



**NATIONAL POLICE AIR SERVICE STRATEGIC
BOARD**

**Meeting No. 1 – 15th May 2013
BIS 1 Victoria Street**

Minutes

Attendees

Name	Representing
Mark Burns-Williamson (MBW)	Police and Crime Commissioner for West Yorkshire – Lead Local Policing Body
CC Alex Marshall (AM)	CEO College of Policing
Ron Ball (RB)	Police and Crime Commissioner for Warwickshire – Central Region
Russell Bernstein (RBe)	Chief Executive - Office of Police and Crime Commissioner for Greater Manchester – Representing John Dwyer Police and Crime Commissioner for Cheshire - North West Region
Sarah Easey (SE)	MoPAC – Representing Stephen Greenhalgh – London Region
Christopher Salmon (CS)	Police and Crime Commissioner for Dyfed Powys - South West Region
Erika Redfearn (ER)	Chief Executive - Office of Police and Crime Commissioner – Representing Shaun Wright Police and Crime Commissioner for South Yorkshire - North East Region
Fraser Sampson (FS)	Chief Executive – Office of Police and Crime Commissioner for West Yorkshire
CC Mark Gilmore (MG)	West Yorkshire Police – Lead Local Chief Constable
CC Neil Rhodes (NR)	Lincolnshire Police – Central Region
AC Mark Rowley (MR)	Metropolitan Police Service – Representing Cmr Sir Bernard Hogan-Howe - London Region
CC Sir Peter Fahy (PF)	Greater Manchester Police – North West Region
Ch Supt Mike Colbourne (MC)	Bedfordshire Police – Representing CC Alf Hitchcock – South East Region
Ch Supt Caroline Peters (CP)	Avon & Somerset Police – Representing CC Suzette Davenport Gloucestershire Constabulary – South West Region
Richard Pickering (RP)	Home Office (In Part by 'Phone)
ACC Mark Milsom (MM)	NPAS Accountable Manager
Cpt Ollie Dismore (OD)	NPAS Director of Flight Operations
Ch Supt Ian Whitehouse (IW)	West Yorkshire Police

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Simon Newman (SN)	Home Office - NPAS Programme Lead
Simon Efford (SEf)	APCC - Observer
Peter Stacy (PS)	Home Office - NPAS Project Support Officer

Apologies

Name	Representing
Anthony Stansfeld (AS)	Police and Crime Commissioner for Thames Valley - South East Region
CC Dave Jones (DJ)	North Yorkshire Police – North East Region

1 Welcome & introductions

- 1.1 MBW opened the meeting, explaining that this was the first meeting of the NPAS Strategic Board & that he would value AM's comments before he had to leave to present at the Police Federation Annual Conference. Members introduced themselves, explaining who they were representing.

2 Review of Minutes/Actions From Last Meeting

- 2.1 Minute 5.1 MBW asked if the issue of Hampshire Constabulary holding budget has been decided. SN said that Susan Carte NPAS Business Development Manager will be resolving this

3 Election of Chair

- 3.1 MBW indicated his willingness to Chair the Board as the Lead Local Policing Body. He also explained that AS has now withdrawn his nomination & sought any further nominations. There being none, RB nominated MBW as Chair, the proposal being seconded by CS. MBW was unanimously elected as Chair.

4 Strategic Board's Terms of Reference & Declarations of Interest

- 4.1 Terms of Reference. SN introduced the paper, explaining that when the original S22 Agreement had been circulated it had been made clear that it would be for the Board to discuss Terms of Reference (TOR) at its initial meeting & suggest any changes as felt appropriate, then opening the issue up for discussion. The following issues were discussed:

- RB said that paragraph 1.5 of the TOR did not make it clear if ex officio members had voting rights, stating that he believed that they shouldn't, with MBW supporting this view. AM was concerned that this would mean whoever led policing aviation nationally would not be able to vote & that this needed to be a conscious Board decision. MBW felt that this would be covered in the overall Regional spread of Board representation. AM responded that there was a need to ensure that police operations were adequately represented. SN explained that the Board was represented by 7 chief officers & PCCs (including the Lead Force); AM replied that he was comfortable with the balance that this would bring.

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- MR asked in relation to planning for future operational capability of the service whether strategic planning capability be made more explicit. AM said that ensuring strategic requirements of the service has been covered. MBW believed that this issue could be incorporated into the TOR.
- RB asked if TOR should make clear that only elected officers (PCCs) are empowered to terminate officers' contracts or to vote on budgetary matters. SN reminded members of the associated APCC letter that outlined this requirement & that this could be included in the TOR. It was **Agreed** to incorporate voting rights of PCCs into the TOR.

4.2 Declarations of Interest. There were no declarations of interest.

5. **Project Update – Collaboration Agreement Sign-Up**

5.1 SN advised members that 32 S22 Agreements were now signed, with 11 outstanding, explaining the current position of those still outstanding on a regional basis as follows:

5.2 South West Region.

- Dyfed Powys Police (DPP). A meeting has been arranged for May 17th with the DPP PCC (CS) & chief officers proposing a range of proposals & SN believes that this will assist in signature of the S22 Agreement.
- South Wales/Gwent. Discussions are ongoing, with the main difficulty being at local force level & a meeting is being arranged to hopefully resolve outstanding issues.
- Gloucestershire. The team recently met Officers & the PCC, with a letter being sent to them answering outstanding issues. SN believes they will sign their S22 Agreement.
- Wiltshire. The force will not join NPAS until 2015 & a letter has been sent to the PCC answering issues that had been raised by the previous Police Authority. There are no other issues & it was expected that they will sign their S22 Agreement.

5.3 Central Region. SN explained that the NPAS Project Board's decision to compensate those forces with SBH contracts has satisfied them & it is likely that they will sign the S22 Agreement.

5.4 London Region. The Metropolitan Police Service (MPS) is not due to join NPAS until January 2014 & the team is working with the Force/Mayor's Office for Policing and Crime (MOPAC) to address their concerns partly around counter terrorism. MR said that the force was becoming concerned that questions that it had initially posed to the team a year ago had still not been responded to. MM replied that he will arrange a meeting with the MPS to include himself, MR, AM & SN. MG believed that this was the responsibility of the team not WYP to arrange. AM agreed, adding that as SRO he felt that he owed it to the MPS to respond to them.

Action 1.1 SN to arrange a joint meeting between AM, NPAS Project Team members & the MPS to discuss their outstanding concerns in terms of joining NPAS

5.5 North East Region.

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- Humberside. SN outlined the complications of this particular lease, explaining that there are 2 options that need to be discussed further by the Project Team. AM added that by Humberside not joining NPAS at this stage, in the short term this helps with the overall revenue position, although the long term solution is for them to sign up to the collaboration..

5.6 South East Region.

- Hampshire Constabulary. AM explained that Hampshire had signed their Section 22 on the basis that a new base would be built in Bournemouth. This has not yet happened & Hampshire are therefore concerned that they are not receiving the operational service that they had originally been promised. SN replied that a paper recommending a set of options would be submitted to the Project Board on June 4th to meet Hampshire/Isle of Wight operational needs.

Action 1.2 SN to ensure that a paper is submitted to the June 4th Project board outlining options for a new air base in the South Coast area

- 5.7 NCA/TAM. PF asked if the team had yet had discussions with NCA/TAM. SN replied that they had not but this was an issue which would be picked up in the future. [REDACTED]

6. Strategic Objectives for NPAS

- 6.1 MBW opened discussion on the paper that had been drafted by AS around the introduction of a mixed NPAS fleet. AM said that the essentials of the paper fit well with the views that the team has arrived at over the past 2 years & at the interim Board an action had been raised to come back to the Board with such a proposal within the next 12 months. However, he felt that it would be best to ensure all forces have joined NPAS first before moving forwards on this issue. MR asked when would the Board see a 3 year strategic plan. MG asked if this is a Project or Lead Force responsibility? SN replied that he believed that it is for the Board to request that the Lead Local Policing Body produce such an outline plan. AM added to this, explaining that the team has already put much thought into this & that a plan could be produced within the next 2-3 months. MM said progress has also made in other areas such as maintenance. OD explained that a short fixed wing trial had already been carried out, but a full operational trial now needs to be undertaken. Regarding maintenance, he said that a national maintenance & parts contract may be in place next year which would help to drive down costs.
- 6.2 Operational & Financial Issues. CS reminded members of discussion at the interim Board where he had suggested considering 2 separate strategic issues between a delivery model & a finance model. It was **Agreed** that a broader piece of work needed to be considered. MR felt that there needed to be an analysis undertaken between operational degradation versus

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financial benefits to balance these 2 issues. IW replied that the operational element will be known & therefore what decisions can be made on a mixed fleet, once all regions have transferred into NPAS. RB felt that it was crucial that all Forces operate to the same operational parameters. MM replied that these operational issues are dealt with through the Independent Assurance Group. MG added that the issue was essentially around standard operational tasking criteria & compliance to this across the service. MBW summed up, asking if the recommendations from AS's paper would be covered by the report that was to be presented to the Board in the next 3 months. IW replied that this was the intention. MBW reiterated the point that it was essential to ensure all forces joined NPAS first, on the phased basis set out, before making any major changes to the fleet. CS agreed with this view.

7. Review NPAS Regional Structure

- 7.1 MM introduced the item explaining that at the outset of the project there had been discussions around what the NPAS regional structures should be. The current regions are based on how the police service has delivered operations traditionally & the project simply wanted to reflect this, bearing this in mind, he considered that the governance & representation for forces/PCCs feels right. CS endorsed this view, adding that the key is how the service is delivered operationally. RB also agreed, provided that relationships work on an inter/intra regional basis. MBW added that any potential changes would have an impact on the overall project rollout. SE asked that the map attached as an annex to the paper be amended to show Stephen Greenhalgh as the MOPAC member.. It was **Agreed** that the current Regional structure was appropriate from an operational/governance perspective & that no changes to the structure should be considered until all forces have joined NPAS.

8. Overview of Costs & Savings per Force

- 8.1 SN advised members that this item was supported by 3 separate papers as follows, of which the following 2 were discussed:
- 8.2 Revenue Spend 2012-13. This paper derived from an action raised by SW at the interim Board to provide members with more detail on the final 2012-13 financial position. The service had been predicting an underspend which had now changed to an overspend due to income that had been expected in 2012-13 from the Merseyside aircraft that had been loaned to the Norwegian police not being realised until the 2013-14 financial year instead. MM added that these numbers were work in progress, will change as they go through an audit by the Lead Local Policing Body & have been provided simply as assurance to the Board.
- 8.3 Overview of Baseline Costs & Savings by Police Forces. SN introduced the paper, explaining specific issues as follows:
- There were variations in the way forces/PCCs captured air support costs when data was originally requested at the start of the project.
 - Costs vary significantly per force area & it was therefore difficult to compare like with like.

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- It has been impossible to come up with an equitable funding model.
- MPS data is only included in part.

8.3.1 Costing Data/Financial Models. CS asked if costs were assumed. SN responded that was correct as it had been necessary to baseline costs going forwards. MM added that the data had been produced before the responsibilities of Lead Local Policing Body and Lead Local Chief Constable had passed to West Yorkshire, explaining that the key to the capital credits was the £30m that will be repaid to forces/PCCs up to 2024-25 as outlined in individual S22 Agreements. He went on to say that predicted savings were an attempt to show how the costs would be distributed adding that the Lead Local Policing Body had been charged with running NPAS at an assumed cost of £44m. MBW thanked the team for providing the data in a clear format. MR was concerned that the numbers in the spreadsheet could be applied in many different ways and that it was important that forces/PCCs understood their entries to avoid potential tensions among existing partnerships. SN responded that the team had used an incentive-based model to bring forces into NPAS, but that a move to a more reflective model was proposed. MR said that this revised model needs to be resolved now, that forces/PCCs should be paying for what they require operationally & there was a pressing need to get this under way. MG agreed & that these issues need to be resolved by him with the Lead Local Policing Body. MBW responded that the numbers need to be transparent and easily understood by communities. While accepting that the issues made calculation complex – particularly at this early stage – it was important to note that the picture across England & Wales was not going to be uniform even once NPAS was fully established.

8.3.2 Other Issues. CS asked if the financial model(s) has a bearing on strategic issues, as a balance needed to be struck which may help in resolving financial concerns. FS said that the transparency obligations and undertakings on the part of PCCs meant that documents submitted to the Board would generally be published/publishable. However, there needed to be an understanding of whom any data will be shared with & its overall status. There needed to be an agreed/owned Board policy on this which was a matter for the Board rather than the Lead Local Policing Body. MG supported this view. MBW explained that at the Interim Board it had been agreed that a senior representative from the Home Office would attend future Board meetings, asking why there was no such representation today. SN explained that RP was the agreed Home Office representative & had originally intended to attend today. However, he has been required to attend the Police Federation Conference, although he will be 'phoning in at some during the meeting (RP subsequently 'phoned in to the latter part of the meeting). MBW reiterated the point around sharing of Board information, stating that there is a need to rationalise the financial report to put it into some overall context. MM replied that this was an issue for the Project not the Lead force to resolve.

Action 1.3 SN to redraft the finance report in terms of providing some overall context

Action 1.4 MBW to commission a draft report on transparency and publication policy for Board documents.

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9. Update on NPAS Operational Performance

9.1 MM opened the item, explaining that the purpose was to reassure members that NPAS is developing detailed performance information, that is being managed weekly by the NPAS Senior Management Team (SMT) & quarterly by the IAG. He then went on to outline main themes as follows:

- NPAS is achieving the agreed specification in terms of the Service Level Agreements set out in the S22 Agreement, but there is a need to look more closely at qualitative issues.
- The North West Region is performing best of all the 3 Regions currently in NPAS, as it moved earlier to the NPAS way of working, on forming the North West Air Operations Group (NWAOG) in July 2011 & shows what good performance looks like. Declines had been twice as high in the South East than the North West but this gap has closed due to regional scrutiny.
- The process for P1 response times (where time is of the essence) has been slow but use of the hailing channel has helped to reduce the actual time of lift for individual aircraft.
- He then went on to outline what activities air support undertakes, along with the end results, which indicates overall efficiencies gained.

CS noted the differences between the wide range of categories of both tasks & results, asking if they would become more coherent over time, adding that although the Board is a strategic forum, he personally finds it useful to understand overall air operations. MM replied that these categories would align, being a consequence of varying formats of the Easytask data capture systems that individual bases had traditionally used. MBW agreed that he finds this level of data useful & gives the ability to assess changes over time as other Regions join NPAS. MM outlined the recent privatisation of the Search & Rescue Service (SARS), pointing out that the air operations under NPAS currently flew more aircraft from more bases than the total SARS setup.

10. Lead Local Policing Body Internal Audit Report

10.1 FS explained that an internal audit had been undertaken by the Lead Local Policing Body to consider NPAS in terms of Project Management/Governance issues, outlining the main findings as follows:

- Difficulties in having 2 project teams & where specific elements of work is owned, the recommendation being that the 2 teams combine as soon as possible.
- The Accountable Manager role & how this might be reconfigured; this will be reviewed with MG.
- No formal Business Case (BC) to deliver when NPAS is fully live in 2014; a formal BC needs to be presented to the Board.
- Additional posts added to the NPAS management structure described as being mandated by the CAA rather than as preferred options; this distinction is being dealt with locally.
- Potential civilianisation of TFOs.
- Lead Local Policing Body costs being consistently monitored.

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- Service review of the risk register required.
- Succession planning for key NPAS management staff required.

11. NPAS Gateway Review Report

- 11.1 SN opened the item, explaining that a 2nd full review of the project took place in late April/early May, with various stakeholders being interviewed as a part of the process. The review was undertaken to ensure that conditions set in West Yorkshire in order to act as Lead Local Policing Body and the Lead Local Chief Constable were being fully addressed, dealing with issues such as whether those conditions were being met & the level of Home Office support being given to the project. The review document is in a very early draft format, which is currently being reviewed & will be circulated to members in due course. The project was given an amber assessment, consistent with the previous recognition of the complexity/challenges of the project & is in line with expectations.

The 4 main findings were as follows:

- The Strategic Board will need to lead and direct the revised governance arrangements to better meet the demands of the changed policing landscape.
- Identify and source additional resources to support NPAS.
- A full and integrated risk management system needs to be put in place with effective escalation system between Boards.
- Work required to deliver an effective Business Case for the future Plan.

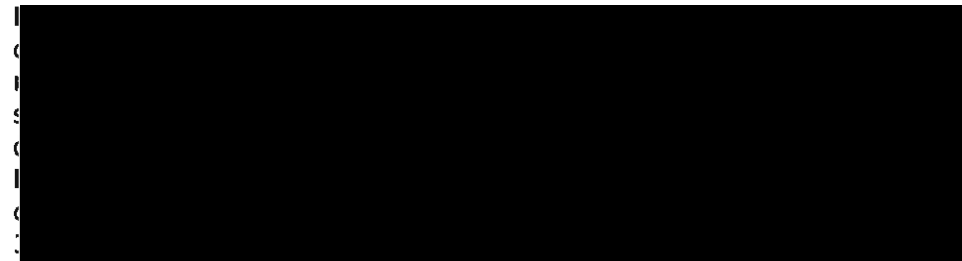
MG asked if succession planning for the project team has been undertaken. SN responded that a timeline will be produced which will be handed over to the Lead Local Policing Body project team. MG then went on to ask if someone is being developed in terms of key succession for the Project Team. SN responded that he is discussing a potential way forward on this issue with RP & IW.

12. High Level Risks & Issues

- 12.1 MM explained that risks are divided between the project & West Yorkshire, suggesting that future reporting to the Board should be by exception. He outlined the main risks as follows:

- Budget costs; these will be reviewed monthly.

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FS said that it needs to be made clear that NPAS is not a legal entity; it does not employ staff, own property, hold contracts etc. The legal entity is the Lead Local Policing Body with the operational matters being the responsibility of the Lead Local Chief Constable. MG agreed that the operational contingency plan was a force responsibility & that he would need to demonstrate to the Lead

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Local Policing Body (the West Yorkshire PCC) that the relevant HR issues are resolved. CS said that pilots affected by this issue should be given an adequate response, adding that the Lead Local Policing Body should not pick the liability up by default. OD replied that this is a sub strategic issue which will be managed by the NPAS management team. MBW agreed and emphasised the importance of his being fully represented in any such matters as the Lead Local Policing Body.

- FS also notified the meeting of an issue that had been raised within the force querying the existence of insurance cover for police officers and staff involved in NPAS work. He advised that he had sought detailed information from the Head of Risk and Assurance on behalf of the Lead Local Policing Body and had been satisfied that appropriate and adequate arrangements were in place.
- Sign up by remaining forces/PCCs to the relevant s22 Agreement.
- CAA. A letter has been received from the CAA expressing their concerns over quality & air maintenance issues, with the main concern being over the transfer of the Central region into NPAS in October 2013. MBW considered that this comes back to the issue previously raised by the Internal Audit Review at item 10.1 above, regarding which CAA issues are mandatory or open to debate. MG said that the CAA have requested a plan to be produced, mitigating these risks, which MM is working up.

13. Any Other Business

- 13.1 Future Meetings. MBW asked if a 3 monthly interval for future meetings would be acceptable & if so, the Lead Local Policing Body will circulate a list of proposed dates to members. PF asked if future meetings could be held in West Yorkshire rather than London. MBW said he was going to raise this point, suggesting that future meetings could be rotated between West Yorkshire & London, being mindful of other members' travel requirements. It was **Agreed** that future meetings will be quarterly & that rotation of venues between West Yorkshire & London will be considered.

Action 1.5 MBW to provide a calendar of quarterly Board meetings to Board members for the next calendar year

14. Close

- 14.1 MBW thanked members for attending the initial Board & contributing to debate on some key issues for the future Service.

