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MINUTES

NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 26)

12 December 2018

PRESENT

NAME	REPRESENTING
PCC Mark Burns-Williamson OBE (MBW) – Chair	Police and Crime Commissioner for West Yorkshire police – Lead Local Policing Body
T/CC John Robins (JR)	West Yorkshire Police – T/Chief Constable
Ch. Supt Tyron Joyce (TJ)	Head of NPAS
Ollie Dismore (OD)	NPAS T/Accountable Manager
Paul Watts (PW)	NPAS T/Director of Operations/Chief Pilot
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Fraser Sampson (FS)	Interim Chief Executive – Office of Police and Crime Commissioner for North Yorkshire
Glenn Shelley (GS)	NPAS Head of Business Services
Mark Reeves (MRe) (by phone)	Head of Accountancy - West Yorkshire Police
CC Rod Hansen (RH)	Gloucestershire Police – Chief Constable - South West Region
Gary Thompson (GT)	Chief of Staff – Gloucestershire Police – South West Region
Arman Mathieson (AM)	Detective Superintendent, Authorising Officer & Collaborations Gloucestershire Police – South West Region
PCC Barry Coppinger (BC)	Police and Crime Commissioner for Cleveland - North East Region
CC Stephen Watson (SW) (by phone)	South Yorkshire Police – Chief Constable - North East Region

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PCC John Campion (JC)	Police and Crime Commissioner for West Midlands – Central Region
Mike Lewis (ML)	Regional Policy Officer – West Midlands – Central Region
DCC Craig Naylor (CN) on behalf of CC Bill Skelly - (by phone)	Lincolnshire Police – Central Region
Cmdr. Matt Twist (MT) – (by phone)	Metropolitan Police Service – London Region
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West Region
ACC Andy Slattery (AS)	Cumbria Police – North West Region
ACC Nicholas Bailey (NB) - on behalf of Acting CC Janette McCormick	Cheshire Police – North West Region
PCC Anthony Stansfeld (AS) (by phone)	Police and Crime Commissioner for Thames Valley - South East Region
ACC Steve Barry (SB) (representing CC Giles York) – (by phone)	Sussex Police – South East Region
DCC Nav Malik (NM)	Deputy Chief Constable – Operational Communications in Policing (OCiP)
Richard Brandon (RB)	National Aviation Project Manager, Cambridgeshire Constabulary – South East Region
PCC Dafydd Llywelyn (DL) (by phone)	Police and Crime Commissioner for Dyfed-Powys – South West Region
Robin Merrett (RM) – MOPAC (by phone)	Mayor’s Office for Police and Crime
Greg Easter (GE)	Policing & Fire Directorate, Home Office
Jenny Walker (JW)	NPAS Head of Communications & Marketing
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

APOLOGIES

NAME	REPRESENTING
CC Dee Collins CBE QPM (DC)	West Yorkshire Police – Lead Local Chief Constable – Air Certificate Holder
PCC Dafydd Llywelyn (DL)	Dyfed-Powys Police – South West Region
CC Andy Marsh (AM)	Avon & Somerset Police – South West Region
Charlette Holt-Taylor (CHT)	Home Office
CC Giles York (GY)	Sussex Police – South East Region

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Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
Acting CC Janette McCormick (JM)	Cheshire Police – North West Region
CC Bill Skelly (BS)	Lincolnshire Police – Central 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.

APOLOGIES

Noted and recorded.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF MEETING HELD 20 SEPTEMBER 2018

Minutes were agreed and passed as an accurate record.

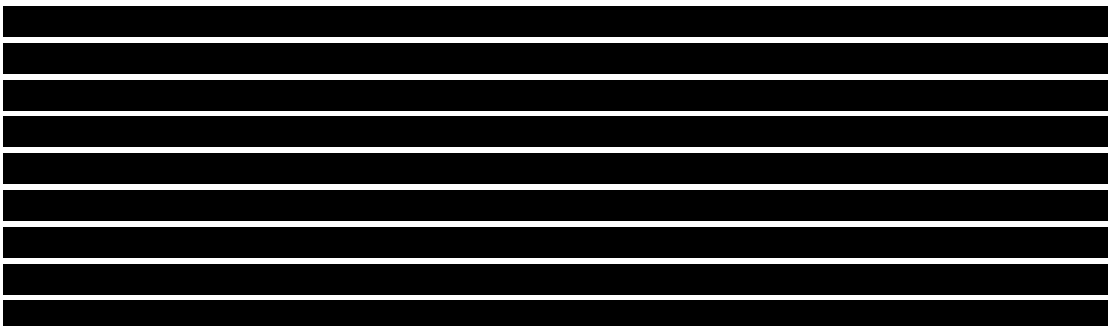
4. ACTIONS

See Action List for updates.

5. NPCC USER REQUIREMENT UPDATE

NM advised Board members that the National Police Chiefs Council had agreed the User Requirement at the meeting in October 2018. The NPCC Aviation Working Group are holding a workshop on 9 January 2019 where CC Hansen and colleagues will develop further options to update NPCC members at their meeting in January 2019.

NM advised he is continuing to engage with HMICFRS who are content with progress against recommendations and potential negotiation around the delivery of some activity.



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that part of the presentations to be given at the APCC and NPCC meetings would be the wider story of how NPAS was established together with the journey.

PM advised that Cumbria were an outlier geographically and had requested NPAS nine times during 2018 and would struggle to justify an increase in costs.

TJ reminded Board members that pre NPAS the revenue cost to deliver police air support was estimated conservatively at £53m-£58m per year - At present NPAS' operating budget is £40m with forces able to call upon a 24 hour service calling on, if necessary the whole of the NPAS fleet. He advised members that this 'surge' capacity and cover was unlikely to be provided by a commercial company for this cost.

6. NPAS ASSESSMENT OF DRONE BASELINE DATA

TJ advised that ACC Steve Barry (NPCC portfolio holder for drones) had previously requested Board members to support a piece of work to examine the baseline data for drone activity across the country. At this time the s22 requires the Board to have oversight of large drones if they are ever available for non-military use.

TJ summarised the current apparent areas of risk, potential solutions and an indicative cost should the Board require NPAS to deliver support to the drone community. CN stated there is very clear guidance via the College of Policing on risk areas summarised in Authorised Professional Practice (APP). CN stated it would seem nonsensical to create an additional governance/oversight function when there is already a facility in place and suggested looking at that as a model as opposed to creating a new structure which has no legislation or current practice.

RH acknowledged it was clear there was a lot of knowledge and learning within the NPAS domain to develop drones and look at what the role of drones are as a compliment to NPAS. RH suggested that NPAS continue to link in with the Aviation Working Group around the work they are conducting.

Board members noted the content of the report and agreed that NPAS would continue working alongside ACC Barry around developing the APP, sharing best practice and understanding opportunities. MBW advised that the data would need to form part of the wider NPCC User Requirement.

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7. FLEET REPLACEMENT BUSINESS CASE UPATE

GS updated Board members on the development of the fleet replacement business case for the replacement of the NPAS fleet. The general policing user requirement will have a significant impact on the future of NPAS due to the size and requirements of the fleet and NPAS are still intending to submit a limited fleet replacement programme to the Home Office in accordance with their timescales for consideration as part of the next CSR. NPAS are working with NPCC colleagues around the required number of rotary aircraft, the financial requirement and how this met the general policing user requirement. The Home Office have requested NPAS consider what elements of fleet replacement could be funded from current capital and revenue budgets. A spreadsheet illustrating the work ongoing was shown to Board members. RM advised there was a need for an urgent decision from the Home Office. JR advised NPAS had an obligation to the Board to submit a business case for fleet replacement as soon as possible.

Action 26.1 – GS to submit the business case for fleet replacement as soon as possible.

8. FIXED WING UPDATE

OD highlighted some of the risks with the fixed wing aircraft. Aircraft 1 and 2 are currently at NPAS Doncaster. Once the assessment process is completed to the satisfaction of the Civil Aviation Authority (CAA) they will issue a National Airworthiness Review Certificate allowing NPAS to operate the aircraft. At this point the aircraft will move into ownership of NPAS and registration on the UK Civil Register. All the certification that NPAS require in terms of the mission system and the Flight Into Known Icing (FIKI) have been signed off by the European Agency and NPAS are now in the process of assembling final manuals to go to the CAA for assessment to allow them to carry out the proving flight for the aircraft. OD advised that due to the operational delay NPAS are now looking at April 2019 for the Civil Aviation Authority (CAA) to approve flight operations.

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MBW stated it was hugely frustrating getting the fixed wing aircraft operational and into the NPAS fleet.

GE asked what the timescales were for getting the aircraft into the NPAS fleet. OD advised NPAS currently have enough crews for one 24 hour service aircraft and have a recruitment plan in place for the follow on crews. The issue is that Tactical Flight Officers (TFO) need the aircraft to be physically available and on the operating certificate to gain operational experience. NPAS are seeking experienced TFOs from the rotary side and they will require the minimum training to transfer across to fixed wing. A detailed training plan will be in place for the third operational aircraft, the fourth aircraft will always be in maintenance. By the end of 2019 NPAS will have 2 x 24hr operations with the third aircraft intermittent, by mid 2020 all 3 aircraft will be fully proved.

Board members noted the update provided.

Action 26.2 – Fixed Wing to remain a standing Agenda item

9. NPAS MAINTENANCE CONTRACT

OD advised members that the current maintenance contract for the NPAS fleet of 19 helicopters with Airbus expires on 30 September 2019. A procurement procedure is ongoing at present to identify a preferred bidder for transition to the new contract. The current contract expires on 30 September 2019 and NPAS need to have a seamless transition to the new contract to keep the aircraft in a controlled environment for the CAA. NPAS have some clear performance indicators around availability where there are service credits payable by the contractor if they do not deliver the specified level of service including fully role equipped aircraft. Tender returns are due in early January 2019 and the NPAS team is established to review those with a view to awarding at the beginning of February 2019. Due to the level of spend the contract will need to be signed by the Police and Crime Commissioner for West Yorkshire following scrutiny by NPAS subject matter experts, regional procurement, WYP legal team and Local Board members.

OD advised the maintenance contract is scalable and there are break clauses should NPAS decide to withdraw from the contract. NM asked if the current contract could be extended to which OD explained it was an option but there would be procurement risk on the Police and Crime Commissioner for West Yorkshire Police as NPAS are currently in a tender process aimed at a specific target date, if NPAS were to do that they would not get the benefit that the new contract would bring. OD advised that the contract would only be available for the existing rotary fleet and does not apply to any aircraft that might come into the NPAS fleet by other means.

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MBW requested that a summary of the key decisions around the contract are shared with Board members to provide any comment or feedback prior to the contract being signed.

Action 26.3 – OD to distribute key decisions regarding the maintenance contract to Board members to provide any comment or feedback prior to signature.

**10. EMERGENCY SERVICES MOBILE COMMUNICATIONS (ESMCP)
UPDATE**

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11. NPAS BOREHAM

GS reminded members that the utilities and access road to the base will be removed in early 2019 and any replacement would be at a significant cost to NPAS. In addition, the lease contains a clause that should the landlord wish, would trigger six months' notice to quit the site throughout the tenancy period. The personnel and assets have already relocated to NPAS London following the decision made by Board members in September 2018.

Board members agreed to the permanent closure of NPAS Boreham and the relocation permanently of the staff to NPAS London/NPAS North Weald once the build is complete.

12. FUNDING MODEL UPDATE

KJ advised members that the Metropolitan Police Service (MPS) had requested the funding model be reviewed in 18/19 due to concerns with the current charging model. NPAS undertook to do the review and a preliminary piece of work was carried out by the Specialist Capabilities Review Team which was shared as part of the consultation process. A number of forces and Police and Crime Commissioners had responded stating that the model should be considered as part or after the Comprehensive Spending Review (CSR), others had suggested it should be considered once the Aviation Working Group had finalised their review.

Board members noted that after the consultation process, as the current model was marginally the one with the most support, they agreed to delay any revision to the NPAS funding model until:

- the NPCC Aviation Review is complete,
- the funding is considered as part of the Comprehensive Spending Review,
- further work is carried out nationally on charging models within policing by the APCC/NPCC

MBW and Board members expressed their thanks to KJ for her time and effort in undertaking the funding model work along with those colleagues who are part of the Funding Model Working Group.

13. NPAS PERFORMANCE REPORT

TJ advised that forces receive a monthly NPAS performance report which is considered by forces. This is also reviewed in detail at the Independent Assurance Group (IAG) meeting. It was acknowledged that there was gap in the National Oversight and some months ago work commenced to deliver a

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national document. This has been developed into a ten page document with DH and NM will consider to ensure they emerging performance indicators from the user requirement are included. MBW requested that members receive regular updates around performance to be developed into a format for Board use.

Action 26.4 – Operational Performance to be a standing Agenda item

14. BUDGET MONITORING REPORT

MR updated members on the budget position as at 31 October 2018 for capital and revenue which shows an overspend of £333k on revenue with a forecast overspend of £541k.

MR stated NPAS have taken a number of mitigating actions to significantly improve the position which is now looking more to a balanced budget but there was still a lot of work to be done. KJ raised that this is the first time a Medium Term Financial Forecast (MTFF) had been produced for NPAS which shows a very challenging position for 2019/20 with NPAS being subject to volatile contracts. KJ stated that NPAS and the finance department are working extremely hard between now and the budget setting meeting in January 2019 but there are significant cost pressures.

Board members noted the financial position of NPAS as at 31 October 2018.

15. CAPITAL PROGRAMME

GS provided Board members with a summary of the planned capital expenditure in 2018/19. GS advised as there may be further delays in the delivery of the fixed wing aircraft there is no urgent operational requirement for the proposed base at Cardiff Airport and requested that the build cost of £4m be removed from the capital programme for 19/20.

Members approved the removal of the Cardiff base build from the 19/20 Capital Programme.

ML raised the funding for £1.4m from the ESMCP project. GS advised that NPAS have utilised some element of the funding to recruit a member of staff within the NPAS project team and can also use the funding to attend ESMCP meetings. The funding is to be used over the lifetime of the Programme and can only be spent on ESMCP activity. KJ advised she had tried to obtain a Grant Agreement from the Home Office and has received confirmation that as long as the money is spent on ESMCP it can roll over different years

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Board members noted the update provided.

16. ANY OTHER BUSINESS

ML asked when the s22 would be reviewed. KJ advised that the s22 review would come under the governance review and delivery model review which had been previously discussed.

JR thanked CC Hansen, NM and RB for the work that had been done to date.

MBW advised that CC Collins is leading the Strategic Command Course for three months during which time T/CC Robins will provide oversight at Chief Constable level.

MBW stated that NPAS is a fantastic collaboration which on a day to day basis provides a great service to the public and wished everyone a Merry Christmas.

**Date and time of next meeting: 31 January 2019 – Budget Setting Meeting
13:00 – 16:00 Carr Gate, Bradford Road, Wakefield, WF2 0QD**