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MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 30)**

26 September 2019

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
Ch. Supt Scott Bisset (SB)	NPAS Chief Operating Officer
Ollie Dismore (OD)	NPAS Director of Operations
Katherine Johnson (KJ)	Treasurer – West Yorkshire Office of Police and Crime Commissioner
Jayne Sykes (JS)	Interim Chief Executive – Office of Police and Crime Commissioner for West Yorkshire
Glenn Shelley (GS)	NPAS Head of Business Services
James Cunningham (JC)	NPAS Head of Aviation Safety
Steph McKenzie (SM)	NPAS Head of Technical Services
Stephanie Leaver (SL)	Solicitor, Legal Services, West Yorkshire Police
Ruth Langley (RL)	Finance & Commercial Services Director - West Yorkshire Police
CC Rod Hansen (RH) - (by phone)	Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region
Mike Lewis (ML)	Regional Policy Officer – West Midlands Central Region
DCC Rob Nixon (RN) - (by phone)	Leicestershire Police – Central Region
PCC Peter McCall (PM) – (by phone)	Police and Crime Commissioner for Cumbria – North West Region

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Steve Lawrence (SL) on behalf of Peter McCall – (2 nd half of meeting)	Office of the Police and Crime Commissioner for Cumbria – North West Region
CC Darren Martland (DM) – (by phone)	Cheshire Police – North West Region
PCC Anthony Stansfeld (AS) - (by phone)	Police and Crime Commissioner for Thames Valley - South East Region
ACC Dave Miller (DMi) - (by phone) – representing CC Giles York	Sussex Police – South East Region
Robin Merrett (RM)	Mayor's Office for Police and Crime (MOPAC)
Shalika Bukhari (SBu)	Policing Directorate, Home Office
Jenny Walker (JW)	NPAS Head of Communications & Marketing
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

APOLOGIES

NAME	REPRESENTING
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
CC Stephen Watson (SW)	Chief Constable, South Yorkshire Police - North East Region
PCC Dafydd Llywelyn (DL)	Dyfed-Powys Police – South West Region
PCC Barry Coppinger (BC)	Police and Crime Commissioner for Cleveland - North East Region
PCC John Campion (JC)	Police and Crime Commissioner for West Mercia – Central Region
DAC Laurence Taylor (LT)	Metropolitan Police Service – London 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.

1. APOLOGIES

Noted and recorded.

2. DECLARATIONS OF INTEREST

No interests were declared.

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3. MINUTES OF MEETING HELD 27 JUNE 2019

Minutes were agreed.

4. ACTIONS

See Action List for updates. PCC Mark Burns-Williamson confirmed that a letter had been sent to Bryan Clark, Programme Director (ESN) and a copy of the response is attached to the Minutes.

5. SAFETY PRESENTATION

James Cunningham, NPAS Head of Aviation Safety gave a presentation around safety which had previously been presented to Local Board members.

JC gave a brief background to his role and advised he reports directly to Chief Supt Bisset and has an obligation to report any concerns direct to the Civil Aviation Authority (CAA). JC is responsible for the development, administration and effectiveness of the NPAS Safety Management System (SMS) and providing independent advice. SB as Accountable Manager holds overall responsibility for the organisation with final authority over operational matters and final accountability for overall safety of NPAS.

JC stated the Industry fatality rate in the UK is one helicopter accident every five years when applied to NPAS, therefore a catastrophic incident is predicted at between 2016-2019 or is overdue. JC advised on average NPAS staff raise c.600 safety occurrence reports each year.

JC advised the Police Air Operator Certificate (PAOC) is held by CC John Robins which is approval from the CAA to allow the use of aircraft for policing operations. CC Robins is responsible for ensuring NPAS have the personnel, assets and systems in place to ensure the safety of employees and also to the public.

At the next board meeting JC advised he would present the NPAS Annual Safety Report. This is a CAA requirement and the Report will be discussed at the NPAS Safety Review Board initially before presenting to National Board members.

SB thanked JC and the broader NPAS team for their good leadership and culture of people reporting.

OD advised the CAA had moved to a system of Performance Based oversight, one area is the complexity of the organisation and the risks inherited. NPAS have 13 operating bases and regularly fly in the dark using night vision goggles

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and can fly lower which results in much higher operating risks than normal in the industry. NPAS are known as a high risk (Red Red) operator by the CAA.

Action 30.1 – JC to present the Annual Safety Report at the Board meeting on 16 December 2019

Action 30.2 – Safety is to be a standing Agenda item

6. NPAS PERFORMANCE REPORT

Ollie Dismore, Director of Operations presented the report which had now been refined following discussions at the NPAS Independent Assurance Group (IAG) and Local Board. Future iterations will include detail around the maintenance contract post October 2019 as well as Safety performance. Mike Lewis (ML) raised the 8.9% decline in the use of NPAS which has an impact on the funding model. A discussion took place around demand suppression which is significant in certain parts of the country and it was acknowledged the model needed to be funded on a different basis. Katherine Johnson (KJ) highlighted that this is the point at which demand meets supply and not how many calls were received.

**Resolved:
To note the report.**

7. NPCC AVIATION STRATEGY & UPDATE

T/ACC Jason Masters provided a brief summary of his background and advised he had been seconded on to the NPCC Aviation Programme Board working alongside Richard Brandon and Ollie Dismore. CC Rod Hansen remains the SRO. JM advised members that the main focus would be around the funding model, governance and operating model. The Programme Board will also look at how NPAS can link in drones alongside helicopters and aeroplanes.

JM advised based on early feedback from forces, it is acknowledged there will never be a solution to suit everyone. The Programme Board are to look at trial sites and it was stated due to the uniqueness of London that this is proposed as one of the trial sites along with the North West and East Midlands region which is representative of cities where there is potentially a lack of alignment from where the helicopter operates from and where threat risk and harm is. KJ advised work is ongoing jointly between the NPCC, APCC and the Home Office to look at some of the existing collaborations of which NPAS is one, for

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a range of delivery models. Board members may be contacted to obtain their views as work progresses.

CC Rod Hansen (RH) thanked colleagues from across the country who had made a small financial contribution for JM to be part of the Programme Board and to enable Richard Brandon to continue with his work. RH requested regional representatives feedback to their individual forces to reassure colleagues that work is underway and relationships are strengthening.

Action – Board members to feedback to their individual forces to reassure colleagues that work is underway and relationships are strengthening.

8. IAG/PROGRAMME BOARD UPDATE

JM advised that IAG members had discussed the NPAS Performance Report and there was a desire to move to regional representation that mirrors the NPCC regions.

Resolved:

Members agreed to broader representation at the Independent Assurance Group (IAG) to mirror the nine NPCC regions.

9. NPAS VISION

Chief Superintendent Scott Bisset presented the report and advised a review is underway to look at the current operating arrangements focussing on efficient and effective leadership, governance and accountability within NPAS. The Vision had been discussed at the NPAS Local Board along with the requirement to explain to external stakeholders what NPAS' vision is to give them confidence that NPAS reflect their needs and requirements going forward. Board members were very supportive but acknowledged that aircraft safety did not feature more visibly. It was agreed if the Vision is to become a public document safety issues should be included.

Action 30.3 – NPAS Vision is to be amended following the points raised and include aircraft safety.

Resolved:

To note the report

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10. NPAS GOVERNANCE

Stephanie Leaver, Legal Services presented the report which outlined a proposed change in the governance arrangement of the NPAS National Strategic Board and revision of the terms of reference for both the National and Local Strategic Boards. SL advised the terms of reference had not been revised since May 2013 and needed updating.


One issue for consideration was to extend the voting rights on budgetary matters to Chief Constables. PCC board members raised the question as to why it had originally been set up the way it is now and what would the reason be for changing it. It was agreed to consult with the wider group of police and crime commissioners and chief constables to obtain their views as this is a significant change in governance.

Action 30.4 – JM to prepare a summary to send to all police and crime commissioners and chief constables to obtain their views for discussion at the next Board meeting in December. It was agreed to include within the consultation that the ToR had not been updated since 2013.

It was also agreed as there was nothing explicit around oversight of safety in either the Local or National Strategic Boards that this should be included.

11. PILOT RECRUITMENT & RETENTION

SB presented the report and outlined the challenges regarding recruitment and retention of pilots. NPAS have held a number of working groups of pilots who have rewritten the advert and addressed other issues which are now being managed by a Gold group chaired by the Chief Operating Officer. NPAS have now received a positive number of applicants and are starting to re-attract military pilots who had previously been recruited by Air Ambulance. SB advised pilots on a West Yorkshire Police contract had received an increase in salary of £7k which is a budgetary cost increase for the wider service of approximately £440k.

 OD advised an application had been submitted to the CAA for NPAS pilots to fly beyond age 60 and await a formal response.

Action 30.5 – OD to obtain a formal update from the CAA before escalation by CC Robins.

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Resolved:

To note the report

12. FLEET REPLACEMENT BUSINESS CASE UPDATE

Glenn Shelley presented the report and advised NPAS continues to work with the Home Office and the NPCC Aviation Working Group. One of the key areas for further development was the Economic case and to look at the benefits of air support, NPAS have been working with Deloitte to produce this analysis. GS advised the Home Office had shared the Business Case with the Defence Science and Technology Laboratory (DSTL) and NPAS have now received their feedback and are currently working through this.

GS advised NPAS had included within next year's capital programme an estimate of the first payment that will be required to commence the fleet replacement process in 2021. KJ advised she had received the latest iteration and this would be submitted to the Home Office. RM requested that the Home Office respond as soon as possible and NPAS require a positive response to the request for funding.

Resolved:

To note the update

13. FIXED WING UPDATE

Ollie Dismore, Director of Operations presented the report and advised the National Airworthiness Review Certificate (NARC) had not been issued



Steph McKenzie (NPAS Head of Technical Services) advised the reason the NARC had been put on hold by the CAA was due to a time difference between when the modifications were put on the aircraft and when the certificates for the parts to be used on the aircraft were signed off. The CAA have provided a summary of work that needs to be completed with Airborne Technologies (ABT) prior to issuing the NARC. This will affect the timeline for issuing the NARC on the three remaining airframes.

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NPAS are to formally raise their concerns regarding EASA regulations with the CAA. [REDACTED]

Resolved:

To note the report

14. NPAS REVENUE OUTTURN POSITION

Ruth Langley presented the revenue monitoring report which shows early savings of £285k as at 31 July 2019.

The report detailed the adverse variances which included an overspend on spare parts and labour of £98k. NPAS and the West Yorkshire Finance Team continue to work closely with the maintenance provider Airbus Helicopters (AHUK) to improve forecasting in this area. The new maintenance contract will also bring improvements in this area.

RL advised the estimated outturn position is a projected underspend of £871k which is mainly due to the delays with the fixed wing airframes not coming on line and challenges experienced in year in recruiting pilots.

Resolved:

To note the financial position of NPAS as at 31 July 2019

15. CAPITAL PROGRAMME UPDATE

Glenn Shelley, Head of Business Services presented the capital report in respect of capital plans for 20/21 and future years.

GS advised NPAS are currently developing a business case for the purchase of a mission simulator for crew training and this had been included within the capital programme. The Business Case will be presented to the board in due course.

Resolved:

Members approved the submission of the 20/21 Capital Programme to the Home Office

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

NPAS continues to make representation to the Home Office and remains closely engaged.

Action 30.6 – OD to prepare a letter to be sent to the Programme Director on behalf of PCC Mark Burns-Williamson and CC John Robins proposing a solution as outlined above

17. FINANCE MOU

Ruth Langley presented the report and advised a Memorandum of Understanding (MOU) had been prepared to assist with budget monitoring and to ensure collaborating forces submit invoices in a timely manner in order that expenditure is accurately recorded. It was suggested to include Appendix 6 of the Collaboration Agreement within the MOU regarding dispute resolution provisions.

**Resolved:
Agreed that the Memorandum of Understanding is sent to all forces for signing**

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18. ANY OTHER BUSINESS

MBW advised that the next meeting would take place on 16 December and would be held at Sovereign House Conference Room. Delegates were requested to advise NPAS if they are attending the meeting in person to enable access via the security barrier.

Mike Lewis

MBW advised members that ML would be leaving his role early November 2019 and taking up a new position with West Midlands Combined Authority, MBW wished ML all the best for his new role and thanked him for his input.

**Date and time of next meeting: 16 December 2019 - 13:00 – 16:00
Sovereign House, Carr Gate, Bradford Road, Wakefield, WF2 0QD**