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**MINUTES**

**NATIONAL POLICE AIR SERVICE (NPAS)**  
**NATIONAL STRATEGIC BOARD (MEETING NUMBER 18)**

**08 December 2016**

**PRESENT**

<b>NAME</b>	<b>REPRESENTING</b>
PCC Mark Burns-Williamson OBE (MBW) Chair	Police and Crime Commissioner for West Yorkshire police – Lead Local Policing Body
CC Dee Collins QPM (DC)	West Yorkshire Police – Lead Local Chief Constable
Fraser Sampson (FS)	Chief Executive & Solicitor – Office of Police and Crime Commissioner for West Yorkshire
Ch.Supt Tyron Joyce (TJ)	NPAS Chief Operating Officer
Ollie Dismore (OD)	NPAS Director of Operations
Steven Jones QPM (SJ)	Assistant Operations Director – North East Region
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Mark Reeves (MRe)	Temporary Director of Finance & Business Support - West Yorkshire Police
PCC Barry Coppinger (BC)	Police and Crime Commissioner for Cleveland - North East Region
Claire Craven-Griffiths (CG) (representing CC David Jones) (by phone)	North Yorkshire Police – North East Region
CC Simon Byrne QPM (SB)	National Police Chief's Council (NPCC) Aviation Lead – North West Region
Emma Smithies (ES)	Inspector, Cheshire Police
CC Jerry Graham (JG)	Cumbria Police – North West Region

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ACC Rob Nixon (RN) (representing CC Neil Rhodes)	Leicestershire Police – Central Region
Cmdr. Matt Twist (MT)	Metropolitan Police Service – London Region
ACC Darren Davies (DD) (by phone)	MPS – Director CT Change, National Counter Terrorism
Alex Anderson (AA) (by phone) (representing Rebecca Lawrence)	MOPAC – Mayors Office for Police and Crime
PCC Anthony Stansfeld (AS) (by phone)	Police and Crime Commissioner for Thames Valley - South East Region
PCC Dafydd Llywelyn (DL)	Police and Crime Commissioner for Dyfed-Powys – South West Region
CC Suzette Davenport (SD)	Gloucestershire Police - South West Region
Jenny Walker (JN)	NPAS Marketing & Communications Manager
Andy Bell (AB)	Deputy CFOA CBRNE Lead – London Fire Brigade
DCC Richard Morris (RM)	Police Business Change Lead - ESMCP Programme
Alex Marshall (AM)	Project Manager and Technical Architect - Air to Ground
Supt Vicki White (VW)	Co-ordination Manager Yorkshire and Humber
Melanie Jaundziekars (MJ)	NPAS Support Officer

**APOLOGIES**

<b>NAME</b>	<b>REPRESENTING</b>
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West Region
PCC Marc Jones (MJ)	Police and Crime Commissioner for Lincolnshire – Central Region
Susan Carte (SC)	NPAS Business Development Manager
CC Neil Rhodes (NR)	Lincolnshire Police – Central Region
Rachel Watson (RW)	Home Office – Head of Police Workforce and Capability Unit
Jonathan Scanlan (JS)	Home Office – Workforce and Capability Unit
T/Chief Supt Simon Hawkins (SH)	Hertfordshire Police - South East Region

The Chair, PCC Mark Burns-Williamson (MBW) opened the meeting and invited introductions from those in the room and dialling in on the conference call facility. MBW advised he had received notification from PCC Marc Jones (MJ) stating he did

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not wish to continue as a Board member. MBW advised that MJ had spoken with PCC Stephen Mold who had expressed an interest in becoming the representative for Central region and would be the replacement PCC Board member at the next meeting.

**APOLOGIES**

Noted and recorded.

**1. DECLARATIONS OF INTEREST**

No interests were declared.

**2. MINUTES OF MEETING HELD 14 SEPTEMBER 2016**

Minutes were agreed and passed as an accurate record.

**3. ACTIONS**

All actions discharged.

**4. S22 BRIEFING DOCUMENT – NPAS FUTURE FLEET AND BASE CONSIDERATIONS**

Ollie Dismore (OD) and Ch.Supt Tyron Joyce (TJ) presented initial suggestions to Board members to support the development of the business plan and outlined the decisions that needed to be made. TJ stated that Board members should be proud of the progress made during the last three years, NPAS now had a national user requirement and continued to work with other government departments such as the Department for Environment, Food and Rural Affairs (DEFRA). TJ outlined that the Board were at risk as the service that policing and other agencies felt NPAS should be able to deliver and the practical capabilities meant there is a significant gap. TJ advised that NPAS would deliver the required 14% savings within a three year period and NPAS had reduced the fleet by retiring five MD902s. There had been an increase in activity and NPAS are reducing costs, TJ advised that pre NPAS the cost of police aviation was £56m and it is now £39m.

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The NPAS links with the Ministry of Defence (MOD) and Memorandum of Understanding (MOU) with the Maritime Coastguard Agency (MCA) were noted. [REDACTED]

[REDACTED]

[REDACTED]

OD advised that planning permission had been granted for the new development at Almondsbury to replace the base at Filton which would also combine the Air Ambulance. NPAS are actively seeking a replacement for the London base and Redhill had received notification that they plan to sell the land for housing development so has a limited lifespan for a base.

[REDACTED]

The Board noted the contents of the paper and agreed to :-

1. NPAS developing detailed options for a future fleet replacement plan. Subject to funding this would include not only general policing support but CT and 'lift and shift' delivery.
2. The concept of dual use air bases, where NPAS have either rotary and fixed wing operations or more than one rotary aircraft operating out of bases across the country. To consider whether it is operationally and financially viable the following work must now be undertaken
  - To consider moving rotary operations from NPAS Carr Gate to NPAS Doncaster
  - To consider the cost and operational viability of a fixed wing and rotary aircraft base sited at either St Athan or a location nearby
  - To consider an appropriate single base that would house the two rotary aircraft from NPAS Boreham and NPAS Redhill
  - To formally approve the concept of fixed wing and rotary at the NPAS replacement 'London base' which is being developed to replace Lippitts Hill

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[REDACTED]

CC Simon Byrne (SB) stated he would be happy to share some of user research to allow wider engagement.

Board members accepted there were concerns [REDACTED] [REDACTED] [REDACTED] but given the collaboration agreement requirement they approved proceeding to a full business case and agreed for the issue to be discussed at the next Board meeting.

DC requested that while NPAS move to proceeding to the full business case thought be given to HR discussions around engagement consultation. CC Suzette Davenport (SD) asked what resources/capacity NPAS would require in order to carry out the consultations - TJ advised that NPAS had a full project structure in place where NPAS assign senior users and subject matter experts which is paid for out of the capital budget and had staff in place to develop for the next Board meeting.

## **5. REVIEW OF 2016/17 USAGE**

TJ advised that NPAS had started to develop a balanced scorecard around what performance looked like and in terms of the programme of change NPAS would deliver the 14% savings within the three years as requested by the Board. In terms of the new deployment model TJ stated that it was too early to see if changes in the type of activity that NPAS are called to is because of decisions made by local forces or is it because forces are now focusing more effectively by understanding what those calls are. In terms of outcome measures these are in the infancy stage at present around what success looks like. TJ stated that NPAS had requested the College of Policing to conduct a piece of work around developing the balanced scorecard. TJ stated that In terms of service delivery, forces are getting better at understanding how they use air support which is reducing the number of declines that NPAS have. TJ explained that NPAS exists to reduce risk to communities and to demonstrate value for money, since the implementation of the threat, harm and risk based deployment model there had been a 27% reduction since 2010 in the use of air support.

Members noted the content of the paper and the requirement to develop the balanced scorecard further.

SD stated that the South West region would be happy to trial support and work with NPAS.

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TJ urged that if members felt strongly about some of the performance measures to raise these so they can be considered and suggested a Working Group to consider what the measures are and to be included within the draft s22 collaboration agreement

DC stated that it was interesting to note from the figures provided, that actioned calls for service is a reflection of how the concept of policing is changing and NPAS are deploying more to vulnerability issues. It was acknowledged that forces needed to be actively encouraged to make greater use of air support.

TJ reminded Board members that although NPAS had suggested the concept of a threat, harm and risk model, it was the chief constables who sit on the Board who developed the model which had been approved by the National Police Chief's Council (NPCC). MT raised concern that, in effect the cost to the Metropolitan Police Service (MPS) had gone up to, in effect, deliver the same service as was experienced before joining the collaboration. TJ stated that before joining NPAS the MPS had 4311 actioned calls for service and since joining NPAS had managed to deliver 5642 calls for service that perhaps could not have been managed before.

## **6. NPAS BUDGET AND LATEST POSITION**

**Budget Monitoring Report** – Mark Reeves (MR) stated that it had been a challenging year for NPAS due to the transition towards the new operating model. NPAS were underspending on revenue at just short of £200k and pay is overspending due to assumptions when vacancies would arise which had fluctuated throughout the year. There had been a significant underspend on aircraft maintenance costs due to NPAS receiving some benefit as a large amount of the costs were paid for in Euros and US dollars which had led to an underspend. MR stated overall it was a positive position in terms of delivering the service within an underspend and the forecast position at year end is that NPAS would underspend on revenue.

**Capital** – MR explained it was difficult to spend capital within NPAS. Forecasting highlights that £2m of the Home Office grant remained unspent and TJ and the NPAS team are looking at options as to how to maximise the opportunities.

**Budget 2017/18** – Members had set the challenge to NPAS to save 14% through implementing the new operating model - NPAS will be provided with £38.3m to spend which will be funded through contributions from forces and other external income ie the lease charge made to Oslo for the use of an aircraft. The budget for 2017/18 had been calculated at £38.724 million and

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PCC members will be requested to set a balanced budget and consider contributions that forces will make to NPAS for the next financial year at the meeting in January 2017. MR discussed what the proposed charges may look like in 2017/18.

PC Barry Coppinger (BC) stated that he would not be prepared to support further transitional arrangements or dampening.

TJ reminded Board members that police and crime commissioners on the Board would vote on the budget and whether they would support dampening next year or not as they have the sole voting rights. Members agreed to come back to the meeting in January 2017 with a paper showing the predicted figures based on the funding formula.

SD highlighted that there was a risk in presenting one option and for members to be conscious that an agreement in January would need to be reached and requested that PCCs actively consulted with their colleagues.

BC stated that he had organised consultation meetings within the North East and invited PCCs and chief constable representatives together with colleagues from NPAS who gave a presentation. It was acknowledged there is a responsibility to undertake a consultation process.

## **7. CHARGING MECHANISM**

TJ advised that a working group of PCCs had looked at a fair and proportionate way of charging non s22 agencies. The working group felt it would be unfair for any other agencies to get a better deal than those that currently manage the risk of the assets. The PCCs felt that a fair balance would be that a single actioned call for service plus 30% which tried to mirror the capital contribution which permanent Board members make. It was acknowledged that NPAS had to be as supportive as possible and this option provided flexibility without tying agencies into a difficult commercial contract.

**Action 18.1 – TJ to write to Ron Dobson, London Fire Commissioner explaining the rationale and charging mechanism approved by the Board.**

## **8. EMERGENCY SERVICES MOBILE COMMUNICATIONS (ESMCP) UPDATE**

### **NOT FOR WIDER DISCUSSION**

DCC Richard Morris (RM) introduced himself and his team who represented the police service on a number of different ICT related programmes, the principle one being the Emergency Services Mobile Communications Programme (ESMCP). [REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

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It was agreed that ESMCP remain as a standing agenda item. Board members noted the update provided.

**9. CORONER'S INQUEST – TYRONE LOCK**

TJ advised Board members of the police action following the death of Tyrone Lock in West Mercia. TJ stated that the Independent Assurance Group (IAG) had been briefed on the matter and supplied with a copy of the narrative judgement to assist local colleagues with assessment and consideration of what activity may be required to assess local operational awareness. DC had written to Chief Constable Alex Marshall, Chief Executive of the College of Policing suggesting that relevant areas of the College's Authorised Professional Practice (APP) are reviewed. NPAS had committed to provide College personnel aviation expertise to review and amend APP material as required.

Members noted the update provided and endorsed the activity undertaken to discharge this requirement to support the development of consistent knowledge and consideration of police aviation support by critical roles across the country.

**10. BLUE LIGHT AIR SERVICE PROGRAMME UPDATE**

SB advised that stakeholder engagement had continued since the last Board meeting and when he has the final document he will liaise with members.

**11. S22 COLLABORATION AGREEMENT – UPDATE**

TJ advised that MBW and DC had written to every chief constable and PCC in the country to collate the views of their colleagues in order to provide feedback within two months. Out of 46 requests only 8 returns had been received to date. As NPAS are required to revise the s22 collaboration agreement it was agreed to extend the period of consultation by a further two weeks.

It was agreed that after this period a draft revised s22 document would be circulated to elicit feedback from forces.

**Action 18.2 – JN to distribute a copy of the draft revised S 22 document to forces in order that their views could be considered**

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**12. AOB**

**Home Office representation** - TJ advised members of the submission from the Home Office to MBW that they wished to be removed from the NPAS National Strategic Board and had stated that oversight would be at a distance from another part of the Home Office function. MBW had written to Brandon Lewis, Police and Fire Minister expressing concerns that the Home Office are seeking to disengage with NPAS. SD stated that the Home Office needed to own the risk along with NPAS for a wider collaborative approach. FS reminded members of the undertaking given by the former policing minister to West Yorkshire Police as part of their volunteering to take up the lead responsibilities for NPAS.

**Fixed Wing** – TJ advised that the fixed wing timeline remained the same. NPAS are currently reviewing the most effective deployment for the fixed wing fleet.

**HMIC Inspection** – TJ advised that the HMIC visit would take place in January 2017 and would take public consultation and set their agenda for inspection in April 2017. DC suggested that it would be useful if HMIC could advise NPAS if they had the capabilities required in terms of the collaboration agreement. MBW raised concern around what expertise and capacity the HMIC had in order to hold a credible inspection process. MBW requested that he be involved in any meetings between NPAS and HMIC.

MBW thanked everyone for their contributions during the last 12 months and wished everyone a Merry Christmas and Happy New Year.

**Date and time of next meeting – 18 January 2017 - 1.00pm – 4.00pm  
Budget setting meeting - Carr Gate, Bradford Road, Wakefield, WF2 0QD**