

**BRITISH TRANSPORT POLICE COMMITTEE  
MINUTES OF MEETING HELD AT FORCE HEADQUARTERS  
LONDON  
ON THURSDAY 18 JULY 2002 AT 10.00 AM**

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**Present**

Mr James Jerram CBE (in the Chair); Dr Helen Atkinson; Mr David Heseldin; Mrs Diana Lamplugh OBE; Sir David O'Dowd CBE QPM; Mr Adrian Shooter; Mr Iain K Brown; Mr Tom Coyle (representing Mr Mike Brown)

**Apologies**

Dr Mike Mitchell; Mr Mike Brown

**In Attendance**

Mr I Johnston CBE QPM, Chief Constable; Mr. A Lake, Deputy Chief Constable; Mr C Somani, Finance & Admin. Director BTP; Miss K Sanderson, Treasurer to the Committee; Mr D Riddle, Clerk to Committee; Inspector W Baker.

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**39PL2002      MINUTES 16 MAY 2002**

The Minutes of the meeting held on 16 May were approved.

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**40PL2002      STRATEGIC REVIEW OF RAILWAY POLICING**

The Chairman spoke to his Paper circulated with the Agenda, which proposed a process for developing a new strategic plan for the force informed by the Report of Roland Berger Consultants. He reminded the Committee that, at the last meeting, the Report from Roland Berger Consultants was received but not adopted.

He suggested that the Committee treat the Report not as a blueprint for change but rather as a framework and source of ideas for developing a new Strategy. He proposed that the discussion at this meeting should concentrate on identifying the ideas in the Report that appeared most likely to produce the desired improvements in effectiveness and efficiency, to assist the Chief Constable in assessing what should be the priority initiatives and actions. He asked the Committee also to give the Chief Constable a steer (as he had requested) specifically in relation to structure, support services and hotspot policing. The Chairman suggested that the issue of hotspot policing was better considered as an issue of whether or not to withdraw from rural areas altogether.

The Chief Constable expressed his and the Force's anxieties about some of the detailed findings of the Report and the accuracy of underlying data and costings relied on by the consultants, but for present purposes he preferred to take a constructive view. He saw some real opportunities from the Review to produce a better service without increasing costs. He was determined to use the Report to move the Force forwards.

In the ensuing discussion, Members made their comments by reference to the three key issues identified by the Chief Constable.

In relation to structure, members accepted that the case for some change had been made but considered that the particular organisational proposals made by the Consultant's were not necessarily the best.

Adrian Shooter said that he did not feel strongly for or against the proposals from the Consultants. He felt that any structure could be made to work, given the right leadership and support, and the Committee should look to the Chief Constable to advise on how best to organise the delivery of policing services. Sir David O'Dowd argued that form should follow function, and that the Chief Constable should be encouraged to present his own proposals after taking full account of the range of the force's functions and a review of business processes. Other Members agreed with these views.

Tom Coyle said that LUL felt that the nature of the Underground lent itself to dedicated policing. At present they had an extremely good relationship with LU Area. They were unconvinced of the benefits of the change advocated by the Consultants and would be likely to oppose any change in structure that made LU Area part of a larger London and South East Area. Dr. Atkinson, David Heseldin and the Chairman also urged caution in relation to the proposal to create a single Area for London, the South East and LUL.

In relation to support services, there was general agreement with the principle of rationalising and appropriately centralising support functions.

Members agreed that locally based commanders should be accountable for results, and that they should have sufficient support to facilitate the use of their discretions and the best deployment of their resources. Members felt that it would be unfortunate if centralising support services made it possible for local managers to escape their accountability by blaming HQ functions.

Sir David O'Dowd pointed out that in Home Office Forces the trend was towards greater devolution to BCU's, not less, but he agreed that the Review had made the case for some rationalisation.

Members agreed that for some functions there was an imperative to rationalise in order to improve the service (as illustrated by the Best Value Review on Responding to Calls) but felt that the Consultants Report had not fully assessed the range of choices and issues.

There was a general consensus that there was scope to rationalise and improve support functions, and that the Chief Constable should identify which functions could most usefully be carried out centrally, which would present problems if centralised, and what would be the best balance as between centralised and devolved functions. Members accepted that there could be costs and investment required to achieve beneficial changes.

In relation to "hotspot" focussed policing, Adrian Shooter commented that in reality there was little or no practical BTP presence at up to 2/3 of railway locations, and in those places the first response was provided by Home Offices forces with very varying degrees of enthusiasm. This was a long-standing problem and it was time to tackle it. He said that it was ATOC's view that BTP should recognise that it could not cover remote areas effectively, and that there should be systematic arrangements with local forces. He accepted the risk that local forces would expect to be paid for services provided, including services they are providing now, but considered that the issue should no longer be fudged as it had been in the past.

ATOC's view was, he said, that BTP should move towards a reduction in numbers, but with better training and development and leadership, better equipment, and up to date technology. This should be accompanied by effective protocols or service agreements with other forces. ATOC was not looking for a reduction in the cost of policing, but for more effective use of existing resources.

Diana Lamplugh stated that partnership working across forces was of paramount importance, and at present there was much room for improvement across the board.

Iain Brown suggested that the Chief Constable should provide a fuller assessment of the current level of service in remote areas, and of the desirable optimum level, so that the Committee could see the gap and the potential contribution from Home Office forces.

Other Members spoke in favour of the notion of formalised arrangements with other forces, and for BTP to be more involved with local Crime & Disorder partnerships where appropriate, but were cautious about the likely costs arising from SLA's with Home Office forces. Concerns were also expressed that attempting to negotiate separate SLA's with each of the Home Office forces would impose unjustifiable and unsustainable demands on the force management. There was a consensus that the force should seek to prototype formalised joint working with other forces, with a view to negotiating a single national framework agreement with all Home Office forces.

Members expressed the hope that the staff associations would be fully consulted about changes and fully engaged in the process of change. The Clerk reported that all of the Associations had been supplied with the full Report of the Consultants, and the Chief Constable gave an assurance about consultation.

Iain Brown said that Railtrack would expect the force to capture as much as possible of the potential for redeploying and reinvesting resources into the front line that the Consultants had identified, in order to improve services, with a neutral effect on the budget. He suggested that the focus should be on changes that were seen to be achievable and beneficial.

The Committee agreed that it was essential for the Chief Constable to identify a programme of achievable change to bring about real improvements in the quality and effectiveness of services within a neutral budget. They recognised that the programme of change arising from the Review would require a significant investment of management resources, and that implementation had to take its place alongside other demands on senior officers. However,

they endorsed the process and timetable suggested by the Chairman, with a view to a revised Force Strategy and Medium Term Financial Strategy coming to the Committee in October.

The Committee agreed with a proposal from Adrian Shooter that the Chairman should prepare a statement on behalf of the Committee for publication within the force. This should make clear that the Committee was very pleased that the Review had produced an objective and independent endorsement of the continued existence of BTP as the dedicated and specialist police force for the railway. It should stress the Committee's belief that it was now open to the Chief Constable and Chief Officers to use the Review as the basis to invigorate and strengthen the Force, and to improve its effectiveness in fighting crime and meeting stakeholders' expectations. It should also state clearly that the Committee for its part was determined to strive to bring about changes leading to improvements, in co-operation with the force and its employees.

- ***ACTION***
- ***CHIEF CONSTABLE TO USE THE CONSULTANTS' REPORT AS THE BASIS FOR A REVISED STRATEGY FOR THE FORCE, TO BE PRESENTED TO THE COMMITTEE IN OCTOBER 2002 - CHIEF CONSTABLE***
- ***DRAFT STRATEGY AND MEDIUM TERM FINANCIAL STRATEGY TO BE CONSIDERED BY SUB-GROUP COMPRISING SIR DAVID O'DOWD, DR. MIKE MITCHELL AND MR DAVID HESELDIN DURING SEPTEMBER - CHIEF CONSTABLE AND FORCE FINANCE DIRECTOR***
- ***CLERK TO PREPARE DRAFT STATEMENT TO THE FORCE FOR APPROVAL BY THE CHAIRMAN - CLERK***

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#### **41PL2002 CHIEF CONSTABLE'S REPORT- TO JUNE 2002**

The Chief Constable presented his report on items of interest and force performance for the period to the end of June.

He reported that the force had been awarded £1.36m special funding from the Home Office and Department for Transport, for a programme in London to tackle street crime, as part of the national programme. He also advised the Committee of the launch of the Connex Special Constable's programme, expressing the hope that ATOC would regard this as a model to be developed by other companies.

He gave the Committee an update on the progress of the investigation into the Potters Bar rail accident, and the re-opening by the CPS of the Ladbroke Grove Inquiry, including an assessment of the resource implications.

The Committee was pleased to note that Inspector Andy Ball had been invited to the Police Bravery Awards Ceremony dinner on 2 July, and a reception at 10 Downing Street. Inspector Ball represented the force and the bravery of its officers in the Bradford Riots in July 2001.

The Chief Constable reported on progress towards implementing the PNB Pay Reform package. He estimated that the additional costs to BTP, over and above pay inflation, would be c£3.5m in 2003/4 rising to £4.4m in 2005/6. The Force has begun its review of BTP conditions of service for negotiations with the Staff Associations.

The Chief Constable made the Committee aware of the consideration that he understood Transport for London were giving to the future policing of London Underground. The Committee recognised that there were potentially far reaching implications for BTP's role in London and possibly outside the capital.

Recorded crime statistics showed that the total notifiable offences have been rising steadily since September 2001 and that there had been an increase of 5% comparing the last two years. This increase was mainly due to rises in theft of passenger property, line of route offences, and theft of commercial property/burglary. The number of sex offences fell in the year to June 2002, as did criminal damage and serious fraud cases.

In the year 2001/2, recorded crime amounted to 37.6 crimes per million journeys, an increase of 6% on 2000/1 but lower than 1999/2000. Violent crimes increased by 8% compared with the previous year overall. Detection rates continued to fall. In the 12 months from July 2001 to June 2002 only 17.1% of all notifiable offences were detected.

In the period to the end of June, the Force was not meeting the targets set for reduction of violent crime, but was achieving targets for robbery. The reverse was true for detection's. The target for reduction in football incidents was met but other targets have not yet been reached. Adrian Shooter suggested that vehicle crime required a different approach, and that TOC's should invest more in getting Secured Car Parks status. The performance of the force in reducing railway disruption offences appeared to be poor in relation to the target, and the Chief Constable explained that the increase could be attributed largely to changes in recording practice which were being piloted in London South where increases of around 200% were occurring. He agreed with Adrian Shooter that the actual rate of route crime may be increasing and that it was certainly at a level far in excess of that recorded by BTP. The Chairman asked that in future reports the targets for dealing with fatalities should be expressed more simply as 2 hours and 1 ½ hours respectively. The Committee expressed some disappointment with performance to date, and reiterated its wish to have a full debate about performance at a Workshop session at its next meeting.

- *ACTION*
- *FUTURE REPORTS TO EXPRESS TARGETS FOR FATALITIES AS 2 HOURS AND 1 ½ HOURS - CHIEF CONSTABLE*
- *WORKSHOP SESSION ON PERFORMANCE TO TAKE PLACE IN OCTOBER 2002 - CLERK AND DEPUTY CHIEF CONSTABLE*

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#### **42PL2002      FINANCIAL RESULTS – AUDITED RESULTS FOR 2001/2**

The Force Finance Director reported on the final results for 2001/2. There was a surplus of £1.2m on the overground railway and £0.67m for LUL, in line with previous projections. In the Audited accounts an additional charge for depreciation of £1.2m (arising from the creation of a fixed asset register) had been offset by brought forward reserves. The overland surplus of £1.2m was carried forward into the current year to support the budget for core services.

Actuaries had assessed the Force Superannuation Fund on 31 March 2002 for the purposes of FRS17. This showed that the fair value of the scheme assets exceeded the actuarial value of liabilities.

The Committee approved the recommendations set out in the Report.

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#### **43PL2002      FINANCIAL RESULTS – RESULTS TO PERIOD 3 2002**

The Force Finance Director reported on results in the current year. He advised the Committee that at period 2 the overland results showed a small underspend. However, he warned that the major investigations into Hatfield, Potters Bar and Ladbroke Grove were likely to cost £1.3m in the current year. If there were further significant unforeseen costs it would be difficult to meet them within the existing budget. The Committee was concerned about the impact of abstractions, as well as direct additional costs. The Chief Constable told

the Committee that the force was seeking to develop the capability of Home Office forces to assist and looking at the scope to use retired police officers.

The Committee disagreed with the decision taken by the force about software licensing, and urged that this should be reconsidered with a view to capturing long-term savings.

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#### **44PL2002 ATTENDANCE BY REPRESENTATIVES OF THE STAFF ASSOCIATIONS**

Having considered the Clerk's Report the Committee decided that the appropriate course of action would be to hold its meetings in public, with effect from April 2003. The Chief Constable said that he supported that.

#### ***DECIDED***

***That the Committee should meet in public with effect from April 2003***

- ***ACTION***
- ***CLERK TO EXPLORE POSSIBLE VENUES, AND PREPARE RELEVANT PROCEDURAL RULES, FOR APPROVAL AT A FUTURE MEETING - CLERK***

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#### **45PL2002 EMPLOYMENT TRIBUNAL JUDGEMENT – MISS B**

The Clerk reported on a recent judgement by an Employment Tribunal in which damages of £274,000 had been awarded against the Force, for the unfair dismissal of a whistleblower. The Force's defence of the case had been struck out as a result of a finding that it wilfully failed to comply with an order and that it had acted unreasonably. Appeals were pending.

The Committee appointed a working group comprising the Chairman, Sir David O'Dowd and Iain Brown to review the judgement and consider all the circumstances surrounding the events in question and the issues that arise in and from the judgement.

- ***ACTION***
- ***CLERK TO CONVENE MEETING OF THE WORKING GROUP - CLERK***

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#### **46PL2002 BEST VALUE – RESPONDING TO CALLS**

Inspector Steven Hale presented his report on the Best Value Review of Responding to Calls for Service, and the draft Business Improvement Plan. The Review was a comprehensive, critical, appraisal of the effectiveness and quality of the Force control room function. It made a series of recommendations for rationalising the organisation of the function and for improving service quality. If all the recommendations were implemented, there would be the equivalent of 47 officers released for front line policing.

The Committee congratulated Inspector Hale and the team involved in the report for producing such a thorough appraisal and innovative proposals. They acknowledged that investment would have to be made in the service to secure the changes and produce longer-term benefits.

The Chairman asked that some comparative statistics be prepared to show BTP performance and unit costs against other forces, and that objectives should be set, (such as a target for the percentage of lost calls so as to be in the top quartile of forces) to demonstrate what would flow from the investment.

The Committee noted that the Plan would be considered by the Challenge Panel in a meeting to be held in August. They asked that the Panel be encouraged to accelerate the completion of the review and the implementation of improvements.

- ***ACTION***
- ***CHALLENGE PANEL TO BE MADE AWARE OF***

**47PL2002 BEST VALUE – REVIEW OF COMMUNITY AND RACE RELATIONS**

The Chief Constable reported that the Business Improvement Plan for Race and Community Relations had been amended to take account of the views expressed by the Challenge Panel.

Dr Helen Atkinson, speaking as the lead member for this review, said that the recommendations had been formulated with care to ensure that cultural issues in the force were addressed constructively.

**DECIDED**

***That the recommendations made in the Business Improvement Plan as amended by the Challenge Panel should be approved.***

- ACTION
- REPORT ON PROGRESS IN IMPLEMENTATION OF BIP TO BE SUBMITTED TO COMMITTEE IN DECEMBER 2002 – DEPUTY CHIEF CONSTABLE

**48PL2002 BEST VALUE – CHALLENGE PANELS**

The Committee approved a list of lead members for the Best Value Reviews in the programme for 2002/3 as follows.

<b>Best Value Review</b>	<b>Lead Member</b>
Responding to calls for Service	David Heseldin; Sir David O'Dowd
Crime Management 1 and 2	Sir David O'Dowd; Iain Brown
Human Resources	Mike Mitchell; Mike Brown
Criminal Justice	Sir David O'Dowd; Diana Lamplugh
Reducing Disruption to Railway Services	Adrian Shooter; Iain Brown
Policing Football	James Jerram; Adrian Shooter
Scientific Support	Helen Atkinson; James Jerram

**49PL2002 CAPITAL PROGRAMME – VEHICLES**

The Force Finance Director reported on the requirement for vehicle replacements in 2002/3, as part of the Force's capital investment programme. He proposed that 38 vehicles should be acquired by leasing at an estimated cost of £690,000. There would also be expenditure of c£190,000 on the vehicle programme from 2001/2. There would be a revenue impact from lease charges of £46,000 in 2003/4. The Committee suggested that GPS equipment be installed in new vehicles, in view of the benefits identified by the force from the use of such equipment.



**DECIDED**

***That the vehicle replacement programme be approved and that lease finance be arranged for the remainder of the 2001/2 programme (£190,000) and for the 2002/3 programme (£690,000).***

***That the Chief Constable be authorised to dispose of vehicles as detailed in the report for an estimated recovery of £95,000.***

***That GPS equipment be installed in new vehicles where appropriate***

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**50PL2002 CAPITAL PROGRAMME – NSPIS COMMAND AND CONTROL SYSTEM**

The Chief Constable presented a detailed proposal for the Force to acquire the NSPIS Command and Control System, part of the suite of programmes offered by PITO for all Forces. It would replace RAIL, which was reaching the end of its economic life.

His report identified a number of significant business benefits from the adoption of NSPIS Command and Control.

The capital investment requirement for software, hardware and project implantation services was £950,199. In addition there would be revenue costs of £208,000 for training and project management.

The Committee were supportive of the project but stressed concern about the risk to the force by taking the system at such an early stage of the national development and roll out. They asked that the timing of the procurement be reconsidered.

**DECIDED**

***That the acquisition of NSPIS Command and Control System with related hardware, project implementation and training be approved, and that capital expenditure of £950,199 be authorised from the capital programme. Leasing should be used to the maximum extent possible to finance the acquisitions.***

***That the Chief Constable should critically review the proposed timescale for procurement and system implementation, in order to minimise risk.***

- ACTION
- EXPERIENCE OF OTHER FORCES TO BE CONSIDERED AND TIMING OF SYSTEM IMPLEMENTATION TO BE ARRANGED SO AS TO MINIMISE RISK TO THE FORCE – FORCE I.T. MANAGER
- SAVINGS ACCRUING FROM THE SYSTEM TO BE CLEARLY IDENTIFIED TO THE TREASURER – FORCE FINANCE DIRECTOR

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**51PL2002 FORCE STRATEGIC PLAN**

The Chief Constable reported progress on the objectives set in the Force Strategic Plan, advising the Committee that most elements of the plan were proceeding on schedule and that there were no critical adverse variances.

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**52PL2002 LEGAL EXPENSES INSURANCE FOR SUPERINTENDENTS**

The Chief Constable recommended that the Committee approve the extension of the scheme for legal protection insurance cover (currently operated for Chief Officers and retired Chief Officers) to Chief Superintendents and Superintendents, at a cost of £8,354 per annum increasing to a maximum of £14,620. The Treasurer advised that the force should check whether the SRA Officers' indemnity policy offered equivalent cover.

**DECIDED**

***That legal protection insurance cover be extended to Chief Superintendents and Superintendents, if the SRA Officers' Indemnity policy did not provide sufficient cover.***

- **ACTION**
  - **FORCE FINANCE DIRECTOR TO REVIEW COVER PROVIDED BY SRA POLICY, IN CONJUNCTION WITH THE TREASURER - FORCE FINANCE DIRECTOR**
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**53PL2002 AIRWAVE**

The Chief Constable reported on the roll out of Airwave. The new system was now in use in parts of the country where it was used by the Home Office force, and early experiences were satisfactory. The national roll out programme was still slipping, although MM02 had given assurances to ACPO and PITO. He also informed the Committee that PITO had now assumed the lead on the project to secure integrated radio communications for emergency services on the London Underground.

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**54PL2002 HMIC INSPECTION 2002**

The Chief Constable informed the Committee of progress on implementing the recommendations of HMIC in the 2002 Inspection. There were 5 recommendations requiring urgent attention (Victim Referral processes; the new grievance procedure; introduction of exit interviews; improving public profile of BTP; compliance with PNC/Phoenix recording timescales); 4 requiring action in the near future, and 7 on which progress was being made with no cause for concern. The Committee noted with satisfaction that the action taken by the force to reduce sickness was producing sustained improvements, and asked that the Chief Constable pass on thanks to all the managers involved.

- **ACTION**
  - **FORCE MANAGERS TO BE THANKED FOR SUCCESSFUL EFFORTS - CHIEF CONSTABLE**
  - **FUTURE REPORTS TO SHOW SICKNESS LEVELS AS MOVING ANNUAL TOTAL, IN ADDITION TO CURRENT PRESENTATION - CHIEF CONSTABLE**
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**55PL2002 MODERNISING BTP**

The Clerk reported that the Department for Transport expected shortly to publish the government's response to the replies to consultation. At present, there was still no legislative slot for the necessary clauses.

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**56PL2002 APPOINTMENT OF ASSISTANT CHIEF CONSTABLE, SCOTLAND**

The Committee noted that the Appointment Panel appointed Superintendent David Mulhern of Strathclyde Police. He will take up the appointment on 5 August 2002.

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**57PL2002 POLICE CHARGES – DISPUTES**

The Clerk reported on the latest position concerning the disputes with GNER, First Group and EWS. The Dispute process had been delayed by the death of the Arbitrator.

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**58PL2002      AUDIT PANEL**

The Committee received and noted the Minutes of the Audit Panel meeting on 27th June.

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**59PL2002      COMPLAINTS & DISCIPLINE SUB-COMMITTEE**

The Committee received and noted the Minutes of the Sub-Committee meeting on 9 July. Mrs Lamplugh drew attention to the Sub- Committee's dissatisfaction with the time taken by the PCA to deal with cases.

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**60PL2002      CHIEF CONSTABLE'S ANNUAL REPORT 2001/2**

The Committee received and noted the Chief Constable's Annual Report for 2001/2.

The meeting concluded at 1.05 p.m.

Chairman.....

Dated.....