



**MINUTES**

**NATIONAL POLICE AIR SERVICE (NPAS)  
NATIONAL STRATEGIC BOARD (MEETING NUMBER 10)**

**24 March 2015**

**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
DCC John Robins (JR)	West Yorkshire Police – Deputy Chief Constable – Representing T/CC Dee Collins
Ch. Supt. Ian Whitehouse (IW)	NPAS Accountable Manager
Fraser Sampson (FS)	Chief Executive & Solicitor – Office of Police and Crime Commissioner for West Yorkshire
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Mark Reeves (MRe)	Head of Accountancy - Financial Accounts and Projects Manager West Yorkshire Police
Supt Tyron Joyce (TJ)	NPAS Programme Director
Ollie Dismore (OD)	NPAS Director of Flight Operations
Susan Carte (SC)	NPAS Business Development Manager
Cmdr. David Musker (DM)	Metropolitan Police Service – London Region
PCC Barry Coppinger (BC)	Police and Crime Commissioner for Cleveland - North East Region
ACC Ian Wiggett (IW <i>i</i> )	Greater Manchester Police – North West Region – IAG Chair
PCC John Dwyer (JD)	Police and Crime Commissioner for Cheshire – North West Region
CC Mark Polin QPM (MP) (by phone)	North Wales Police – North West Region
PCC Ron Ball (RB)	Police and Crime Commissioner for Warwickshire – Central Region
DCC Andy Frost (AF)	Northamptonshire Police – Central Region
PCC Anthony Stansfeld (AS) (by phone)	Police and Crime Commissioner for Thames Valley - South East Region

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T/Chief Supt Simon Hawkins (SH)	Hertfordshire Police – South East Region
CC Suzette Davenport (SD) (by Phone)	Gloucestershire Police - South West Region
Inspector Simon Meegan (SM)	Representing CC Simon Bryne – ACPO Lead
Rachel Watson (RWa) (by phone)	Home Office –Head of Police Workforce and Capability Unit
Neil Rickwood	Internal Auditor – West Yorkshire Police
Janine Nelson (JN)	Commercial Lawyer West Yorkshire Force Solicitor
Steve Jones (SJ)	Acting NPAS Ground Operations Director
Melanie Jaundziekars (MJ)	NPAS Secretary

### APOLOGIES

NAME	REPRESENTING
T/CC Dee Collins QPM (DC)	West Yorkshire Police – Lead Local Chief Constable
Sophie Abbott (SA)	T/Chief Finance Officer – West Yorkshire Office of Police and Crime Commissioner
Supt. Richard Watson (RW)	NPAS Director of Ground Operations
CC David Jones (DJ)	North Yorkshire Police – North East Region
ACC Stephen Barry (SB)	Sussex Police – South East Region
CC Neil Rhodes (NR)	Lincolnshire Police – Central Region
PCC Christopher Salmon (CS)	Police & Crime Commissioner for Dyfed Powys – South West Region
ACC David McCall (DMc)	British Transport Police
AC Mark Rowley (MR)	Metropolitan Police Service – Counter Terrorism
T/Commander Keith Surtees (KS)	Metropolitan Police Service (CT) – Representing AC Mark Rowley
Jonathan Scanlan (JS)	Home Office – Workforce and Capability Unit
Patricia Gallan (PG)	Assistant Commissioner – Metropolitan Police Service
Camilla Black (CB)	Mayors Office for Police & Crime (MOPAC)

The Chair, PCC Mark Burns-Williamson (MBW) opened the meeting and gave introductions.

#### 1. APOLOGIES

Noted and recorded.

#### 2. DECLARATIONS OF INTEREST

No Declarations of Interest were declared.

#### 3. MINUTES OF MEETING HELD 19 FEBRUARY 2015

Minutes were agreed and passed as a correct record.

#### **4. MATTERS ARISING/ACTIONS**

See Action list for updates.

#### **5. NPAS COMMUNICATIONS**

Ian Whitehouse (IW) stated that immediately following the National Strategic Board on 19 February the West Yorkshire Press Office were busy with enquiries and a large amount of correspondence had been received direct into the NPAS office regarding the announcement of base closures. All correspondence received had been responded to. Following the meeting on 19 February, MBW and T/CC Dee Collins (DC) wrote to all Police & Crime Commissioner's (PCC's) and Chief Constables (CC's) informing them of the outcomes of the discussions from the meeting which led to some Members of Parliament writing direct to MBW and IW whilst some letters were sent via the Home Office. IW stated that the Police Federation wanted to highlight NPAS in their "cuts have consequences" campaign and that certain stakeholders had raised further questions.

Importantly IW confirmed that the Metropolitan Police Service (MPS) would be joining NPAS on 31 March 2015

MBW stated that he had been involved with the majority of the responses and raised the email that had been sent from PCC John Dwyer (JD) regarding the issues in the North West. JD stated that Tyron Joyce's (TJ) presentation had been well received but had highlighted some issues within the North West region. JD was of the opinion that the police operational commanders were broadly supportive of the decisions and this had left him slightly confused as to why some of the representations were made. JD wanted to know what the Chief Constables were saying. JD stated that none of the Chief Constables had indicated to him that they were unhappy with the 14% model. DCC John Robins (JR) explained that the Board came up with a model and identified the best 15 base model. MBW also raised the fact that the concept of NPAS was agreed back in 2009 and supported by the last Government and this one.

PCC Ron Ball (RB) stated that the focus had to be on the service provided to the public and when officers need air support that they receive it. CC Suzette Davenport (SD) stated that most Chief Constables would agree that if they could have greater air support that would be a bonus and this could be what is being expressed by some PCC's. MBW stated that each point raised in JD's email would be addressed but that it would be difficult to put a 'pause' on the process as requested given the amount of work undertaken following the Board's collective direction and decisions already made.

JD requested that the Board agree to a review of the model in six months time as opposed to twelve months. It was discussed that in six months there would be little change to assess and to stick with the already agreed twelve month review.

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**Agreed** - A twelve month review should stand to give NPAS sufficient information to carry out a more informative and meaningful review.

CC Mark Polin (MP) raised the point that it is not just the PCC's in the North West with concerns and felt that the North was being treated different to the South to which MBW stated this was not a view he would subscribe to and was happy to continue dialogue with anyone who wished to meet and raise concerns.

ACC Ian Wiggett (IW) mentioned that the meeting held in the North West had been very well received, although he felt that some PCC's may have concerns and that there were three drivers, namely:-

1. Savings;
2. Service levels;
3. Local presence

IW stated the need to move forward to a national perspective and felt the two things that would help would be the finance model and secondly improved communications.

TJ confirmed that presentations on the modelling had taken place to the Independent Assurance Group (IAG) and Chief's Council and stated that offers of further presentations had also been made. TJ explained that it was not so much the methodology, as on the whole most regions were happy, but it was more the outcomes. JD stated that this was a good point as he had forgotten about the series of roadshows. MBW stated that all Chief Constables and PCC's have been copied into various communications.

MP pointed out that he agreed and disagreed with the above and not to lose sight of the fact that he was unable to consult within a 3 day period. MBW stated that not everyone had had a problem with the papers and that key decisions were made at the meetings on 29 January and 19 February. IW raised the point that NPAS need to have a stable organisation in a period of huge change. Flight safety was paramount and following the Board's decisions a period of staff consultation is now well underway.

TJ explained that since the last Board discussions around threat, risk and harm had taken place and NPAS would be challenged to make any significant financial savings within the first twelve months. IW stated that with regard to pilot related issues, it would be more effective to move a pilot to another base earlier than the actual closure date and would be helpful if NPAS had that flexibility.

PCC Barry Coppinger (BC) stated that following the last Board he had written to local PCC's and MP's within the North East and Yorkshire region regarding the rationale behind the Board's decision. One local resident had started a petition regarding the proposed closure of the base at Durham Tees Valley and BC had the petition which had received 1600 signatures. BC had met with the

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petitioner and raised the petition with the Board. The Board noted and acknowledged the points raised during the discussions and in correspondence and agreed to respond to the petitioner.

**Agreed** – the Board agreed to stand by the decision to move to the 15 base model.

A further discussion took place regarding ongoing consultation and MBW reaffirmed the commitment to a national event after the General Election.

**Action 10.1 – MJ to arrange the National Event.**

**6. INTERNAL AUDIT – MAINTENANCE INVOICES**

IW explained that the Internal Audit Department had a programme of assessment to ensure risks are being effectively managed for West Yorkshire. Neil Rickwood (NR) Internal Auditor provided a brief summary and explained that the audit team had been tasked with looking at maintenance invoices under the value of £10,000 and the process of raising a maintenance invoice through to payment to ensure the risk management in that area was appropriate. NR stated that independent dip sampling of maintenance invoices was not currently undertaken and that some form of dip sampling should be considered with robust challenges around any discrepancies. JD asked if a process was in place which assured that NPAS were receiving genuine maintenance and replacement of parts to which it was confirmed it was.

**Agreed** – The Board noted and accepted the report and agreed the recommendation of the dip sampling work.

**7. INCOME OPPORTUNITIES**

**Fire & Rescue Service (FRS)** – Susan Carte (SC) explained that the FRS had recently submitted a business case to the Department for Communities and Local Government (DCLG) to collaborate with NPAS which was awaiting approval. Ollie Dismore (OD) stated this had been piloted where NPAS had been on standby to move equipment and formed the basis of the paper that went to the DCLG and could be delivered more effectively with a [REDACTED] saving in training costs over a ten year period along with other savings that could be made in relation to vehicles.

[REDACTED]  
[REDACTED]  
[REDACTED] BC stated there needs to be a balance between meeting policing demand and the recharge rate. OD pointed out the significance of incidents asked to go to by FRS and stated that the police would also be there. It was also incremental business to get a third party to pay. BC asked if this could be looked at by the financial group looking at new funding arrangements.

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### **Action 10.2 – The funding model group to look at the costs of re-charging other agencies.**

IW stated that he had received an offer from the FRS to attend the next meeting and the Board stated they would welcome a presentation from them.

### **Action 10.3 – MJ to arrange for the FRS to attend the next meeting in July.**

**UK Border Force (UKBF)** - SC stated that negotiations with UKBF were on hold due to UKBF undergoing a review and negotiations will commence again with UKBF post the Summer.

**Department for Environment, Food & Rural Affairs (DEFRA)** – SC explained that DEFRA had published an Invitation to Tender which NPAS could not comply with as their tender was specific and the work would fall under an Air Operations Certificate (AOC) which is outside the operation of NPAS. However NPAS will engage with DEFRA, facilitated by the Home Office, to see if there is any other opportunity to work collaboratively with them in the future.

#### **Income from Sales**

**Sale of Video** – the closing date for the invitation was 6 March and 8 responses have been received to date, 3 of which will highlight the profile of NPAS.

**Sale of Merchandise** – NPAS now has an idea of the costs of marketing and distribution of the merchandise and overall it is likely that this will result in a cost not a revenue stream. Therefore the risk regarding the amount of cost would need to be managed carefully and the NPAS team are not prioritising this work-stream at this time. It was recognised that this could be re-visited once details of the documentary were known.

## **8. PROGRAMME OF CHANGE**

TJ confirmed that he had provided regional roadshows to the Association of Police & Crime Commissioners (APCC), Central and North West region, National Federation, Uniformed Ops Business Area. The main areas of concern were consultation and Estates. The National Federation Lead has said NPAS should have some form of selection process. TJ stated that NPAS require a [REDACTED] User Requirement and TJ is working with Commander Surtees to obtain this.

## **9. NPAS PROJECTS**

IW gave an update on the current NPAS projects as requested at the previous Board and presented an overview of the ongoing work which was acknowledged by the Board.

## 10. UPDATE ON FINANCIAL MODELLING

MBW explained that the Working Group had met on 16 March 2015 where various funding models were discussed, MBW provided a verbal update on the assumptions made so far. Mark Reeves (MRe) stated that 18 versions of the model had initially been produced and the Working Group discussed 9 and these have now been narrowed down to 5. MRe explained that whichever model is used 15 Forces are generally adversely affected with increased costs.

The recommended approach from the Working Group takes the total cost of running NPAS and splits it into three areas: the strategic policing requirement (SPR), fixed costs and variable costs. MR stated that the costs can be allocated in different ways and explained that the fixed cost to variable cost ratios used in all the models was determined by aviators within NPAS as 62%/38% variable. MRe stated that NPAS requires a financial model that supports the operating model and to look at the costs of the new operating model and how best to share those costs within NPAS. MRe explained that he had looked at P1 incidents and expressed those as a % threat, risk and harm indicator and explained that forces are banded together using the national funding formula to drive some of the costs. One of the points raised was that forces who are further away from a base did not want to be paying for transit times, the current modelling reflects the proximity of a force to a base and therefore the particular force will pay only for the incident as opposed to transit times. It was stated by BC that there needs to be a fair and rationale process behind the modelling as the more complex it is the more difficult it becomes. BC expressed the desire for MRe and KJ to attend regions and have a wider discussion around the modelling with PCC's and CC's during the course of the next couple of months. SC stated that the current model varies significantly across the country and the discounted model means that some forces are paying a large amount of money and others are paying significantly less. SC stated the unique requirements of some Forces mean they are likely to always lose out.

PCC Anthony Stansfeld (AS) raised the point of paying per hour and to charge everyone a realistic amount enabling each force to receive what they are paying for and stated that any model that encourages extra flying hours should not be agreed upon. JD stated that each force uses the National Crime Agency (NCA) and NPAS should be funded on similar arrangements. BC suggested that the fairest option is a population split and in twelve months time NPAS could be looking at a 28% cut and may have even less money to spend.

RB stated that consultation is essential and this exercise cannot be carried out without everyone being in the picture. SC stated that using flying hours drives behaviour and leads to reduced flying hours. BC stated that wider consultation is required on a number of the different options and to come back to the Board and make a decision. It was suggested that the Working Group further develop and consult on the options on behalf of the Board.

**Agreed – the Working Group to work through the options and report back to the Board in July following wider consultation.**

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### 11.AOB

MBW stated that he had received a request from Dyfed Powys to make public the collaboration agreement, there could be sensitivities around this and Janine Nelson (JN) stated that as the agreement contains addresses of bases, flying hours etc that she felt there could be potential security risks. Fraser Sampson (FS) explained that each party mentioned in the collaboration agreement should be given the opportunity to decide if they wanted the agreement publishing and as there is a public petition it is clear that this is a matter of interest and there is a presumption in favour of publishing the document.

Commander Dave Musker (DM) stated he was in favour of publishing an appropriately redacted copy of the agreement which was supported by other members of the Board.

MBW stated that a similar request had been received regarding publishing the minutes from the National Strategic Board meetings and it was agreed that these should be published on a similar basis on the NPAS intranet site.

**Agreed** - the Board agreed to make public the collaboration agreement with appropriate redactions and agreed for the minutes from the NPAS National Strategic Board meetings to be published on the NPAS intranet site in a similar way.

Inspector Simon Meegan (SM) gave an update on behalf of CC Simon Bryne (SB) who had replaced Alex Marshall as the ACPO Aviation Lead and explained that SB was very keen on visibility and would be diarising in base visits. SB has written to Mark Rowley regarding the [REDACTED] User Requirements and all Chief Constables to identify single points of contact (SPOC) and the SPOCs within each Force for the new operating model.

MBW closed the meeting and thanked everyone for their attendance and contributions.

**Date and time of next meeting - 2 July 2015 - 1.00pm – 4.00pm  
Bishopgarth House, Carr Gate, Bradford Road, Wakefield, WF2 0QD.**