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MINUTES

NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 38)
EXTRAORDINARY MEETING

25 February 2021 – via Teams

PRESENT

NAME	REPRESENTING
PCC Mark Burns-Williamson OBE (MBW) – Chair	Police and Crime Commissioner for West Yorkshire Police – Lead Local Policing Body
CC John Robins QPM (JR)	Chief Constable - West Yorkshire Police
T/ACC Scott Bisset (SB)	NPAS Chief Operating Officer
Katherine Johnson (KJ)	Assistant Chief Officer Treasurer – West Yorkshire Police
Janine Nelson (JN)	Chief of Staff & Solicitor – West Yorkshire Police
James Flanagan (JF)	Head of Public Service Reform - West Yorkshire Combined Authority
Alan Reiss (AR)	Director of Policy & Strategy - West Yorkshire Combined Authority
Glenn Shelley (GS)	NPAS Head of Business Services
Scott Gallagher MBE (SG)	NPAS Head of Projects
James Cunningham (JCu)	NPAS Head of Aviation Safety
Ruth Langley (RL)	Finance & Commercial Services Director – West Yorkshire Police
Mike James (MJa)	Finance Business Partner - West Yorkshire Police
PCC Dafydd Llywelyn (DL)	Police and Crime Commissioner for Dyfed - Powys Police – South West Region
CC Shaun Sawyer (SS)	Chief Constable Devon & Cornwall Police – South West Region
CC Rod Hansen (RH)	Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region
T/ACC Jason Masters (JM)	NPCC Aviation Programme Board

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Acting PCC Steve White (SW)	Acting Police and Crime Commissioner for Durham - North East Region
CC Jo Farrell (JF)	Chief Constable, Durham Police - North East Region
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West Region
CC Darren Martland (DM)	Chief Constable, Cheshire Police – North West Region
Robin Merrett (RM)	Mayor’s Office for Police and Crime (MOPAC) - London
DAC Laurence Taylor (LT)	Metropolitan Police Service – London Region & Chair of NPAS IAG/Programme Board
PCC John Campion (JC)	Police and Crime Commissioner for West Mercia – West Midlands Region
Louise Williams (LW)	Regional Policy Officer – West Midlands Region
CC Rachel Swann (RS)	Chief Constable, Derbyshire Police – East Mids Region
PCC Anthony Stansfeld (AS)	Police and Crime Commissioner for Thames Valley - South East Region
CC John Campbell (JCa)	Chief Constable, Thames Valley Police – South East Region
Aphra Brannan (AB)	National Police Capabilities Unit/CPFG Home Office
Lianne Deeming (LD)	Chief Executive BlueLight Commercial
Simon Efford (SE)	APCC Secretariat
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

1. ATTENDANCE AND APOLOGIES

The Chair, PCC Mark Burns-Williamson (MBW) opened the meeting and invited introductions from those joining the meeting via Teams. No apologies were given.

Board members agreed to the meeting being recorded via Teams.

2. DECLARATIONS OF INTEREST

No declarations of interest were raised

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3. FUTURE SERVICE PROVISION BUSINESS CASE – BLC

MBW stated that NPAS, NPCC and Lianne Deeming (LD) and BlueLight Commercial colleagues had invested a vast amount of time and effort into this work in a very short timeframe. It was acknowledged that due to it being a very complex and difficult issue, it was clear there was still more work to be done and further consideration required.

T/ACC Scott Bisset (SB) advised Board members that this was an NPAS recommendation within the paper and NPAS and the Board had commissioned BlueLight Commercial (BLC) to support NPAS with some commercial rigour into developing what the right recommendation should be. SB outlined that the paper had been produced by NPAS and the Lead force regarding how NPAS should progress with fleet replacement.

SB outlined the level of detail and complexity and interdependency with some of the work and advised that NPCC colleagues had supported and provided challenge throughout but to recognise that the Board has recently seen a number of new Board members who do not have the full history. SB expressed nervousness around delaying a decision due to Purdah and potential new Board members and the delay that this may bring for a critical issue for the delivery of air support.

Lianne Deeming (LD) gave a presentation and advised the Outline Business Case was produced with the recommendations to allow BLC to proceed to the next stage and formally go to the market and obtain data to do a full business case and bring back to the Board with the precise costings before signing off.

LD advised the shortlisted options were as follows: -

- Option 2 - London region outsource with NPAS fleet replacement of 7 leased aircraft;
- Option 7 - Outsource 3 regions only, with no fleet replacement for the legacy fleet which would be operated by NPAS.

CC Jo Farrell (JF) queried whether the additional NPAS central costs of £1.194m were an annual cost. LD advised this would be the worst case scenario due to the first year moving to the new model. JF stated that this needed to be explored further.

PCC John Champion (JC) raised who would take the liability for owning these contracts and requested expanded affordability advice to be set out in a financial paper outlining the implications for the regions and raised concern that members were not seeing the collegiate building of the information.

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Aphra Brannan (AB) advised that the Home Office were supportive of the cost of change and confirmed that they are actively exploring this but were unable to give confirmation at this stage. AB stated it would be easier to do once a decision had been made and it is clear around what the Board are asking for.

LD acknowledged that there were more things that needed to be addressed but for members to understand that to move to the next stage BLC will need to put some governance in place and to look at the recommendations in terms of setting up the project team and around making sure that it is clear and within its remit.

CC John Robins (JR) stated the £2.3m within the budget will be used for fleet replacement to lease airframes but understood members wanted further information to see how that reflected in MTFF's in the future.

A discussion took place around the preferred option from the NPAS team to recommend Option 2. Members agreed they required more time to make an informed decision prior to approving an option.

JC raised that issuing late papers was not in the interest of good governance and there needed to be further coalescence of advice with clearer financial advice overlaid as to what the cost is to the regions going out into the life of the contract and the impact of it. JC expressed a view regarding who will actually hold the contract for doing this and as NPAS are about to move in terms of host to a new legal entity, does the Board require their consent to take up this new contract and assurance that they are comfortable and willing to do it. JC requested further clarification in relation to whether London is included or not. JC outlined he was not comfortable to make a decision during the meeting and hoped that the report at the next Board meeting had got the support of the NPCC Aviation Review Team to enable members to make a decision.

MBW agreed with the comments raised but asked members to bear in mind the context of the amount of work required in a very short space of time.

PCC Dafydd Llywelyn (DL) suggested as there would be potential new cadre of commissioners following the election in May, to defer the decision until the Summer. Members agreed that this would present bigger risks if a decision was delayed beyond an election and agreed a decision would need to be made at the next meeting on the 18th March.

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CC Rachel Swann (RS) advised the West Midlands region were in support of Option 2 and the East Midlands region would prefer to see Option 7 also developed. On behalf of all them the financial rigour and more assurance around that would be supported and agreed a decision should be made at the next meeting.

JR agreed for more time to enable members to consider the option. It was agreed that a joint summary paper would be produced providing financial assurance and giving an indication of the financial implications for the future.

Members requested that papers are received 7 days prior to the next Board meeting.

Next Steps

MBW advised the NPAS team would work with the NPCC Aviation Review Team and BLC to create a single report outlining the impact of Options 2 and 7 on;

- a) assurance of the ability of the options to meet the User Requirement,
- b) refinement of the financial information used to create the business case, and
- c) the implications on the regional level Medium Term Financial Forecast and affordability.

The information should be presented in a jointly authored report to enable a decision to be made at the meeting on 18th March. The report should include areas of agreement, and where no agreement is reached an explanation as to why, including a quantum of cost where appropriate.

Action 38.1 – A jointly authored report is to be produced outlining the impact of Options 2 and 7 which provides assurance of the ability of the options to meet the UR, refinement of the financial information used to create the business case and the implications on the regional level MTF and affordability

MBW advised the role and support of the Home Office and HM Government is critical to this work.

MBW thanked everyone for their contribution and for taking the time to join the meeting and thanked LD and BLC for the extra work and time commitments they have made since the last Board meeting.

Date and time of next meeting: 18 March 2021

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