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**MINUTES**

**NATIONAL POLICE AIR SERVICE (NPAS)**  
**NATIONAL STRATEGIC BOARD (MEETING NUMBER 25)**

**20 September 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
DCC John Robins (JR) on behalf of CC Dee Collins CBE QPM	West Yorkshire Police – Deputy 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
Glenn Shelley (GS)	NPAS Head of Business Services
Mark Reeves (MRe)	Head of Accountancy - West Yorkshire Police
PCC Barry Coppinger (BC)	Police and Crime Commissioner for Cleveland - North East Region
Ian Proffitt (IP) – Staff Officer to CC Stephen Watson	South Yorkshire Police – North East Region
Jonathan Jardine (JJ) on behalf of PCC John Campion	Chief Executive - Office of the Police and Crime Commissioner for West Midlands – Central Region
DCC Craig Naylor (CN) on behalf of CC Bill Skelly - (by phone)	Lincolnshire Police – Central Region
Cmdr. Matt Twist (MT)	Metropolitan Police Service – London Region
Insp David Price (DP) on behalf of DCC Janette McCormick	Cheshire Police – North West Region
ACC Steve Barry (SB) (representing CC Giles York)	Sussex Police – South East Region

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DCC Nav Malik (NM)	Deputy Chief Constable – Operational Communications in Policing (OCiP)
Richard Brandon (RB)	National Aviation Project Manager, Cambridgeshire Constabulary – South East Region
T/Supt Mike Hills (MH)	Head of Corporate Development, Cambridgeshire Constabulary – South East Region
Richard Thomas (RT)	Head of Specialist & Counter Terrorism Armed Policing Capabilities
Anthony Alexander (AA)	Head of Digital Infrastructure, Digital Policing
ACC Caroline Peters (CP) on behalf of CC Andy Marsh	Avon & Somerset Police – South West 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
Steven Jones QPM (SJ)	NPAS Assistant Operations Director
Jenny Walker (JW)	NPAS Head of Communications & Marketing
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

**APOLOGIES**

<b>NAME</b>	<b>REPRESENTING</b>
CC Dee Collins CBE QPM (DC)	West Yorkshire Police – Lead Local Chief Constable – Air Certificate Holder
PCC Anthony Stansfeld (AS)	Police and Crime Commissioner for Thames Valley - South East Region
CC Andy Marsh (AM)	Avon & Somerset Police – South West Region
CC Stephen Watson (SW)	South Yorkshire Police – North East Region
Fraser Sampson (FS)	Interim Chief Executive – Office of Police and Crime Commissioner for North Yorkshire
Charlette Holt-Taylor (CHT)	Home Office
CC Giles York (GY)	Sussex Police – South East Region
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
DCC Janette McCormick (JM)	Cheshire Police – North West Region
PCC John Campion (JC)	Office of the Police and Crime Commissioner for West Mercia – Central Region

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CC Bill Skelly (BS)	Lincolnshire Police – Central Region
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West 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. MBW advised it had been useful to have a tour of the base and speak to staff members regarding the capabilities that the fixed wing aircraft will provide and what that will bring in terms of the mixed ability of the fleet in the future.

**APOLOGIES**

Noted and recorded.

**2. DECLARATIONS OF INTEREST**

No interests were declared. CP advised she was a Trustee of the Great Western Air Ambulance and asked that this be noted with regards to the new NPAS base at Almondsbury.

**3. MINUTES OF MEETING HELD 28 JUNE 2018**

Minutes were agreed and passed as an accurate record.

**4. ACTIONS**

See Action List for updates.

**5. NPAS IT NETWORK**

GS updated members regarding the ongoing work with the IT network and the costs associated. The current IT usage is provided by ad hoc systems managed by local forces with significant variance in investment and capability. The Civil Aviation Authority (CAA) has previously identified a number of issues in that the system is not fit for purpose for the rapid dissemination of information.

GS advised that the project will span over two financial years and the current budget would need to be re-profiled. TJ advised the CAA continue, as part of their inspection regime, to challenge NPAS to evidence how it seeks to deliver optimum operational safety. In addition as technology develops with systems such as ESN, T2 technology and fixed-wing this cannot be fully utilised with the current IT provision. TJ advised that work has been ongoing during the last two years to identify the specification required, as the costs will fall over two financial years NPAS would need to write to the Home Office for assurance of capital in the 19/20 period.

A new Safety Management System (SMS) and digital vault for storage of video footage are almost ready to purchase but this cannot be delivered on the

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current IT network. AA advised that the network would make NPAS less dependent than the current solution as it would be a national system and does not 'tie NPAS in' to West Yorkshire. GS advised that two members of staff would be required on a temporary contract and the cost of the project would be £924k capital cost over the next two financial years.

Board members approved the award of the contract to the preferred bidder, delivering the NPAS National IT network. Detailed oversight of the project's progress is to be monitored by the Local Strategic Board, with exception reporting to National Strategic Board members.

**6. FLEET REPLACEMENT BUSINESS CASE - CT/ARMEDSERVICES  
USER REQUIREMENT**

GS advised the CT Oversight Committee had considered the CT User Requirement at their meeting on 20 July and had agreed that the classification could be changed from SECRET to SENSITIVE. Following the amendment the document had been circulated to all forces and Police and Crime Commissioners for wider consultation with responses due by 12 October.

NPAS continues to work with Deloittes to develop a General Policing Business Case which will be sent out for consultation shortly with a view to submitting a document by December.

RT advised historically there had never been a national armed policing lift and shift user requirement, there had only been one which was requested by the MPS and delivered by the MPS air support unit. Post attacks across Europe during 2015/16 the decision was made that there should be a national user requirement. RT stated the National Armed Uplift Programme funding enabled significant uplift of armed response vehicle officers in key areas around the country and the uplift in numbers of CTFSOs led to a revisit of the response times that those increase in assets would bring and subsequently the need to revisit the air transportation user requirement.

[REDACTED]

RT advised there had been a lot of debate around other potential service providers and other potential options. Two of those are the Ministry of Defence (MOD) who will provide lift and shift but only when the threat level is at CRITICAL and they will only guarantee that becomes available up to 12 hours after the request is made. Whilst the offer of assistance from the MOD is

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welcome it does not answer the need in terms of spontaneous/no notice response to an attack.

RT advised the Maritime Coastguard Agency (MCA) will provide an at risk service for lift and shift but will not commit to any notice to move times or notice to effect times but commit to delivering what they can at best effort at the time of any request. The MCA have expressed concern around being anything more than a remote contingency for a range of reasons and due to location of coastguard bases this does not put them anywhere near to CTSFO or NPAS bases/CT pick-up points so timescales are challenging.

The User requirement submitted for NPAS consideration is designed to address no notice incident that requires transportation of specialist CTSFOs where other means of transport are not viable within the timescales.

MBW advised members that NPAS will be collating feedback on the business case with a view to providing a full update at the December Board meeting with a submission to the Home Office. TJ advised NPAS have committed to a timeline to the Home Office for submissions which can feed into the CSR.

JJ raised a number of concerns from the Central region: They do not support the CT user requirement as it is now and feel it should not form part of the business case. JJ advised there were a number of issues that the Police and Crime Commissioners within Central region would like to see addressed before any NPAS Board decision is made to submit to the Home Office and felt the status of the operational requirement is unclear. JR acknowledged the concerns raised by the Central region but stated it is the operational user requirement from the National Police Chiefs' Council to keep the country safe using a tactic and a method they feel appropriate.

TJ commended CT as this is the first time that NPAS have a user requirement to fully consider and highlighted the role of the National Board is to support the NPAS Accountable Manager around appropriate finances, resource and influence. If a decision is made not to provide funding, NPAS will produce a plan of how NPAS decommissions the current CT support.

Board members acknowledged that this work can only be finalised upon receipt of an approved User Requirement from the National Police Chiefs' Council.

Board members endorsed the direction of travel.

## **7. FIXED WING UPDATE**

OD advised aircraft 1 and 2 were now at NPAS Doncaster, airframes 3 and 4 are due to arrive at Doncaster in December 2018. OD stated that although aircraft 1 and 2 are in an NPAS hangar they are under the airworthiness and maintenance control of Airborne Technologies (ABT) and continue to be tasked by them until they are formally accepted by NPAS. GAMA has been contracted

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by ABT to carry out the maintenance work and are developing knowledge of the aircraft.

CAA sign off is due to take place in February 2019 and the aircraft will then become operational assets. As and when the aircraft stop for fuel across the regions, the airframes will be available for staff to have a look and talk to the crews and build up their understanding of what they will be capable of once fully operational.

NPAS is now re-opening the recruitment process for pilots and Tactical Flights Officers (TFOs) as the fixed wing will be operating with only one TFO in the aircraft the recruiting and training pipeline is longer in order to become competent as single TFOs.

The third element will look at how NPAS measure the benefits realisation both of existing task but also looking at where the aircraft will add value on other matters.

MBW requested that NPAS communicate the timeline when the fixed wing will be operational for stakeholders to view the airframes and liaise with the crew.

Board members noted the update provided.

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

SJ advised members that NPAS were still awaiting the outcome of the Reset review but the assumption is they will still go ahead with ESN on an incremental basis.

The Programme have rolled out detailed specification for the devices that will go into the aircraft. [REDACTED]

SJ stated that, at present, NPAS has coverage up to heights of [REDACTED] whereas the current Airwaves contract places an obligation on the service providers to provide a network [REDACTED]. The Authority is to embark on an assessment to test how high the network will reach which is known as 'Sky Assure.' Concern was raised that there appeared to be no alternative options being considered by ESN. SJ advised that CC Collins has written to DCC Morris (OCiP) and a response is awaited.

SJ advised this would cause issues for the fixed-wing fleet as they would not be able to talk to police operators en-route during bad weather. Bryan Clark

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(Director of the Home Office Programme) is due to visit NPAS on 30 October with ACC Nav Malik (OCiP) where these issues will be reiterated. The new national shutdown date is now December 2022.

TJ advised that CC Collins attended the ESN Reference Group meeting on 17 September and raised a number of points. Promise from the ESN Group was a service at least as good as NPAS currently has and significant concerns have been raised around the 4 channels.

Board members noted the update provided.

**9. PERMANENT RELOCATION OF NPAS BOREHAM**

TJ advised the utilities had now been removed and there will be no road access to the base from January 2019. TJ stated other potential permanent relocations had been considered, other than North Weald, by the NPAS Head of Estates and Director of Operations. TJ advised he had made a decision for safety reasons, supported by the NPAS Local Board, to temporarily relocate the aircraft and personnel to the nearest base which is Lippitts Hill until a final decision could be made by the Board.

TJ advised that once the contract is signed for North Weald, this will be the most operationally efficient and financially effective base for the permanent relocation of staff. No capital funding has been set aside for a build at another site and if the future site were to be at North Weald this would have minimum impact on the service delivery to most forces in the SE region. In terms of national coverage North Weald remains the most viable option.

Board members endorsed the permanent relocation of aircraft and personnel from NPAS Boreham to the new SE Base at North Weald upon completion.

**10. NPAS LONDON**

TJ advised members that NPAS was progressing with preparations for the North Weald base development and all legal documentation is in place to trigger commencement of the build. TJ advised that £3.7m was set aside for construction work, in this fiscal period, with a requirement for £800k in the 19/20 period.

Members recognised that, until NPAS receive assurance from the Home Office that funding will be available in Year 2, approval to commence construction cannot be given.

Members noted that Home Office officials had advised that assurance may be provided by the end of September 2018. [Post-meeting note: This has now been received and work commissioned.]

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**11. CARDIFF UPDATE**

TJ advised the concept of multi-use bases for integrated fixed and rotary wing operations was the Board endorsed strategic model for new bases. NPAS has commenced a scoping exercise and development of a base at Cardiff which would replace NPAS St Athan which is a former RAF Dog Section building. NPAS has reviewed potential base locations at existing NPAS bases and other aviation facilities across the UK. Two were in the right area, one is Cardiff which is a 24/7 facility and RAF Brize Norton which is already overcrowded and did not provide a security of tenure.

The National Board had authorised a small amount of money for Kier to look at the outline costs and this work was now completed and informed the paper presented to members. Cardiff is therefore the preferred location of choice. The current base at St Athan requires £180k of work spending on it to bring the facilities up to standard; however this was felt unsuitable to enable future operations. NPAS intends to submit a business case to build a multi-use base at Cardiff International Airport at an indicative cost of £4m to enable both fixed and rotary aircraft to continue to be based in the South Wales area. TJ advised that conversations had taken place with the Landlord of the airport, the Welsh Assembly, who are content with the St Athan v Cardiff proposal. TJ acknowledged there is a gap in service delivery in the South West and this proposal could enable significant improvements in coverage.

Members endorsed a capital submission for 19/20 to enable the development of a new Multi-Use base at Cardiff International Airport and noted upon completion NPAS St Athan would be decommissioned.

**12. BUDGET MONITORING REPORT**

MRe advised members that the budget monitoring report for NPAS as at 31 July 2018 shows an underspend position of £222k and the capital position is showing a balance of £11.6m to spend. The forecast outturn is that the revenue budget will outturn between £50k and £100k underspent and the capital programme will maximise the budget allocated by the Board.

Board members noted the NPAS position as at 31 July 2018

**13. 2018/19 CAPITAL PROGRAMME**



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GS provided Board members with a summary of the position in respect of planned capital expenditure in 2018/19 together with an indication of requirements for 19/20. GS highlighted the potential for change with regards to the IT network and the new base build at Cardiff International Airport.

GE asked what would happen if NPAS did not receive the £4m spending for Cardiff. TJ advised a further paper would need to be brought back to the Board.

Members noted the 18/19 Capital programme and early indication for 19/20.

**14. USER REQUIREMENT UPDATE – DRAFT**

NM and RB presented the proposed draft operational user requirement which has been developed by the NPCC Aviation Working Group in response to the HMICFRS recommendations.

MBW advised members that this was still a working document and there was opportunity to provide feedback. NM explained that the User Requirement was due to be discussed at Chiefs' Council on 3 and 4 October, therefore the deadline to provide feedback was tight. JR advised Board members that CC Collins had written to NM providing formal feedback and had expressed concern that the draft maintains the requirement may be deliverable with current funding which was unsupported and there remained urgent need to continue to seek Home Office support. It was also raised that the draft User Requirement does not answer HMICFRS' observations surrounding 'latent' and 'patent' demand. [REDACTED]

[REDACTED]

[REDACTED]. TJ requested that NM and RB involve NPAS in future discussions.

JR stated that the document was well thought through but felt in some cases it appears to offer solutions rather than a user requirement. It was agreed that the basic principle is what Chiefs' Council require air support to provide and NPAS advising what it can do and at what cost.

MT stated there was a disconnect between what people are prepared to pay and want to take savings versus the actual delivery and capacity to deliver a 24hr service.

BC stated the report was very interesting but the timescales were unrealistic and hoped that the discussion at Chiefs' Council would be a starting point. BC advised he would be meeting with colleagues within the next couple of weeks and wanted to discuss the document with the Police and Crime Commissioners within the North East region. BC raised that 32 forces are now operating drones

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in different ways and suggested NPAS should have a drones specialist or a drones centre of excellence. MR advised that forces had taken decisions to reduce their demand in order to reduce costs.

TJ requested that NM amend the paper in view of the comments raised in the letter sent by CC Collins prior to submitting to Chiefs Council. NM confirmed that he would review the paper in line with the comments made at the Board meeting and those contained in the letter.

MBW thanked NM, RB and MH for the work that had been completed to date but acknowledged there was more work to be done and any comments/feedback are to be sent direct to NM. [Post meeting note: Letter sent by MBW to NM summarising Board discussion]

**15. ANY OTHER BUSINESS**

**Funding Model Update**

KJ advised since the last Board meeting there had been a slight change in activity. The Specialist Capabilities Economic Review Team had done an initial piece of work but were no longer able to assist NPAS at this time. NPAS and West Yorkshire Police have put together some models with the assistance of the NPAS Funding Model Working Group and produced a timetable of meetings in order to set a realistic timetable to allow a new model to be implemented for 19/20.

KJ stated the NPAS Working Group had met in August and discussed 8 models. The Working Group is due to meet again on 26 September and will discuss the communications plan and any further models that need to be considered prior to going out to consultation by the end of September/early October. Consultation will close at the end of October and the Working Group will meet again on 13 November to discuss the feedback and put together recommendations for the NPAS National Board meeting in December.

KJ advised NPAS continues to liaise with NM around the User Requirement so that any feedback from that can be built in.

**Date and time of next meeting: 12 December 2018 – 13:00 – 16:00  
Carr Gate, Bradford Road, Wakefield, WF2 0QD**