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MINUTES

NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 28)

28 March 2019

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
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
Ruth Langley (RL)	Finance & Commercial Services Director - West Yorkshire Police
CC Rod Hansen (RH)	Chief Constable NPCC Aviation Lead - Gloucestershire Police – South West Region
Gary Thompson (GT)	Chief of Staff – Gloucestershire 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 Craig Naylor (CN) on behalf of CC Bill Skelly	Lincolnshire Police – Central Region

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DAC Laurence Taylor (LT) – (by phone)	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 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
Steven Jones (SJ)	NPAS Assistant Operations Director- North West Region
Robin Merrett (RM) – MOPAC	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
PCC Dafydd Llywelyn (DL)	Dyfed-Powys Police – South West Region
Charlette Holt-Taylor (CHT)	Home Office
CC Giles York (GY)	Sussex Police – South East Region
Janine Nelson (JN)	Solicitor, Legal Services, West Yorkshire Police
CC Stephen Watson (SW)	South Yorkshire Police – Chief Constable - North East 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.

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2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF MEETING HELD 31 JANUARY 2019 AND 12 DECEMBER 2018

Minutes were agreed. JC highlighted that he was the PCC for West Mercia and not West Midlands which has now been amended. In respect of the minutes from the Budget Setting meeting held on 31 January 2019, JC requested that the additional wording be added regarding dampening the budget by equally increasing 2018/19 contributions of all forces. The minutes have now been amended to reflect this.

4. ACTIONS

See Action List for updates.

5. NPCC NATIONAL STRATEGY

NM and RB gave a presentation around the work of the NPCC Aviation Review Group and passed thanks to TJ, GS, OD, the Home Office and colleagues who have been part of the task and finish group to look at issues around the NPCC aviation strategy and NPAS.

RB stated that the ten year strategy for NPCC police aviation will be a tiered approach and will have defined stages with clear parameters and timescales. Stage one will be completed during the next 18 months and NPCC will clearly define what is to be achieved during that time. The review was due to be completed by April 2019, however HMICFRS have now given a dispensation to allow an extra two months to complete this piece of work.

RB advised members that the intention is to go back to Chiefs' Council on 17 & 18 April to engage with Chief Constables around the next phase, which is to consider the future of borderless air support for England and Wales. RB stated the priorities for discussion will be the development of effective and transparent governance arrangements that build satisfaction and confidence in the air service provided. RB reiterated that this work was to support the long term operational delivery of a service that is considered effective and meets the highest threat, harm and risk. RB advised there is also a need to maximise future opportunities for collaborative working with the Maritime & Coastguard Agency (MCA). RB acknowledged that all resources need to be maximised to deliver the highest service availability. This included utilising the fixed-wing airframes effectively, enhancing tactics nationally and looking specifically at drone governance.

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JC asked if there could be more explicit reference to the public and the fact that the public see air support as a tactic to reduce crime and wanted to see a stronger link as to what the outcome and benefit of the investment is.

MBW stated that NPAS are looking at delivery models used by other national services that may meet the changes required. NPAS had previously submitted a bid via the Police Reform & Transformation Board (PRTB) but due to changes to funding it was unclear whether that would go forward. MBW advised he had spoken with Susannah Hancock (Chief Executive, APCC) and CC Sara Thornton (NPCC President). He was led to believe funding would be made available for the work to be undertaken and would be pressing for that.

RB stated that the NPCC Aviation Working Group are working closely with NPAS to consider the current costs incurred. Over half of the budget is spent on operational flying costs, forty per cent on people with only ten per cent on management staffing. In his opinion there was not much capacity to reduce the cost under the current model. [REDACTED]

[REDACTED] The Group continues to work closely with NPAS on service delivery targets and the Group options for the future operating model that would require National Board consideration.

RB advised that the Group are working closely with NPAS to define what the tasking process will look like for the fixed-wing aircraft. [REDACTED]
[REDACTED]

It was acknowledged that there needs to be a review of the current funding model and to look at whether 'top slicing' was a potentially viable option. The Aviation Review Group is hopeful that there may be an independent review to look at an alternative funding formula that delivers a 'three year settlement' for the service, enabling more effective financial forecasts. One other piece of work hopefully to be commissioned will be an independent review of governance, looking at the lead force model and whether NPAS be delivered and managed differently.

RB advised that the Group see drones being a local force-owned capability and delivered and trained locally. The Group believed that there should be a national Safety Management System (SMS) which interfaces with current NPAS safety oversight that tracks current police air support assets. This oversight would mirror the current system by ensuring if an incident occurs in one force the information is shared with other forces to prevent the same incident recurring.

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[REDACTED]

JR stated that the Working Group are proposing suggestions to NPAS and care needs to be taken around the language that is being used. NPAS are not looking at implementing a change programme. These are NPCC discussions around potential future options together with suggested collaborative opportunities that NPAS may or may not wish to consider.

[REDACTED]

TJ advised the [REDACTED]
[REDACTED] TJ stated he can see clear benefits for the current provider to explore how it can provide additional services but urges any communication around the work needs to be refined with careful use around some of the language.

RB stated support from the NPAS National Board would be required to undertake this work and other key stakeholders together with NPAS staff.

[REDACTED]

[REDACTED]

MBW thanked RB and NM for the presentation given. AS asked about working with the MOD and wider thinking. OD advised NPAS are engaging with the Defence Helicopter Flying School and the first meeting took place prior to

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Christmas with scheduled six monthly meetings. OD stated the MOD operate a different variant to NPAS but are under the same maintenance contractor and where there is synergy NPAS will take advantage of it. AS raised concern over drone operation as they would be unable to operate in cities.

RM stated that London does have some unique and special demands and need to ensure the needs of London are met and stated the challenge with drones is how to maintain vision of effective central control and guidance.

JR stated that the availability, performance and response times for London have improved significantly over the course of the last six months and asked if this message could be fed back. JR acknowledged there is a genuine understanding that the London requirement is different and the funding requirement may be different in the future and would welcome if the strategy and the user requirement could reflect this.

LT accepted that drones may be challenging but acknowledged that they could free up rotary aircraft elsewhere within the country. LT requested when the funding formula for air support review element of the NPCC review might first report.

KJ advised the majority of the feedback from the consultation responses was that forces wanted to wait until the aviation review had reported and there had been a national piece of work on funding models and the CSR piece around demonstrating the value of air support had been done. After this point there was an assumption that changes in any funding model would be considered. Those three pieces of work remain ongoing and NPAS/WYP have not started another piece of work on the funding models until those pieces of work are complete.

MBW advised he is constantly contacted by forces regarding NPAS contributions and the current model had received the majority of the support. MBW stated his view would be to move to a top slicing/reallocations sustainability model in the future.

RH stated from an NPCC perspective the requirement is to offer a strategy and a user requirement for NPAS. In terms of the funding model there needs to be clear guidance as to whose mission it is to come up with a model. KJ advised that Chief Constables and Police and Crime Commissioners were advised there would be some costed options put together by the NPCC Aviation Review team and NPAS which was why people had been reluctant to respond to the funding model consultation. If the change in strategy is different NPAS would need to make it clear that there would not be a drastic change so they can respond to

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the funding model consultation knowing what they are responding to is not going to change. RH advised the strategy is within a few months of ratification and will then consider how it will then be funded to ensure the governance is correct.

Action 28.1 – RH, GS, KJ, JR, NM and RB to meet to discuss a clear timeframe around what needs to be done over the coming months

LT stated the urgent need to define what the user requirement is and what it will cost to deliver the service as expediency is the key from an MPS perspective.

JR advised there was now a clear direction on the strategy and the user requirement and agreed the future governance model requires joint work and welcomed the NPCC views on the existing funding formula model. JR advised his personal opinion is the future funding model should be a direct revenue grant from the Home Office.

JC stated there needs to be a medium term settlement with the Home Office and agreed there needed to be stability.

BC asked for clarification around the aircraft patrol areas and if there were some flexibility. RB stated they were for illustrative purposes only to try and paint a picture of how they might fill some of the gaps but nothing definite and remained work in progress.

GE asked if the artificial intelligence points could be brought forward. RB advised he is meeting with the College of Policing and is in the process of drafting an operational guidance document for air support which will provide definitive points of reference as to how to best use air support and how to link in to the existing APP and hopes to have this work completed by July. RH advised he is due to meet with Mike Cunningham from the College of Policing.

PM stated whilst agrees with MBW around top slicing, it would be the easiest model from a small force perspective but would be wary of this as top slicing does seem to favour the larger forces and there would not necessarily be universal support for top slicing.

6. FLEET REPLACEMENT BUSINESS CASE UPDATE

GS advised the Strategic Outline Business Case (SOBC) had now been submitted to the Home Office with a caveat that the National Strategic Board members had not yet seen the final version and there could be amendments to be made. GS advised that Board members have been supplied with various

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iterations of the business case and have been supportive of the general policing fleet.

RB gave a short presentation around articulating in the business case the need for change. He advised he would summarise the benefits of bringing new aircraft into the fleet, the value to the public and the impact in terms of supporting the fight against crime. RB stated that evidence shows the NPAS fleet is ageing and procurement of a new helicopter would take approximately three years. None of the helicopters in the NPAS fleet are younger than 12 years. RB stated a brand new helicopter would be available around 85% of the time and once it gets to ten years old the availability drops by another 30%. In order to deliver 96% availability NPAS would have two aircraft that are available approximately 60% of the time and a 24% overlap.

If NPAS bring new aircraft into the fleet there would be a number of benefits. In the first few years parts are warranted, maintenance intervals are turned around quickly and parts do not need replacing. By bringing in five new aircraft each delivering 85% availability is the equivalent of adding a whole additional aircraft to the fleet.

GS advised NPAS are seeking to implement a limited programme of fleet replacement over the next CSR period. Phase 2 of the business case will be to look at the longer term future of the wider fleet and what does that look like. NPAS have looked through the different options for aircraft replacement and feel that five represents the best balance between affordability and the increase in availability. The initial market engagement conducted by NPAS looks at the cost of a fully equipped helicopter to be around £7.1m, the total requirement would be just over £35M with delivery around 2022/23. NPAS were also asked to look at what contribution could be made from their capital programme and the figure is around £7m p.a. NPAS have assumed £.75m per aircraft for selling an existing airframe.

GS advised he continues to liaise with the Home Office around the next steps and the need to be continually aligned with the work of the NPCC and what the future of air support looks like and would be looking to amend the business case after taking on board feedback and then move towards preparing for procurement.

AS requested more information around the costings and asked that the actual cost of the airframe be broken down and what the cost of the actual equipment is and the cost of installation. OD advised until NPAS go into formal procurement, the figures are indicative prices and are based on recent procurement by other organisations and on the retail price list for the

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companies concerned. OD advised he would provide a summary to NPAS Board members following the meeting.

Action 28.2 – OD to provide a summary to Board members around the costings of the airframes

OD advised one of the benefits of procuring five aircraft would be NPAS could populate three bases with the high-level availability that NPCC is seeking.

TJ stated at no point has anyone predetermined that the replacement aircraft would be EC135s. NPAS will follow a full procurement process which would be overseen independently by the Procurement Department and whatever aircraft comes out NPAS must be seen to demonstrate the most effective use of public money which could show a different variant. TJ raised concern that there appeared to be an assumption that NPAS would be operating EC135 airframes which is not necessarily the case.

JC advised he was pleased to hear that the cost benefit analysis would be included within the SOBC and agreed that this work had to be done. JC asked that as NPAS record reasons for declining calls for service which are separated in avoidable and unavoidable reasons, could NPAS include a table which shows the unavoidable tasks. JC stated he was very supportive and acknowledged that the SOBC was well written.

Action 28.3 – GS to include a table within the SOBC showing unavoidable tasks.

RM supported the comments above and agreed the paper was well rounded and there was an urgent need for five new aircraft and urged NPAS to progress the SOBC.

GE stated he was happy with what he had seen so far and for the SOBC to be progressed but stated policy remains at this time the Government seeks to set a three year CSR over the summer which would be applied to any request for funding. GE stated he would like further work on the commercial models around questions relating to buying and leasing. GE advised the Home Office are aware that a couple of years ago Scottish Government took a different stance to the third model and chose a different procurement model and will need to see the lessons learnt from that and to draw out the benefits more. GE stated he does envisage resource costs increasing as well as capital costs for buying the aircraft and will carry on engaging with GS.

AS stated that police forces use helicopters worldwide which are single engine helicopters and are half the cost which needs to be taken into account. The ability to hover is very expensive on fuel and hard on the airframe and approved

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the purchase of another five aircraft and any additional aircraft to increase the fixed wing fleet.

Action 28.4 – GS to include comments raised today to be reflected in the SOBC

LT stated the MPS is different and they do have a regular requirement to hover and therefore does not believe a fixed-wing would provide what would be required in London.

MBW thanked GS for the work undertaken to get to this stage. It was agreed to finalise the current SOBC and to formally submit to the Home Office within the next two weeks in order for the Home Office to have sufficient time to consider.

7. FIXED WING UPDATE

OD advised the Contract Change Notice (CCN) had now been signed and airframes 1 and 2 were now under NPAS' airworthiness control. There is approximately three months of work to be done in order to get the aircraft on to a National Airworthiness Review Certificate (NARC). NPAS are working on a timescale of August 2019 for the aircraft to commence flying, doing the route providing and being visible to forces. Once that work has been completed NPAS will require the Civil Aviation Authority (CAA) to sign off the operational side which is expected around November 2019 for aircraft to deliver operational tasks.

OD advised a far more detailed plan will be brought to the Board in June in terms of how the fixed wing will be deployed in practice [REDACTED]

[REDACTED]

NPAS will start the acceptance process for aircrafts three and four at the end of April to bring the aircraft over to the UK from Austria and put them under NPAS' control.

JC raised an issue with the risks [REDACTED]

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[REDACTED]

OD advised the aircraft have been certified for Flight into Known Icing (FIKI) and the performance issue has been resolved. The delay has been around provenance of parts including the icing boots on the wings which have now been certified by the European Agency for FIKI [REDACTED]

JC asked that NPAS address the lessons learnt. OD advised that aircraft (both aeroplanes and helicopters) have been previously purchased from integrators as opposed to the aircraft manufacturer and the future direction would be to buy the aircraft with the options direct from the original manufacturer.

8. NPAS MAINTENANCE PERFORMANCE

OD advised Board members that the new maintenance contract comes in on 1 October 2019. NPAS already track a number of metrics under the current contract and have seen a significant improvement in aircraft availability over the past six months. OD advised the next stage of the process for the new contract is a meeting with Airbus Helicopters (AHUK) on 9 April to set the KPIs.

TJ reassured members that future papers will have the indicators in trends and any opportunities which focusses on the key areas of risks.

Members noted the update provided and agreed that NPAS Maintenance Performance becomes a standing Agenda item to include financial performance on contract delivery post October 2019.

Action 28.5 – MJ to add NPAS Maintenance Performance as a standing Agenda item

9. NPAS HELICOPTER MAINTENANCE CONTRACT

OD advised the timescale for awarding the maintenance contract fell outside the cycle of board meetings and was now in a position to bring a more detailed paper back to board members for discussion and approval which has been through significant scrutiny with the Local Strategic Board.

The existing maintenance contract expires in September 2019 which has been based around best endeavours in terms of aircraft availability rather than a defined output. The new maintenance contract has a very clearly defined output which is scalable. OD advised that one of the delays was due to going back to the bidders to ask what impact scalability would have on pricing for the

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new contract. [REDACTED]
[REDACTED]
[REDACTED]

KJ advised members that at the January budget setting meeting a commitment was made to provide significant challenge which has been done through the Local Strategic Board and this is a very positive picture in terms of what the new contract will do in terms of availability for NPAS which has been a significant issue.

Board members noted the update provided and were content for MBW to sign the contract once presented by procurement.

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

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED]

Sky Assure – to see whether the ground based network could provide sufficient cover for aircraft. [REDACTED]

[REDACTED] The Programme has taken the provision of dedicated air to ground network into core cost at £64.2m and accepted that as the core cost of the project

Aircraft Communication System tender (ACS) - The tender for the devices has now been released which will provide the actual devices during the early part of 2021 to be fitted to the aircraft. NPAS are supporting the Home Office in evaluating the bids together with the Ambulance Radio Programme. The Home Office are looking to award in May/June 2019 but won't see devices becoming available until Q1/2021 with the bulk of the devices in Q3/2021.

Accelerated Installation (AI) – National shutdown (NSD) is scheduled for December 2022 which leaves 18 months to install the devices into the aircraft.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] [REDACTED]
[REDACTED]
[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

SJ advised NPCC are not prepared at this stage to sign off the business case until the end of the year.

AS queried the cost of the fitting. OD stated the aerial positioning is critical on the airframe and is different technology to what NPAS currently have. The actual device cost is in the region of £60k plus fitting, as NPAS now have a preferred bidder and the contract has been awarded, NPAS will be able to get firm prices for the integration work.

AS stated he would like an independent expert to have a look at the costings.

Action 28.6 – OD to review the ESN costs as requested by AS

RM advised he attended the recent Programme Board for ESMCP which had appeared more positive and were hoping to get the full business case in by the end of the year but felt it was highly optimistic to be turning off Airwave by December 2022. OD stated the risk lies with the Programme, at present NPAS are running with three aircraft offline for major modification programmes all of which will be completed by the summer. Should NPAS have three aircraft going through ESN NPAS would not be in any worse a position than currently. OD advised that the aircraft currently on loan to the Norwegian Police in Oslo is due back early summer but there is an opportunity to bring it back into the operational fleet rather than being a training asset. The airframe would need some modification fitting such as cockpit voice recorder.

Board members noted the update provided.

11. BUDGET REVENUE MONITORING REPORT

RL updated members on the revenue budget position for NPAS which shows an estimated overspend position of £338k as at 31 March 2019. The overall expenditure budget for NPAS equates to £40.5m, offset by contributions of £40.5m to bring this to a balanced budget for 2018/19. NPAS SLT are aware of the projected overspend and have looked across the areas as set out in the Section 22 Agreement.

In identifying variations helicopter costs are forecast to overspend by £345k due to increases in fuel costs. JC asked that Appendix A be amended to 'fleet costs' as opposed to 'vehicle fleet'.

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Action 28.7 – RL to amend Appendix A (NPAS Outturn) to show Fleet Costs as opposed to Vehicle Fleet

Travel and subsistence is forecast to overspend by £122k, some costs in relation to capital projects may be removed into capital to reduce the overspend.

RL advised there is an underspend on pay and allowances of £542k due to significant costs being moved into capital. Training is forecast to underspend by £243k mainly due to delays in the procurement of the mandatory pilot instrument rating courses which will now fall into 2019/20.

CN asked if NPAS have the capability within next year's budget to make the savings. RM advised that NPAS SLT have been working on reducing costs where possible. Budgets have been examined to look for potential savings to mitigate the overspend and NPAS are only purchasing items where this is required for operational purposes.

TJ advised that RB and NM had suggested a zero base budgeting review next year and will be looking at what is the service that is required and bringing back to members a programme of change showing the indicative levels of service and reduction in cost. TJ added that modelling work was currently being commissioned that follows the same methodology as the NPAS Programme of Change i.e. for any potential variations in the delivery model it would provide indicative levels of service against anticipated cost reductions. Members previously endorsed this approach as it provides transparency for all stakeholders.

Board members noted the financial position of NPAS and approved the overspend be carried forward into 2019/20 with the option of future possible savings covering the overspend.

12. MEDIUM TERM FINANCIAL FORECAST (MTFF)

RL advised this was the first time a Medium Term Financial Forecast (MTFF) had been produced for NPAS.

The MTFF currently shows NPAS with a funding gap of £2.403m in 1920/21 and permanent savings of £4.062m would need to be made by 2022/23.

The main reasons for the £2.403m deficit is due to an increase in pay costs of £1.446m which includes an increase in pension costs of approximately £800k

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plus additional costs for the fixed wing FTEs at NPAS Doncaster for when the base becomes fully operational. The IT contract has increased by £306k which will be capitalised in 19/20. Across the contracts there is an increase of £1.3m which has reduced slightly by assuming a 2% increase from forces on the current contributions in 19/20 to bring into £2.4m deficit by the end of 2021.

The MTFF assumes 14 bases plus 3 forward operating bases. The return of the Oslo aircraft will increase the NPAS fleet and increase the cost to NPAS and see a reduction in income next year.

FS queried the loss of income of £77k associated with the return of the Oslo aircraft coming back into the NPAS fleet in 19/20. TJ advised the indicative cost is £600k and it would take approximately 18 months to convert the aircraft which is not funded. The NPAS team are looking at working out the amount of time it would take to bring the aircraft back into the NPAS fleet and are also making enquiries with an aviation broker to ascertain the sale value. This work would provide the Board with the information provided to determine the most effective use of the aircraft whether it is re-introduction to service or disposal.

JR stated it was useful for the Board to see the MTFF and that NPAS are working with NPCC to see how to minimise costs.

MBW stated it was important the NPCC Aviation Working Group complete their review in order to look at the costs that provide a certain level of cover that forces would expect and to realise the cost pressures.

JC stated that he did not feel we are as efficient as we can be and are reliant on the NPCC work.

JR stated he welcomed a zero base budgeting approach from NPCC which will provide some external scrutiny to look at the budgets.

Board members noted the report provided and the options will be worked upon regarding the outcomes over the coming months in order to reduce the deficit position for 20/21 and beyond.

13. CAPITAL PROGRAMME

GS advised members of the latest position in respect of planned capital expenditure in 2018/19 and the capital plans for 19/20. NPAS are still working to finalise the exact details of the 18/19 position but there is likely to be an underspend of around £1m against the Home Office grant of £15.2m. GS stated the significant variance was due to contractor payments relating to fixed wing slipping along with a delay with the build at NPAS London. The start of construction on site was delayed awaiting confirmation that 19/20 project costs

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would be supported. The initial estimate and project milestones were revised and are now substantially under the estimate initially provided to Board members. GS advised that £2.5m will be spent in 18/19 which means remaining monies will be required in 19/20.

GS advised that NPAS have been in an underspend position previously and the Home Office have allowed NPAS to pay the following years capital credits in year. Verbal assurance has been given from the Home Office that it is possible to pay 19/20 airframe credits from 18/19 which would provide the additional funds NPAS require in 19/20 to ensure the capital programme is funded.

Board members approved the revised Capital programme for 2019/20.

14. ANY OTHER BUSINESS

BC passed his thanks and best wishes to FS and CC Dee Collins upon their retirements. FS confirmed that this was incorrect in relation to him.

MBW advised Board members that CC Dee Collins had recently announced her retirement and on behalf of the Board wanted to pass on his thanks. CC Collins has been a long standing air certificate holder for NPAS and contributed to not only where NPAS is today but has made a huge contribution to policing spanning 32 years both in Derbyshire Police and West Yorkshire Police.

Date and time of next meeting: 27 June 2019 - 13:00 – 16:00 Bishopgarth House, Carr Gate, Bradford Road, Wakefield, WF2 0QD