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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 40)**

**24 June 2021 – via Teams**

#### **PRESENT**

<b>NAME</b>	<b>REPRESENTING</b>
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
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 (RH)	Chief Constable NPCC Aviation Lead - Gloucestershire Police - South West Region
PCC Lisa Townsend (LT)	Police and Crime Commissioner for Surrey - South East Region
CC John Campbell (JCa)	Chief Constable Thames Valley Police – South East Region
DAC Laurence Taylor (LT)	Metropolitan Police Service – London Region & Chair of NPAS IAG/Programme Board
PCC Jonathan Evison (JE)	Police and Crime Commissioner for Humberside - North East Region
CC Jo Farrell (JF)	Chief Constable, 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
CC Rachel Swann (RS)	Chief Constable Derbyshire Police – East Mids Region

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Alison Lowe (AL)	Deputy Mayor West Yorkshire
Janine Nelson (JN)	Head of Policing & Crime - WYCA
Alan Reiss (AR)	West Yorkshire Combined Authority
Alison Bolton (ABo)	Chief Executive of the Office of the Police & Crime Commissioner, Surrey
Julie Powell (JP)	National Police Capabilities Unit/CPFG - Home Office
Aphra Brannan (AB)	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
Glenn Shelley (GS)	NPAS Head of Business Services
James Cunningham (JCu)	NPAS Head of Aviation Safety
Steph McKenzie (SM)	NPAS Head of Technical Services
Pete Botchett (PB)	NPAS Head of Compliance
Scott Gallagher (SG)	NPAS Head of Projects
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
Sean Cooper (SC)	Principal Solicitor, Wiltshire
Angela Harrison (AH)	Chief Executive, Lancashire
Simon Efford (SE)	APCC Secretariat
Melanie Jaundziekars (MJ)	NPAS Executive Office Manager

**APOLOGIES**

<b>NAME</b>	<b>REPRESENTING</b>
Robin Merrett (RM)	Mayor's Office for Police and Crime (MOPAC)
Caroline Peters (CP)	NPCC Aviation Programme Board

**1. CHAIR**

PCC John Campion (JC) stated he had submitted a letter to Board members outlining his intention to become Chair of the NPAS National Strategic Board to which no objection was raised.

**Resolved**

**Board members endorsed PCC Campion becoming Chair of the NPAS National Strategic Board.**

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JC expressed his thanks to Mark Burns-Williamson for his stewardship of the Board and in his stewardship of PCC for West Yorkshire and will write on behalf of the Board expressing grateful thanks.

**Action 40.1 - JC to write to MBW on behalf of Board members thanking him for his role as Chair**

JC raised whether consideration should be given in appointing a Vice Chair/Deputy to enable discussions to progress at the pace required. The preference was that this would be one of the Chiefs.

**Resolved:**

**Board members supported the notion of a Vice Chair and agreed for Chiefs to discuss this further outside of the meeting and come back with a suitable nomination to be agreed by the Board in due course.**

**2. ATTENDANCE AND APOLOGIES**

Apologies were noted and recorded.

**3. DECLARATIONS OF INTEREST**

No declarations of interest were raised.

**4. MINUTES OF MEETINGS HELD 18 MARCH 2021**

Minutes were agreed as an accurate record.

**5. ACTIONS**

All actions were discharged. T/ACC Scott Bisset (SB) provided a brief update on the fixed wing and advised NPAS had engaged with the North East region following the decision to dispose of two of the aeroplanes which has the effect of changing the cost base of the remaining two aeroplanes which was included within the North East User requirement. NPAS are in the process of revisiting the costs for the North East and intend to bring back a comprehensive fixed wing report to the next Board meeting.

**Action 40.2 – A comprehensive Fixed Wing update to be provided at the next meeting.**

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## **6. WYCA DECISION TO GIVE NOTICE**

Alan Reiss (AR) provided a brief summary outlining the Mayor of West Yorkshire had written to the National Strategic Board to give notice that she wished to cease the role of West Yorkshire Police as the lead local policing body for NPAS and has provided 12 months' notice as set out within the Section 22a and it is now for the Board to consider what happens next.

## **7. INITIAL CONSIDERATIONS**

T/ACC Scott Bisset (SB) outlined a number of meetings had taken place and the focus now was on the identification of an alternative lead force in the short to medium term due to the operational requirement for UK policing to have effective air support being provided at a national level. SB outlined the implications this will have on the NPAS staff and to try and provide some certainty moving forward.

CC Rod Hansen (RH) stated there were a number of important issues that still needed to continue:

- **User Requirement (UR)** - still needs to be delivered during any transition and for the Board to remain focussed on the UR.
- **Direct cost charging** – a lot of work had been undertaken to try and identify the fairest form of charging – there are still some issues which the NPAS team are working through as we transition from one funding methodology to another.
- **Partial fleet replacement** - await final business case from BlueLight Commercial and NPAS regarding the lease of 7 new helicopters
- **Fixed Wing** – the disposal of two aircraft needs to progress carefully and through the right governance
- **Drones** – working together on trying to produce a national drones strategy for police aviation - a draft strategy is now in place which has gone through the Police Aviation Board and will then pass to APCC and Chiefs Council for final ratification before acceptance.

RH advised that Martin Hewitt (NPCC Chair) had declared it a critical incident and to avoid any disruption to the service has requested that RH chair a Gold group in relation to the implications to the service and for the Group to consider service failure issues and reputational and operational matters.

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RH stated he has written to chief constables following the announcement by the Mayor requesting they indicate whether they would be interested in being a potential host from a constabulary perspective and a letter has also been sent outlining details around the decision and the implications.

JC advised that he had canvassed initial views from PCCs and the majority are supportive of finding a national host to maintain service continuity. However, there are some different and strong views to the contrary as well.

A discussion took place and members recognised that the 12 months' notice period was extremely challenging.

**Resolved:**

**To note the report from NPAS and CC Rod Hansen NPCC Aviation Lead;**

**That identification of a new host was a priority within the next month with a view to moving forward with a 'lift and shift' to the new host in the timescale set out in the notice period;**

**A Joint NPCC and NSB Gold Group to be established to identify potential hosts. It was agreed to 'join up' the NSB with the existing NPCC structure with NSB representation from CC Sawyer, CC Robins, PCC McCall and CC John Campbell. A further PCC would be identified;**

**The Joint NPCC/NSB Gold Group are to develop draft terms of reference including scoping what resources they are likely to require. The draft ToR are to be shared with the NSB for their consideration and agreement virtually;**

**That the NSB would meet again in one months' time to consider progress in identifying a new potential host and for the NSB to meet monthly going forward during this critical period.;**

**A joint letter from JC and RH to go out to all PCCs, Deputy Mayors and Chief Constables to communicate the above and seek expressions of interests for potential hosts.**

**NPAS Actions**

- Prospectus to be drawn up for a potential new host
- What NPAS require to commission around understanding and mitigating the risks highlighted

**Action 40.3 – JC and SB to discuss how this will be executed and how risks are identified and recorded appropriately**

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- SB to set out at a future meeting what resources NPAS require to oversee a transition

## **8. FLEET REPLACEMENT**

Lianne Deeming (LD) reminded members that BLC are conducting fleet replacement based on the outline business case looking at a fleet replacement of 7 helicopters and an outsource provision for London. A Fleet Replacement Strategic Board (FRSB) has been established co-chaired by SB and LT with a technical workstream and finance & commercial workstream. A Programme Lead (Dave Vincent) and a Commercial Accountant (Gavin Allerton) are now in place.

JC requested that the minutes from the Fleet Replacement Strategic Board are shared with Board members and for FRSB to be a standing Agenda item in order to provide regular updates to the Board.

### **Action 40.4 – Minutes of the FRSB to be shared with Board members and for FRSB to be a standing Agenda item**

LD advised that a Prior Information Notice (PIN) has now been issued which lets the market know we want to engage with them and an initial market engagement session is planned for the 6 July which will be led by LT and NPAS. Specific market introductions and engagements will take place during July which will assist and aid in terms of the specification writing.

Following the Sourcing Playbook/National Procurement policy and created an evaluation panel agreed by the Fleet Replacement Board with representatives from NPAS and MPS finance and legal and subject matter expertise will be drafted in as necessary.

## **9. NPAS FUTURES AND INNOVATIONS PROGRAMME**

SB advised that £1.5m of Home Office capital funding had been allocated to NPAS to perform a proof of concept of drones operating Beyond Visual Line of Sight (BVLOS) in collaboration with the Maritime and Coastguard Agency (MCA). NPAS are working with the NPCC Drones Lead Steve Barry to further refine/develop this work and business cases will be submitted to the Board in due course. The Home Office want to see pace to this work and NPAS need to have a plan to put a CSR submission in to ensure policing doesn't lose out on leveraging any future development. Members requested to see any transparency around how the money will be spent and a detailed plan of activity.

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**Resolved:**

**Members noted the report and endorsed the direction of travel**

**10. NPAS FUTURE GOVERNANCE**

JC gave a short presentation and outlined the recommendations following the NPAS Governance Review. It was agreed this would be discussed at the next Board meeting in July as there were a number of risks around seeking a new Section 22a whilst in a period of significant change and the finance and operational requirements and financial impact would need to be considered.

**Action 40.5 – JC and the governance working group to update the recommendations in the paper with a view as to which recommendations could be implemented under current S22A.**

**11. HOME OFFICE UPDATE**

Aphra Brannan (AB) stated the Home Secretary and Minister for Policing were very interested in what is happening with NPAS and AB will be updating them with the actions from the meeting.

AB provided an update on the work with the MCA which had focussed on:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Members noted the update provided and requested that a more formal report/update be provided at the next meeting along with the data.



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**12. NPAS FINANCIAL YEAR END 2020-21**

Ruth Langley (RL) presented the financial year end 2020-21 out-turn report which showed an underspend of £6,643,434. The operating underspend was £1,643,434. The main reasons for the underspend are due to higher than anticipated vacancies predominantly due to the transformation programme along with problems recruiting. This coupled with the impact on aviation fuel prices and spend on revenue parts being lower than plan due to capital intensive maintenance, meant that NPAS were able to cover overspends in other areas such as critical investment in helmets and flying equipment, costs of transformation in respect of staff leaving NPAS and consultancy costs to support the Aviation Review in helping forces set their user requirement and assist NPAS in setting the operating plan.

There has been a large increase in insurance premiums due to market pressures in the insurance industry.

**Resolved:**

**The Board noted the financial position and approved the out-turn and the retained reserves position of £1,383,947.**

**13. CAPITAL PROGRAMME UPDATE**

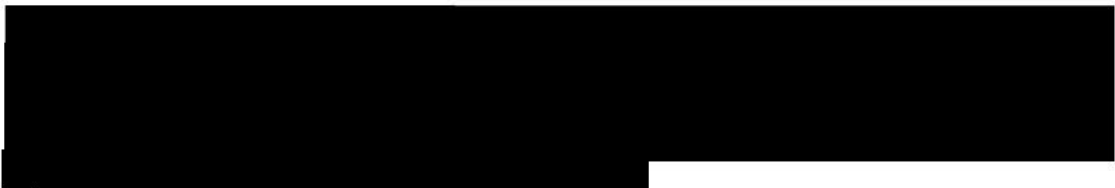
Glenn Shelley (GS) presented the report and provided an update on the year-end position and advised NPAS were able to maximise the Home Office capital allocation. GS advised there had been a significant overspend on spare parts which had been offset by underspends on the Emergency Services Mobile Communications Programme (ESMCP) and the NPAS estate.

GS advised NPAS were able to prepay 21/22 capital credits in 20/21 which created additional financial capacity for the exploratory drones work in 21/22 .

**Resolved:**

**Members noted the capital programme update for 2020/21.**

**14. ANY OTHER BUSINESS**





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**G7** – CC Sawyer thanked CC Robins, T/ACC Bisset and the NPAS team for their support to G7.

Members thanked PCC Campion for chairing the meeting.

**Date and time of next meeting: 21 July 2021**