



MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 7)**

11 December 2014

PRESENT

| NAME | REPRESENTING |
|--------------------------------------|--|
| Mark Burns-Williamson (MBW) Chair | Police and Crime Commissioner for West Yorkshire police – Lead Local Policing Body |
| Ch. Supt. Ian Whitehouse (IW) | NPAS Accountable Manager |
| DCC John Robins (JR) | West Yorkshire Police – Representing T/CC Dee Collins |
| Sophie Abbott (SA) | T/Chief Finance Officer – West Yorkshire Office of Police and Crime Commissioner |
| Ollie Dismore (OD) | NPAS Director of Flight Operations |
| T/Commander Keith Surtees (by phone) | Metropolitan Police Service (CT) – Representing AC Mark Rowley |
| Anthony Stansfeld (AS) | Police and Crime Commissioner for Thames Valley - South East Region |
| CC Suzette Davenport (SD) (by Phone) | Gloucestershire Police - South West Region |
| Ron Ball (RB) | Police and Crime Commissioner for Warwickshire – Central Region |
| CC David Jones (DJ) | North Yorkshire Police – North East Region |
| ACC Andy Frost (AF) | Northants Police – Central Region Representing CC Neil Rhodes |
| CC Mark Polin (MP) | North Wales Police – North West Region |
| CC Alex Marshall (AM) | CEO College of Policing |
| Fraser Sampson (FS) | Chief Executive & Solicitor – Office of Police and Crime Commissioner for West Yorkshire |
| Linda McMullan (LM) (by phone) | Director of Commercial and Finance – Metropolitan Police Service (MPS) (by 'phone) |
| Supt. Richard Watson (RW) | NPAS Director of Ground Operations |
| PCC Barry Coppinger (BC) | Police and Crime Commissioner for Cleveland - North East Region |
| ACC Ian Wiggett (IW) | Greater Manchester Police – IAG Chair |

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| Supt Tyron Joyce (TJ) | NPAS Programme Director |
| ACC David McCall | BTP |
| John Dwyer (JD) | Police and Crime Commissioner for Cheshire – North West Region |
| Rachel Watson (RWa) | Home Office –Head of Police Workforce and Capability Unit |
| Cmdr. David Musker (DM) | Metropolitan Police Service – London Region |
| Susan Carte (SC) | NPAS Business Development Manager |
| Mark Reeves (MR) | Financial Accounts and Projects Manager |
| Melanie Jaundziekars (MJ) | NPAS Secretary |

APOLOGIES

| NAME | REPRESENTING |
|------------------------|---|
| PCC Christopher Salmon | Police & Crime Commissioner for Dyfed Powys – South West Region |
| T/CC Dee Collins | West Yorkshire Police – Lead Local Chief Constable |
| CC Colette Paul | Bedfordshire Police – South East Region |
| CC Neil Rhodes | Lincolnshire Police – Central Region |
| AC Mark Rowley (MR) | Metropolitan Police Service – Counter Terrorism |

1. APOLOGIES

Noted and recorded.

MBW opened up the meeting by apologising for the difficulties that had been experienced by some members with the papers and the fact that errors had been made. IW explained that this had been a result of staffing issues which resulted in the papers being sent out late and it was acknowledged that issuing papers two working days before the meeting was not acceptable. This was duly noted and this issue will be addressed. MBW referred to an email from PCC Christopher Salmon, copied to PCC's, which had raised concerns around the papers, together with other matters. While accepting the criticism around the production of papers, MBW did not feel he could accept all of the points in the email.

MBW requested that Declarations of Interest be included on future agendas and asked the Board if there were any Declarations of Interest to which the Board confirmed there were none.

Agreed – that all Declarations of Interest should be included on future agendas.

2. NPAS – A CIVIL AVIATION AUTHORITY (CAA) PERSPECTIVE

MBW welcomed Captain Brian Baldwin from the CAA who gave an overview around how NPAS was operating. BB explained that the CAA was moving towards a performance based oversight programme and as part of that the CAA had developed a structured way of dealing with data from each of the entities that the CAA regulate. This was the first year for NPAS where the CAA had conducted full base audits on each of the units including flight checks and the safety management system. BB congratulated NPAS for merging new forces coming into NPAS with limited audit findings. BB said that the CAA were particularly impressed with NPAS's Safety Management System which was at the top level with signs of excellence and that going forward NPAS will manage their own risks. Most risks identified were technical with problems relating to blade pins being cited as an example. In summary, West Yorkshire Police operating as NPAS continue to run a compliant Police Air Operations Certificate with a reduced number of audit findings and NPAS was moving in the right direction. IW stated that the hard work was down to the NPAS staff.

MBW on behalf of the Board acknowledged the hard work and commitment of the NPAS staff.

JD asked BB if things had improved from when forces had had their own individual units. BB explained that NPAS had integrated individual units and inherited different safety cultures and getting across a standard safety package was the biggest challenge but the NPAS operation had improved safety in a lot of areas.

Agreed - MBW asked if the Board could agree the mitigation plan attached to the report which was agreed.

2(a) CHAIR'S URGENT ITEMS – COLLABORATION AGREEMENT

MBW raised the fact that FS and MBW had had recent meetings/discussions with the Mayor's Office for Policing & Crime (MOPAC) and the Metropolitan Police Service (MPS) regarding a date for the MPS to join NPAS. There was a clear recommendation going to the MPS Management Board on the 16 December when this item will be discussed. FS explained he'd had conversations with Rachel Watson and Mary Calam at the Home Office and a very positive discussion with Deputy Commissioner Craig Mackie who wanted the Board to be reassured that the MPS would be joining NPAS. FS advised that the key issue was not so much "if" but "**when**" the MPS joined and IW said the key issue was trying to establish a date within this financial year due to the SBH monies. FS advised that Deputy Commissioner Mackie has said he was happy to share the content of the report for the Management Board with NPAS Board members. DM was asked by FS at this point if he could share anything to which DM stated he was unable to discuss anything further and felt it would be inappropriate to comment until the decision had been taken by the MPS Board which was chaired by the MPS Commissioner.

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JD said that the MPS joining had been on the agenda for some time and wanted to know what the issue with the delay was as everyone around the table had signed up and it was disappointing now that it was almost the end of the financial year and the MPS had still not joined NPAS. MBW explained he understood DM's position and explained everything had been done within NPAS's power and the team were hopeful of a positive outcome.

IW explained that if the decision was made on 16 December to join NPAS in this financial year, then that would produce an implementation date of 25 March 2015 owing to the amount of transitional work involved and any further slippage would result in further delays. IW explained that NPAS had been working towards a joining date of 1 October 2014 and explained NPAS had entered into a parts & maintenance contract of which the MPS should be a part of and that the MPS were not realising the savings that could be made with fuel and other contracts that had been negotiated by NPAS. IW made the point that this was not good use of public monies. LM stated that the MPS made the decision in May 2014 to join NPAS subject to clarification around the future operating model and the finances. MBW said NPAS has now reached a point where we need a date before the end of this financial year where the MPS are fully within NPAS.

3. MINUTES OF THE LAST MEETING HELD ON 18 SEPTEMBER 2014.

The minutes of the meeting held on 18 September 2014 were agreed as a correct record.

4. REVIEW OF ACTIONS

See actions list for action updates.

5. MATTERS ARISING

(1) Governance - FS gave a governance update and explained he was still trying to agree a date for the inaugural national conference with the Police Minister's office. FS advised on the activity relating to Phase 3 of NPAS and the continuing importance of finding an alternative governance vehicle for owning and delivering NPAS. FS advised that he had been tasked by the Board with circulating an explanation about the Collaboration Order, which he had done, and also to scope the work involved in Phase 3, advising that [REDACTED] had put in one bid to do the work on NPAS's behalf and this was currently with the procurement team. FS would keep members updated.

MP asked that we keep the chief constables updated with any governance framework/issues.

IW asked if there was still an appetite for a presentation to be given to the APCC and ACPO – RWa said she would speak to the Police Minister's Department and encourage this. MBW said this would be revisited in the New Year.

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Action 2.7 - RWa to speak to the Police Minister's Department and encourage attendance at a presentation to be given to the APCC and ACPO.

(2) Innovation Fund - SA mentioned the Home Office Innovation Fund and explained that, although a bid had been placed on behalf of NPAS, the subsequent award was only for £400K which represented 18% of the total amount. As the award assumed match funding, the local NPAS board had felt it was unaffordable and that, unless the figure was adjusted, the award would have to be rejected. SA understood the Home Office were going to look into this but the monies had been returned.

Action 6.5/6.6 - SA to liaise with the Home Office regarding the Innovation Fund award

(3) Board Communications - MBW stated that, in relation to the budget decisions taken at the EGM in February 2014, letters had been sent on his behalf and the Chief Constable around the budget issues and operational implications. JR on behalf of the Chief Constable gave an update stating that 3 members of the board had said "Yes" and 2 said they did not agree. It was noted that the principal objective for the EGM had been to achieve a balanced budget for the Lead Local Policing Body and it was recognised that there had been a communication failure in relation to the implementation of the Board's decisions around achieving a balanced budget and identifying those areas where NPAS could make further savings in the coming financial year.

MP stated that if the Board was making decisions that would affect regions' capability and capacity there should be a consultation and that this needed to be borne in mind for the future.

Agreed – if the Board makes decisions that would affect regions' capability and capacity there should be consultation before any implementation and a clear agreement as to who would be carrying out what tasks/actions.

SD asked for clarity if the Board was endorsing that the recommendation in T/CC Collins' report regarding the North West and Central Region will be maintained and it was agreed it would.

Agreed - T/CC Collins' recommendation regarding the North West and Central Region to be maintained

(4) Video Footage - RW explained that a report was with the Surveillance Commissioner and he was awaiting their response – RW would follow up.

Action 6.13 – RW to follow up response to report to Surveillance Camera Commissioner.

6. REVENUE BUDGET 2014/15

MR gave a brief overview of the position as at the end of October 2014 with the budget overspending just short of £500K and the forecast outturn position on revenue in the region of £300K underspent. These assumptions were based on the MPS not being part of NPAS until the end of March 2015. If the MPS joined before the end of March 2015 the underspend position will increase in the region of £1.3M. JD explained at this point that he felt very uncomfortable about the uncertainty of the MPS not joining as it was affecting budget setting process. MR explained that the budget was not being set on the assumption that the MPS would join NPAS but agreed that the uncertainty clearly has had some impact.

Capital – MR explained that procurement processes and uncertainties around the future Operating Model had made it difficult historically to spend for NPAS. NPAS still had £6.8m to spend on capital but much of this would be spent on the T2 upgrade which would start to be implemented before end of March 2015. It was noted that there were some details in the report about under and overspend regarding timing of income with a forecast underspend of £300K by the end of the financial year. It was further noted that a lot of work had been done around the national fleet contract which was realising some large savings with the cost of fuel; the parts and maintenance contract was also delivering savings. It was confirmed that the forecast took into account the reduction in fuel price. IW advised that the main recommendation in the report was that the Board agree any underspend and use the funds for NPAS Phase 2 and build a reserve to finance Phase 2 - the Board agreed to this.

Agreed - that any underspend be used for NPAS Phase 2 and building a reserve to finance Phase 2

It was noted that once the new operating model came into effect there would no longer be a structural deficit because the cost base will have reduced and further savings will have been delivered. MBW congratulated the finance/NPAS team for arriving at this position.

7. PROGRAMME OF CHANGE

TJ gave an overview about MR's and IWi's presentations and what they had involved. TJ stated that the regional chief constables had been working with NPAS to take work forward and had been using HO and West Yorkshire Police modelling. It was noted that the chief officers had proposed a different way of using hours more effectively and that this was already being used within the MPS. The team had been looking at potential cost of the NPAS infrastructure and conducting financial stress tests pending the Board's support for the new operating model.

8. NPAS SIMULATION MODELLING

Presentations were given around the simulation modelling by MR and GM who stated that, while not a 100% replication of real life, the simulation gave a good indication of 'what if' scenarios, for example changing operating hours to see what the implications/consequences would be. It also highlighted risks in advance. It was agreed by the Board that this was an excellent piece of work and it was confirmed that the modelling would be flexible enough for other emergency services to use.

9. UPDATE ON INDEPENDENT ASSURANCE GROUP (IAG) & OPERATING MODEL

IWi introduced himself as the Chair of the Independent Assurance Group (IAG) describing how the Group hold NPAS to account for performance delivery. Performance in the main was good but there are some areas of concern particularly in the South East region, where action plans are in place to improve service delivery.

IWi presented on what forces wanted from their air support and explained how air support had been used recently [REDACTED] neither of which would have been feasible without air support. IWi talked members through the presentation in terms of NPAS performance so far, successes and challenges, changing perspectives, defining benefit and effectiveness. Again it was agreed that this was an excellent presentation.

There was a discussion as to how the NPAS team might usefully model the impact of a range of funding reductions for the coming 2/3 years and MBW stated it would be sensible to link this to the next Comprehensive Spending Review (CSR). SA reminded the Board of the statutory responsibility of the Lead Local Policing Body to achieve a balanced budget.

Action 7.1 - IW to work on a threat, risk and harm basis and present back to the Board in January 2015 what the service will look like against a range of budget cuts proposed over the next CSR period

10. UPDATE ON NPAS PROJECTS

An update was provided on two major projects.

Fixed Wing - The Board had authorised the fixed wing aircraft earlier in 2014, the invitation to tender is out with a return date of January 2015. The number of bids per supplier has been limited to 4, lessons having been learnt from the role equipment upgrade project where 44 bids were received. There was a pre-election discussion around the potential effect of Purdah for the General Election and a query from members as to whether this had any effect on PCCs.

ACTION 7.2 - SC to confirm the potential effect of the pre-election period (purdah) situation on PCCs.

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Secretary's note: guidance has since been sought from the Home Office and they have indicated that purdah is expected to be in place for PCCs during the General Election in 2015. It will be for the Association of Police and Crime Commissioners (APCC) to determine the specific guidance.

It was noted that the fixed wing procurement was going ahead and the tender was for the purchase of 3 aircraft with associated police role equipment. This would be a first for policing anywhere in the world of operating a fixed wing in a rotary environment.

AS queried [REDACTED] forecast when the type of aircraft to be purchased was unknown and questioned how the figures in the report had been arrived at. SC and OD provided an explanation for the figures and the underlying assumptions. AS asked SC to share the tender document.

Role Equipment Upgrade - The first helicopter fitted with new equipment is due into service in May 2015. This equipment will be world class and ground breaking. The project is currently slightly under budget.

ACTION 7.3 – SC to circulate the fixed wing tender document (attached to minutes)

11. BUDGET PLANNING 2015/16

MR explained that without the operating model it was difficult to come up with the costing as there were a number of uncertainties. MR advised that NPAS's greatest challenge was the approval of the operating model and the budget to work with and that a clear sequencing of activity was called for, namely: operating model, costing model and charging formula. There was a proposal from MBW supported by AM for NPAS to reduce the annual budget of between 5-7% annually for the next CSR.

Agreed – IW to include that option in Action 7.1

12. CAPITAL PLAN

SC explained that it was difficult to produce a capital plan without an agreed operational plan and explained that there were a number of conditions around the report. SC explained that Tom Garrett at the Home Office was going to take the appeal to roll forward unspent funds from the financial year to the Treasury. A response was still awaited. The appendix was noted and the fact that the figure was slightly down on the previous year. JD stated that it was too early to approve the Capital Plan and that the Board ought to do so in January 2015. SC said that due to budget announcements she had needed to give the figures to the Home Office prior to this meeting. The Home Office allowed for movement between projects, but the overall figure was now fixed. IW said there had been an independent Home Office audit of how well NPAS managed the capital grant and the indications were that it will determine a satisfactory outcome. MW agreed the Board could approve the Capital Plan.

Agreed - The Capital Plan was agreed

13. UPDATE ON SALE OF FOOTAGE

It was noted that a tender was currently out to invite companies to administer the sale of film footage on NPAS's behalf. Members noted that the prices for the sale of footage had not changed since 1998 and it was felt that it might be time to change the charging amount. The Board was asked if it could decide the price of the sale of footage but members wanted to know what the market would bear.

Action 7.4 – SC to gather information about the cost of footage from the market and circulate to members.

It was also noted that an invitation to produce a documentary on NPAS is ready to be issued again with an anticipated start date of April 2015. The Board acknowledged that NPAS could not charge for documentaries but could recover costs.

Agreed – that NPAS recover costs through charging an access fee of £500 per day for a maximum of 5 days and a one off administration fee of £25 which should be reviewed in April of each year. Charges for documentaries taking longer than 5 days to be negotiated on an individual basis.

14. PERFORMANCE UPDATES

RW gave an update around the challenges for the next three months that relate to aircraft availability, with the [REDACTED]. It was noted that, with the introduction of South East Wales, NPAS will be moving one of their aircraft. With the modernising video equipment the benefits were that any aircraft could go to any force within the UK. It was noted that RW was working closely with Sussex and was pleased to report back that he had seen a significant improvement following the Action Plan which was now producing results. MBW asked the Board if they would still require sight of the detailed performance updates given the amount of information involved. IW stated that the reports go out to the IAG and it was agreed that the papers could be sent separately if required and that they do not need routinely to be part of the Board papers.

Agreed – Detailed performance reports no longer need to be part of the Board papers and could be sent separately if required.

15. RISK MANAGEMENT

IW gave a brief summary of the risk reports. There were no issues to raise in connection with the Risk Register that had not been discussed during the meeting.

16. ANY OTHER BUSINESS

SA stated that PCC Christopher Salmon had asked for statements of account to be produced. She advised that these had been slightly delayed until they had been audited but that this had now been done and she provided hard copies to the Board, advising that she would email copies to any member would like to see them (attached to minutes).

MBW stated that he wished to improve communications within NPAS and stated he would provide regular updates to PCCs and chief constables following Board meetings.

**Date and time of next meeting - 29 January 2015 - 1.30pm – 4.30pm
Carr Gate, Bradford Road, Wakefield, WF2 0QD.**