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MINUTES

NATIONAL POLICE AIR SERVICE (NPAS) NATIONAL STRATEGIC BOARD (MEETING NUMBER 22)

7 December 2017

PRESENT

NAME	REPRESENTING
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)	Interim Chief Executive – Office of Police and Crime Commissioner for North Yorkshire
Ch. Supt Tyron Joyce (TJ)	NPAS Chief Operating Officer
Ollie Dismore (OD)	NPAS Director of Operations
Steven Jones QPM (SJ)	NPAS Assistant Operations Director – North East Region
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
Glenn Shelley (GS)	NPAS Head of Business Services
Jenny Walker (JN)	NPAS Marketing & Communications Manager
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Mark Reeves (MRe)	Head of Accountancy - West Yorkshire Police
PCC Barry Coppinger (BC) (by phone)	Police and Crime Commissioner for Cleveland - North East Region
Claire Craven-Griffiths (CCG) (representing CC David Jones)	North Yorkshire Police – North East Region

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Martin Scoble (representing PCC Stephen Mold)	Chief Executive – Office of the Police and Crime Commissioner for Northamptonshire – Central Region
CC Simon Edens (SE)	Northamptonshire Police – Central Region
Cmdr. Matt Twist (MT)	Metropolitan Police Service – London Region
DS Andy Bevan (AB) (by phone)	Operational Advisor and Deputy Director CT Change Portfolio, National Counter Terrorism
Dave Moxon (DM) (by phone)	ACC, Director CT Change, National Counter Terrorism
PCC Anthony Stansfeld (AS) (by phone)	Police and Crime Commissioner for Thames Valley - South East Region
ACC Steve Barry (SB) (representing CC Giles York)	Sussex Police – South East Region
PCC Dafydd Llywelyn (DL) (by phone)	Police and Crime Commissioner for Dyfed-Powys – South West Region
ACC Caroline Peters (CP) (representing CC Andy Marsh) (by phone)	Avon and Somerset Police – South West Region
Robin Merrett – MOPAC	Mayor's Office for Police and Crime
Melanie Jaundziekars (MJ)	NPAS Executive Support Officer

APOLOGIES

NAME	REPRESENTING
CC Dave Jones (DJ)	North Yorkshire Police – North East Region
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 Jerry Graham (JG)	Cumbria 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 and thanked everyone for attending either in person or via the telephone.

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APOLOGIES

Noted and recorded.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF MEETING HELD 21 SEPTEMBER 2017

Minutes were agreed and passed as an accurate record.

4. ACTIONS

See Action List for updates.

5. STRATEGIC RISK ASSESSMENT (STRA)

TJ advised Board members that the Strategic Risk Assessment (STRA) had been reviewed by the interim Chair of the Independent Assurance Group (IAG). The document is a yearly review of where the risks are, how NPAS prioritise the urgency of answering the risks together with a proposed date to deliver against. The STRA will become the control strategy for NPAS in the year ahead. Board members will be updated on progress and are then able to hold NPAS to account on operational delivery.

It was agreed that the RAG rating should be amended as it currently reflected what NPAS could influence and was misleading. Red, amber and green should be an indicator of risk.

Board members approved the use of the STRA and agreed to adopt the document as an annual assessment of risk and agreed it would be useful to sit alongside the survey results to assist CC Wood.

6. FIXED WING UPDATE

OD advised that there had been a further delay to delivery and the first aircraft would now be delivered on 5 February 2018. The airframe had been extensively stress tested with the contractor and that is confirmed as the date when the first aircraft will be offered for acceptance. The acceptance process would take seven weeks. OD advised that once the aircraft are in service NPAS are proposing that a testing structure will take place; the three proposed options are:

- (i). where NPAS have a choice of sending two aircraft it is proposed to send the fixed wing in the first instance;

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- (ii) where the aircraft will be operated as an additional further resource;
- (iii) where the fixed will be operated to consider new or emerging operations eg 'loiter patrols',

OD stated at the recent Independent Assurance Group (IAG) meeting it was agreed that the Chair would set up a small working group to look at the KPIs that govern the performance of the operation in response to forces' feedback on the current KPIs to make them fit for purpose.

TJ advised that CC Wood is holding a separate working group meeting on 20 December 2017 with Deloitte to assist in delivering the aviation strategy.

OD advised that the main fixed wing base will be NPAS Doncaster. Capital funding had been sought for a new build of a multi-use base and following assessment of existing bases and other options around availability of suitably equipped aircraft and fuel required for out of hours Cardiff Airport was the preferred option.

Members noted the direction of travel and the further delay with the fixed wing aircraft.

7. FLEET UPDATE – OBSOLESCENCE

OD advised that in order to sustain the current rotary fleet as it gets older there are elements that become obsolescent and obsolete which are not supported by the manufacturer and could result in aircraft being grounded. The aircraft currently in Oslo comes off lease in Autumn 2019 and there is an assumption NPAS will take the aircraft back to increase the number of 135 aircraft within the fleet.

MT asked if NPAS had modelled forward that there will be a period when the aircraft will become obsolete. OD advised that it had been confirmed with the manufacturer that both aircraft types would remain fully supported for the foreseeable future. MBW advised that a meeting would be taking place with the Police and Fire Minister Nick Hurd MP on 20 January 2018 and this issue would be raised at the meeting.

TJ advised that an updated paper would be brought back to the board regarding the work undertaken by Deloitte

Board members noted the update provided and the impact on operations that obsolescence's will have along with the costs which will be reported back to the Board.

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8. EMERGENCY SERVICES MOBILE COMMUNICATIONS (ESMCP) UPDATE

SJ advised there had been several meetings with the Home Office and there is a commitment to continue with the long term evolution option. The programme are now going through the process of engagement with the market and availability of devices for end users will now be the latter part of 2021. Any decision around the necessity for an interim solution will not be made until 2018. SJ stated that the Home Office programme are looking at whether they can support and facilitate an accelerated process of installation of devices into aircraft. The national shutdown date is publicly unchanged at 2019 although there is an acknowledgment that this may be formally reviewed shortly. The programme are working on a collaborative approach with NPAS, Ministry of Defence and the Maritime Coastguard Agency and are looking at progressing the timeline. As part of the accelerated installation process the programme are looking at the provision of a parallel fleet and whether the programme could provide 3/4 aircraft to allow NPAS to send aircraft in for installation and use the parallel fleet. [REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]. The programme are conducting detailed work with consultants around testing and a detailed report will be brought back to the Board.

Costs – device cost and how these devices will be installed into the aircraft details of the costs will not be released until January/February 2018.

People – costs associated with the people to manage this going forward had no guarantees of future funding - dialogue is ongoing with the Home Office to try to find a resolution.

Risks – capability of the devices – programme heavily engaged with the industry in terms capacity issues - there will be four end users requiring the devices to be fitted to their aircraft.

DC stated that NPAS needed reassurance and transparency around costs.

Action 22.1 – DC is to write to DCC Richard Morris at the Home Office regarding confirmation of the costs of the project.

Board members noted the update provided.

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9. NPAS LONDON

GS advised that NPAS had identified North Weald as the preferred site for NPAS London on the basis of operational conditions and costs. The local authority had granted planning permission for the site on 6 December 2017 and NPAS are hoping to start work on the site mid-January 2018, [REDACTED]
[REDACTED]

Board members approved the recommendation that NPAS proceed to start work on the build and the necessary contracts be signed as soon as possible subject to scrutiny of final costs by the NPAS Local Board.

10. NPAS CAPITAL PROGRAMME

GS advised that the majority of the funding for the IT network and a new base at Cardiff Airport had moved into 2018/19 to ensure there is sufficient time to develop the detailed business case.

MT raised project staff listed under schedule of capital. It was stated that there are a significant number of projects which NPAS require staff to work on and anticipate that this will continue. It was agreed to breakdown the project staff costs and the staff costs separate for transparency.

Action 22.2 – GS to breakdown the costs for project staff to make it clearer to differentiate

TJ advised that he had sought assurance from CT Command around the level of revenue and capital contribution CT will make to NPAS next year. At this time the indication is there will be no capital funding for NPAS for 2018.

DC advised that a meeting would be taking place on 8 December and the issue concerning the calculations around the CTSFO uplift and the costs for additional training for fast roping would be raised.

Board members noted the update provided.

11. BUDGET MONITORING REPORT

MR updated the Board on the financial position of NPAS as at 30 September 2017. The revenue budget was £106k overspent with a projected out turn of £275k underspend. Some of the larger underspends related to aircraft costs and depressed fuel prices at the beginning of the financial year. MR advised that he would present the up to date position around this year's budget and

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what the anticipated costs will be in 2018/19 along with the position around reserves at the budget setting meeting in January.

12. WORKING GROUP UPDATE

KJ reminded members that a decision to review the funding model had been made in June. Chief Constables and Police and Crime Commissioners had been asked for their views on the principles on which to assess the model against. The working group met again in November which was a slight delay to the timeframe due to waiting for the outcome of the Specialist Capabilities Economic model work which looked at the NPAS model in some degree. Further work will take place with the Specialist Capabilities team as requested by the Working Group. A workshop is taking place on 19 December 2017 and KJ invited board members to participate.

KJ advised there were a number of issues that would heavily impact on the model, particularly around the introduction of fixed wing and any further determination by the Specialist Capabilities on principles for funding models across policing. MT stated that waiting for the specialist capabilities output is not a desirable outcome as the current funding formula is discouraging forces from calling for air support and is disproportionately impacting on larger users.

RM stated that there is some sense in coming up with a national framework and set of principles and to look at the possibility of freezing costs.

DC advised that the Specialist Capabilities team are looking at funding models options for five particular areas of business. DC has agreed to assist with the development by using some of the information that NPAS has provided to other national services. The Specialist Capabilities team will assist by guiding NPAS through the principles they are developing.

A discussion took place and MBW requested that a communication be sent to Chief Constables and Police and Crime Commissioners and other key stakeholders regarding the considerations that have been made and the work that is ongoing to address some of the issues regarding the funding formula.

Action 22.3 MJ to arrange a Working Group meeting in early January to review the existing model – it was acknowledged that the existing model would remain in place for 2018/19.

Action 22.4 – KJ to submit a paper regarding the current work of the NPAS Working Group to all PCC's and CC's to keep them updated.

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FS stated there must be a sufficient number of Police and Crime Commissioners who attend the budget setting meeting in January in order to be quorate when setting the budget.

MT requested if this would be something that could be reviewed to see if other board members could have voting rights. It was suggested that this could be considered as part of the review of the section 22 agreement.

13. HMICFRS REPORT

FS advised there were 9 recommendations for the Board to consider; each was considered in turn. The following were singled out for action by NPAS:

Recommendation 4 – DC stated NPAS could look to review the governance at a suitable point in the near future but felt as an individual chief constable under a lead force model this would present some difficulties in having a change in Chair and who would not be directly accountable. Board members agreed that to have a change in the Chair of the Board would present difficulty.

It was acknowledged that there was a lack of knowledge and stakeholders do not understand the purpose of the Board and what it was set up to do. NPAS need to expand communications and have a regional form of reporting to assist Board members and the wider service in the core understanding of messages. TJ advised that the Strategic Risk Assessment (STRA) documented the current risks and could be distributed to regions.

DC suggested that a Chair of the Independent Assurance Group (IAG) independent of West Yorkshire Police would be useful to ensure regions were engaged.

Action 22.5 – DC is to liaise with Assistant Commissioner Pat Gallan regarding MT taking over as Chair of the Independent Assurance Group (IAG)

Recommendation 5 – members agreed there needed to be a rationale to add British Transport Police (BTP) as a member of the Board. BTP do not automatically contribute to the capital top slice and pay a contribution in addition to the revenue cost. Members were content for a representative to attend the IAG meetings.

Action 22.6 – MT agreed to contact Maxi Thomas as BTP headquarters falls within the London region

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Recommendation 9 – for economic reasons NPAS chose 24hr cover by having 2 x 12hr shifts – NPAS propose to overlap the fixed wing shift patterns once the fleet becomes operational in 2018 to add greater resilience and mitigate risk.

Recommendation 11 – NPAS plan to work with the NPCC aviation lead and other portfolio holders to communicate the roll out the plan for the use of fixed wing aircraft

Recommendation 13 – NPAS will look to refresh the terms of reference for the IAG along with performance measures.

Recommendation 14 – NPAS is developing a fully costed fleet replacement strategy and the report will be finalised by February 2018. The report will be discussed at the NPAS Local Strategic Board in the first instance before board approval by National board members.

Recommendation 17 – drones – it was agreed this is a complicated piece of work requiring expertise which will inform the overarching aviation strategy. As NPAS do not have the resources or capacity to conduct this work, members agreed to resubmit the bid to the Police Transformation Fund.

Action 22.7 – GS is to circulate the previous bid regarding drones to Board members once it has been refreshed.

Recommendation 19 – NPAS has sought the views of every Police and Crime Commissioner and Chief Constable on more than one occasion as part of a fundamental review of the current s22 agreement.

S22 COLLABORATION AGREEMENT

JN advised that there had been three consultation periods with forces. A discussion took place and it was agreed to wait until NPAS had reported back on some of the strands raised in the HMICFRS report. Members were reluctant to finalise a document at this stage. JN advised that the Home Office had stated they no longer wished to send representatives to attend the Board meetings.

14. ANY OTHER BUSINESS

TJ updated members on an emerging risk to NPAS Boreham. NPAS had been served notice that the area of land the utilities are currently drawn from is due to be excavated. In addition the road connecting the base with the main road requires excavating. [REDACTED]

[REDACTED]. Under the current contract NPAS

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can be given six months' notice to quit at any time. NPAS are looking at other options on how to deliver that support which may involve moving facilities to the new base at North Weald. TJ confirmed that the Local Board would be presented with a series of options along with an indicative cost.

MBW thanked everyone for their contributions and for attending the meeting.

**Date and time of next meeting – 23 January 2018 – 13:00 – 16:00
Budget Setting Meeting - Carr Gate, Bradford Road, Wakefield, WF2 0QD**

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