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**Tracy Brabin
Mayor**
of West Yorkshire
Policing and Crime

**West
Yorkshire**
Combined
Authority



MINUTES

**NATIONAL POLICE AIR SERVICE (NPAS)
NATIONAL STRATEGIC BOARD (MEETING NUMBER 41)**

21 July 2021 – via Teams

PRESENT

NAME	REPRESENTING
PCC John Campion (JC) - Chair	Police and Crime Commissioner for West Mercia – Central Region
CC John Robins QPM (JR)	Chief Constable - West Yorkshire Police – Police Air Operations Certificate Holder (PAOC)
PCC Dafydd Llywelyn (DL)	Police and Crime Commissioner for Dyfed-Powys Police – South West Region
CC Shaun Sawyer (SS)	Chief Constable Devon & Cornwall Police – South West Region
CC Rod Hansen QPM (RH)	Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region
Alison Bolton (AB) on behalf of PCC Lisa Townsend	Chief Executive - OPCC Surrey - South East Region
CC John Campbell QPM (JCa)	Chief Constable Thames Valley Police – South East Region
Robin Merrett (RM)	Mayor's Office for Police and Crime (MOPAC)
DAC Laurence Taylor (LT)	Metropolitan Police Service – London Region & Chair of NPAS IAG/Programme Board
Paul Wainwright (PW) on behalf of PCC Jonathan Evison (JE)	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

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CC Rachel Swann (RS)	Chief Constable Derbyshire Police – East Mids Region
Alison Lowe (AL)	Deputy Mayor West Yorkshire Combined Authority (WYCA)
Alan Reiss (AR)	Director of Policy, Strategy & Communications - West Yorkshire Combined Authority (WYCA)
Caroline Allen (CA)	Head of Legal & Governance Services – West Yorkshire Combined Authority (WYCA)
Aphra Brannan (AB)	National Police Capabilities Unit - Home Office
Susie Child (SC)	National Police Capabilities Unit - Home Office
Lianne Deeming (LD)	Chief Executive BlueLight Commercial
Katherine Johnson (KJ)	Assistant Chief Officer – Business Operations West Yorkshire Police
T/ACC Scott Bisset (SB)	NPAS Chief Operating Officer/Accountable Manager
T/Ch Supt Vicki White (VW)	NPAS Transition
Glenn Shelley (GS)	NPAS Head of Business Services
James Cunningham (JCu)	NPAS Head of Aviation Safety
Steph McKenzie (SM)	NPAS Head of Technical Services
Ruth Langley (RL)	Finance & Commercial Services Director – West Yorkshire Police
Caroline Fleming (CF)	Commercial Lawyer, West Yorkshire Legal Services
Louise Williams (LW)	Regional Policy Officer – Central Region
Caroline Peters (CP)	NPCC Aviation Programme Board
Angela Harrison (AH)	Chief Executive, Lancashire
Simon Efford (SE)	APCC Secretariat
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

APOLOGIES

NAME	REPRESENTING
CC Jo Farrell (JF)	Chief Constable, Durham Police - North East Region
PCC Lisa Townsend (LT)	Police and Crime Commissioner for Surrey - South East Region
Janine Nelson (JN)	Head of Policing & Crime - WYCA

PCC John Campion (JC) welcomed members and advised the primary purpose for the meeting is to find a new host for NPAS.

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1. ATTENDANCE AND APOLOGIES

Apologies were noted and recorded.

2. DECLARATIONS OF INTEREST

No declarations of interest were raised.

3. MINUTES OF MEETINGS HELD ON 24 JUNE 2021

Minutes were agreed as an accurate record.

4. ACTIONS

All actions were discharged.

5. CONSIDERATION OF APPOINTING A VICE CHAIR

Following the Board meeting held on 24 June, a Vice Chair had not been found. Members were content that the Vice Chair should be a Chief Constable.

Action 41.1 – CC John Robins (JR) is to discuss with Chief Constable representatives on the Board in order to find a suitable Vice Chair prior to the next meeting.

6. TRANSITION UPDATE FROM THE GOLD GROUP

CC Rod Hansen (RH) advised members that the first meeting of the Gold Group had taken place. The Terms of Reference (ToR) have been produced and there has been a number of iterations in relation to what the Gold Group are seeking to achieve. The ToR sets out the role of the Group in identifying a new host and supporting the new lead force to host NPAS. RH advised that if a new host cannot be identified the Group will bring recommendations to the Board for potential next steps.

RH advised the Group will meet on a fortnightly basis and will be reviewed in September. To date a new host for NPAS has not been identified.

Members understood there may be a need for additional support/resources in terms of the transition, however the bulk of the work would be with the new host force. Members requested to see what the work would entail in terms of resource and to understand what the costs would be and where the monies would be coming from before agreeing to provide support/additional funding but agreed the need for a well-resourced programme that moves along at the right pace with appropriate support.

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A discussion took place and members agreed to give the four large forces (MPS, GMP, WMP, WYP) two weeks to provide a clear and articulate rationale as to why they would not be leading the collaboration and provide written confirmation that they are not going to do it rather than affirm they wish to. It was agreed that the remaining forces be given two to three weeks to rationalise why they would not be undertaking this process.

Resolved:

It was agreed that Forces be given until 6 August to outline their rationale for not wanting to lead the collaboration.

Action 41.2 – RH and PM to write out formally to all 43 Forces via ChiefsNet advising of the deadline of 6 August to submit their rationale as to why they would not be leading the collaboration.

7. NPAS SAFETY BRIEFING

James Cunningham (JCu) gave a short presentation and highlighted that NPAS had seen a very sharp increase in the fatigue trend from October 2020 to July 2021 which is generally caused by reaction to change (change in processes, additional tasking, additional demand and distraction due to the ongoing programme of change). JCu stated that the operating environment is becoming much more complicated as the air space is becoming more congested and hazardous.

NPAS have a full management of change structure and process and oversight which is reported to the Board. The full programme of change structure is reviewed weekly and NPAS have added a number of additional mitigations to operations regarding fatigue at the 12hr and 20hr bases and put a restriction on the flight time limitation within that shift period at those bases.

JCu advised that NPAS have consulted in detail with stakeholders, staff, HR and the Civil Aviation Authority (CAA) who are fully sighted on the Safety Management System (SMS) and have full access to it. The CAA also have full oversight at the Safety Review Board (SRB). Members requested sight of the SRB minutes.

Action – 41.3 – Minutes of the NPAS Safety Review Board (SRB) to be shared with Board members.

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CC Shaun Sawyer (SS) stated that the paper should include a recommendation that the Combined Authority reviews their decision as to a timeline in light of the risks highlighted and the paper be reviewed through the processes of the West Yorkshire Lead. Members agreed to hold the option in terms of rechallenging the Mayor in terms of a decision for the next few weeks whilst the Board focus on the ability to lift and shift by identifying a new host.

Resolved:

Members noted the update provided and agreed it was a very informative presentation/report.

CC Robins left the meeting at this point.

8. FIXED WING UPDATE

T/ACC Scott Bisset (SB) presented the report and outlined that a meeting with the North East Chief Constables had been instigated to review the position following the Board's decision to dispose of two fixed wing aeroplanes as that resulted in a different cost exposure with half the costs not being met nationally. SB advised that the North East Chief Constables have now formally stated they no longer accept that position within the North East region and therefore all four aircraft are currently without a home.

Steph McKenzie (SM) advised that she would not recommend retaining two fixed wing as this would be expensive, inefficient in terms of workload for two assets and increases the cost per flying hour bringing it nearer to the cost of helicopters. In reducing to two, members would be accepting that at times they would not have any available assets as there will be occasions due to maintenance, defects and spare parts, when both are off line simultaneously.

JC advised that Board members should consider that removal of the resource is unlikely to do anything other than add pressure to an already pressured organisation.

RH stated the fleet issue is causing concern for potential hosts and if the aircraft were to be sold the monies could be reinvested to lease three or four helicopters going forward.

SB advised the North East region had stated they do not want this capability and the exposure to the full costs beyond March 2022. Members advised that as formal notice had not been received from the North East to this effect and as there was no representative from the North East; a decision could not be made at today's Board and the decision was deferred to the next meeting.

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Action 41.4 – A paper mitigating the potential operational impact to be brought back to the August Board

Members were supportive if the fixed wing are to be sold around the cameras being retained and agreed the need [REDACTED]

9. NPAS FUTURE GOVERNANCE UPDATE

JC advised members that the governance recommendations had been updated following the last Board meeting and assessed what should be done now and what could be deferred. A discussion took place regarding membership of the Board and it was agreed it does not currently reflect the nine policing regions, unlike the NPAS Independent Assurance Board (IAG), and that this was important to address sooner rather than later in light of the transition programme. Members agreed to progress the widening of the membership to include all of the 9 NPCC policing regions to ensure representation from all regions.

Resolved:

Members noted the updated report and were supportive of widening the Board membership to include representation that mirrors the 9 NPCC regions.

Action 41.5 – Board members to progress a S22a variation which extends the representation to the 9 NPCC regions, and to seek additional representatives from those regions to join the Board

10.HOME OFFICE UPDATE

Aphra Brannan (AB) advised details regarding the spending review are expected imminently from the Treasury in terms of proposals for spending plans for the next three years. AB requested members to give some thought as to their spending plans as a quick turnaround will be required over the Summer.

The Board received a paper shared by the Home Office relating to work undertaken to assess the potential collaboration of coastguard and policing aviation. The paper identifies a number of recommendations for the Board's consideration. The Board agreed that it needed more time to look at the detail of the paper and deferred it to the next meeting.

ACTION 41.6 – Home Office coastguard and policing aviation options paper to be considered at the next meeting

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11.DEVELOPING WORK PROGRAMME FOR NSB

JC advised members that the work programme had been produced to structure work throughout the year and sought views as to whether members thought it was useful.

Resolved:

Members approved the Work Programme which will be developed over time.

12.MEETING NOTES OF THE NPAS FLEET REPLACEMENT STRATEGIC BOARD

DAC Laurence Taylor (LT) advised the first market engagement event had taken place on 6 July and work is progressing. Lianne Deeming (LD) advised the event had been positive with 72 attendees from 32 suppliers and a follow up market engagement is to take place in September specifically focussing on mission equipment.

Resolved:

Members noted the update and the Minutes from the Fleet Replacement Strategic Board

13.MEETINGS NOTES OF THE NPAS LOCAL STRATEGIC BOARD

JC advised members that the minutes from the NPAS Local Strategic Board would be shared following each meeting.

Resolved:

Members noted the Minutes

14.ANY OTHER BUSINESS

No AOB was raised

Date and time of next meeting: 18 August 2021