# MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)**

**NATIONAL STRATEGIC BOARD (MEETING NUMBER 49)**

**20 July 2022 – via Teams**

**PRESENT**

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| **NAME** | **REPRESENTING** |
| PCC Lisa Townsend (LT) - Chair | Police and Crime Commissioner for Surrey – South East Region |
| Ellie Vesey-Thompson (EVT) | Deputy Police and Crime Commissioner for Surrey – South East Region |
| Kelvin Menon (KM) | Chief Finance Officer - Office of the Police and Crime Commissioner for Surrey – South East Region |
| CC John Campbell QPM (JC)  Vice Chair | Chief Constable Thames Valley Police – South East Region |
| Louise Williams (LW) on behalf of PFCC Ben Adams | Regional Policy Officer – West Midlands Region |
| ACC Ben Smith (BS) on behalf of CC Debra Tedds | Assistant Chief Constable Warwickshire Police – West Midlands Region |
| DCC Steve Cooper (SC) on behalf of CC Rachel Swann | Deputy Chief Constable Nottinghamshire Police – East Midlands Region |
| PCC Jonathan Evison (JE) | Police and Crime Commissioner for Humberside - North East Region |
| Gary Ridley (GR) on behalf of CC Jo Farrell | ACO Durham Police – 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) |
| PCC Giles Orpen-Smellie (GOS) | Police and Crime Commissioner for Norfolk Police – Eastern Region |
| ACC Genna Telfer (GT) on behalf of CC Ben Julian-Harrington | Assistant Chief Constable Hertfordshire Police – Eastern Region |
| CC Scott Chilton (SC) | Chief Constable Dorset Police – South West Region |
| CC Pam Kelly (PK) | Chief Constable Gwent Police - Wales 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) |
| ACC Scott Bisset (SB) | Aviation Advisor – Transition Programme Board |
| Ch/Supt Vicki White (VW) | NPAS Chief Operating Officer/Accountable Manager |
| Katherine Johnson (KJ) | Assistant Chief Officer – Business Operations West Yorkshire Police |
| Aphra Brannan (AB) | National Police Capabilities Unit - Home Office |
| Monique Wrench (MW) | National Police Capabilities Unit - Home Office |
| Mark Reeves (MR) | T/Director of Finance and Commercial Services – West Yorkshire Police |
| James Cunningham (JCu) | NPAS Head of Aviation Safety |
| 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 |
| Lisa Fleming (LF) | NPAS Communications Lead |
| 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 |
| PFCC Ben Adams | Police Fire & Rescue and Crime Commissioner for Staffordshire Police - West Midlands Region |
| CC Ben Julian-Harrington | Chief Constable Essex Police – Eastern Region |
| CC Rod Hansen QPM | Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region |
| DAC Laurence Taylor | Metropolitan Police Service – London Region & Chair of NPAS IAG  NPCC Drones Lead |
| CC Jo Farrell | Chief Constable Durham Police – North East Region |
| PCC Mark Shelford | OPCC Avon & Somerset – South West Region |
| PCC Dafydd Llywelyn | Police and Crime Commissioner for Dyfed-Powys Police – Wales Region |
| CC Debra Tedds | Chief Constable Warwickshire Police – West Midlands Region |
| CC Rachel Swann | Chief Constable Derbyshire Police – East Midlands Region |
| Glenn Shelley | NPAS Head of Business Services |
| Simon Efford | APCC Secretariat |
| Alan Reiss | Director of Strategy, Communications and Policing, West Yorkshire Combined Authority (WYCA) |

# ATTENDANCE AND APOLOGIES

Apologies were noted and recorded.

# 2. DECLARATIONS OF INTEREST

PCC Lisa Townsend (LT) and Alison Lowe (AL) raised that they sit on the Board of Directors of BlueLight Commercial (BLC) and would not be partaking in discussions under Agenda Item 13.

# 3. MINUTES OF MEETINGS HELD ON 29 JUNE 2022

Minutes were agreed as an accurate record.

# 4. ACTIONS

All actions were discharged.

# 5. TRANSITION PROGRAMME BOARD UPDATE

Lianne Deeming (LD) gave a short presentation and updated members on the actions taken to date. LD outlined that following feedback received, Board Members had requested that any stakeholder engagement is clear and transparent throughout the process with regards to any recommendations. Once membership of the Programme Board is established recruitment can commence for the correct candidates and the Programme Board potentially already have individuals in place.

**Board members agreed the next steps:-**

* **To appoint a Chair or Co-Chair of the TPB**
* **Appoint a PCC and CC representative**
* **Appoint other Transition Programme Board members in order to set the first TPB meeting**
* **Members were content with the Programme Director Role Profile and were in agreement that this be advertised internally**
* **Define Terms of Reference for workstreams x 3**
* **Secure wider resource support**

**Resolved:**

**Board Members noted the update provided and the actions taken to date and noted the amount of work undertaken in a very short space of time and wished to maintain the pace of the work**

Acc Scott Bisset (SB) guaranteed members that he would be impartial and wanted the work to succeed and did not have a strong view one or another around how it is delivered but it remained important that the public get the service they need.

Monique Wrench (MW) stated that the Board need to be pragmatic in what can be achieved in this timeline and the Home Office are happy to work with Ministers regarding funding but the Board should not be reliant on that in regards to any options created and need to be cognisant of whether or not any changes can happen in that space of time.

# 6. NPAS FLEET ISSUES

Ch/Supt Vicki White (VW) provided a brief update on the current fleet issues and advised that during the first quarter (April – June) the total flying hours were 3,057. VW stated that if NPAS continue flying at this rate then NPAS will have flying hours of 12,300. During February – April the flying hours were higher than expected but June hours were lower and NPAS currently have restrictions in place. VW advised that at present twelve EC135 aircraft are on line, three are in maintenance and one is likely to overrun. Two aircraft are on limited hours until they are in for scheduled maintenance during August. NPAS currently have two EC145 aircraft on line and one in maintenance. NPAS are working closely with the maintenance provider in order to keep the fleet running throughout the year.

SB reminded members that the maintenance contract was set up on the old operating model and based on an average use of hours and it was important to note that there is still an agreement that those bases that close at 0300hrs can access the service beyond which causes an increase in transit flying. A Post Implementation Review (PIR) on the Operating Model is due to take place in the Autumn which will address these issues.

A discussion took place and it was agreed that a communication be issued to forces highlighting the consequences of the fleet issues.

**Action 49.1 – VW to prepare a form of words to be shared with forces around the consequences of the fleet issues**

**Doncaster Airport**

VW advised members that Peel Investments (owners of Doncaster Airport) had issued a press release stating that Doncaster Airport may close in October 2022. VW has recently met with the Finance and Managing Director of Peel Investments who advised they are currently in consultation with stakeholders which is due to end late August, a decision will then be taken as to whether the airport will close. The airport will look at any restrictions and may remove air traffic control but will not stop NPAS flying completely but may change the way NPAS fly at present.

NPAS are working on the assumption that the airport will close and are looking at what a longer term option looks like for the fixed wing aeroplanes. NPAS have started to do work in the background to look at a new location and in the medium term how NPAS could forward deploy from other operating bases.

**Resolved:**

**Board members were content for NPAS to start contingency planning to look at opportunities where NPAS might site the fixed wing aircraft**

# 7. PERFORMANCE UPDATE

CI Warren Pitman (WP) presented the report and provided members with an update regarding NPAS performance and advised that response times for both rotary and fixed wing are well within the SLA for both P1 and P2 tasking.

VW advised that with regards to the fixed wing, it is unlikely that NPAS will be running 2 full lines until early 2023 due to the recruitment for fixed wing pilots taking longer than expected.

**Action 49.2 – VW/WP to supply the number of hours flown versus what was predicted in the business case for fixed wing**

WP stated that the total flying hours for this period indicates that NPAS are flying the expected hours across the fleet but the restrictions are likely to have some impact on that measure . To date 28 forces are projected to be under their annual flying hours budget.

**Resolved:**

**Board members noted the report and the update provided**

# 8. CAPITAL PROGRAMME UPDATE

Mark Reeves (MR) presented the report and advised the 21/22 NPAS capital grant from the Home Office was £11.5m and for 22/23 is £11.8m. Due to the reducing number of flying hours and projects not being delivered as quickly as anticipated, this has led to an underspend in these areas. The Outturn position was £11.525m against a budget of £11.560m. To enable NPAS to maximise the grant, the Home Office permitted NPAS to pay future years capital credits to forces from the 21/22 grant.

CC Scott Chilton (SC) asked if there was confidence in the financial strategy around who hosts NPAS in the future regarding the amount held in reserves and a degree of opportunity that exists within reserves to inform the reserve strategy moving forward.

**Resolved:**

**Members noted the final position on capital expenditure for 21/22**

# 9. NPAS MEDIUM TERM FINANCIAL FORECAST

Katherine Johnson (KJ) provided members with a background regarding holding reserves to fund change and as part of the Aviation Review it was determined that forces would contribute £2.3m to fleet replacement.

KJ advised that NPAS last produced a MTFF in 2019 and it was determined that as NPAS are now in a period of transition it was important that an MTFF is provided to demonstrate cost pressures and provide a baseline for any assessment of any new model to be able to compare against; the focus is more around identifying what the cost pressures are and how these will be mitigated in terms of cost savings.

MR advised that the MTFF is a summary of the total costs for NPAS to 31 March 2026 and a Post Implementation Review (PIR) of the Operating Model is scheduled to take place early 2023. MR recommended that the Board also commission the NPCC Finance Committee to carry out a review of the direct cost charging model as soon as possible.

MR stated that it had been assumed that the contribution to the fleet replacement reserve continues across the MTFF period and assumed outsourcing of the MPS operation will happen in October 2025.

**Resolved**

* **Board Members noted the revenue MTFF and agreed that a refreshed MTFF is presented at the October National Strategic Board meeting with updated assumptions as required.**
* **It was agreed that a Capital MTFF be produced for the October National Strategic Board meeting**
* **That a Reserves Strategy be produced for the October National Strategic Board**

# 10. NPAS BUDGET MONITORING REPORT

MR presented the report and advised the NPAS year end position as at 31 March 2022 reported an underspend of £3.8m with an additional contribution to the fleet replacement reserve of £2.065m.

MR advised there had been an underspend in pay due to the uncertainty around the future NPAS operating model which has caused difficulties in recruiting to vacancies. There had also been a significant underspend in computers due to the budget assuming that the T2 warranty would be required in 21/22.

**Resolved:**

**Board Members noted the financial position of NPAS and noted the full reserve position including fleet replacement reserve**

# 11. HOME OFFICE UPDATE

MW stated that due to recent changes in Ministers this will result in some of the key activity/decisions being at a slower pace than usual during the coming months.

MW thanked LD and SB for the remarkable work undertaken in relation to the Transition Programme Board update and stated the pace at which the work is progressing is comforting.

# 12. ITEMS FOR NOTING

Board members noted:

* Meeting notes from the NPAS Fleet Replacement Strategic Board held on 12 May 2022
* Meeting notes from the NPAS Local Strategic Board held on 9 June 2022
* NSB Work Programme

# 13. FLEET REPLACEMENT PROCUREMENT – RISKS & LIABILITIES

Rebecca Brookes (RB) advised that the fleet replacement procurement had reached a key milestone in that BLC are preparing to issue the Invitation to Negotiate (ITN) documentation and wanted to ensure Board members were aware of some of the potential legal risks before taking a decision . LD advised she had been working closely with RB with regards to the extra protection and stated it would be very difficult to try and execute a claim if using external lawyers and stated it would not be normal practice to have external lawyers involved in the negotiation stages.

**Resolved:**

**Board Members considered the risks and potential liabilities arising to LPBs in connection with the procurement and were content, having considered the advice provided that no further risk mitigation should be pursued by the WYCA.**

# 14. AVIATION FLEET REPLACEMENT – COMMERCIAL UPDATE

LD presented the report and advised members that the pre-procurement work has now been completed. LD explained that a separate exercise on leasing arrangements had been undertaken and part of that was to make sure that BLC can provide for each route; although there are certain options that would not provide a novation and Board members would need to make decision on the type of leasing or operating purchase required as it restricts the different options.

LD advised the first stage of the process was the launch of a Standard Selection Questionnaire (SSQ) and 21 applications were received from 11 suppliers across the 3 lots. LD stated that work is underway to finalise the documents for the Invitation to Negotiate phase (ITN) and the documents will only be issued to suppliers who have successfully passed the SSQ stage. Six suppliers remain in the competition and five have been eliminated on technical and financial grounds.

LD advised that the next stage will be the final sign off of the documentation and ensuring the negotiation strategy is clearly fixed within the legal requirements.

SB advised as Co-Chair of the FRSB a discussion had been held around the robustness and the approach taken and making sure that everyone is aware of the risks as part of the decision making process. LD stated that BLC have taken feedback from suppliers in terms of the timeline they wanted to achieve which has been built into the timeframe.

RB advised that BLC have £5 million cover, however the Combined Authority have requested that at least £50 million of cover is secured to cover the cost of any likely damages. A discussion took place and Board members were content to proceed based on the £5m level of cover and did not feel that any further involvement from external lawyers Mills & Reeve was required in respect of this.

LD advised there was a high probability that BLC may be able to get cover in place in the sum of £10m.

**Resolved:**

* **Board members noted the contents of the report and provided approval to progress to the ‘Invitation to Negotiate’ phase of the tender process with the shortlisted suppliers to support the commercial activity.**
* **Members welcomed the desire to increase the indemnity to £10m if possible and noted the potential risk in terms of any challenge for any procurement processes.  It was agreed not to increase the level of legal support from Mills & Reeve due to the abilities and knowledge of BLC**

# 15. ANY OTHER BUSINESS

No AOB was raised

LT thanked members for their contribution.

**Date and time of next meeting: 19 October 2022**