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**MINUTES**

**NATIONAL POLICE AIR SERVICE (NPAS)**  
**NATIONAL STRATEGIC BOARD (MEETING NUMBER 23)**

**1 March 2018**

**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
Ch. Supt Tyron Joyce (TJ)	NPAS Chief Operating Officer
Ollie Dismore (OD)	NPAS Director of Operations
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Steven Jones QPM (SJ) – (by phone)	NPAS Assistant Operations Director
Janine Nelson (JN) – (by phone)	Solicitor, Legal Services, West Yorkshire Police
Glenn Shelley (GS)	NPAS Head of Business Services
Jenny Walker (JW) – (by phone)	NPAS Head of Communications & Marketing
PCC Barry Coppinger (BC) (by phone)	Police and Crime Commissioner for Cleveland - North East Region
Martin Scoble (representing PCC Stephen Mold) – (by phone)	Chief Executive – Office of the Police and Crime Commissioner for Northamptonshire – Central Region
CC Simon Edens (SE) – (by phone)	Northamptonshire Police – Central Region
Cmdr. Matt Twist (MT) – (by phone)	Metropolitan Police Service – London Region
PCC Anthony Stansfeld (AS) (by phone)	Police and Crime Commissioner for Thames Valley - South East Region

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ACC Steve Barry (SB) (representing CC Giles York) – (by phone)	Sussex Police – South East Region
James Larnar (JL) (representing CC Andy Marsh) (by phone)	Staff Officer - Avon and Somerset Police – South West Region
Robin Merrett – MOPAC – (by phone)	Mayor’s Office for Police and Crime
ACC Nav Malik (NM) – (representing CC Alec Wood) - (by phone)	Assistant Chief Constable – Cambridgeshire Constabulary – South East Region
Melanie Jaundziekars (MJ)	NPAS Executive Support Officer

**APOLOGIES**

<b>NAME</b>	<b>REPRESENTING</b>
CC Dave Jones (DJ)	North Yorkshire Police – North East Region
PCC Dafydd Llywelyn (DL)	Police and Crime Commissioner for Dyfed-Powys – South West Region
Fraser Sampson (FS)	Interim Chief Executive – Office of Police and Crime Commissioner for North Yorkshire
Mark Reeves (MRe)	Head of Accountancy - West Yorkshire Police
Dave Moxon (DM)	Protect & Prepare, CT Policy Lead
CC Andy Marsh (AM)	Avon & Somerset Police – South West Region
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West Region
PCC Stephen Mold (SM)	Office of the Police and Crime Commissioner for Northamptonshire – Central Region
CC Giles York (GY)	Sussex Police – South East Region
CC Andrew Rhodes (AR)	Lancashire Police – North West Region
CC Alec Wood (AW)	NPCC – Cambridgeshire 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. Due to the adverse weather conditions the meeting had taken place by a ‘dial in’ meeting.

**APOLOGIES**

Noted and recorded.

**2. DECLARATIONS OF INTEREST**

No interests were declared.

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**3. MINUTES OF MEETING HELD 7 DECEMBER 2017**

Minutes were agreed and passed as an accurate record. MT requested that the minutes from the Budget setting meeting be circulated to Board members.

**Action 23.1 – MJ to circulate the minutes from the Budget Setting meeting held on 23 January 2018 once approved by KJ.**

**4. ACTIONS**

See Action List for updates.

**5. FIXED WING UPDATE – SERVICE DEVELOPMENT**

OD advised that the purpose of the paper was to update members on the metrics that NPAS are intending to use to provide colleagues with qualitative and quantitative performance measures to map the introduction into service of the fixed wing. These will form the hub of feedback to evidence the benefits realisation assessment for the business case. OD stated the intent is to bring further reports back to the Board and include the metrics within the monthly performance reports, supporting comparison of fixed wing and rotary aircraft delivery.

DC stated that it would be useful to look at the work that ACC Malik is producing regarding performance and benefit measures for general policing. As that work progresses NPAS will review and revisit the metrics but NPAS do need something that can be compared to and added to. TJ advised that NPAS were a member of the NPCC Assurance Board and were working alongside NPCC colleagues who acknowledged the measures may inform their work. TJ advised that the current suggested measures would provide members with a baseline that could be reviewed against any emerging proposed measures from the NPCC group.

AS raised whether NPAS had consulted with the MOD. OD stated that NPAS already have the link with the MOD and as the fixed wing aircraft are going to be single crewed NPAS are encompassing the learning. It was noted that it would be beneficial to include this information in future reports.

OD advised that the fixed wing team were currently in Austria beginning the acceptance process for the first aircraft and expect final CAA approval in June/July, subsequent aircraft and crews will then come on line.

TJ assured Board members that NPAS continue to apply threat, harm and risk and aircraft availability will return as a feature of a performance measure that the IAG members will review on a tactical level.

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Board members noted the update and the content of the report provided.

**6. FLEET UPDATE – MODIFICATION PROGRAMME IMPACT**

OD advised there remained continued pressure on the NPAS fleet in terms of the normal usage and maintenance cycle. During the summer months NPAS will hit a peak of 3 additional aircraft offline on top of the 3/4 aircraft that are in for scheduled maintenance. [REDACTED]. NPAS are due to go out to tender to deliver some simulator-based pilot training and once in place could release some flying hours from the fleet, alleviating the pressure experienced as a result of the aircraft modification programme.

MT stated that the MPS would need to reduce their costs by reducing the number of actioned calls and would not support the current cost allocation model after this year and requested a fundamental review is now completed for consideration of the 19/20 fiscal period. MBW advised that NPAS had agreed to continue with the model for the next financial year and wanted everyone to adopt the threat, harm and risk model in terms of deployment to ensure a true picture but accepted there were pressures involved. DC stated that it would be useful to update Board members around the efforts of the NPAS Working Group to understand how NPAS have developed this funding model and to understand what the next series of alternatives are to think about.

**Action 23.2 – KJ is to prepare a briefing of the work carried out to date by the NPAS Funding Model Working Group prior and post the implementation of the current funding model, in order to bring Board members and colleagues who were not around at the time up to date.**

Board members noted the update provided.

**7. FLEET REPLACEMENT BUSINESS CASE**

GS updated Board members on the development of a fleet replacement business case. GS advised due to the potential value of the investment required, the business case will be produced in accordance with Treasury Standards utilising the Green Book and Five Case Model guidance. To assist with the work, NPAS have procured assistance from Deloitte and Frazer-Nash (aviation experts). It is anticipated that the first draft of the strategic outline case will be completed by the end of March 2018.

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GS advised that an Assurance Board had been developed to ensure progress is kept on track and to challenge where necessary. The Home Office have agreed to be represented on the Assurance Board along with representatives from the NPCC and APCC. NPAS is to also engaging with the NPCC Aviation Group on a regular basis and each National Board will receive an updated report on the progress towards completion of the business case.

The updates provided and business case focus on the delivery of rotary aircraft in the fleet. This does not discount the impact of fixed wing operations and notes the opportunity to review post implementation data at a later time.

OD advised there were certain assumptions to be met within the business case i.e. the ability to deliver the Armed Services User Requirement (ASUR) which predicates a specific class of aircraft and category to meet the capability requirement. DC advised that the business case would need to be developed over time but NPAS require the Home Office to commit to an amount of money in order to start the replacement programme.

TJ advised that the business case is predicated on the user requirement in order to maximise the available fleet that NPAS have. A more consistent adoption of threat, harm and risk across the country will mean NPAS can have confidence in the prioritisation in the use of aircraft. NPAS are currently exploring simulators in order to take the training burden of the fleet and are looking at other options in order to maximise the use of the fleet. SB is conducting work around drones which will assist policing in thinking about the most appropriate aviation asset in order to deliver the outcomes policing collectively requires. [REDACTED]

[REDACTED]. The work would inform a formal consideration by policing of the potential cost of service delivery and its willingness to fund this or accept the known operational risk and capability gap. [REDACTED]

Board members noted the update provided.

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

SJ updated members regarding the current issues facing the Programme. The Programme is exploring ways to work collaboratively with end users in an attempt to accelerate the installation process of devices into aircraft.

The Programme is going through a process of due diligence and the timeline for devices is slipping, the award for devices will now be January 2019. SJ advised that the Programme had commissioned a piece of work referred to as 'Project Pegasus' which seeks to review the whole ESN project, their report is

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expected by April 2018. SJ stated DC had written to DCC Morris at OCiP requesting information and clarification of funding streams to include costs associated with project staff as well as capital requirements for device acquisition and installation. This continues to present a risk to NPAS in terms of its ability to effectively manage the project.

DC stated NPAS need reassurance that a solution is going to be found.

Board members noted the updated provided.

**9. NPAS NORTH WEALD**

GS advised that NPAS had been working closely with Epping Forest District Council to agree the lease to enable the contractor to commence work on site as soon as possible. [REDACTED]

[REDACTED] and are confident of delivering the project within budget and completion by December 2018

Board members noted the update provided.

**10. BUDGET MONITORING REPORT**

GS updated Board members on the financial position for NPAS as at 31 January 2018 which shows that at this date the revenue budget was £110k underspent with a projection to the end of the year a £139k underspend. Areas of underspend are mainly due to aircraft fuel as the base at Doncaster has not received any fuel to date for the fixed wing aircraft.

Board Members noted the financial position of NPAS as at 31 January 2018.

**11. 2018/19 CAPITAL PROGRAMME**

GS advised that NPAS had received a capital funding allocation of £15.2m for the 18/19 fiscal period. A number of significant contracts have recently been awarded and the Home Office grant of 17/18 was fully committed. GS highlighted that [REDACTED] has been allocated in 18/19 for a new base at Cardiff which is subject to a business case and Board approval which will be brought back to the Board in due course

Board members noted the update and approved the 18/19 Capital programme.

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**12. NPCC Aviation Group Meeting Update**

NM advised the first working group meeting had taken place on 20 February at Cambridgeshire HQ where all key stakeholders had attended. The key priorities are to consider the HMICFRS recommendations, approve any action plan, prioritising delivery of an interim operational strategy by the end of March and then review of the remaining recommendations from March to August.

SE advised that the relationship with the NPAS Board is key to delivering the recommendations and ensuring that the established consultation networks already in place with policing regions, CT, and the Specialist Capabilities team are fully utilised.

TJ stated there is an opportunity for the Board to consider any recommendations or any information and fully supported the NPCC, as an intelligent stakeholder questioning the most effective way the service can be delivered. TJ urged caution around discussions with other partners such as Search & Rescue regarding their capacity to deliver service. He reminded colleagues of the role of the Board in statute and its role and the feedback from forces who incorrectly assumed that there may be a choice of providers in the near future for general policing support. NM assured Board members that whilst the discussions were being held he recognised the role of the Board and was happy to clarify that these discussions were fact finding and in no way meant to challenge the role of the Board. NM concurred that the challenge was to address the recommendations in the HMICFRS report and supporting NPAS in delivering its specialist capabilities at this time is the priority.

TJ stated that all baselining around the current use of police drones including deployment and outcomes, needs to be provided by the NPCC. The s22 agreement is clear around NPAS' role as an aviation provider and that the daily use, direction and control of small police drones remains with the Chief Constable for that policing area. NPAS can, as an established aviation provider use its skill and experience to consider how this can be applied by the police drone community to make operations for efficient and safer.

**Action 23.3 – NM is to write to all Chief Constables on behalf of CC Wood suggesting a postponement of any further purchases of drones whilst NPAS continue with the work.**

**Action 23.4 – NM is to prepare a letter of reassurance to be sent to NPAS staff regarding the HMICFRS study on behalf of the West Yorkshire Chief Constable, Police and Crime Commissioner and CC Wood (NPCC Lead).**

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**13. ANY OTHER BUSINESS**

**LOCAL BOARD MINUTES**

MBW advised that the minutes were a draft and were awaiting approval and had been circulated in advance.

**LETTER FROM PCC LLYWELYN**

The main points within the letter had been addressed during the meeting.

**Action 23.5 – Letter to be sent to PCC Llywelyn outlining the points addressed at the meeting.**

**NATIONAL GOVERNANCE OF DRONE SAFETY MANAGEMENT AND TRAINING**

SB presented his paper, which offered the Board £35k (50%) of the indicative cost of the work detailed in the recent submission to the Police Transformation Fund to baseline the current drone usage and provide potential areas of national development in the future. SB advised colleagues that he was aware that the bid, initially unsuccessful, was to be resubmitted but he expressed concern at the potential further delay in work which undermined delivery of a specific HMICFRS recommendation. The Board considered the paper which in addition offered all baseline data to be collated by the NPCC for NPAS consideration. In addition SB advised that the current staff officer to NPCC drones lead will spend 50% of their time working on the project (at the expense of Sussex Police). SB reiterated that there was no intention on his part as NPCC lead to advocate the Board amend the current Section 22 Agreement to operate and control the current drone usage. He advised that this was an opportunity to 'reset' aviation user requirements and consider how the NPAS lessons learnt in the development of national networks for compliance, safety and interoperability could be applied to police drone usage.

DC advised that she was content with the proposal suggested by SB regarding utilising the skills and expertise of the NPAS team to commence the work around scoping. It was also agreed to involve the College of Policing in terms of setting standards and delivery of training



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Board members recognised the need for the paper to progress and approved the request for matched funding and assistance of NPAS as described in the paper. The matched funding would be identified from the most suitable funding source, to be confirmed.

**BOREHAM**

TJ updated Board members regarding an operational decision that had been made around the collapsing timeframe for the removal of utilities to the base. On 3 May 2018 all gas, electric and water will be removed from the base to assist in gravel extraction around the site. The second issue was regarding proposals of the permanent relocation of servicing Boreham which members will receive a full business case at the next Board meeting. TJ advised he had considered a number of options and made the decision to relocate the staff and aircraft temporarily from NPAS Boreham to Lippitts Hill which ensures continuity to deliver the service and is at almost a no cost option. TJ emphasised that this was not a closure of the base.

RM requested that all forces affected are directly engaged with to ensure they understand the reasoning and rationale behind the decision.

**Action 23.6 – letter to be sent to NPAS staff, police and crime commissioners and chief constables in the South East region notifying them of the decision around NPAS Boreham.**

TJ advised that members would be updated on any impact on operational delivery through the Independent Assurance Group (IAG) and stated the vast majority of forces will see little or no change in the service.

**ANNUAL REPORT 2016/17**

The Annual Report is due to be published following a delay regarding the HMICFRS aspect. The reporting timeframe is to be amended going forward to ensure data does not appear to be outdated.

**POLICE AVIATION EVENT**

This will take place provisionally on Thursday 17 May at the College of Policing, Ryton where all stakeholders will be updated regarding issues such as the fleet replacement programme, funding formula and HMICFRS study.

MBW thanked everyone for their contributions and for dialling into the meeting.

**Date and time of next meeting – 28 June 2018 – 13:00 – 16:00  
Carr Gate, Bradford Road, Wakefield, WF2 0QD**

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