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**MINUTES**

**NATIONAL POLICE AIR SERVICE (NPAS)**  
**NATIONAL STRATEGIC BOARD (MEETING NUMBER 29)**

**27 June 2019**

**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
T/CC John Robins QPM (JR)	West Yorkshire Police – T/Chief Constable
Ch. Supt Scott Bisset (SB)	NPAS Chief Operating Officer
Ollie Dismore (OD) - (by phone)	NPAS T/Accountable Manager/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
Steph McKenzie (SM)	NPAS Head of Technical Services
Mark Reeves (MR)	Head of Accountancy - West Yorkshire Police
CC Rod Hansen (RH) - (by phone)	Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region
PCC Dafydd Llywelyn (DL)	Dyfed-Powys Police – South West Region
PCC Barry Coppinger (BC) - (by phone)	Police and Crime Commissioner for Cleveland - North East Region
PCC John Campion (JC)	Police and Crime Commissioner for West Mercia – Central Region
Mike Lewis (ML)	Regional Policy Officer – West Midlands Central Region
DCC Rob Nixon (RN) - (by phone)	Leicestershire Police – Central Region

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DAC Laurence Taylor (LT)	Metropolitan Police Service – London Region
PCC Peter McCall (PM) – (by phone)	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 (DM) - (by phone)	Sussex Police – South East Region
Richard Brandon (RB)	National Aviation Project Manager, Cambridgeshire Constabulary – South East Region
Steven Jones (SJ)	NPAS Assistant Operations Director - North West Region
Robin Merrett (RM) – MOPAC (by phone)	Mayor’s Office for Police and Crime (MOPAC)
Greg Easter (GE)	Policing & Fire Directorate, Home Office
Shalika Bukhari (SB)	Policing Directorate, Home Office
Jenny Walker (JW)	NPAS Head of Communications & Marketing
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

**APOLOGIES**

<b>NAME</b>	<b>REPRESENTING</b>
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
CC Stephen Watson (SW)	South Yorkshire Police – Chief Constable - North East Region
DCC Nav Malik (NM)	Deputy Chief Constable – Operational Communications in Policing (OCiP)

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.

Chief Superintendent Scott Bisset, DCC Rob Nixon , ACC Dave Miller and Jayne Sykes introduced themselves as new Board members and provided a brief summary of their previous/current roles. JR expressed his thanks to Ch Supt Joyce for his service as Head of NPAS and ACC Steve Barry for his support as a former Board member.

**Action 29.1 – A letter of thanks to be sent to ACC Steve Barry for his support as a Board member**

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**1. APOLOGIES**

Noted and recorded.

**2. DECLARATIONS OF INTEREST**

No interests were declared.

**3. MINUTES OF MEETING HELD 28 MARCH 2019**

Minutes were agreed.

**4. ACTIONS**

See Action List for updates.

**5. FIXED WING UPDATE**

Chief Superintendent Scott Bisset presented the report which focused on the introduction of the aeroplanes into service. It set out NPAS' plans for their operation as part of the delivery of national air support.

The Board received an update on aircraft three and four which had recently been flown from Austria to NPAS Doncaster. These aircraft were now under NPAS control and would remain at NPAS Doncaster. NPAS had facilitated this move through a Contract Change Notice (CCN) [REDACTED]

The report outlined the benefits of the Fixed Wing aircraft which included a high in flight speed and good endurance. The report set out a number of stages in the development and certification of the aircraft to move towards full operations. The Board questioned limited operations and asked for further detail to be provided on this in subsequent papers. The Board were keen to see the aeroplanes operational as soon as possible as part of a blended aviation service.

The Board discussed the opportunities for learning from elsewhere in the development and operation of the aeroplanes. Chief Superintendent Bisset offered to take this forward.

There was also discussion on the use of Forward Operating Bases and how this would work in practice and the costs associated with it. The Board also considered the future of Cardiff Airport as a potential base, noting a previous decision to suspend further development of this as an option.

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The Board acknowledged that subsequent reports should look at the feasibility of Cardiff Airport as a potential base.

**Action 29.2 – An updated paper to be brought to a future meeting outlining deployment resources and what limited flying looks like together with a breakdown of costs**

**Action 29.3 – to discuss with other partners such as Northern Ireland any learning in respect of fixed wing airframes**

**Action 29.4 – to review the option of Cardiff Airport again as a base in further detail and bring a paper back to a future Board**

**Resolved:**

**To note the update.**

**6. RETURN OF EC135 T2+ HELICOPTER FROM OSLO POLICE DISTRICT**

Steph McKenzie, Head of Technical Services, presented the report which set out that an aircraft previously on loan to Oslo Police District had been recently returned to NPAS. The aircraft is in the process of being taken under NPAS regulatory control and will enter into storage at AHUK until a decision is made on its future.

SM set out that the aircraft had a very high number of flying hours and there would be considerable cost to bring it into the NPAS operational fleet. These costs were currently being discussed with NPAS' maintenance provider. It would also take a considerable period of time in order to prepare the aircraft for operational use. The aircraft has a MX15 camera installed which is not compatible with the wider NPAS fleet. NPAS are looking at options for the camera and the helicopter itself and will provide further detail at the next NPAS National Strategic Board.

The Board noted that the aircraft would be used by Cranfield University as part of a technical study which would generate income for NPAS.

**Action 29.5 – A further report to be provided outlining the options in order to decide the best combinations**

**Resolved:**

**To note the report.**

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**7. NPAS REVENUE OUTTURN POSITION**

Mark Reeves (ERP Programme Director) presented the revenue monitoring report which highlighted an underspend position of £181k as at 31 March 2019.

The report detailed the adverse variances which included an overspend on spare parts. The Board heard that NPAS is continually looking to improve working processes in this area to both minimise cost and improve financial forecasting.

The Board then discussed the current recruitment position and in particular the issues currently being experienced in recruiting and retaining pilots. The Board heard that the current salary offered by NPAS was not competitive in the market place and this was a significant part of the issue. NPAS are continuing to work in this area both specifically in respect of pilots but also improving broader recruitment plans. NPAS are running a TFO campaign and seeking agreement from all forces to advertise secondments as this is not happening in some forces. A Strategic Workforce Plan has now been put in place to address the issues.

**Resolved:**

- i) To note the financial position of NPAS as at 31 March 2019.**
- ii) To approve the underspend be carried forward into 2019/20 and to be held in a reserve.**

**8. CAPITAL PROGRAMME UPDATE**

Glenn Shelley, Head of Business Services presented the capital report in respect of final capital expenditure in 18/19 and highlighted the capital plans for 19/20.

**Resolved:**

- i) To note the final 18/19 capital position**
- ii) To approve the revised capital budget for 19/20**

**9. FLEET REPLACEMENT BUSINESS CASE UPDATE**

Glenn Shelley presented the report and provided an update of the work to date in the development of a Business Case for the replacement of the NPAS fleet.

The Board were advised that following the formal submission of the Strategic Outline Business Case, NPAS had received positive feedback from the Home Office and continue to work closely with them around the next steps. NPAS have commissioned Deloitte to assist with the development of the Business

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Case and focus particular attention on the Economic Case including cost benefit analysis.

The Board discussed the increasing maintenance costs and noted the urgency around decision making in order to procure five new airframes.

**Resolved:**

- i) To note the update**

**10. NPCC AVIATION STRATEGY & UPDATE**

Chief Constable Rod Hansen, NPCC Aviation Lead updated members in relation to the development of a new National Air Support User Requirement and a ten year Police Aviation Strategy.

Members were advised the User Requirement was based over 4 stages. The Board discussed the distinct lack of the view of Police and Crime Commissioners and felt broader engagement would be beneficial from an early stage

**Action 29.6 – RB to provide a briefing note for Police and Crime Commissioners via the APCC to provide reassurance and understanding around the process and to have broader engagement with Police and Crime Commissioners from an early stage**

**Resolved:**

- i) To note the update**
- ii) To note and comment upon the draft National Air Support User Requirement**
- iii) To note and comment upon the draft NPCC Police Aviation Strategy 2019-2029**

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

Steve Jones, Assistant Operations Director presented the report and highlighted the challenges linked to the delivery of the project which remain operational and fiscal. NPAS continues to work with the Home Office (the Programme) to explore and understand how it will mitigate the collapsing timeframe to install the devices into the NPAS fleet.

**Resolved:**

- i) To note the update**

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**Action 29.1 - The Chair of the NPAS Board to write to the Programme Director regarding the full business case detail and apportionment of costs and key issues after the meeting has taken place on 2 July**

**12.NPAS NATIONAL PERFORMANCE REPORT**

Ollie Dismore, Temporary Accountable Manager presented the report which summarised NPAS performance across specific Service Delivery areas such as cancellations, declines, actioned calls, SLA response times and outcomes. Future iterations will include detail around the maintenance contract post October 2019. The report was welcomed in terms of regulatory reporting.

**13.ANY OTHER BUSINESS**

**North Weald**

The build will be complete early August 2019 and operations will commence shortly after.

**IT Network**

The contract has now been signed which will allow digital transfers and NPAS employees will be able to access all systems in a timely manner.

**Date and time of next meeting: 26 September 2019 - 13:00 – 16:00  
Bishopgarth House, Carr Gate, Bradford Road, Wakefield, WF2 0QD**