



MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD**

19 JUNE 2014

PRESENT

NAME	REPRESENTING
Mark Burns-Williamson (MBW) Chair	Police and Crime Commissioner for West Yorkshire police – Lead Local Policing Body
CC Mark Gilmore (MG)	West Yorkshire Police – Lead Local Policing Body
Ch. Supt. Ian Whitehouse (IW)	NPAS Accountable Manager
Christopher Salmon (CS)	Police and Crime Commissioner for Dyfed Powys - South West Region (by 'phone)
CC Suzette Davenport (SD)	Gloucestershire Police - South West Region
Ron Ball (RB)	Police and Crime Commissioner for Warwickshire – Central Region
CC David Jones (DJ)	North Yorkshire Police – North East Region
CC Neil Rhodes (NR)	Lincolnshire Police – Central Region
Shaun Wright (SW)	Police and Crime Commissioner for South Yorkshire - North East Region
CC Mike Polin (MP)	North Wales Police – North West Region
CC Alex Marshall (AM)	CEO College of Policing
Fraser Sampson (FS)	Chief Executive – Office of Police and Crime Commissioner for West Yorkshire
Linda McMullan (LM)	Mayor's Office of Police And Crime (MOPAC) (by 'phone)
Supt. Richard Watson	NPAS Director of Ground Operations
Supt Tyron Joyce	NPAS Programme Director
Ch. Supt. Mark Bird	Metropolitan Police Service – London Region (by 'phone)
Ch. Supt. Mike Colbourne	Bedfordshire Police – representing CC Colette Paul – South East Region
Jeff Harris	Deputy Police and Crime Commissioner for Thames Valley Police representing PCC Anthony Stansfeld
Peter Spreadbury	Home Office – Acting Head of Police Workforce and Capability Unit

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Sophie Abbott (SA)	T/Chief Finance Officer – West Yorkshire Office of Police and Crime Commissioner
Susan Carte (SC)	NPAS Business Development Manager
Mark Reeves (MR)	Financial Accounts and Projects Manager
Tina Jackson (TJa)	NPAS Secretary

APOLOGIES

NAME	REPRESENTING
John Dwyer	Police and Crime Commissioner for Cheshire – North West Region
Anthony Stansfeld (AS)	Police and Crime Commissioner for Thames Valley - South East Region
CC Neil Rhodes (NR)	Lincolnshire Police – Central Region
Ollie Dismore (OD)	NPAS Director of Flight Operations
AC Mark Rowley (MR)	Metropolitan Police Service - London Region
ACC Sean White (SWi)	Cleveland Police – North East Region (Independent Assurance Group Representative)
Cmr Dave Martin (DM)	Metropolitan Police Service – London Region

1. APOLOGIES.

Noted and recorded.

2. MINUTES OF THE LAST MEETING HELD ON 2 APRIL 2014.

The minutes of the meeting held on 2 April 2014 were agreed as a correct record. See actions list for action updates.

3. REVIEW OF ACTIONS (INCLUDING THE REQUESTED FLYING HOURS – PAPER ATTACHED).

See actions list for action updates.

3.1 MATTERS ARISING

SW requested that a paper listing the forces seeking a reduction in hours or a re-imburement for none hours flown to be brought to the next Board meeting.

ACTION: List of forces seeking a reduction in hours or re-imburement for none hours flown to be brought to the board at the next meeting – (SC).

3.2 NPAS FLYING HOURS

SC explained that over all NPAS flew 10% fewer flying hours than anticipated last year, and passed on savings that were produced before forces joined. Forces also saw a 10% reduction due to the shift of administrative hours to overhead costs.

SW explained that the variance with the South Yorkshire flying hours [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]. SW agreed that the figure for South Yorkshire in the paper was correct and added that this was in relation to the additional costs due to parts having to be replaced.

SW advised that there was no account in the Section 22 Agreement of the provision to replace an aircraft should one be lost, and concluded that the Section 22 Agreement needed to be amended to capture the recommendations should the terms of the new funding model be adopted by the Board. IW explained that NPAS operated with three spare aircraft and under the original model South Yorkshire did not have an aircraft therefore South Yorkshire's arrangements are different to the other forces, but the spare aircraft could be deployed in such circumstances.

4. NPAS PRICING MODEL. (PAPER ATTACHED)

CS advised the Board that due to timing it had not been possible to formally take into account the responses to the consultation that was put out at the last Board meeting, police and crime commissioners and Board members were asked to collate any responses.

CS conveyed a verbal presentation on the NPAS pricing model (paper attached) and recommended that the pricing model is implemented in shadow form immediately to allow forces to plan their use. MBW thanked CS and his group for all the work that had been done.

A discussion took place regarding the pricing model. It was recommended that there needed to be a workable mechanism that did not impede operational decisions. CS advised that there may be value in NPAS incentivising forces to commit to three years and there was nothing in the mechanism to stop forces from buying additional hours when needed, however, they would not receive the discount because there would not be the value in adding hours in advance.

A discussion took place regarding the inclusion of the recommendations in the Section 22 Agreement. FS reminded the Board that the content of the Section 22 Agreement had not kept pace with events and that there had already been an agreement that it required revision. This revision should not be the responsibility of the Lead Local Policing Body/force.

There was a request to include in the agreement the option to sell unused hours to others or claim them back. MG explained that this should be opened up for consideration. MBW highlighted that anything agreed needed to be aligned to the principles of the funding model otherwise the service would not be sustainable.

Members of the Board agreed that the Section 22 Agreement needed to be aligned with the agreed recommendations and at some point should be reviewed to reflect changes in circumstances.

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A conversation took place around the regional element of the pricing model where concerns had been raised. The Board was reminded that the regions were introduced to enable the roll out in accordance with the Civil Aviation Authority Plan (CAA). MG explained that it was important the funding model supported the operational requirement as opposed to the operational requirement supporting the funding model. Members were advised that the regional element could be taken out; it was also made clear that the impact on moving the regional fixed costs currently at 4% to central fixed costs would be marginal.

SW supported the recommendations with the addition of the Section 22 amendments required to support it and asked Board members to support the recommendations in principle, but to allow further considerations to take place with a view to coming back to the next Board meeting with Feedback. The Board agreed that NPAS undertake further work around some of the outstanding issues identified on page 3 of the pricing model paper for further considerations.

ACTION: NPAS to prepare a paper on the outstanding issues identified on Page 3 of the pricing model paper.

- a) **NOTICE PERIODS.** NPAS requires forces to give 12 months' notice for changes to agreed hours to enable it to adapt in demand.
- b) **DISCOUNTS.** Bulk buy or advance purchase discounts to incentivise better planning e.g. committing to hours over 3 years attracts a lower price.
- c) **TRANSITION.** Special arrangements are needed for outlying forces,
- d) **UNDERUSE.** Reimbursement for hours that are agreed, paid for and not flown, should be reimbursed as the going rate in the subsequent year.
- e) **AIRCRAFT TYPE.** NPAS could charge different prices for fixed wing aircraft to incentive more efficient use of assets.

MBW proposed that a national event was held for all NPAS representatives to ensure everyone understood the issues behind setting up NPAS and that they were aware of the various proposals for matters such as funding with a consultation prior to this. It was agreed that a paper outlining all the 'fixed costs non-region' would be submitted. RB offered to prepare a NPAS narrative to aid the understanding of why NPAS is where it was and how it got there.

ACTION: - To prepare paper on 'fixed costs non-region'. (MR)

ACTION: A NPAS narrative to be prepared by PCC Ron Ball.

CS endorsed the view that Section the 22 Agreement needed to be considered as part of the wider governance, and also agreed to the suggestion of a national conference day.

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CS expressed the necessity to run the model in a shadow form imminently. MBW proposed to table a governance paper at the end of the meeting for colleagues to discuss at the next meeting of the Board.

ACTION: Governance paper to be sent to the Board in order to be discussed at the next Board meeting on 18 September 2014 – (MBW).

A discussion took place on the feasibility of running the model in a shadow form. It was advised that this would depend on the regional element as this would have an impact on work load for the finance team at West Yorkshire Police. CS agreed that the regional aspect could be taken out but the Home Office formula must be applied across the whole country. Board members agreed that it would be beneficial to see the effect before this was applied and supported the idea for this to be taken to a regional consultation as it would be helpful to know to what extent the Board was endorsing the proposals in the paper.

The following proposals were put forward by SW and seconded by CS:-

- agree the recommendations,
- for the management team to provide detail in relation to reimbursement and incentives,
- for the Board to reconvene at the next meeting to discuss outcome of the consultation,
- Board members to attend a national day,
- the Section 22 amendments to be made to facilitate the recommendations.

It was agreed that Superintendent Tyron Joyce was to be the single point of contact for the feedback from the regional representatives as this linked to the user requirement. The Board agreed that everybody is to receive the same consultation letter.

ACTION: Agree the content of the format of the consultation that will go out to the regional representatives – (CS).

ACTION: Collate the responses from the letter sent based on the progress so far – (CS).

ACTION: PCCs to request responses from the letter based on the progress so far to be directed to PCC Christopher Salmon – (PCCs)

ACTION: Supt. Tyron Joyce to be Single Point of Contact to take over from PCC Christopher Salmon.

ACTION: Date to be set for the consultation in August/September – (MBW)

ACTION: Date to be set for a national workshop event in October/November- (MBW/TJa)

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CS, SW and MG left the meeting.

5. GATEWAY REVIEW – UPDATE ON GOVERNANCE PROGRESS (GATEWAY RECOMMENDATIONS ATTACHED)

AM advised the Board members that the Gateway review recommended a fair and sustainable funding model and that discussions and meetings had taken place to look at the phases that NPAS was operating in. The Board members were informed that the Metropolitan Police Service had signed and the focus was now on South Wales and Gwent. The sign up of Dyfed Powys was imminent with the start date of 1 April 2015 subject to aircraft availability and the rest of the outstanding forces will join when their existing contracts expire. AM advised that an end of project report Phase 1 will be brought to the next Board meeting.

ACTION: An end of project report Phase 1 to be brought to the next Board meeting – (AM)

A discussion took place around the need to understand what NPAS Phase 1 and Phase 2 of the governance looked like as there was legislation built in around this. FS advised the Board that Phase 3 would look at alternative business vehicles for governing NPAS. He advised that there were two existing statutory frameworks governing NPAS, one set by the CAA and one that governed local policing and crime (the Police Reform and Social Responsibility Act 2011). NPAS was a critical service delivered nationally from within the local policing governance arrangements and this had to be reflected in any governance framework. FS advised that he would talk to the Mayor's Office for Policing and Crime (MOPAC) and the police ICT company to plan the work for Phase 3. It was agreed that the order of events would be outlined in a clear way for Phase 1 to Phase 3 and include who was responsible for each.

MBW agreed as stated earlier that he would draft a report to be tabled in at the next meeting that sets out the different phases and governance aspects.

LM left the meeting.

6. FINANCE

SC advised that the budget for 2013/14 was in a balanced position due to the grant the Home Office had awarded to address the underlying structural deficit. The current year's budget as at 31 May 2014 was underspending slightly and the capital final spend for last year was spent according to budget. SC asked for Board members to note the work in the paper and advised that an annual report would be produced for NPAS.

7. NPAS UPDATE

7.1 ROTARY FIXED WING

IW reported to the Board that the rotary fixed wing maintenance tender was underway, with the contract expected to begin on 1 October 2014. IW advised that there was an anticipated saving of half a million this year on this tender. MB advised that the work on the information for the MPS engineering would be forwarded as soon as possible.

7.2 PILOT TRAINING UPDATE

The Board members were informed that Chief Superintendent Ian Whitehouse had been approved as the Accountable Manager for the NPAS Training Organisation and as an approved Training Organisation this will save money in the long term. It was noted that Captain Steve Isacke had worked extremely hard to achieve this status from the CAA.

7.3 MISSION SYSTEM UPGRADE

It was reported that Bond had been awarded the contract and all aircraft will now be upgraded with the latest mission equipment.

7.4 NPAS PROJECT

The Board members were informed that the Bournemouth base will be completed in July. It was also noted that the MPS have committed to join in October 2014 and there were plans in place for South Wales and Gwent to join in January 2015. Dyfed Powys will join in April 2015, however this was subject to the introduction of fixed wing aircraft. IW advised that PCC Stansfeld had visited RAF Benson to look at the fixed wing aircraft, and subsequently circulated a document regarding the advantages and disadvantages of fixed wing.

IW advised that although funding had stopped on 31 March from the Innovation Fund, work was still being undertaken around the user requirement and the future modelling. TJ explained that together with the Independent Assurance Group's (IAG) support, NPAS and a number of analysts across the country a new performance report had been produced. TJ also added that slow progress is being made on the national requirement [REDACTED]. FS advised that, while it was always helpful to receive additional funding from sources such as the Innovation Fund, this was an unpredictable and unsustainable arrangement for managing strategic financial planning for future years.

MBW thanked Linda McMullan and NPAS colleagues for all the effort and hard work that had gone into the Metropolitan Police Service sign up which was a significant milestone in itself.

8. PERFORMANCE

The Board was informed that NPAS was meeting all the SLA targets outlined in the Collaboration Agreement.

The insertion of the additional aircraft in the South East region had been very well received. Forces were using hours in accordance with the projections and usage was at its busiest time, but in November the demand was expected to drop.

RW explained that this summer every single aircraft was to be upgraded with down-linking equipment. This would mean the aircraft will not be available for an average of two weeks, however borderless tasking will help to plug the gaps. [REDACTED]

RW advised that some issues had been raised around Sussex and Surrey and two meetings had been arranged for week commencing 23 June 2014 with ACC Rob Price and chief staff officers for both forces.

9. RISK MANAGEMENT

Open questions offered, no questions put forward.

10. ANY OTHER BUSINESS

10.1 CUSTOMER REQUESTS AND SURVEYS

The Board members were informed that the user requirement had been completed. The priority at the moment was the Home Office modelling and West Yorkshire Policing modelling that would come out in July. After that, the outliers would be looked at towards the end of July beginning of August. TJ advised that with regard to communication it had been agreed that the Independent Assurance Group Regional Representatives would report back to the chief officers in their areas and this would be included in the report. It was also noted that there was no specific resource that dealt with NPAS communications at the moment.

Date and time of next meeting, 18 September, 2014 13.00, Training and Development Training Centre, Carr Gate Complex, Bradford Road, Wakefield, WF2 0QD.