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MINUTES

NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 24)

28 June 2018

PRESENT

NAME	REPRESENTING
PCC Mark Burns-Williamson OBE (MBW) – Chair	Police and Crime Commissioner for West Yorkshire police – Lead Local Policing Body
CC Dee Collins CBE QPM (DC)	West Yorkshire Police – Lead Local Chief Constable – Air Certificate Holder
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
PCC Barry Coppinger (BC) (by phone)	Police and Crime Commissioner for Cleveland - North East Region
CC Stephen Watson (SW)	South Yorkshire Police – North East Region
PCC John Campion (JC)	Office of the Police and Crime Commissioner for West Mercia – Central Region
Mike Lewis (ML)	Regional Policy Officer – West Midlands – Central Region
CC Simon Edens (SE)	Northamptonshire Police – Central 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
ACC Nav Malik (NM) – (representing CC Alec Wood)	Assistant Chief Constable – Cambridgeshire Constabulary – South East Region

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CC Andy Marsh (AM) – (by phone)	Avon & Somerset Police – South West Region
PCC Dafydd Llywelyn (DL) (by phone)	Police and Crime Commissioner for Dyfed-Powys – South West Region
Robin Merrett – MOPAC	Mayor’s Office for Police and Crime
Chartlette Holt-Taylor (CHT)	Home Office
Greg Easter (GE)	Home Office
Carl Dixon CB OBE (CD)	Deloitte – Financial/Commercial Advisor
Tim Jones (TJo)	Deloitte – Financial/Commercial Advisor
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

APOLOGIES

NAME	REPRESENTING
Janine Nelson (JN) – (by phone)	Solicitor, Legal Services, West Yorkshire Police
Cmdr. Matt Twist (MT)	Metropolitan Police Service – London Region
Fraser Sampson (FS)	Interim Chief Executive – Office of Police and Crime Commissioner for North Yorkshire
Mark Reeves (MRe)	Head of Accountancy - West Yorkshire Police
Dave Moxon (DM)	Protect & Prepare, CT Policy Lead
PCC Peter McCall (PM)	Police and Crime Commissioner for Cumbria – North West Region
CC Giles York (GY)	Sussex Police – South East Region
DCC Janette McCormick (JM)	Cheshire Police – North West Region
CC Alec Wood (AW)	NPCC – Cambridgeshire Police – South East Region
Steven Jones QPM (SJ)	NPAS Assistant Operations Director
Jenny Walker (JW)	NPAS Head of Communications & Marketing

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.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF MEETING HELD 1 MARCH 2018

Minutes were agreed and passed as an accurate record.

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4. ACTIONS

See Action List for updates.

MBW advised Board members this was CC Edens last meeting before retiring and wished him well and thanked him for his attendance and contributions to Board meetings.

5. FLEET REPLACEMENT BUSINESS CASE

MBW advised that a number of responses had been received from Chief Constables and Police and Crime Commissioners responding to the circulation of the draft fleet replacement strategic outline business case (SOC). MBW advised this was a first draft and had been prepared prior to the Counter Terrorism Co-ordination Committee meeting. At this meeting it was determined that both the agreed CT/Armed Service User requirement and proposed solution were to be classified as SECRET. This compelled tighter control over where and how the material could be shared, causing the redaction of the SOC.

Members were in receipt of a number of concerns forwarded by Police and Crime Commissioners and Chief Officers who were frustrated at the lack of information provided due to the classification of the paper. Members were broadly in support of the requirement but also recognised the necessity for scrutiny and further discussion.

DC advised that she would formally write to Assistant Commissioner Neil Basu to explain the classification of the document had caused concerns and to seek either a review of the classification imposed or a confidential briefing for Board members to enable appropriate challenge.

Action 24.1 – DC to write to Assistant Commissioner Neil Basu

GS gave a short presentation around the SOC explaining the role of specialist advisors Deloitte and Air Vice-Marshal Carl Dixon (ret'd) CB OBE FRAs. He summarised the business case document circulated, including the Treasury Standard Business Case model being followed.

GS advised that at this time there was no funding allocated to the fleet replacement programme. Early feedback from forces suggested funding of any requirement is among the most prevalent concerns.

A discussion took place and it was agreed to proceed to the next stage subject to Home Office approval

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Action 24.2 – Letter to be sent to all Chief Constables and Police and Crime Commissioners outlining the next steps

6. STRATEGIC RISK ASSESSMENT

TJ advised that a review of the NPAS Strategic Threat and Risk Assessment (STRA) had been completed and two new risks had been identified within the strategic threats:-

1. A lack of embedded type rating examiners, NPAS are required by the Civil Aviation Authority (CAA) to both instruct and assess pilots.
2. During the development of a Fleet Replacement programme that NPAS has insufficient fleet availability to deliver the current service requirement.

Board members noted the progress made against each action point and endorsed the 2018/19 revised STRA and Control Strategy.

7. FIXED WING UPDATE

OD advised NPAS had commenced the fixed wing acceptance process phase on 9 April 2018. Aircraft Two had visited NPAS Doncaster where over 13 flights it had demonstrated consistent acceptable single engine performance. The Civil Aviation Authority (CAA) are due to commence their assessment process on Aircrafts One and Two at the end of August 2018 and on Aircraft Three and Four at the beginning of December 2018. All four aircraft will be fully operational in Q1/2019.

Board members noted the update provided.

8. FLEET MANAGEMENT UPDATE

OD stated that there remained continued pressure on the NPAS fleet to sustain operations at the 14 rotary wing bases. The summer and autumn months have been identified as a critical pinch point with additional time critical modifications to the fleet over and above the 'business as usual' maintenance and upgrades which will result in a significant predicted shortfall against the number of aircraft required to populate each base. Board members were asked to consider a formal adoption of 'prioritisation' of bases within three phases. After consideration Board members expressed satisfaction with the way that NPAS considers the placement of aircraft in response to assessment of the threat, harm and risk deployment model. SE expressed concern that any deployment model based on 'threat, harm and risk' alone may not fully take into account the

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needs of more rural forces. DC explained the deployment process, advising that the model could properly be described as a threat, harm, risk and vulnerability model.

It was agreed that a joint communication on behalf of the APCC and NPCC be sent to forces to ensure they are informed of the critical pinch point during the summer period.

Action 24.3 – Forces to be advised of the pinch points during the summer months

NM advised that he was commencing discussions with Search and Rescue, Air Ambulance and the Military. TJ advised members of the regulatory prohibitions currently in force regarding delivery of police air operations and exemptions in place at critical need for the carriage of armed personnel by the MCA. Board members requested that formal confirmation is sought regarding the regulatory constraints.

Action 24.4 – TJ to write to the CAA to obtain formal confirmation regarding the regulatory constraints

Board members endorsed the adoption of the Priority Matrix and agreed that detailed oversight of aircraft deployment and response would be monitored by the Local Strategic Board and Independent Assurance Group (IAG). Board members are to be provided with regular reports during this period.

DL raised the equality of service aligned with the volume as an outlier and stated that his force requested NPAS infrequently and felt the model had been set which appeared to favour urban areas.

DC stressed the importance that forces continue to request the service of NPAS when assessment requires as it supports the user requirement and user demand. The consequences of not asking for air support was also highlighted particularly in relation to the Coroners case in West Mercia.

AM stated he was supportive of the threat, harm and risk model and asked if any modelling had been completed to show what the impact would be on forces under the current charging model. TJ advised the actioned calls for service model works on the assessment of the usage of the force in the previous year which is then revised around October and formalised by the Board in January. The specialist capabilities review team have recently had some funding principles endorsed by NPCC and NPAS are awaiting a report on how that may be applied.

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9. UPDATE ON CAPITAL SPEND 17/18

TJ advised that the paper had been discussed at the previous Local Strategic Board. NPAS had recently undertaken a review of the capital spare parts overspend against the forecast which was approximately £1.8m over 2017/18 but the actual spend was £5.54m. The Continuing Airworthiness Department had looked at this in detail and acknowledged that the 17/18 forecast was far too low and additional modification work throughout the year had not been budgeted for. NPAS will continue to develop more accurate forecasting for major component overhauls and have commenced a 'top 5' concern list enabling more effective analysis and cost/risk analysis.

Members endorsed the following activity:-

1. NPAS will continue to develop more accurate forecasting for major component overhauls;
2. NPAS will track costs via a 'Top 5' concern list enabling more effective analysis and cost/risk analysis;
3. NPAS has increased interaction with AHUK at the point of decision making to better balance the prioritisation of maintenance against fleet availability

10. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

OD advised that the Programme is currently undergoing a significant strategic review which will report within the Home Office in July. The review known as 'reset' will consider two options, incremental provision of products believed to be data based and secondly a complete or partial stoppage of the Programme. OD stated that some ongoing work streams with the Authority have been paused until the outcome of Reset is known.

Board members noted the update provided and the direction of travel

11. NPAS BOREHAM

TJ advised the landlord of NPAS Boreham had supported acceleration of the gravel extraction works on the site. He provided an initial assessment of the immediate Health and Safety concerns at the site when the utilities and roadway were removed by the landlord in Jan 2019. TJ provided an overview of the indicative cost of replacing utilities and a replacement entrance roadway. DC advised that the decision to redeploy staff and aircraft from NPAS Boreham to NPAS Lippitts Hill from a health and safety perspective had been made initially before a previous deadline of 4 May 2018. Relocating temporarily to

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Lippitts Hill provides an opportunity to determine the best way forward and has the minimum amount of disruption for both service delivery and the personnel.

Members noted the update provided and were in agreement with the decision to temporarily relocate the staff and aircraft to Lippitts Hill.

TJ advised that a revised estates strategy would be formally tabled for the Board's consideration once a decision had been made on the fleet replacement programme.

12. NPCC AVIATION WORKING GROUP UPDATE

NM provided an update regarding the progress of the NPCC Aviation Working Group in defining a clear and unambiguous 'National Aviation User Requirement'. NM advised that work is underway to publish a comprehensive ten year Police Aviation Strategy by March 2019. To date 36 forces have responded advising they require air support for high risk mispers, vehicle pursuits, major incidents, firearms and dynamic public order incidents. Forces will look to utilise drones for pre-planned less dynamic types of activity such as hydroponics. NM advised that the user requirement would be complete by the end of July 2018.

MBW advised that he is planning to hold a national police aviation event during the autumn and asked Board members whether a separate meeting relating to the CT discussion would be beneficial prior to the national event and submission of a business case. Board members were in agreement to this. NPAS continue to work closely with NM and the Aviation Working Group during the coming months.

KJ acknowledged this was an early draft but requested that NM and the finance team link in with KJ regarding financial inaccuracies within the paper. DC raised the issue regarding drones and advised at present there is no governance structure or funding for NPAS to become involved with the oversight of drones. TJ advised that once the baseline information is supplied by SB NPAS will review this as agreed.

Members noted the update provided

13. NPAS LONDON

GS advised there had been challenges in negotiating the lease with Epping Forest District Council but NPAS are now close to getting the lease signed. NPAS are in the process of writing to the Home Office to secure agreement for the funding required in 2019/20 as the investment will be required over two financial years. JC asked whether NPAS had captured the learning around

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this. GS stated a further paper regarding Cardiff would be brought to the Board incorporating the lessons learnt.

Board members noted the assurance sought from the Home Office regarding the funding requirement to complete the project in 2019/20 and endorsed that upon completion of the lease and approval from the Home Office that the contracts will be signed to commence the build.

14. BUDGET MONITORING REPORT

GS provided an update regarding the financial position of NPAS as at 31 May 2018 which showed an underspend position of £452k. The capital position shows a balance of £12.4m to spend.

Board members noted the financial position of NPAS as at 31 May 2018.

15. 2018/19 CAPITAL PROGRAMME

GS provided an update regarding the position in respect of planned capital expenditure in 2018/19. NPAS are working towards developing a business case to begin work on a new base at Cardiff airport. GS explained that the initial amounts that the Board had approved were part of a scoping exercise to develop the business case. A full business case will be submitted to the National Board for consideration and approval which will then be subject to submission for a capital bid in the next financial year. If the Board supported the business case and approved the build the significant cost would be in 2019/20.

Board members approved the updated 18/19 capital programme

16. ANY OTHER BUSINESS

Local Board Minutes

DC requested one amendment be made to the minutes regarding CC Charlie Hall who is to become the new Ops Committee Lead and in addition would be covering the role of NPCC Aviation Lead on a temporary basis whilst the permanent portfolio lead is identified.

Action 24.5 – MJ to amend the minutes to reflect the change above

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Strategic Governance

TJ advised that new Board members had been offered the opportunity to meet with their local Assistant Operations Director for their region together with a strategic brief from TJ. MBW advised that a letter had been sent to PCC Stephen Mold thanking him for his contribution as Board member for Central region.

JC advised that one element of the HMICFRS focussed around governance and requested that the recommendations and actions be sent to him. DC advised that it had been agreed at a previous Board that the strategic governance element would be one of the final items to be addressed due to the ongoing work programmes.

Action 24.6 – MJ to send the HMICFRS recommendations and actions to JC

Almondsbury

TJ advised NPAS Filton would be vacated due to being moved by the Landlord (BAE systems). The Landlord has identified a suitable property and the build is ongoing and is due to open on 19 November 2018. The Chief Constable and Police and Crime Commissioner for West Yorkshire are invited to the opening.

MBW congratulated DC who received a CBE in the recent Honours list.

**Date and time of next meeting – 20 September 2018 – 13:00 – 16:00
Carr Gate, Bradford Road, Wakefield, WF2 0QD**