisions WHOLE FORCE EFFORT Every BTP Division played a part in the planning and delivery of Operation Lannair.	Over 250 deployments • 106 Police officers • 20 Police staff The numbers involved to deliver Op Lannair	ZERO GAMES RELATED OFFENCES No Games-related offences were recorded during the operation.



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Paper to: Full Authority

Date: 23 September 2026

Subject: Development of a BTPA Balanced Scorecard

Author: Board Secretary

For: Information

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1. This is a cover paper to note that this item at your 23 September 2026 meeting will be an opportunity for the BTPA Performance Committee Chair, supported by BTPA Executive and BTP colleagues, to update the Full Authority on the development of a Balanced Scorecard.
2. The BTPA Performance Committee received a demonstration on the current iteration of the Balanced Scorecard at its meeting on 16 September 2026. Technology permitting, a further live demonstration will be provided at your 23 September 2026 meeting.
3. By way of background, at the Performance Committee meeting, Members received a demonstration of the developing Balanced Scorecard dashboard. It was noted that, once fully implemented, Members would have direct access to an interactive platform enabling them to explore and interrogate performance data across a range of key indicators. The dashboard has been designed to be simple and intuitive, with reporting structured around four principal themes: crime and disruption, public and rail staff confidence, finance and people, and transformation, improvement and innovation.
4. It was noted at the meeting that measures relating to public and rail staff confidence would draw on a range of external datasets, including sources such as Transport Focus. Members welcomed the development and suggested that consideration be given to including a metric relating to workforce vacancies.

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - No restriction on circulation

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Report to: British Transport Police Authority
Date: 23/09/2026
Subject: Chief Constable's Report
For: Noting

1. PURPOSE OF PAPER

1.1 This report provides Members of the British Transport Police Authority with an update on significant developments during the reporting period.

2. STAKEHOLDER ENGAGEMENT

2.1 I would like to start this report by reflecting on the tragic deaths of PC Tom Clough and PC Matthew Blades, who lost their lives whilst protecting the public in Cleveland earlier this month. Their deaths have been felt deeply across policing and particularly within the wider BTP family, as Tom previously served with British Transport Police. My thoughts remain with their families, friends and colleagues as they come to terms with this devastating loss. The incident is a sobering reminder of the courage, professionalism and selflessness shown by police officers every day, often in the most challenging and dangerous circumstances. It also serves as a reminder of the unique bond that exists across policing and of our collective responsibility to support one another during times of tragedy. On behalf of British Transport Police, I offer our sincere condolences to everyone affected.

2.2 July marked an important milestone for British Transport Police with the official opening of our new London Hub at Buckingham Palace Road. The relocation brings together a number of teams in a modern operational environment and represents one of the most significant estate projects undertaken by the Force in recent years. It also delivers an annual efficiency saving of £1.4m. I would like to record my thanks to everyone involved in planning and delivering both the move itself and the arrangements for the official opening, which required considerable effort from colleagues across the organisation.

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- 2.3 It was a privilege to welcome His Majesty The King to Buckingham Palace Road to formally open the facility. During the visit, His Majesty met officers, staff and volunteers from across the Force and was given an insight into the breadth of BTP's responsibilities across England, Scotland and Wales. He heard directly from colleagues working in a range of operational and specialist roles, including those involved in the response to the Bedford train collision and our work to tackle violence against women and girls. The visit provided an important opportunity to showcase the professionalism, expertise and commitment of our people and the unique contribution that BTP makes to keeping the railway safe.
- 2.4 The official opening was attended by representatives from the Authority, industry partners and stakeholders from across the railway sector. His Majesty unveiled a commemorative plaque to mark the occasion and thanked BTP for its service. The event reflected the strength of the relationships that underpin railway policing and the shared commitment to providing a safe, secure and reliable railway for passengers and staff.
- 2.5 My engagement with senior stakeholders since April has reinforced the importance of maintaining strong relationships across the rail sector and Government. In August, I met with Jeremy Westlake, Chief Executive of Network Rail, and Alex Hynes, Chief Executive Officer of DfT Operator Limited, as part of a new programme of trilateral engagement. We discussed the opportunities and challenges presented by rail reform and agreed that the first funding period under Great British Railways provides an important opportunity to embed policing and security within future railway structures and funding arrangements. We also considered BTP's contribution to passenger confidence, network resilience and the collective response to violence against women and girls.
- 2.6 In July, I met with Seb Dance, Deputy Mayor of London for Transport, and Siwan Hayward of Transport for London to discuss our shared priorities in tackling violence against women and girls and addressing graffiti across the London Underground network. I have also maintained regular engagement with Department for Transport officials and remained in close contact with Lord Hendy during the response to the derailments at Lewes and Wickford
- 2.7 Throughout the reporting period I have continued to spend time with officers and staff across the Force, including visits to Hull, Darlington, Newcastle and York, as well as teams across North and East London. These visits provide a valuable opportunity to hear directly from colleagues about the challenges they face, the successes they are delivering and their views on the future direction of the organisation. I have consistently found our people to be professional, engaged and committed to delivering an excellent service to the railway and the travelling public. The quality of the conversations I have had reflects the effort local leaders continue to invest in communication and

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engagement. The professionalism, commitment and pride I encountered throughout these visits give me great confidence in the future of the Force and reinforces my belief that our people remain our greatest strength.

3. PRISONER EARLY RELEASE

- 3.1 The proposed early release of those convicted of killing Police Constable Andrew Harper has generated significant concern across policing. The case continues to resonate deeply with officers and staff because it raises broader questions about public confidence in sentencing, the expectations of victims' families and the protection afforded to those who serve the public.
- 3.2 In August I joined a national discussion with Chief Constables regarding the proposed release arrangements. Following that discussion, Chief Constables collectively wrote to Government setting out our concerns and seeking reassurance that all available options would be considered.
- 3.3 The correspondence acknowledged the Government's commitment to review the circumstances of this case while seeking wider assurance that future changes to sentencing and release arrangements appropriately reflect the interests of victims, bereaved families, public safety and confidence in the criminal justice system.
- 3.4 While prompted by a specific case, the issues raised extend beyond any individual offender. Public confidence depends upon there being a clear understanding of how serious offences are punished and how decisions affecting release are reached. I support efforts to ensure that future policy changes fully consider the interests of victims and the wider public.

4. SIMON LEVY

- 4.1 Our thoughts remain with all those affected by Levy's offending, including the families of Carmenza Valencia Trujillo and Sheryl Wilkins. I pay tribute to the victims who came forward, engaged with the investigative process and gave evidence. Their courage was instrumental in securing Levy's convictions. BTP officers proactively identified Levy as the suspect for sexual assaults on the railway and arrested him in November 2024. This work enabled all 11 sexual assaults investigated by BTP to be brought to justice. However, the investigation that followed was not progressed with the urgency, oversight or professional curiosity required.
- 4.2 Concerns identified during the investigation prompted reflection and changes within BTP, and that work continues. Our review found that identification procedures should have been completed more quickly and that linked offending and emerging patterns of risk required stronger supervision and earlier escalation. We have since strengthened the management of linked investigations and repeat offenders, alongside wider investment in our RASSO capability, linked series work and the Violence Against

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Women and Girls Taskforce. As part of our commitment to transparency and accountability, BTP made a voluntary referral to the Independent Office for Police Conduct on 12 August. The IOPC subsequently confirmed that it had begun an independent investigation into alleged failures to progress or supervise the investigation into two sexual assaults committed on the London Underground in October 2024. We will cooperate fully with that investigation.

- 4.3 Levy's continued offending reflected failures across policing and the wider criminal justice system, including within BTP. That wider context does not diminish our own responsibility. The case reinforces the importance of timely investigation, intrusive supervision, effective intelligence sharing and sustained professional curiosity. We are determined that the learning from this case will lead to lasting improvements in how we protect women and girls, identify repeat offenders and support every victim who comes forward. We are sorry for our failings in this case and for the missed opportunities to protect victims and prevent further harm.

5. SIGNIFICANT EVENTS

- 5.1 BTP's investigation into the collision at Elstow remains ongoing. The investigation encompasses both the circumstances of the collision itself and BTP's responsibilities on behalf of HM Coroner in relation to the death of Shaun Burton, the train driver. Enquiries continue and a Gold Command structure remains in place.
- 5.2 This continues to be a closely coordinated multi-agency investigation involving BTP, the Rail Accident Investigation Branch and the Office of Rail and Road. Debrief and learning processes are underway across a number of organisations to capture lessons for the future.
- 5.3 BTP also responded to a significant derailment near Lewes station on 13 August involving a Southern service travelling from London Victoria to Eastbourne. Approximately 150 passengers were on board when the incident occurred and a major incident was declared shortly afterwards. BTP worked alongside Sussex Police, East Sussex Fire and Rescue Service, South East Coast Ambulance Service, Network Rail and Govia Thameslink Railway as part of a coordinated multi agency response. Passengers were safely evacuated from the train and, whilst a number of people sustained injuries, none were reported to be life threatening.
- 5.4 I attended the scene at Lewes and was extremely proud of the professionalism, resilience and compassion shown by officers, staff and partner agencies throughout the response. The incident demonstrated the value of established emergency response arrangements and the strength of our partnerships across the railway and wider public sector. Recovery and investigative activity continue, with BTP working closely with the Rail Accident Investigation Branch, Network Rail, Govia Thameslink Railway and other partners to establish the circumstances surrounding the derailment.

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- Specialist BTP resources, including CID, scene of crime officers and drone teams, have supported the operation throughout.
- 5.5 BTP also responded to a separate derailment in the Wickford area involving the 1.51pm Southend Victoria to London Liverpool Street service. Officers worked alongside Essex Police, Essex Fire and Rescue Service, East of England Ambulance Service, Network Rail and Greater Anglia following notification of the incident. Approximately 60 passengers were on board at the time of the derailment and no injuries were reported. I would like to recognise the leadership provided by Ian Drummond-Smith throughout BTP's response to both the Lewes and Wickford derailments.
- 5.6 On 31 July 2026, the High Court dismissed the judicial review brought by Sex Matters against the National Police Chiefs' Council and BTP. The judgment provides operational clarity in relation to existing guidance concerning strip searches and confirms that, where lawful and appropriate consent is provided, a detainee may be searched by an officer of a different biological sex. The judgment does not extend to intimate searches and no immediate changes to existing guidance are required.
- 5.7 Existing safeguards remain important, including clear authorisation processes, appropriate supervision and the right of officers to decline or withdraw consent. We continue to review the judgment with legal advisers and national partners and will monitor any future developments, including any appeal.
- 5.8 I would like to recognise the contribution of ACC Sean O'Callaghan, who engaged extensively with our Employee Networks throughout both the policy development process and subsequent judicial review proceedings. His work as NPCC lead for the gender portfolio helped ensure that a broad range of perspectives were considered and that colleagues remained informed throughout a complex and sensitive process. I would also like to thank former Authority Chair Ron Barclay-Smith for his support and engagement on this matter.
- 5.9 Operation Lannair represented BTP's policing response to the Glasgow 2026 Commonwealth Games, which attracted more than 600,000 spectators over 11 days of competition. Delivered within a compact geographical footprint and supported by extensive use of the rail network, the Games presented a significant policing and public safety challenge and required close collaboration between BTP, Police Scotland, Glasgow 2026, ScotRail, Network Rail and other partners.
- 5.10 The operation was supported by more than a year of planning and involved resources from across all five BTP Divisions together with a range of specialist capabilities. The close partnership established with Police Scotland was a particular strength and helped ensure the safe movement of spectators and the effective management of risks throughout the event. The operation concluded without a single Games-related offence being recorded. This outcome reflects the quality of planning, effectiveness of

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partnership working and professionalism of officers, staff and volunteers from BTP and partner organisations.

6. HMICFRS UPDATE

- 6.1 Preparation for our HMICFRS inspection continues. The initial Quality of Service Review identified concerns about the consistency of victim care, safeguarding, investigative standards and supervision, including the recognition of repeat victims and the recording and management of vulnerability. We accepted that aspects of the service provided in the cases examined fell below the standard we expect. However, the wider preparation process has also identified important strengths, including established leadership and governance arrangements, clear alignment between our strategy, financial planning and operational delivery, strong partnerships, and our specialist capability in protecting the railway and managing disruption. Further work is focused on demonstrating the impact of our activity, applying problem solving consistently and strengthening call handling and investigative performance.
- 6.2 Operation Compass is our coordinated response to the areas requiring improvement. Its principal aims are to strengthen investigative supervision, improve the identification and management of vulnerability, raise the consistency of victim care, reduce delays in crime finalisation and ensure that leaders at every level provide effective oversight and challenge. Enhanced supervisory reviews, revised guidance and clearer assurance arrangements have been introduced, with progress monitored through dedicated governance. This is not a short term response to inspection, but a sustainable programme to embed higher standards of investigation, supervision and service to victims across the Force.
- 6.3 On 26 August, members of the Chief Officer Group, joined by the Authority Chair and Chief Executive, delivered a strategic briefing to HMICFRS ahead of the inspection fieldwork. The briefing set out BTP's distinctive national operating environment, the alignment between our three-year strategy and financial plan, and the investment being made in frontline capability, network policing, violence against women and girls, workforce wellbeing, data and technology. It also provided an open account of the areas requiring improvement and the action being taken through Operation Compass. The session demonstrated collective ownership of both our strengths and the improvement programme and reinforced our ambition to use independent scrutiny to secure lasting organisational improvement. I am grateful to Sean, Stuart and the wider team for the considerable work that went into preparing and delivering the briefing.

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7. STRATEGIC PERFORMANCE

- 7.1 I am encouraged by the progress being made against delivery of our new strategic objectives. Activity is progressing across preventing serious crime and protecting vulnerable people, reducing disruption, strengthening visible and integrated railway policing, building a modern and inclusive workforce, and increasing productivity through innovation, data and technology. While this remains an early stage of delivery, strong foundations have been established through investment in capability, partnership working, leadership development and organisational efficiency. Continued progress will depend upon effective collaboration with partners, delivery capacity and the successful implementation of new technology and ways of working.
- 7.2 BTP continues to police an increasingly busy and complex railway environment. Between April and July 2026, 33,149 crimes were recorded, an increase of 12.6% compared with the same period last year. This follows the Office for National Statistics publication covering 2025/26, which reported an 11% increase in BTP recorded crime against a 1% reduction nationally. BTP therefore appears as an outlier in the national data, and I have commissioned further analysis to understand the position in greater detail.
- 7.3 Initial analysis shows that the increase is concentrated largely within public order offences, criminal damage and violence without injury. This is materially different from the wider national picture, in which the ONS reported reductions in robbery of personal property, homicide, knife crime and firearms offences. It suggests that BTP's position is not primarily being driven by an increase in serious acquisitive crime, although we must continue to examine the underlying data carefully and avoid being complacent about the headline increase.
- 7.4 A number of factors are likely to be contributing to this position. Passenger numbers continue to recover and grow, increasing activity and interactions across the network, while BTP officer numbers have not increased at the same rate. We have also worked with industry partners to make reporting easier and encourage greater confidence in reporting, particularly in relation to violence against women and girls, assaults on railway staff and public order incidents. Increased reporting is something we have actively sought, but it also affects comparisons with previous years and with police forces operating in different environments.
- 7.5 The railway presents a distinct operating context. Reporting by railway staff is actively encouraged and, in some areas, supported through dedicated industry reporting systems. Consequently, BTP records a significant number of public order incidents, including verbal abuse of railway employees, which may be less likely to come to police attention in other settings. Approximately a quarter of public order audits relate to verbal abuse directed at railway staff, while around 10% of offences arise from

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proactive policing activity intended to intervene early and prevent escalation into more serious violence.

- 7.6 The introduction of the new Section 4B public order offence has also had a notable effect on recorded crime. BTP advocated for the new legislation, secured its first arrest and conviction, and continues to encourage reporting. Section 4B accounts for approximately 30% of the recent increase in public order offences and around 56% of the combined increase in violence against the person and public order crime recording. Some incidents may previously have been recorded under other public order legislation, while others may not have been reported or recorded at all. This makes direct comparison with earlier periods more complex.
- 7.7 Improving outcomes for railway staff who experience abuse remains a priority. Around one-third of staff victims do not currently support a prosecution, and we are working with the rail industry to strengthen engagement and support. Body worn video has an important role to play: where footage is available, approximately 85% of cases are solved, compared with around 13% where it is not. We will therefore continue to work with industry partners to increase its effective use.
- 7.8 BTP is also focused on offences that have a disproportionate impact on passenger confidence and railway performance. Graffiti can create significant disruption when rolling stock is withdrawn for cleaning and contributes to perceptions of disorder, particularly on parts of the Transport for London network. Our revised approach combines intelligence-led enforcement, closer industry collaboration and the development of technology to link graffiti tags and support the identification of prolific offenders. We are also working with industry to improve the quality and consistency of graffiti reporting. Recorded graffiti offences are currently 5% lower than during the same period last year.
- 7.9 Demand across the railway network remains significant. Between April and July, BTP attended 83 fatalities, compared with 68 during the same period last year, while maintaining an average handback time of 96 minutes. Trespass remains one of the most significant causes of disruption, with 5,848 incidents contributing to almost 197,000 delay minutes across the network. Alongside managing this demand, the Force remains focused on improving outcomes for victims, reducing investigative backlogs and maintaining a visible presence across the railway. This reflects BTP's dual responsibility to protect people and support the safe and efficient operation of the railway network.

8. OUR PEOPLE

- 8.1 The 2026 All People Survey achieved a 60% response rate, representing a six percentage point increase on the previous year and providing a broad picture of workforce sentiment. The survey identified encouraging improvements across a

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number of measures, including understanding of organisational objectives, feeling part of One BTP, pride in working for the organisation and willingness to recommend BTP as a place to work. Positive movement was also seen in areas relating to leadership, inclusion, wellbeing and organisational support, suggesting that investment in engagement, leadership visibility and workforce development is beginning to have a positive impact.

- 8.2 The results also highlight areas where further progress is required. Measures relating to workload, work-life balance, confidence that feedback leads to action and the ability to take appropriate breaks either remained unchanged or declined. These findings will inform action planning at force, departmental and local level. Listening to our people and responding to their concerns remains essential if we are to build a modern, inclusive and high-performing organisation.
- 8.3 I was delighted to see colleagues recognised in His Majesty The King's Birthday Honours List 2026. Amanda Radley and Sergeant Kyle Gordon were both appointed Members of the Order of the British Empire in recognition of their exceptional contributions to safeguarding, public protection, operational capability and officer safety. Their achievements reflect the professionalism, innovation and commitment demonstrated by our people across the Force.
- 8.4 I was also pleased to see former BTP officer Stephen O'Callaghan and Railway Chaplain Chris Henley awarded the British Empire Medal. Their recognition reflects the important contribution made by those who support policing, safeguarding and the wellbeing of both railway staff and policing colleagues. These honours are a source of pride for the wider BTP family and recognise the dedication and public service shown by so many of our people and partners.
- 8.5 In August, I announced changes to the Chief Officer Group structure, which will take effect from 1 October. The changes are designed to strengthen organisational leadership, improve alignment across key corporate functions and ensure that BTP is well placed to respond to the opportunities and challenges presented by rail reform, police reform and technological change. As part of these changes, a new Chief Operating Officer role has been created, bringing together our existing People and Culture and Finance, Commercial and Estates portfolios. I am pleased that Steff Sharp will take on this role, providing continuity of leadership and building on the significant contribution she has already made to the organisation. The changes also include the creation of a new Director of Digital, Data and Technology role, reflecting the increasing importance of innovation, productivity and organisational effectiveness to the future success of the Force.
- 8.6 The changes also provide an opportunity to recognise the significant contribution made by Rachael Etebar, who will leave the Force at the end of September. Throughout her time with British Transport Police, Rachael has provided outstanding leadership across

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a broad range of functions and has played a central role in many of the most significant organisational changes delivered in recent years. Her professionalism, commitment and unwavering focus on improving the organisation have left a lasting impact on the Force and on the many colleagues who have worked alongside her. While I know we will continue to benefit from her leadership over the coming weeks, I would like to place on record my personal thanks for her service and dedication to BTP, and to wish her every success for the future.

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Paper to: Full Authority

Date: 23 September 2026

Subject: Chief Executive Report

Author: Chief Executive

For: Information

1. In my report to the July meeting, I noted an increase in operational pressures and high-profile incidents BTP had to deal with in the weeks prior. There has been no let up over the summer - as catalogued in the Chief Constable's report. I continue to be grateful for the constructive strategic engagement BTPA receives from Chief Officers and others in BTP while they simultaneously manage these operational pressures.

Strategy

BTPA Consolidated Development Plan

2. A separate agenda item introduces this Plan. It represents our attempt to bring together the Chair's Reforms from earlier this year with the pre-existing Board Development Ambitions and also the recent asks from the Secretary of State. We will have one plan for BTPA to move forward, and I will use this quarterly report to Members to update on progress.

Senior Influence Group

3. Dyan Perry will update on the most recent discussions of the Senior Influence Group which is becoming a useful forum both for pulling together strategic consideration of policing and security across the network and to help us hear and respond to industry feedback on the multiyear MTFP refresh.

Rail Reform Task & Finish Group

4. Members agreed to establish this Group at their July meeting. The Group has met twice, and Mike Jackson will report back on progress as per an agenda item for this meeting.

Devolution

5. With new Governments in Scotland and Wales and with an overtly more devolution-friendly Prime Minister since July, we need to be alert to the need to explain more plainly BTPA investment and BTP operations in the nations at the same time as keeping an eye on the programme of Local Government Reform and new

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Mayoralities. Recent letters from Scottish Government Minister Stephen Flynn and Transport for Wales CEO James Price may be seen as symptomatic of the new environment we need to embrace.

Estates

6. Members have previously seen business cases for additional BTP Estate to support the roll out of enhanced physical safety training across the country as well as a replacement for the main Spring House Training Centre in London. Both projects have been developed further, in part in the light of Member feedback from last year. We expect soon to be in a position to put updated business cases in front of Members. These represent significant investments in training provision for BTP and so we will work hard to ensure Members have time to understand and be comfortable with what is proposed.

Control Rooms

7. As part of the 2026 Pay Award, members rejected a suggestion for an increased allowance for Control Room staff. This was pending further work from BTP on developing an overall sustainable solution for the Control Rooms. Andy Cooper has agreed to help BTP with this work as it develops. I expect the work to culminate in a case for further funding as part of the MTFP refresh by December.

Finance

MTFP

8. More detail on this in a separate agenda item today. I am pleased to see the detail in the Critical Path agreed between Sarah Church and Steff Sharp and we are now following that Path, with a further opportunity for Member discussion on 24 September - the day after this meeting.

In-year financial performance

9. The Full Authority is now the main place where we take updates on in year financial performance, hence another separate agenda item today. A key development since the last Full Authority meeting has been the 3.5% Pay Award for officers and staff - 0.5% higher than budgeted and so not as problematic as pay awards have been in some previous years.

Performance

10. Paula Carter will update at this meeting on the development of the Balanced Scorecard. It is worth noting that the substantive item at last week's Performance Committee was a deep dive into Disruption performance. HMICFRS observed the meeting.

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Governance and Oversight

HMICFRS

11. The Chief Constable's report covers the HMICFRS inspection in greater depth. The inspection will be more or less complete when the Full Authority meets. Andy Cooper and Kenna Kintrea were interviewed on behalf of BTPA on 14 September.

Conduct and Discipline

12. The British Transport Police (Barred List and Advisory List) Regulations 2026 came into force on 21 September setting out the duty for BTPA to hold and publish a list of people dismissed (or under investigation) from BTP where their future recruitment into policing is undesirable. Alongside this coming in to force some linked elements of the Crime and Policing Act which effectively require BTP and other police forces to check each existing 'barred list' (including the barred list for the Home Office forces, and the barred lists of the other forces) before employing or appointing any person. The Executive team is working with the College of Policing to provide user-friendly access to our list.
13. The Authority approved draft Amendment Regulations last December but delays within DfT legal mean implementation has not been timely. Our agreement at the time was that Nick Hawkins, on behalf of BTPA, would assess whether any subsequent changes after BTPA approval were material. We will check in with Nick when we have what we believe to be the final version of these Regulations.

People

Members

14. We hope that DfT will start a further Member recruitment exercise this autumn in anticipation of Kenna Kintrea, Craig Mackey and Andy Cooper reaching their 8-year maximum terms next May. The Chair plans a quick survey of Members to establish a collective view on the skills most needed of new Members in 2027.

Chief Officer Group

15. The Chief Constable's Report describes the process of a mini-COG restructure since the last Full Authority meeting. I would like to pass on my own thanks and best wishes to Rachael Etebar who has taken this opportunity to leave BTP after more than 8 years' service.

Executive Team

16. I would like formally to welcome Andres Van den Berg and Nick Milford to the Executive team. Both started with us over the summer and have hit the ground running. I have circulated a separate note for Members describing the shape of the revamped Executive team.

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Annex A

Decisions in Correspondence

1. **A088 (1) Cash Reserves Management (2 July 2026).** The decision approved the BTP/A Cash Management Strategy 2026/27 and authorised the use of cash reserves to fund the first year of the Department for Transport capital investment programme.
2. **A088 (2) BTP/A Strategic Risk Register (24 July 2026).** The decision approved a refreshed BTPA Strategic Risk Register, introducing revised risk definitions, clearer ownership and reporting arrangements, a new risk appetite framework, and updated strategic risks to strengthen accountability, governance oversight and committee scrutiny
3. **A089 Contract Award / Body Worn Video (7 July 2026).** The decision approved the award of a five-year body worn video contract, authorised capital expenditure for the project, and empowered the Chief Executive to sign the contract on behalf of the British Transport Police Authority.
4. **A090 Contract Award / End User Device (13 July 2026).** The decision approved the award of a five-year end user device contract to the preferred supplier and authorised the Chief Executive to sign the contract, following assurance that the procurement offered better value, security and operational benefits than alternative national purchasing arrangements.
5. **A091 Contract Variation / Virgin Media Business (13 July 2026).** The decision approved a contract variation to the Virgin Media Business contract, increasing the total contract value and authorising the Chief Executive to sign the variation, while seeking assurance over the likelihood and affordability of future contract changes.
6. **A092 Contract Award / Origin Cloud (14 August 2026).** The decision approved the award of a contract for the Origin Cloud platform and authorised the Chief Executive to sign the contract, recognising its role in enabling future system integration, automation and digital transformation benefits.
7. **A093 Capital Uplift / Recruit Training Redesign (24 August 2026).** The decision approved an uplift to the capital budget for the Recruit Training Redesign project, while requiring continued assurance that the revised budget would be sufficient to complete the project and that lessons learned from issues arising from the project would be embedded through ongoing Audit Committee oversight.
8. **A094 Pay Award 2026 (21 August 2026).** The decision approved the Pay Award 2026 for BTP offices and staff.
9. **A095 [People Committee] Appointment of BTPA GPPP Governance Committee Members (16 August 2026).** The decision appointed, following advertisement, to two vacancies on the BTPA Group Personal Pension Plan Governance Committee, the body that oversees the BTPA's DC pension scheme for police staff.
10. **A096 Contract Award – Pensions Legal Advice (29 August 2026).** The decision approved the award of a contract for pensions-related legal advice, authorised the associated professional

services expenditure in line with DfT spend controls, and empowered the Chief Executive to sign the contract on behalf of the British Transport Police Authority.

11. **A097 BTPA Committees – Terms of References (3 September 2026).** The decision approved the terms of references of each of the refreshed BTPA Committees, further to the Code of Governance paper reported to the Full Authority meeting held on 1 July 2026.

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Minutes

Full Authority

Wednesday 1 July 2026 at 12.45pm in the Conference Room,
 BTP, 3 Callaghan Square, Cardiff, CF10 5BT and via Microsoft
 Teams

Present:

Tricia Hayes (Chair)
 Dyan Perry (Deputy Chair)
 Paula Carter
 Andy Cooper
 Alexia Course
 Abdul Elghedafi
 Nick Hawkins
 Kenna Kintrea
 Brian Lynch
 Emma Strain
 Iain Whyte

Apologies:

Mike Jackson
 Craig Mackey

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sarah Church (Chief Financial Officer)
 Kate Carr (Head of Legitimacy and Performance)
 Lynsey Luthra (Risk and Assurance Manager)
 Fiona Mackie (Head of Chief Executive's Office)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
 Stuart Cundy (Deputy Chief Constable)
 Charlie Doyle (Assistant Chief Constable)
 Ian Drummond-Smith (Assistant Chief Constable)
 Rachael Etebar (Director of People and Culture)
 Steff Sharp (Director of Corporate Development)
 Adrian Atherley (Head of Governance, Risk and Compliance)
 Mark Cleland (Superintendent)
 Jonathon Cooze (T/Superintendent)
 Mike Furness (Chief of Staff)
 Johnny Shilton (Head of External Affairs and Media)

External

Marie Daly (Transport for Wales)

Andy Gough (His Majesty's Inspectorate of Constabulary, Fire and Rescue Services)

Rachel Hersay (Department for Transport Sponsor Team)

Louise King (His Majesty's Inspectorate of Constabulary, Fire and Rescue Services)

Apologies**Agenda Item 1**

1. Apologies were received from Mike Jackson and Craig Mackey.
2. The Chair welcomed Marie Daly (Transport for Wales) and Andy Gough (HMICFRS) and Louise King (HMICFRS) to the meeting.
3. The Chief Constable and Deputy Chief Constable referenced the recent train collision at Elstow in Bedfordshire on 19 July 2026, noting the Force's response to the incident alongside rail industry partners in hot and challenging conditions. Amidst its wider response, the Force had provided communications support given the high level of media interest in the incident. The Deputy Chief Constable noted that, despite the trauma and stress of the incident, many families of the victims had taken the time to contact the Force to state their thanks for its efforts.

Declarations**Agenda Item 2**

4. There were no declarations.

Presentation / Transport for Wales**Agenda Item 3**

5. Members received a presentation from the Chief Operating Officer, Transport for Wales (TfW), on TfW's transformation programme, its partnership with BTP and opportunities for future collaboration. Members noted TfW's vision for an integrated transport network across Wales and heard that significant investment in rolling stock and infrastructure had contributed to substantial passenger growth and an 81% increase in carriage capacity since 2018. The presentation also highlighted improvements in operational performance and customer satisfaction.
6. Members noted the strong operational relationship between TfW and BTP, including joint planning, event management and Travel Safer meetings. In discussion, reference was made to the policing challenges associated with major events, including recent concerts attended by approximately 35,000 people. TfW highlighted the distinct challenges of operating across both urban and rural environments and welcomed the positive local relationship with BTP, including the support provided following a serious incident at Tenby.
7. Members also heard TfW's perspective on railway policing in Wales, including concerns regarding assaults on rail staff, workforce vacancies and a trend of under-reporting and

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reluctance among some colleagues to support prosecutions. Members discussed opportunities to strengthen partnership working through more integrated approaches to security and policing, targeted investment, improved use of data and technology, and a continued focus on addressing trespass, anti-social behaviour and passenger safety.

8. **RESOLVED**, that the presentation from Transport for Wales be noted.

Presentation / British Transport Police in Wales

Agenda Item 4

9. Members received a presentation on BTP's policing activity in Wales from the Assistant Chief Constable (Network Policing). Members heard that the BTP in Wales continued to operate within a complex environment characterised by a combination of urban and rural policing challenges, major event demands and increasing passenger volumes. The presentation outlined the evolving political and stakeholder landscape in Wales and the importance of maintaining strong engagement with key partners.
10. Members noted ongoing efforts to strengthen policing resources and maintain operational resilience across the network. Members heard about recruitment challenges affecting policing nationally, including the recruitment and retention of PCSOs, as well as wider workforce pressures. Updates were also provided on county lines activity and safeguarding operations undertaken during the year.
11. Members considered performance during 2025/26. Members noted increases in recorded crime and violence against women and girls, whilst also recognising strong crime detection rates and positive performance in a number of areas. The presentation highlighted reductions in anti-social behaviour and theft-related offences, alongside victim satisfaction levels that remained above the national average.
12. Members also reviewed performance relating to disruption, fatalities and trespass. Members noted that Wales had experienced five fatalities during the year and discussed the challenges presented by geography and rurality. Despite these pressures, Members heard that railway disruption had reduced and that strong partnership working was helping to improve operational outcomes. Trespass remained a significant area of focus, with continued efforts being made to reduce incidents and improve prevention activity.
13. The presentation further highlighted opportunities arising from infrastructure investment and future developments across the Welsh railway network. Members heard about closer working through the Unified Policing and Security Partnership and considered how enhanced collaboration, intelligence sharing and technology could support improved safety and operational performance in the future.
14. The discussion focused on future opportunities for closer collaboration. Members explored how BTP, Tfw and wider railway partners could work more strategically together on issues such as trespass, security, technology and innovation. Tfw highlighted a desire to utilise data more effectively to identify emerging issues and inform preventative action, as well as opportunities to strengthen collaboration around CCTV, security capabilities and problem solving.

15. Members discussed the potential role of technology, including drones, whilst recognising the need to focus on practical operational benefits rather than technological solutions for their own sake. There was support for moving beyond transactional relationships centred on individual incidents towards a more strategic and Wales-focused partnership model, incorporating innovation, workforce capability and shared learning.
16. **RESOLVED**, that the presentation from the Assistant Chief Constable (Network Policing) on BTP in Wales be noted.

The meeting was adjourned between 2.03pm and 2.10pm.

BTPA Annual Report and Accounts 2025/26

Agenda Item 5

17. Members considered the BTPA Annual Report and Accounts 2025/26 and the following points were made.
- a. Members noted that the accompanying cover paper set out the process undertaken to bring the document to approval, including early engagement with the Audit Committee on the governance statement and further consideration by the Committee in the preceding week. Members recorded their thanks to the Risk and Assurance Manager, the Deputy Director – Financial Control and her wider team for their work in supporting the process.
 - b. Members noted that the audit had resulted in a clean opinion from the National Audit Office (NAO)/KPMG. A minor control issue had been identified and addressed within the final version. Members were advised that the process had incorporated lessons learned from the previous year, particularly through earlier engagement with colleagues and the BTPA's Audit Committee.
 - c. Members were informed that a small number of amendments had been made to move the document from version 9, included in the pack, to version 10. These included a change to the footnote on crimes per passenger journeys, correction of a double-counting error relating to the Elizabeth Line, and wording changes requested by NAO. Members noted that these were minor changes but had been highlighted for transparency.
 - d. The Chair of the Audit Committee reported that this had been the smoothest process during their time as Chair, reflecting effective work by BTPA, BTP and KPMG. Members also noted that external audit arrangements would move from KPMG to Grant Thornton.
 - e. Members noted the changes from version 9 to version 10, the clean audit opinion, and approved version 10 of the BTPA Annual Report and Accounts 2025/26
18. **RESOLVED**, that Members approve v10 of the BTPA Annual Report and Accounts 2025/26.

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BTP Annual Report 2025/26

Agenda Item 6

19. Members considered the BTP Annual Report 2025/26 and the following points were made.

- a. The Chief Constable highlighted the breadth and intensity of policing demands during the year, including responses to major incidents, increasing crime and safeguarding requirements, and the operational challenges associated with keeping passengers and staff safe while minimising disruption to the railway. Members noted that the report demonstrated the Force's continued commitment to protecting the public, supporting victims and maintaining railway operations during periods of sustained demand.
- b. Members noted improvements in operational performance, including increases in recorded crime detection rates despite rising crime levels, and welcomed the Force's continued focus on visible policing, stakeholder engagement and victim support. Particular attention was drawn to the prevalence of violence against women and girls, which remained one of the most significant threats facing the railway network. Members noted the establishment of a dedicated task force and the improvement in solved rates for sexual offences as a positive development aligned to the Strategic Plan.
- c. Members discussed disruption and trespass, recognising that police-related incidents had increased but that primary delay minutes had reduced. They welcomed the Force's work with industry partners to reduce the impact of disruption on passengers and noted the continued development of initiatives including drones and wider industry collaboration to support trespass prevention. The discussion highlighted the importance of maintaining strong relationships with railway partners and ensuring that innovation was deployed to deliver practical operational benefits.
- d. Members received an update on innovation, technology and transformation activity, including progress with the Unified Policing and Security Partnership and the use of technology to improve productivity, intelligence-led activity and operational effectiveness. Members welcomed the progress made and requested further briefings on both the evolution of the partnership model and the implementation of the drone programme to support their understanding of future opportunities and challenges (Action 2/2026).
- e. The discussion also focused on the wellbeing of BTP officers and staff. Members noted the significant demands placed on the workforce, including exposure to traumatic incidents, and welcomed ongoing investment in wellbeing, post-incident care and structured support arrangements. The Chief Constable highlighted evidence of strong commitment and pride amongst staff while acknowledging continuing challenges relating to workload pressures, fairness and organisational culture. Members recognised the importance of maintaining investment in workforce wellbeing as part of future financial planning.

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- f. Members reflected on the need to ensure that performance reporting appropriately captured the full breadth of policing activity, including safeguarding, mental health interventions, vulnerability and out-of-court resolutions, rather than relying solely on traditional crime outcomes. The Chief Constable agreed that greater visibility of this activity would assist discussions regarding the future role and resourcing of railway policing. Members concluded that the report demonstrated strong progress during a foundational year for the organisation against a backdrop of rail and police reform and thanked officers, staff and volunteers for their professionalism and commitment throughout the year.

20. **RESOLVED**, that the BTP Annual Report 2025/26 be noted.

Chief Executive's Report

Agenda Item 7

21. Members considered the Chief Executive's Report, and the following points were made.

- a. Members noted progress against the Chair's objectives, which remained subject to ongoing discussion with the Department for Transport. Members also received an update on actions arising from the BTPA Chair's correspondence dated 17 April 2026, noting that most actions were progressing as planned, with further work required on the development of a balanced scorecard and stakeholder engagement strategy. Members further noted the recent change to decision-making arrangements in relation to decisions in correspondence.

22. **RESOLVED**, that Members,

- a. Approve the revised BTPA Senior Influence Group terms of reference.
- b. Note the Chief Executive's Report.

Police Reform

Agenda Item 7.1

23. Members considered a paper on police reform, and the following points were made.

- a. Members noted that an earlier version had been reviewed by the BTPA Senior Influence Group. Members discussed key principles that should underpin future engagement with Government, including maintaining BTP's operational independence from the Home Office while ensuring continued interoperability with Home Office police forces. Members also recognised the need to manage the risks associated with the provision and funding of central policing services and noted that the DfT Sponsor Team had established a group to support this work.
- b. Members emphasised that the BTPA's position should not be framed solely in terms of protecting existing arrangements and agreed that the opportunities arising from reform should be articulated more positively, including potential benefits from greater collaboration and shared services. The discussion also highlighted examples where BTP had been excluded from wider policing

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arrangements and reinforced the importance of ensuring that future reforms fully reflect the Force's unique role and requirements.

24. **RESOLVED**, that Members agree the following principles, that should underpin the BTPA's position with regards police reform,

- a. BTP should retain its existing degree of independence from Home Office policing structures, ensuring it can continue to prioritise and respond effectively to the needs of the rail industry.
- b. BTP officers should remain fully interoperable with Home Office Policing supported by equivalent training and development, common professional standards and aligned discipline and complaints regimes.
- c. BTP and its funders should minimise the risk that reform leads to BTP funding a greater share of policing shared services, ensuring costs remain fair and proportionate.
- d. BTP should position itself to take advantage of benefits arising from shared services and collaboration with partners.
- e. BTP should ensure that its unique role and requirements were reflected in current and future police reforms.

Rail Reform
Agenda Item 7.2

25. Members considered a paper on rail reform, and the following points were made.

- a. Members noted that a task and finish group would be established to consider matters including contracting arrangements and the relationship between policing and railway security functions. The discussion highlighted the importance of ensuring that the role of BTP and BTPA was fully recognised within future reform arrangements and that the organisation was not overlooked as reforms progressed. Members supported the principle that the BTPA Executive should continue to engage with stakeholders and to develop proposals for future consideration.
- b. Members endorsed the proposed approach to both rail and police reform, subject to reflecting the need for stronger positive messaging on opportunities and ensuring clear recognition of the risks associated with BTP being excluded from future national policing arrangements. Members noted the establishment of the task and finish group and agreed that a further briefing session should be arranged to support ongoing Member engagement as reform proposals develop.

26. **RESOLVED**, that Members,

- a. Note the establishment of a BTPA Rail Reform Task and Finish Group.
- b. Approve the proposed initial areas of focus and desired outcomes for the Group.

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- c. Endorse the proposed membership comprising BTPA Members and BTP Chief Officers, with provision for external input where appropriate.

At this point of the meeting, the quorum was lost, and the following items were therefore deferred to a future meeting or for consideration in correspondence (Action 3/2026).

Recommendations for the BTPA Full Authority from the Audit and Risk Assurance Committee
Agenda Item 8

Consent Agenda
Agenda Item 9

Annual Refresh / BTPA Code of Governance
Agenda Item 9.1

Board Effectiveness Improvement Plan Refresh
Agenda Item 9.2

Minutes
Agenda Item 9.3

Actions
Agenda Item 9.4

Committee Minutes
Agenda Item 9.5

Verbal Update / Audit and Risk Assurance Committee – 24 June 2026
Agenda Item 9.5.1

Finance, Legitimacy and Performance Committee – 18 June 2026
Agenda Item 9.5.2

People and Culture Committee – 9 June 2026
Agenda Item 9.5.3

Scottish Railways Policing Committee – 4 June 2026
Agenda Item 9.5.4

Audit and Risk Assurance Committee – 19 March 2026
Agenda Item 9.5.5

Finance, Legitimacy and Performance Committee – 18 March 2026
Agenda Item 9.5.6

Any Other Business
Agenda Item 10

The meeting ended at 3.01pm.

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FULL AUTHORITY ACTIONS FROM PREVIOUS MEETING(S)

Serial	Date	Action	Owner	Outcome
13/2025	10 December 2025	Members agreed that the finalised version of the BTP (Amendment) Regulations should be submitted to the Chair of People and Culture Committee to that he might satisfy himself that no significant changes had been made to Regulations that had been approved in draft – the finalized version should take account of the Chief Constable's concerns regarding reduction in rank as a sanction.	Chief Executive	In Progress BTP (Amendment) Regulations are currently undergoing review by Department for Transport lawyers.
2/2026	1 July 2026	Members received an update on innovation, technology and transformation activity, including progress with the Unified Policing and Security Partnership and the use of technology to improve productivity, intelligence-led activity and operational effectiveness. Members welcomed the progress made and requested further briefings on both the evolution of the partnership model and the implementation of the drone programme to support their understanding of future opportunities and challenges.	Board Secretary	Completed Added to shortlist of topics for a future BTPA Breakfast Briefing.
3/2026	1 July 2026	Secure approval for items deferred from BTPA Full Authority 1 July 2026.	Board Secretary	Completed BTPA Reserves Management Strategy was approved in correspondence on 2 July 2026. BTP/A Joint Strategic Risk Register was approved in correspondence on 24 July 2026. New Committee terms of references were approved in correspondence on 3 September 2026. The wider annual refresh of the BTPA Code of Governance has been deferred to the December 2026 meeting. The proposed refresh of the Board Effectiveness Improvement Plan has been

				incorporated into the Consolidated Development Plan on the 23 September 2026 agenda. Other items e.g. Committee Minutes have been submitted to the 23 September 2026 meeting.
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