# MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)**

**NATIONAL STRATEGIC BOARD (MEETING NUMBER 46)**

**06 April 2022 – via Teams**

**PRESENT**

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| **NAME** | **REPRESENTING** |
| CC John Campbell QPM (JC) - Chair | Chief Constable Thames Valley Police – South East Region |
| PCC Lisa Townsend (LT) | Police and Crime Commissioner for Surrey – South East Region |
| Ellie Vesey-Thompson (EVT) | Deputy Police and Crime Commissioner for Surrey - South East Region |
| Jonathan Jardine (JJ) | Chief Executive OPCC West Midlands – West Midlands Region |
| CC Debra Tedds (DT) | Chief Constable Warwickshire Police – West Midlands Region |
| Elaine Grocock (EG) on behalf of PCC Rupert Matthews | Regional Collaboration Manager - OPCC for Leicestershire Police - East Midlands Region |
| CC Rachel Swann (RS) | Chief Constable Derbyshire Police – East Midlands Region |
| Alison Lowe (AL) | Deputy Mayor West Yorkshire Combined Authority (WYCA) |
| CC John Robins QPM (JR) | Chief Constable - West Yorkshire Police – Police Air Operations Certificate Holder (PAOC) |
| Paul Wainwright (PW) on behalf of PCC Jonathan Evison | Assurance Manager – Office of the Police and Crime Commissioner Humberside - North East Region |
| PCC Peter McCall (PM) | Police and Crime Commissioner for Cumbria – North West Region |
| CC Mark Roberts (MR) | Chief Constable Cheshire Police – North West Region |
| Robin Merrett (RM) | Mayor’s Office for Police and Crime (MOPAC) |
| Ch/Supt Matt Thompson (MT) on behalf of CC Ben Julian-Harrington | Chief Superintendent Essex Police – Eastern Region |
| PCC Mark Shelford (MS) | Police and Crime Commissioner for Avon & Somerset – South West Region |
| CC Shaun Sawyer QPM (SS) | Chief Constable Devon and Cornwall Police – South West Region |
| Paul Butler (PB) | OPCC Avon & Somerset – South West Region |
| PCC Dafydd Llywelyn (DL) | Police and Crime Commissioner for Dyfed-Powys Police – Wales Region |
| CC Pam Kelly (PK) | Chief Constable Gwent Police - Wales Region |
| Matthew Edwards (ME) | Staff Officer to CC Kelly – Gwent Police – Wales Region |
| CC Rod Hansen QPM (RH) | Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region |
| Aphra Brannan (AB) | National Police Capabilities Unit - Home Office |
| ACC Scott Bisset (SB) | NPAS Chief Operating Officer/Accountable Manager |
| Katherine Johnson (KJ) | Assistant Chief Officer – Business Operations West Yorkshire Police |
| Mark Reeves (MR) | T/Director of Finance and Commercial Services – West Yorkshire Police |
| Glenn Shelley (GS) | NPAS Head of Business Services |
| James Cunningham (JCu) | NPAS Head of Aviation Safety |
| Lisa Fleming (LF) | NPAS Communications Lead |
| Alan Reiss (AR) | Director of Strategy, Communications and Policing, West Yorkshire Combined Authority (WYCA) |
| Rebecca Brookes (RB) | Head of Legal & Governance Services – West Yorkshire Combined Authority (WYCA) |
| Caroline Fleming (CF) | Commercial Lawyer, West Yorkshire Legal Services |
| Lianne Deeming (LD) | Chief Executive, BlueLight Commercial |
| Louise Williams (LW) | Regional Policy Officer – West Midlands Region |
| Caroline Peters (CP) | NPCC Aviation Programme Board |
| Angela Harrison (AH) | Chief Executive, Lancashire OPCC and SRO for the NPAS Governance Working Group |
| Sean Cooper (SC) | Solicitor, OPCC Wiltshire |
| Susannah Hancock (SH) | Chief Executive, APCC |
| Simon Efford (SE) | APCC Secretariat |
| Melanie Jaundziekars (MJ) | NPAS Executive Office Manager |

**APOLOGIES**

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| --- | --- |
| **NAME** | **REPRESENTING** |
| PCC Rupert Matthews | Police and Crime Commissioner for Leicestershire Police – East Midlands Region |
| CC Jo Farrell | Chief Constable Durham Police – North East Region |
| DAC Laurence Taylor | Metropolitan Police Service – London Region & Chair of NPAS IAG  NPCC Drones Lead |
| PCC Giles Orpen-Smellie | Police and Crime Commissioner for Norfolk Police – Eastern Region |
| CC Ben Julian-Harrington | Chief Constable Essex Police – Eastern Region |
| Chief Superintendent Vicki White | NPAS Transition |
| PCC Jonathan Evison | Police and Crime Commissioner Humberside - North East Region |
| PCC John Campion | Police and Crime Commissioner for West Mercia – West Midlands Region |

# ATTENDANCE AND APOLOGIES

Apologies were noted and recorded.

# 2. DECLARATIONS OF INTEREST

Alison Lowe (AL) declared an interest in Item 6.

# 3. MINUTES OF MEETINGS HELD ON 3 MARCH 2022

Minutes were agreed as an accurate record.

# 4. ACTIONS

All actions were discharged.

**4(a) CHAIR OF THE NPAS BOARD**

The Chair advised that PCC Campion had decided to stand down as Chair and as a board member. Jonathan Jardine (JJ) advised the West Midlands region are looking for a new regional representative to attend the board meetings going forward. Rebecca Brookes (RB) advised the collaboration agreement sets out that the Chair must be a PCC and to seek nominations from amongst the PCCs.

**Action 46.1 – Peter McCall (PM) to convene a separate PCC meeting to discuss potential nominations and Chairing of the NPAS Board; expressions of interest are to be emailed to Rebecca Brookes with a view to getting the matter on the next Agenda.**

JJ raised the PCC meeting should also discuss an amendment to the S22 Agreement that would allow the move to an independent Chair.

**Action 46.2 –** **RB to check if the S22 Agreement includes provision for the appointment of an independent Chair**

**Action 46.3 – CC Robins (JR) to send a letter of thanks on behalf of the Board to PCC Campion**

**4(b) ADDITIONAL HOME OFFICE FUNDS**

The Chair raised there had been some short notice funds being made available by the Home Office and WYCA wanted assurance, if accepted, that it would be subject to due diligence. AL summarised the position and advised the Home Office had made contact regarding some additional funds at the end of the financial year which would be for the board to make a decision should they wish to commission some further work on other options. It transpired that following further end of year checks there were no additional funds available.

**Resolved:**

**Members noted the update provided**

**5. NPAS RESPONSE TO THE DELOITTE PHASE 1 DUE DILIGENCE DRAFT**

**REPORT**

REDACTED

# 5. GOLD GROUP UPDATE

CC Rod Hansen (RH) presented the report and provided an update on the work to date.

Members noted the developments since the last NSB including the emerging findings from the recent regional engagement events.

Members agreed to formally write to WYCA requesting them to consider to host NPAS for the next 18 months.

**Action 46.6 - JC to formally write to the Mayor requesting an extension on behalf of the Board setting out the broad scope of the work and the intention to carry out independent, externally commissioned work with timescales and deadlines .**

JR requested that the development of a team to support the gold group is completely independent and not inclusive of anyone involved in the aviation review team and must be adequately qualified and experienced professionals in this area.

Members agreed that a lift and shift solution is still the preferred option but agreed to look at other longer term options/Plan B’s with independent specialists in place and a project plan highlighting the critical paths and how the plans interact. Members agreed that there needs to be a conversation involving NPAS, WMP and MPS and possibly Deloitte to try and get to a position where the financial inaccuracies have been addressed and the revised report is produced to the satisfaction of NPAS and Deloitte.

**Action 46.7 – WMP and MPS to refine their future requirements of any further due diligence work based on the NPAS response received, with costs to be approved by the Board.**

Members acknowledged there were two pieces of detailed work required to be done in parallel and both need to be commissioned with resource applied; one is the further work on the lift and shift and a detailed piece of work to start the options in relation to Plan B with a specification of what that will look like and work with BlueLight Commercial to procure the expertise required.

**Action 46.8 - The Gold Group to work with Bluelight Commercial to commission independent work on the development of detailed alternative options for service delivery.**

SB advised that the ability to bring in independent academia contract specialists and tender specialists independent of NPAS has been hugely beneficial with regards to the fleet replacement programme. SB stated that NPAS need the uncertainty to stop as soon as possible as the uncertainty that the staff and operation are living with is not tenable, desirable or fair.

**Action 46.9 – JC to write to chief constables and police and crime commissioners providing a summary of what was agreed at the meeting**

Members endorsed further work by Deloitte as and when required as part of the due diligence taking into account the response from NPAS and challenge to some of the factual accuracy

Caroline Fleming (CF) raised approval of the gold group costs – it was agreed this be brought back to a future board for consideration.

# 6. LLPB PROPOSAL FOR NEXT STEPS IN CONSIDERING THE FUTURE DELIVERY OF NPAS

Alan Reiss (AR) presented the report and advised the twelve month notice is reflected within the S22 Agreement and had not been set by the Mayor.

AR stated that WYCA recognise the huge amount of work and efforts that have been made to find an alternative solution but are concerned that ultimately they may not lead to a successful transfer and proposed the commissioning of independent specialist advice and support to undertake an options appraisal for the future delivery of NPAS, paid for by NPAS reserves.

**Resolved:**

* **Members agreed that the costs of the involvement of NPAS and WYP officers involved in the work are reimbursed;**
* **Members approved the commissioning of independent specialist advice through BlueLight Commercial and support for an options appraisal on the future delivery of NPAS, funded by NPAS reserves**
* **Board members endorsed the gold group to look at potential Plan B options with a team commissioned by BLC including relevant experts in finance, commercial, aviation as support to the gold group and to provide an options appraisal of what various Plan B’s could look like**

# 7. CAPITAL PROGRAMME UPDATE

Glenn Shelley (GS) presented the current capital programme for 21/22 and an estimate of year end spend. GS advised in 21/22, there is a significant underspend forecast on the fitting and equipment aspect of ESMCP as the project has been delayed. There will be significant underspend around drones, estates and spare parts and NPAS will likely fly significantly less hours this year due to the new funding model. GS advised that DAC Taylor has recently taken over as the NPCC chair for the drones portfolio and the Home Office is considering its role in BVLoS drones development which may have implications for spend in 2022/23.

Work is ongoing around fleet replacement and NPAS are looking at the structure of that and when those costs will fall and will provide regular updates to the board.

Lianne Deeming (LD) advised members that the SSQ evaluation is nearing completion and the results are due to be published shortly and work is progressing well. LD highlighted for care to be taken as we move through the process recognising valuable communication during this process.

**Resolved:**

**Members noted the capital programme update for 21/22.**

**Members approved the prepayment of Airframe credits from future years in 21/22.**

**Members approved the capital programme for 22/23.**

# 8. HOME OFFICE UPDATE

Aphra Brannan (AB) updated members regarding BVLoS drones and advised the team were at the early stages of scoping a programme of work to look at future demand and what that may look like in relation to air support with a blend of helicopters, fixed wing, BVLoS and smaller drones and how they may meet that future demand.

SB stated that NPAS work hard to keep staff informed and some of the change has been really significant. One of the issues is settling the shifts down and the uncertainty and tried to deliver this within the finances set based on the proposals made to the CAA; but there will be a small increase in pilots at some of the NPAS bases as NPAS cannot provide the coverage and implement new shift patterns without and it would be unsafe to do so. SB advised the organisation is stabilising but there is an enduring uncertainty about what the future holds and the home of that which we must try and resolve as quickly as possible.

**Resolved:**

**Members noted the update provided**

# 9. ITEMS FOR NOTING

Board members noted:

* Meeting notes from the NPAS Fleet Replacement Strategic Board held on 12 January 2022
* NSB Work Programme

SB advised members that initially the monthly meetings were on the proviso of the level of scrutiny around the transitional work and the need to give some impetus and decision making but has also included business as usual elements for NPAS each month. SB requested that in the next quarter it would be useful to review the monthly board meetings and the business as usual papers that would normally be submitted on a quarterly basis.

**Resolved:**

**Members agreed** **that NPAS Business as Usual items would return to quarterly meetings. The planned NSB meetings in between would be retained in the diaries for the purpose of discussing transition only for as long as required**

**Action 46.10 – MJ to produce a revised NSB Work Programme to be agreed at the next board meeting**

# 10.MINUTES – AREAS FOR REDACTION

It was agreed to redact the section regarding disclosure of the Deloitte report as this is classed as confidential

# 11.ANY OTHER BUSINESS

**Face to face meeting – Doncaster – 29 June 2022** – JC encouraged members to attend the meeting in person

JC thanked members for their contribution.

**Date and time of next meeting: 25 May 2022**