NPAS Annual Report 2013/14

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Foreword

The 2013/14 financial year was the first full year of the National Police Air Service (NPAS) operation. The year was a transitional one starting with seventeen forces as members, with a service being provided by eleven aircraft from twelve bases. This escalated to 36 forces being serviced by 22 airframes from nineteen bases.

My appointment as the Accountable Manager in December 2013 has been in a year of unprecedented change in police air support. It has been necessary to lead on the implementation of a new organisation, whilst delivering an uninterrupted service to forces and members of the public.

Safety is our highest priority in the operation of NPAS. During the year the Service has successfully completed Phase One of the Safety Management System, (SMS), assessment with a score of over 90%. The introduction of SMS is a Civil Aviation Authority, (CAA), requirement and its' importance has been emphasised during the year by the appointment of a Head of Compliance as a member of the Senior Leadership Team, (SLT).

In September 2013, confidence in the national service was recognised by the by the CAA award of a non-expiring Police Air Operations Certificate, (PAOC), confirming the NPAS status as a safe and competent organisation. This is a significant achievement for a fledgling air service and is a reflection of the professionalism of staff delivering the NPAS operation.

In 2013/14 NPAS flew 16,215 hours against a budget of 17,947 hours. This reduction of 10% against budgeted flying hours was predicted as a result of the introduction of borderless tasking, and forms part of the savings already delivered to member forces through reduced charges. The growth of NPAS in the coming year will equate to the entire UK Search and Rescue annual flying rate and will make NPAS the largest UK onshore operator in terms of flying hours.

NPAS has delivered a service to some significant policing events during the year including support to the Police Service of Northern Ireland, (PSNI), during the G8 summit, air coverage for the successful trial and prosecution of Dale Cregan and others whilst supporting our Police Scotland colleagues and the public following the tragic events in Glasgow in November 2013.

NPAS is actively engaging at a European level to influence future operating rules for police aviation in order to enhance safety and reduce costs further through regulation harmonisation that will allow activity across multiple organisations.

The year has seen much activity to rationalise processes and deliver the economies of scale and performance improvements that a unified national service would be expected to deliver. A large proportion of the activity required to deliver these was undertaken in 2013/14 and the benefits will be seen going forward.

This annual report is a picture of the achievements of the NPAS workforce throughout the 2013/14 year. I am proud to lead such a professional organisation and my thanks go out to our staff that ensures our communities are safe and feel safer because of their efforts supporting colleagues on the ground. We continue to grow and develop with ambitious plans for the service that will make us world leaders in Police Aviation, further reduce cost and enhance the service.

Chief Superintendent Ian Whitehouse
Accountable Manager

Safety

NPAS has adopted a synergistic approach to all matters 'Safety' & 'Risk', including the management of health & safety issues and corporate/delivery risks and concerns.

The aviation industry is rightly, highly regulated; the CAA having prime responsibility for compliance monitoring and safety oversight. This translates to a comprehensive set of requirements and regulations that all aviation operators are obliged to embrace. Recent legislative changes have placed much more emphasis on the operators responsibilities within safety management which, although resource intensive, is the right thing to do.

As part of the management of that process, NPAS is rolling out SMS, the focus of which is to adopt a policy of 'continuous improvement' and to generate and encourage a strong "just" safety culture throughout the organisation. This is key to the success of any SMS – actively promoting honest reporting while holding staff to account for any wilful or negligent behaviour. The NPAS SLT is entirely committed to achieving this goal and supporting our staff.

All air operators, NPAS included, must have in place an 'approved', comprehensive audit programme that accommodates all regulatory requirements. The completed audit programme for NPAS for 2013/14 can be seen at Appendix A.

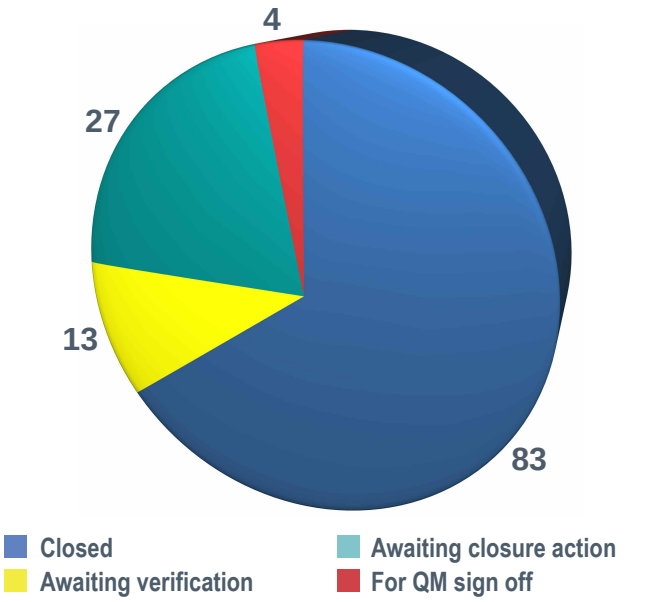
Any non-conformities (NCs) must be rectified through a process that analysis's the Root Cause, and Corrective & Preventative Action.

Typically, during the set-up and roll out of any large operation, many NCs may be generated and it is the management of these that indicates the health of the operator's Quality Management System (QMS). The SMS focuses on the safety aspects of the company whilst QMS focuses on compliance monitoring and products.

The total numbers of audit non-conformities (NCs) at 01/04/14 was 264. The disposition of these in the chart.

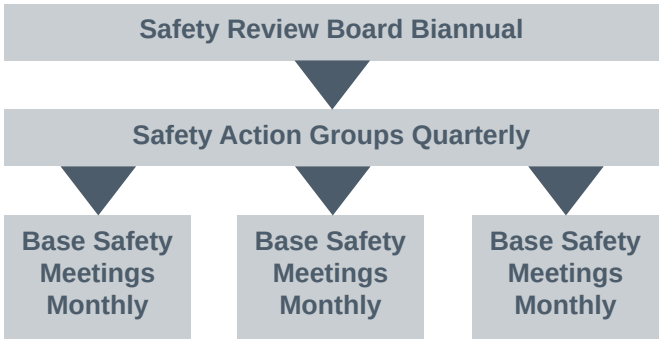
Roll-out of the NPAS SMS continues on schedule, and in accordance with CAA requirements. Our Phase 2 Gap Analysis is scheduled for September 2014, ahead of a full implementation date of 28 October 2014.

NC Disposition 01/04/14



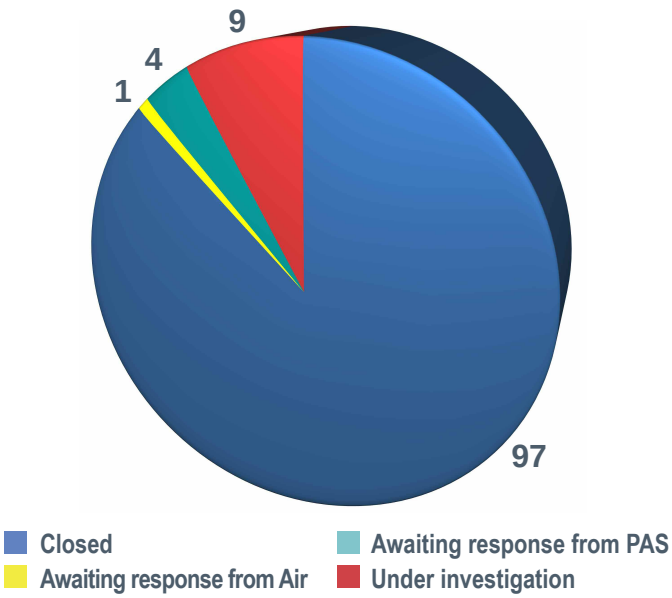
New QMS/SMS software has been delivered in 2013/14 and is in the process of being commissioned. This will improve the efficiency of Safety Occurrence and Compliance management. A package of staff training has been designed and will be delivered to all staff via an 'SMS Roadshow'.

A programme of safety meetings has been introduced that includes base safety meetings, chaired by base Flight Safety Officers (FSOs). These inform the Safety Action Groups (SAG) chaired by Regional Managers. These, in turn feed in to the Safety Review Board (SRB) chaired by the Accountable Manager giving strategic oversight.



There is an additional requirement to monitor and manage all Mandatory Occurrence Reports (MORs). These include any and all incidents that have a general bearing on flight safety, i.e. that the larger aviation community would benefit from hearing about. The total numbers of MORs received by 01/04/14 was 114. The disposition of these is shown in the chart.

MOR Disposition 01/04/14



NPAS's vision is to develop world class QMS and SMS systems – going 'beyond compliance' to ensure the safest and most efficient delivery of air support to police colleagues and the general public. The key to this is to continue to improve the health and focus of the organisation's culture, from the top down.

Much progress has already been made towards achieving those goals but more remains to be done.

For health and safety the primary challenge throughout the year has been to review the arrangements on each site and identify where these do not meet the minimum standards set by NPAS. This has identified a number of site specific issues at various bases along with a number of common trends including statutory inspections on heli-lifts not being completed and health surveillance under the Noise at Work Regulations for pilots being missed.

There have been 5 recorded accidents during the reporting period, 2 of which required reports to the Health and Safety Executive. All have been comprehensively investigated in line with NPAS 'Continuous Improvement' policy.

Work has progressed well in developing an integrated Flight/Health and Safety management system with the initial generic risk assessments currently being consulted on with staff and a common reporting system for hazards/incidents soon to be launched.

Crew Save Man in the Severn

A request was made to search for a missing suicidal male near to the river Severn, Ham area of Tewkesbury. As the aircraft arrived on scene, reports came in of a body in the Severn floating down stream. The Crew quickly spotted the male in the river and seeing no other police units in the area made the quick decision to land. Tactical Flight Officers (TFOs) saw a man floating towards a fallen tree and ran out onto the tree and managed to grab the man before he went under it. The TFOs hung onto the male for nearly 20 minutes until Severn Area Rescue arrived and pulled the man out. Without the intervention of the crew this male would have more than likely drowned.

Continuing Airworthiness

Business start-up for the National Police Air Service (NPAS) in the field of Continuing Airworthiness began on the 24 September 2012, when the first NPAS Continuing Airworthiness Management Exposition (CAME) was compiled. This document lays out the standard procedures NPAS will adopt and adhere. This is a working document and is currently at Issue 2 revision 0, undergoing revision a number of times since inception. This requires full CAA approval.

The introduction of each region of police air support into NPAS provided a number of challenges to include; regulation changes, increase in quality standards, aircraft / equipment differences, maintenance organisation migration and closure, maintenance contract and tender compilation to name just a few.

The following are the areas outlined in the NPAS CAME which continue to evolve this organisation into a world class standard for continuing airworthiness.

- Establishment and development of continuing airworthiness policy, including the approval of NPAS Maintenance Programmes.
- Analysis of the effectiveness of the Maintenance Programmes.
- The relationship with the maintenance contractors and establishment of regulatory Maintenance Contracts.
- Ensure that the Quality System required is effective in its application and that the Certificate of Airworthiness for each aircraft operated by NPAS remains valid.
- Approval of the NPAS Technical documentation including any subsequent amendments.
- Work planning and follow up; technical follow up; modifications and repairs are carried out to an approved standard; Airworthiness Directive review and embodiment; non mandatory modification embodiment policy; rectification of all defects; line and base maintenance standards are correct and maintained.
- NPAS pilots are duly trained and authorised to issue Certificates of Release to Service where necessary and appropriate by the maintenance organisation.
- Prepare reports to stakeholders. Highlight project progression and any risk areas.

The inception of aircraft into the NPAS Continuing Airworthiness regime has been successful for the South East, North West, North East, South West and Central regions of England. The project met tight deadlines and all aircraft transitioned into NPAS safely.

The last region to enter NPAS will be the Metropolitan Police air support unit in October 2014. NPAS has proposed a transition plan and the 3 EC145 helicopters are on track to complete by this date.

Training within this department is ongoing. Completing helicopter and CAA recognised courses for Airworthiness.

A number of Continuing Airworthiness Management meetings were held with maintenance suppliers during the year. These meetings are of a very technical nature are designed to keep aircraft safe and operational.

Performance Against Priorities

The NPAS Business Plan provides a number of priorities against which the service is expected to deliver between 2013/14 and 2017/18. The 2013/14 financial year has been the start of this process and performance against these priorities is described below.

Priority One – To maximise the safe and efficient use of our resources

Safety has become the primary focus of NPAS throughout the year with the recruitment of a new Head of Compliance, Quality Auditor and Continuing Airworthiness Engineer. A further auditor is currently being recruited. The introduction of new reporting systems and technology to support safety further demonstrates the commitment to this area. Safety takes primacy over all other areas of business at meetings and its primacy is highlighted by being the first section of this annual report. Further information can be found on the previous section on safety.

In a time of increasingly scarce resources the principle of borderless tasking has produced the 10% efficiency saving anticipated in flying hours. Procurement and insurance activity have delivered cashable savings. During the year there has been a major procurement exercise to procure an upgrade to the mission system equipment in aircraft, avoiding a potential £42m spend on replacement helicopters. This activity undertaken in this financial year will start to be delivered in 2014/15.

Priority Two - To assist forces to deliver their police and crime plans

Information has been provided regularly to the Independent Assurance Group (IAG). This Group is constituted of six senior police officers representing NPAS regions and NPAS representatives. The purpose is to hold NPAS to account in terms of performance, and engage in dialogue to resolve issues and enhance service delivery. There have been technical issues throughout the year in measuring performance and examination of the targets would indicate that these may not in every case, assist forces performance. A review of these is currently underway.

During the year a new fleet management system has been procured that is currently in the commissioning stage. This will be able to report on aircraft availability and assist in planning. The service has worked with a number of forces throughout the year, supporting planned events, for example the Epsom Derby and Brighton Gay Pride.

During the year it has been recognised that additional work is required in communicating the work of NPAS and there is a bid currently submitted for resources to assist with this.

Priority Three – To support the response to national threat risk and harm

The national despatch centre is now operational and fully staffed following incremental growth in line with the growth of the service. The centre is now able to move assets around as required. Links are established via the Flight Operations Director to UK Search and Rescue (SAR) and work is underway to develop a National User Requirement based on the threat, risk and harm through consultation with all our forces.

Throughout 2013/14 it has been identified that there is a gap within the logistics and operational planning function and work is underway to ascertain how this can be achieved without increasing overall costs.

Priority Four - To develop public confidence in NPAS

All NPAS bases and aircraft now have common branding. A programme is underway to also standardise aircraft and identity but this will take some years to achieve. This common branding has been extended to base Twitter accounts and as a total NPAS has 147k followers on this social media.

The Strategic Board is now established as a direct link through elected Police and Crime Commissioners to the public and ensures an NPAS response to their needs. Meetings are held between the Director for Ground Operations and Regional Managers with forces to respond to issues as they arise.

Priority Five – To continually improve and develop the service

In January 2014, NPAS started on a process to develop a programme of change. This review is substantial and will improve the way that the service is delivered going forward.

Armed Robber Apprehended

In September 2013 whilst en route back to it's base from a mutual aid task an NPAS crew monitored on a radio talk group that a vehicle was being followed by a patrol vehicle in the Blandford area of Dorset and had failed to stop. Although unknown at the time, it transpired that this vehicle had been stolen earlier during a knifepoint robbery. The aircraft diverted to the area and intercepted the vehicle, giving commentary whilst the subject vehicle was pursued. An enforced stop was subsequently conducted by the ARV and traffic officers and the subject arrested. The involvement of the helicopter in this scenario allowed police patrols to give distance to subject vehicle, thereby, reducing risk to other road users. It also provided the force incident commander with a real time overview of the situation to assist their threat assessment, planning and decision making in dealing with an armed offender in a high risk area of policing.

Throughout the year NPAS has sought to eliminate wasteful practices and ensure that economies of scale are achieved in all our activity. A fixed wing trial was started to understand the activity in greater detail and learn from experience. This will be concluded in 2014/15. Much of the fruits of this work will be seen in future years as fixed wing aircraft are integrated into the service and other technologies are explored.

Operational Performance

NPAS flew 16,215 hours against a budget of 17,947 in the financial year. This reduction of 10% against budgeted flying hours was predicted as a result of the introduction of the principle of borderless tasking and formed part of the savings already delivered to member forces through reduced charges. The table showing flying hours by force is shown at Appendix B.

Performance against Service Level Agreements (SLAs) set out in the Collaboration Agreement has exceeded the target in every category.

Delivery of this performance is now not believed to truly reflect the service required by forces. A review of the current SLAs is being undertaken and will propose more challenging targets to be put before the Strategic Board in the near future.

Although the performance targets are being met, it is clear there is a disparity in service across the country. Working with the IAG it has been identified that there is a performance gap in the South East. The delay in the Metropolitan Police joining NPAS has contributed to these issues and we have worked with the forces to improve the service. To date our interventions have improved the service and excellent feedback has been received from those forces affected.

The data capture and trawling mechanism used to measure performance has been problematic from inception and does not allow for the depth of data reporting NPAS believes should be available to forces. This is being addressed through further investment in more a robust IT infrastructure and should be fully functional within two months.

SLA Performance

SLA 1 – National Control Room available 24/7/365

Target: 100%
Actual: 100%

SLA 2 - Telephone calls/ electronic incident transfer answered/opened within 20 seconds

Target: 90%
Actual: Not measured

SLA 3 - Asset to scene within 20 minutes of lifting for Priority 1 incidents

Target: 85%
Actual: 96%

SLA 4 – Asset to scene within 60 minutes of lifting for Priority 2 incidents

Target: 90%
Actual: 95%

SLA 5 - Asset to scene within agreed time of request for Priority 3 incidents

Target: 95%
Actual: Not measured

SLA 6 – Audit reports and findings e mailed to the Regional Police Aviation managers within one calendar month

Target: 955
Actual: Statistics are unavailable in 2013-14. Introduction of software in 2014-15 will provide the necessary data in future.

SLA 7 - De-briefs with regional Police Aviation Mangers take place within one calendar month of receipt of audit findings

Target: 95%
Actual: Statistics unavailable in 2013-14. Introduction of software in 2014-15 will provide the necessary data in future.

SLA 8 – Audit findings responded to with one calendar month of receipt of audit findings

Target: 95%
Actual: Statistics unavailable in 2013-14. Introduction of software in 2014-15 will provide the necessary data in future.

SLA 9 – Annual survey of timeliness, availability, service delivery and value for money completed – target survey finding to be distributed to national Steering group meetings with explanations

Target Complete
Actual Not completed

Priority 1 (SLA 3)

	Priority 1 Total	Priority 1 In Target
Apr-13	45	42
May-13	82	74
Jun-13	137	127
Jul-13	120	115
Aug-13	112	102
Sep-13	169	166
Oct-13	339	335
Nov-13	458	439
Dec-13	302	294
Jan-14	413	399
Feb-14	382	371
Mar-14	485	468
Year	**3044**	**2932**
Rate	**SLA 3**	**96.3%**

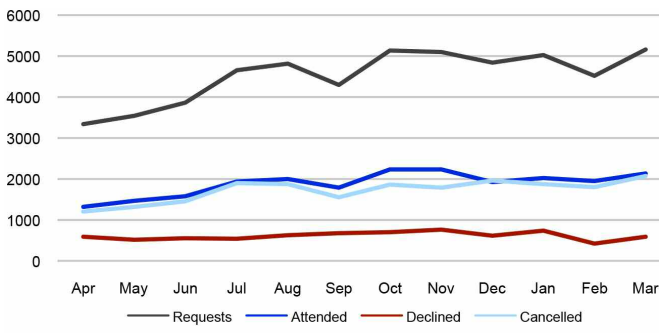
Priority 2 (SLA 4)

	Priority 2 Total	Priority 2 In Target
Apr-13	980	921
May-13	1018	963
Jun-13	1046	975
Jul-13	1384	1298
Aug-13	1419	1338
Sep-13	1237	1189
Oct-13	1357	1314
Nov-13	1292	1237
Dec-13	1219	1157
Jan-14	1197	1132
Feb-14	1148	1090
Mar-14	1230	1144
Year	**14527**	**13758**
Rate	**SLA 4**	**94.7%**

Calls Received into Control Room

	Requests	Attended	Declined	Cancelled	False Call/ Other	Test / Info
Apr-13	3335	1317	587	1202	68	161
May-13	3541	1460	517	1319	56	189
Jun-13	3858	1578	555	1451	82	192
Jul-13	4643	1935	533	1900	71	204
Aug-13	4807	1992	620	1872	79	244
Sep-13	4288	1784	671	1546	64	223
Oct-13	5135	2232	702	1861	70	270
Nov-13	5097	2230	758	1791	57	261
Dec-13	4838	1920	615	1958	77	268
Jan-14	5015	2024	730	1870	88	303
Feb-14	4519	1948	420	1796	127	228
Mar-14	5149	2136	584	2074	114	241
Year	**54225**	**22556**	**7292**	**20640**	**953**	**2784**

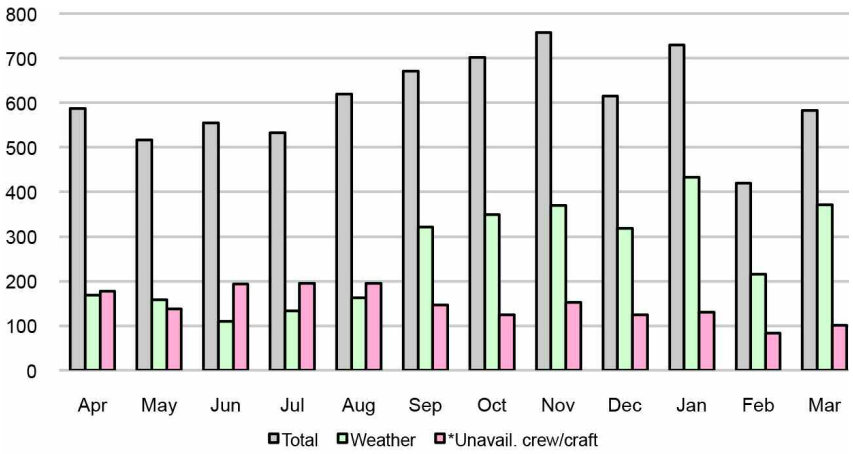
Calls Received



Declines

	Weather	*Unavail. crew/craft	Not suitable	Insuff. Informat.	Other	Total
Apr-13	168	177	139	29	74	587
May-13	158	137	137	29	56	517
Jun-13	109	194	121	13	118	555
Jul-13	133	195	109	16	78	533
Aug-13	162	195	102	11	150	620
Sep-13	322	147	110	16	76	671
Oct-13	349	124	136	18	75	702
Nov-13	370	153	128	26	81	758
Dec-13	319	124	97	20	55	615
Jan-14	433	130	87	19	61	730
Feb-14	215	83	72	7	43	420
Mar-14	371	101	56	5	50	583
Year	**3109**	**1760**	**1294**	**209**	**917**	**7291**

Declines



Easytask Flight Data

	Flight Time	Tasks	Flights
Apr-13	893:22:00	2114	1133
May-13	963:32:00	2200	1237
Jun-13	1011:37:00	2374	1356
Jul-13	1281:24:00	2863	1677
Aug-13	1278:41:00	2849	1642
Sep-13	1077:18:00	2414	1444
Oct-13	1304:49:00	3083	1770
Nov-13	1350:21:00	3138	1786
Dec-13	1191:14:00	2758	1599
Jan-14	1201:34:00	3060	1633
Feb-14	1263:55:00	3117	1619
Mar-14	1476:31:00	3257	1782
Year	**14294:18:00**	**33227**	**18678**

People

NPAS would not be able to undertake any of its activity without the officers and staff working for the service, Staff are employed by West Yorkshire Police, whereas officers, known as Tactical Flight Officers, (TFOs), are, by and large, seconded from local forces.

Disposition

In April 2013, NPAS had 197 staff working for the service. At the end of the financial year NPAS has the following breakdown of resources deployed:

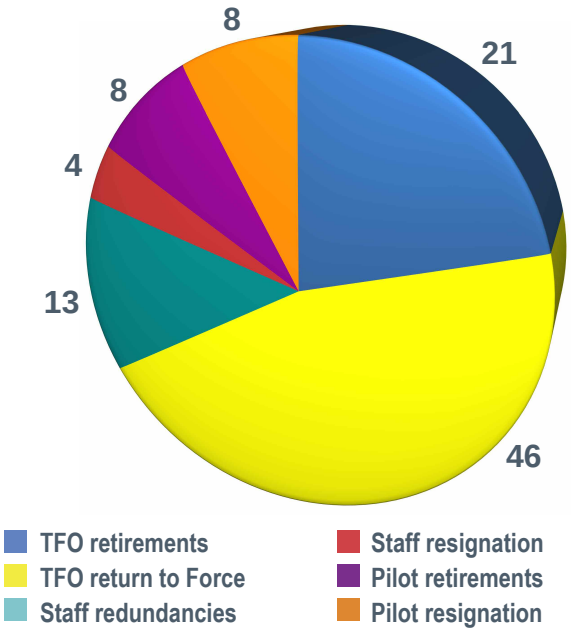
Role	No.
Despatch and Flight Monitoring	34
Pilots	74
Base Managers	18
TFOs seconded police officers	164
Tactical Flight Officers police staff	4
Management and support staff	21
Total	**315**

Turnover

Seventeen pilots have TUPE transferred into NPAS from external providers in 2013/14 from five bases.

There have been 25 leavers from NPAS during the year broken down in the following chart:

Leavers (%)

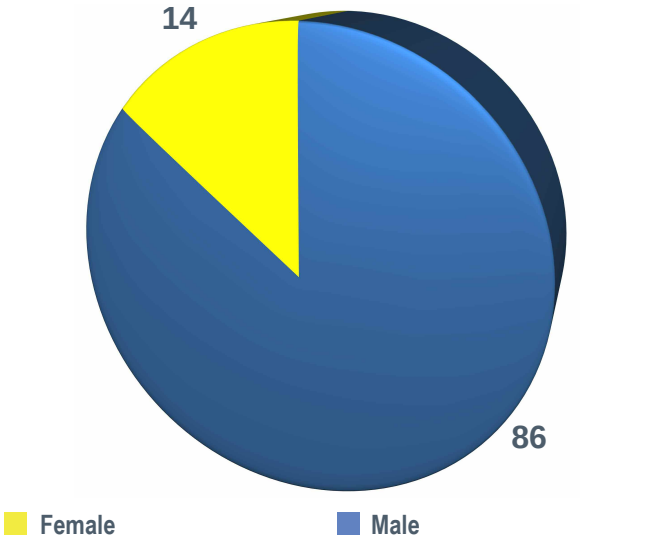


The above numbers equate to 10% TFO turnover, 6.5% pilot turnover, 5.4% of non-flying roles, average turnover rate is 8%. This compares to the UK median turnover rate for public sector organisations of 9.4% in 2013 and 16.3% in the private sector .

NPAS is actively participating in West Yorkshire Police's talent management programme as part of a developing programme to attract, retain and develop the right people to deliver a world class service. A key objective within NPAS has been staff development that provides opportunities for career progression, staff retention and enhancement of the service. During the transition phases into the service each and every base had their own unique ways of working and there were differing levels of standards. NPAS have standardised the way we operate to ensure we continually improve our service through staff development.

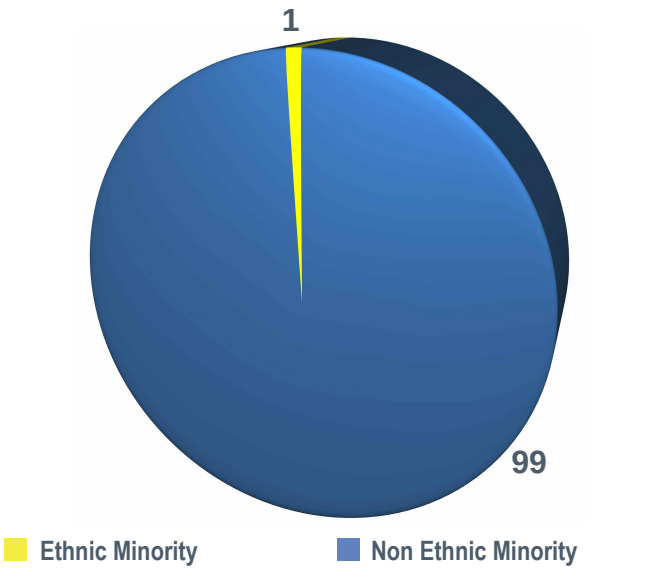
Diversity of the Workforce

Gender (%)

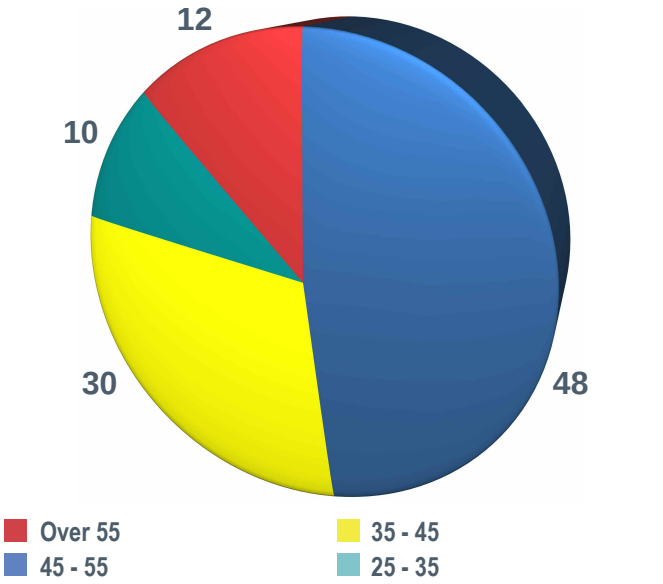


Recent selection of TFOs will increase female representation once the numbers are finalised.

Ethnicity (%)



Age Profile (%)



The above chart demonstrates the age breakdown of the workforce. The main area of interest is the pilot population of over 55s (41% of this age bracket) as the majority of these will have joined NPAS as a result of TUPE transfers and will therefore be on a range of differing employment terms and conditions. They will be replaced by directly recruited pilots on to NPAS contracts. There are also 44% of Police Officer TFOs aged over 45 who have the option to retire after 30 years of service. This may facilitate the replacement of these with police staff equivalents at a lesser cost.

Attendance

Time lost to sick absence stood at 1.9% of total hours available for NPAS. The comparable figure for West Yorkshire Police was 3%. West Yorkshire Police has the lowest absence rate in the Most Similar Group of Forces.

TUPE

Transfer of Undertakings (TUPE)
In line with the decision to recruit directly employed pilots, to improve business continuity and reduce cost, seventeen pilots have transferred in total from bases in 2013/14 as the contracts with the external providers have expired;

These are in addition to those 22 police staff pilots who have TUPE transferred from forces in 2013/14 as the regions have migrated to join NPAS.

Discipline

There has been one case of gross misconduct that has been heard and an appeal hearing is to take place following a staff dismissal. Allegations of gross misconduct against two officers are under investigation. Further allegations of misconduct against three officers are currently being investigated and one officer has been returned to their home force due to inappropriate behaviour.

Commendations

NPAS recognises excellence in the workforce through the award of commendations to staff. These are delivered personally by a member of the SLT. Prior to January 2014, these were not tracked. Since that date five commendations have been awarded in recognition of outstanding work. These are shown in the table below.

Retirement/Long Service	2
Service to Police Aviation	3
Chief Officer Commendation	0

Finance

The finance information to operate NPAS came from individual forces with previous Air Support Units (ASUs). Some of the information provided has since been discovered to have been incomplete, and this, along with the inability of NPAS to achieve all of its savings plans before implementation, led to a position where it would overspend in the financial year 2013/14. This situation was identified in the summer of 2012 and resulted in financial support from the Home Office to eliminate this position.

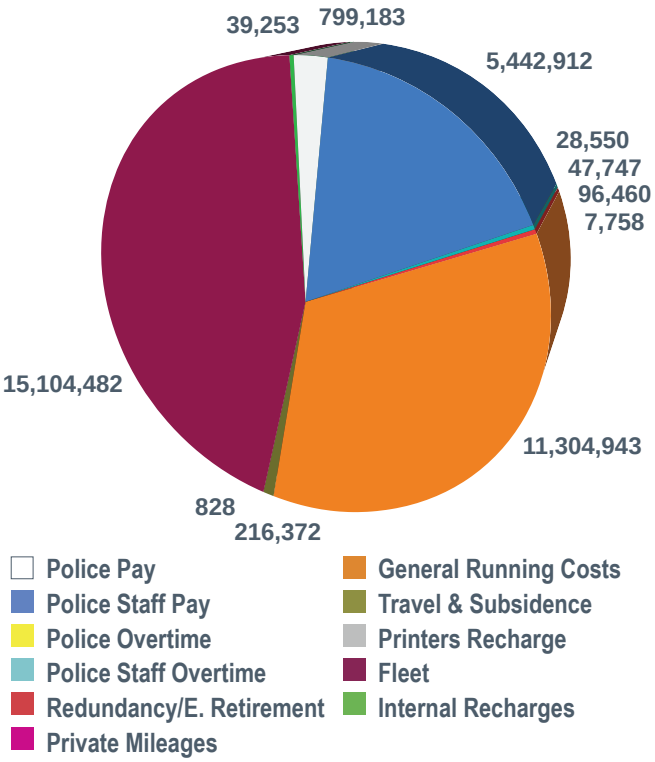
Revenue

The summary of the final revenue accounts for 2013/14 are as follows:

Revenue	£
NPAS Expenditure	33,088,488
NPAS Income	-29,338,488
Variance	3,750,000
Home Office Grant	-3,750,000
Final Revenue Over/Underspend	**£0**

A breakdown of expenditure by type can be seen in the following chart.

Revenue Expenditure 2013/14 (£)



The table below shows the sources of revenue income. Income from forces is broken down into a more detailed force level in Appendix C.

Revenue Income Sources	£
Contribution from NPAS Forces	27,778,349
Income from Capital	162,306
Estate Income	48,094
Refunds	455,517
HO Innovation Fund	65,578
Non NPAS Force Charges	691,757
Maintenance NPAS Engineering	51,484
HO Grant	3,750,000
Sale of Fuel	83,966
Income Generation	1,437
Total	**33,088,488**

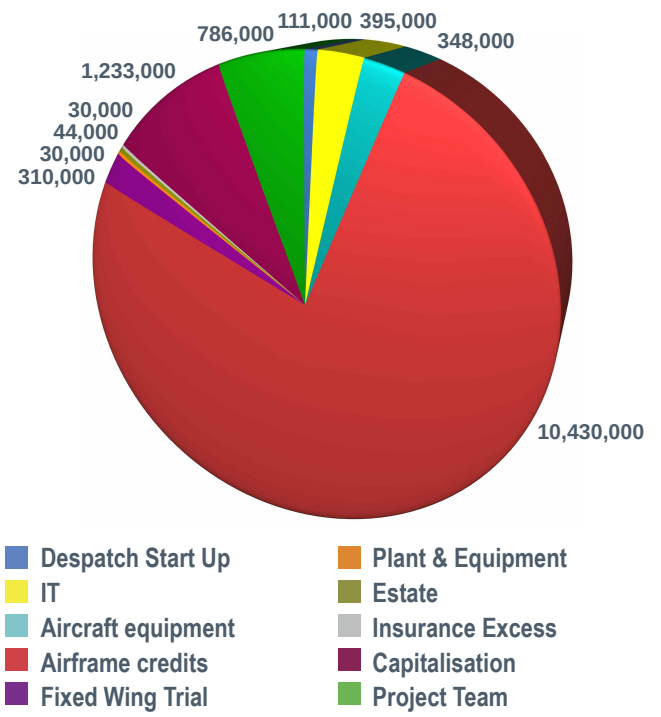
Capital

The summary of the final capital accounts for 2013/14 are as follows:

Capital	£
NPAS Expenditure	13,717,000
Top Sliced	-9,000,000
Air Support Grant	-4,000,000
Other Income	-717,000
Final Capital Over/Underspend	**£0**

A breakdown of expenditure by type can be seen in the following chart.

Capital Expenditure 2013/14 (£)



A breakdown of top sliced figures by force can be found within Appendix C.

Assets

The value of assets used by NPAS at 31 March 2014 to undertake activity is as follows:

Assets at 31 March 2014	£
Property, Plant & Equipment	40,250,000
Long Term Debtor	12,227,000
Long Term Assets	**52,477,000**
Inventories	756,000
Donated Inventories	-£504,000
Current Assets	**252,000**
Short Term Creditors	260,000
Current Liabilities	**260,000**
Long Term Creditors	-12,227,000
Other Long Term Liabilities	-927,000
Long Term Liabilities	**-13,154,000**
Net Assets	**39,315,000**
Usable Reserves	0
Unusable Reserves	39,315,000
Total Reserves	**39,315,000**

Absconded Male Located

In March 2014 NPAS was tasked to search for a wanted male near to his home address. He had been arrested but had slipped police handcuffs and escaped whilst being transferred to court earlier that day. The aircrew located the male, but he made off when ground units attended. NPAS saw the absconder hiding in a hedgerow of a rear garden. They directed ground officers to him and he was arrested.

Insurance & Risk

The rationale behind NPAS is to standardise the operation of Police aircraft in England and Wales reducing cost. This includes the standardisation of the insurance coverage protecting the operation.

Previously each force made their own decisions on insurance matters with the corresponding cost implications for the public purse. However, now the operational delivery of the air service is being undertaken on a lead force basis by West Yorkshire Police the main focus was to review & harmonise the aviation insurance programme to ensure it was fit for purpose for the NPAS operations balancing the need to save money in a challenging economic environment.

1 October 2012 - 30 September 2013

The initial changes to the aviation insurance programme when the first fours regions joined NPAS between the 1 October 2012 and the 30 September 2013 equated to an annual saving of £212k against the total insurance premium when each of the forces arranged their own aviation insurance. The immediate changes included:

- Increasing the Hull Excess to £30k to reduce the premium as opposed to £5k;
- Standardising the Hull Values to the appropriate replacement cost at £5m for the EC135/MD902's and £7m for the EC145's;
- Reviewing and reducing the liability levels from £100m to £50m;
- Procurement obtaining agreement from a supplier to a variation of the Home Office Pilotage Contract to reduce the liability levels down from £75m to £50m. This was only achievable with one supplier.
- Agreeing a contract variation with on an aircraft to reduce the liability level down from £100m to £50m on the basis that this is in excess of the minimum limit required by the CAA which is only £7.8m; and
- Deleting loss of use cover to hire in aircraft and hire of pilots that was no longer required due to the resilience of the spare aircraft and floater pilots.

1 October 2013 – 30 September 2015

From the 1 October 2013 a new aviation insurance contract was required for NPAS, which now included the Central Region. The insurance brokers approached the international aviation market on behalf of West Yorkshire Police to seek quotations for a collaborative framework agreement to allow other Emergency and UK Security Air Support Units to purchase insurance to benefit from the economies of scale, and cover enhancements as well as not having to carry out a tender exercise.

The insurance premium is ultimately driven by claims cost. The tender exercise tested the options available to NPAS for pricing and coverage so it was fit for purpose in a rapidly changing market. The tender exercise was successful securing a 2 year contract with annual premium savings of £1,021,379 nationally based on forces cover pre NPAS in 2011/12. Key changes included:

- The Loss of Licence insurance has been extended to include Operational Multicrew Limitation, if the dual pilot operational restriction is applied which is not available with most Insurers.
- Increased Corporate Defence costs from £5 million to £50 million per event; and
- Passenger Voluntary Settlement Clause has been increased by £50k to £250k for bodily injury.

Stolen Motorcycle Recovered

In March 2014 there was a report of the theft of a motorbike in progress. Within 60 minutes the stolen bike had been recovered and three potential offenders identified. NPAS staff identified a bike matching the description of that stolen in a courtyard at the rear of buildings. Officers who had entered the building checked and confirmed it was the stolen bike.

In addition a hull profit commission was paid at the insurance year end in October 2013 which was £136,685 back to NPAS and £71,453 pro-rated back to forces prior to joining NPAS.

For insurance year end October 2014 the hull profit share will be 100% due back to NPAS now including the Central Region, this excludes the MPS who are due to join on the 1 October 2014.

The insurance programme is constantly reviewed and monitored by Hayward Aviation Insurance Brokers, the NPAS Senior Leadership Team and the NPAS Local Strategic Board to ensure the aviation insurance programme is fit for purpose.

Risk Management Headlines

A risk governance framework which incorporates key groups and reporting mechanisms for escalation of risk has been developed, implemented and embedded for NPAS to ensure risk management opportunities are maximised and exposure to risk is minimised.

The NPAS Risk Management Strategy details how NPAS manages risk including roles and responsibilities which has been aligned to the West Yorkshire Police Risk Management Policy.

There are comprehensive Risk Registers in place which include:

- Project Risks & Issues Log;
- Strategic Service Delivery Risks;
- Flight Safety Risks; and
- Regional Service Delivery Risks.

The Internal Audit Report issued in March 2014 confirmed “NPAS risk management is extremely dynamic and clearly embedded within the overall governance of the service. There is clear demonstration that the risk registers are living, dynamic documents whereby risks are identified and updated as an integral part of the NPAS governance processes. Risk registers are an integral part of the management of risk within the organisation as they form the primary evidential channel through which the identification, prioritisation, mitigation and escalation of risks are recorded and reported”.

Procurement

The 2013/14 financial year has been full of activity for NPAS procurement with many projects underway.

A number of complex tenders have been awarded including the lease of a Fixed Wing Aircraft to undertake trials; the EC135 T2 Performance Upgrade to improve the performance of 6 aircraft resulting in better endurance and the Jet A1 Fuel Supply and Delivery, a retender of a framework for fuel supply to bases, where fuel can be purchased without restriction of supplier, resulting in rationalisation of supply of fuel reducing suppliers from four to two. The contract commenced on 1 April 2014 and savings are expected in 2014/15.

A number of tenders are still in progress and are not yet complete. These include the EC135 T2 Mission System Upgrade where suppliers have been notified of the the intention to award where a sophisticated solution has been selected which will offer improved technology for Tactical Flight Officers and the contract for Rotary Wing Maintenance, Continuing Airworthiness and Spare Parts where tenders have been received and evaluation is almost complete.

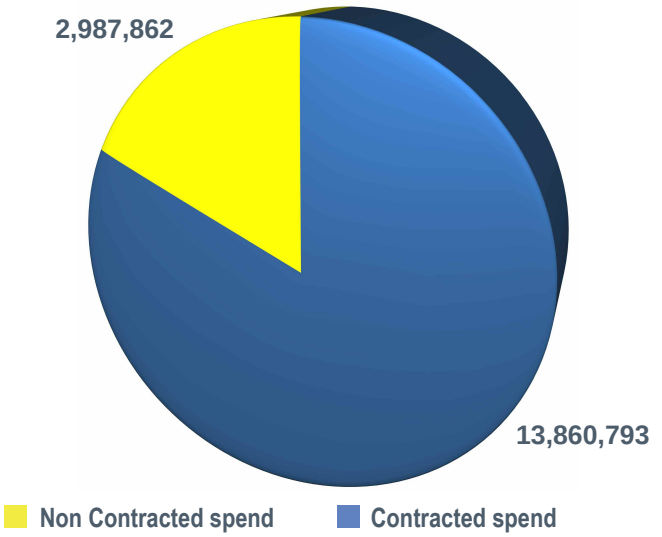
It would be remiss not to recognise the significant contributions of the team involved in this project who have worked tirelessly to ensure NPAS has the very best technology available.

This year has seen benefits delivered through rationalisation and uniformity of supplies. These include:

- Rationalisation of uniform and issue levels resulting in a reduction of suppliers and ordering efficency. The number of suppliers for flight suits, flight jackets and undergarments has been reduced from 36 to 4 streamlining ordering and invoicing. It is estimated that for flight suits alone approximately £15,000 has been saved.
- Rationalisation and cataloguing of helmets, resulting in no new helmets needed to be bought at £1,500 each for the forseeable future.
- A central process has been established for servicing and repairing helmets. Resulting in a tighter control of spend, ensuring only necessary work is carried out.
- Consistency established for mapping subscriptions, reducing number of suppliers and rationalising the items to what is necessary rather than nice to have.
- Procurement being involved in the purchase of Life Saving Buoys saved £4,700 of budget as a suitable alternative buoy was found at a lower price.

A target for procurement is to deliver as much spend as possible through the use of established contracts. This is designed to ensure best value is achieved, compliance with European Procurement Regulations and protect the organisation from unreliable goods and services. The graph below illustrates that the majority of NPAS spend is compliant and associated with a formal contract, which for an organisation in its infancy is to be commended. Procurement continue working to reduce the non-contracted spend.

Contracted Spend 2013/14



The top 10 suppliers make up 77% of NPAS spend. The top two suppliers, who provide maintenance and spare parts services account for 55% of this.

The maintenance and spare parts services are currently out for tender and it is anticipated that savings on the current arrangements will be made.

Estate & Infrastructure

During 2013/14 NPAS with support from the Home Office have been developing new air bases at both Durham Tees Valley and Bournemouth airports. These investments will be brought into service in 2014/15. The works at Durham Tees Valley was essential to ensure continued safe flying from the base and the move to the Bournemouth base is critical to improving service delivery on the south coast. The Durham Tees Valley investment is being match funded by the local force and the £1.6m investment in Bournemouth is being funded in total from capital money previously returned to the Home Office under the rules of the specific grant allocation.

Other work in 2013/14 has focussed on bringing bases up to a common standard, gathering data to enable benchmarking and building relationships with local forces to maintain bases up to CAA requirements.

NPAS Implementation Progress

Between January and April 2013, the West Yorkshire Police (WYP) Implementation Team was tasked with preparing the North East Region in readiness for its go-live in April. This would see another five bases and six forces joining NPAS. This was achieved on time with the exception of Humberside – both the aircraft and the Force did not join in April and are expected to join in 2016 following the expiry of the current aircraft's financial arrangements.

After the launch of the North East Region, preparation began for the absorption of the South West region into the NPAS infrastructure. This was planned for July 2013 and was expected to include the three Welsh forces but not Wiltshire which had already agreed to delay its entry into NPAS. Due to a variety of local issues the July date only saw the two English aircraft based at Filton and Exeter joining NPAS. The two Welsh aircraft did not join and negotiations have subsequently followed regarding their futures. The Pembrey aircraft (Dyfed Powys Police) and the St Athan aircraft still remain outside NPAS. Negotiations are underway with the three Welsh Forces with the aim of them joining in early 2015.

The only remaining large geographical area was the Central Region with its four aircraft and eight forces. The implementation plan showed that the target date for this region was October 2013 and throughout the summer the WYP team undertook all the preparatory work required for the central region's go-live date. This went as planned and all aircraft and forces became part of NPAS on 1 October 2013.

The sixth and final region – the London Region, was scheduled to go live in January 2014. However, for a variety of reasons, this has now been delayed and the revised go-live date is October 2014.

Other key events or actions facilitated or supported by the WYP team

Internal Planning Events

A variety of planning events which began in April 2013 identified short, medium and long term actions. Many of these have or are being implemented. The outstanding actions will formulate part of the Phase 2 action plan.

Establishment of the NPAS Strategic Board.

In May 2013 the Initial meeting of the Strategic Board was held and comprised of Regional and Lead Force Chief Constables and PCCs. The Board set the future strategic direction and budget for NPAS and agreed the board's Terms of Reference. A number of regular meetings have subsequently been held and the board's primary objective is to give NPAS the strategic direction and leadership required for such a national service. A particular focus has been on establishing a more equitable future funding model.

Fixed wing trial

A fixed wing trial began March 2014 and continues through to June 2014. The aircraft was based at the Benson base and covered the South East Region. The trial subsequently moved to the North West Region (also covering parts of the North East Region) with the aircraft being based in Manchester. Performance monitoring and a full evaluation will be undertaken which will assist in developing the specification for the introduction of fixed wing aircraft into the service.

Critically Injured Man Air Lifted to Hospital

A male jumped off cliffs at Exmouth and sustained serious life threatening injuries. He was located by the aircraft at the base of the cliffs. Paramedics and ground units were directed to the scene and the pilot landed the aircraft in difficult circumstances on the beach. The male was airlifted to hospital. Paramedics fed back that the male would have died en route to hospital if he had been moved over ground and gone by road.

The NPAS Symposium

In December 2013 a symposium event was held in Nottingham and involved a variety of representatives from each region including regional managers, base managers, pilots etc. The event allowed the Senior Leadership Team to share the NPAS Business Plan and its vision for the future. The event also allowed time for staff to consider how the strategic objectives outlined in the plan could be achieved. Those in attendance were also asked to identify the main risks faced by NPAS and a number of the outputs from the event are being used to help formulate the action plan for the proposed Phase 2 stage commencing in June 2014.

Supporting the Home Office team develop NPAS's future operating model

The WYP team has been supporting a group of Home Office analysts and economists in the creation of a complex simulation model which is designed to establish the best future operating model for NPAS. The model will help identify potential base locations, aircraft combinations and the value of the activities undertaken by NPAS. This work is leading edge research which has required complex technical input from both teams. Early outputs from the model are expected at the end of July 2014.

The identified benefits of NPAS

The following four benefits were submitted to the Home Office giving indications of what NPAS can and has delivered since its launch in October 2012:

- Cross border operating has seen a 10% reduction in the number of flying hours used by forces
- Financial savings of £614k achieved through establishing a single national aviation insurance policy for all aircraft. This is the NPAS portion of the national saving including non NPAS forces shown in the insurance summary of this report.
- Standardisation of processes and adopting national best practice
- Improved resilience with provision of 3 spare aircraft during times of maintenance and large policing operations

In addition a number of other potential benefits are listed below some of which have already been achieved:

- Removal of Norfolk aircraft - £670,000 per annum
- Mothball of one redundant aircraft - £5m per annum over the next 4 years (£1,250,000 per annum)
- Lease of the Merseyside aircraft to Norway (Current arrangement is £365,000 per annum for two years, with an option to extend. Merseyside Police receive this income initially)
- Lease of the camera on the Merseyside aircraft to Norway Current arrangement is £205 per day for two years.
- Closure of Henlow, Odiham and Shoreham bases - £1.9m in 2012/13; £3.8m in subsequent years
- Closure of Hampshire base
- Direct employment of pilots - Saving of £100,000 per year in the North West
- Aircraft Replacement Programme - £10m per annum
- Mothballing of the fuel farm from RAF Woodvale (Approx £100,000 non-cashable saving)

Appendix A

Completed Audit Plan 2013/14

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Oct	Nov	Dec	Jan	Feb	March
LINE STATIONS															
NW Region															
Rhuddlan					NPAS FOI									CAA FOI 9 March	12 March CAA BCAR
Barton			NPAS BCAR NPAS		NPAS FOI										CAA FOI 8 March
Warton					NPAS FOI			NPAS BCAR NPAS							11 March CAA BCAR
Hawarden		NPAS BCAR NPAS			NPAS FOI										CAA FOI 9 March
SE Region															
Redhill	NPAS BCAR NPAS					NPAS FOI							14 Jan CAA BCAR		
Wattisham						NPAS FOI									
Boreham						NPAS FOI							15 Jan CAA BCAR		
Benson						NPAS FOI									
NE Region															
Durham Tees Valley		NPAS FOI	CAA BCAR	NPAS BCAR NPAS			CAA FOI				NPAS FOI				
Newcastle		NPAS FOI	CAA BCAR		NPAS BCAR NPAS		CAA FOI				NPAS FOI				
Carrgate		NPAS FOI	CAA BCAR			NPAS BCAR NPAS	CAA FOI				NPAS FOI				
Sheffield		NPAS FOI	CAA BCAR				CAA FOI				NPAS FOI				
SW Region															
Exeter					NPAS FOI	CAA FOI	CAA BCAR						BCAR A2B 27/3	FOI BG 16/3	
Filton					NPAS FOI	CAA FOI	CAA BCAR						BCAR A2B 28/3	FOI BG 17/3	
Bournemouth/Winfrith					NPAS FOI	CAA FOI	CAA BCAR							FOI BG 16/3	BCAR A2B 28/3
Central region															
Husbands Bosworth		NPAS BCAR NPAS				CAA BCAR		NPAS FOI			CAA FOI				
Halfpenny Green			NPAS BCAR NPAS			CAA BCAR		NPAS FOI			CAA FOI				
Birmingham				NPAS BCAR NPAS		CAA BCAR		NPAS FOI			CAA FOI				
Ripley					NPAS BCAR NPAS	CAA BCAR		NPAS FOI			CAA FOI				
Aircraft/ACAM															
G-CPSH					NPAS FOI										
G-CMBS					NPAS FOI										
G-GMPX			CAA		NPAS FOI										
G-EMIDS					NPAS FOI						CAA				
MX & CAW Contracts						NPAS FOI									
Third Party Audits															
PAS			NPAS BCAR NPAS				NPAS FOI	NPAS BCAR NPAS			CAA BCAR				
Premiair		NPAS FOI						NPAS FOI							
Airbus		AHUK Oxford		AHUK Hawarden								CAA ACAM			
Product Audit															
EC135			G-ESEX		CAA										
EC145							CAA								
MD902			CAA		G-SYPS										
Turbomeca															
P & W															
Dudley Hill				NPAS								CAA FOI			
Management			NPAS CAM			15 Sept CAA NPAS HQ	NPAS QS					CAA QS			

Appendix B

Flying Hours by Force 2013/14

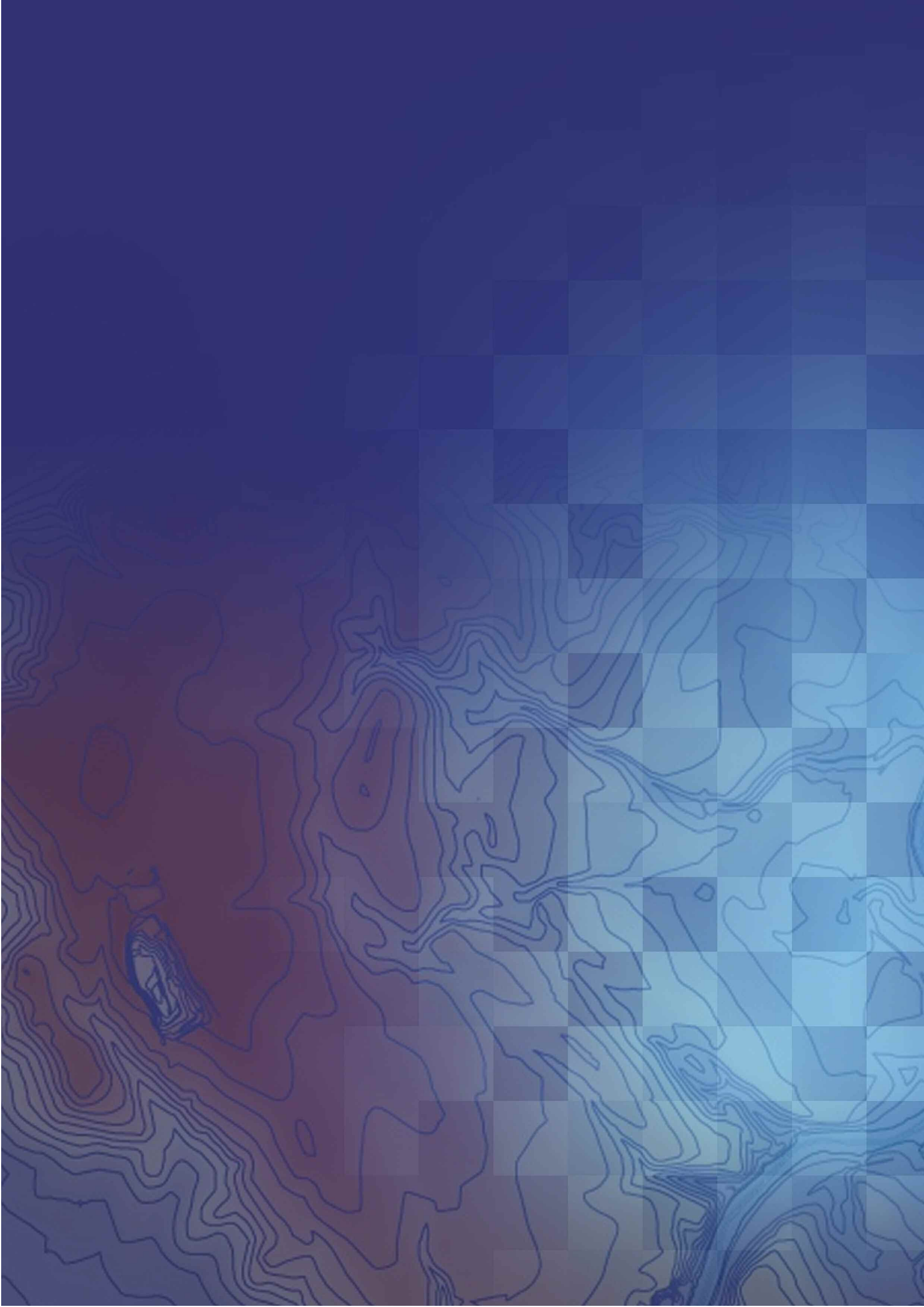
Force	Grand Total	S22 Agreement	Variance
Avon & Somerset	465:36	525:00	-59:24
Bedfordshire	244:48	294:00	-49:12
Cambridgeshire	297:22	500:00	-202:38
Cheshire	421:42	500:00	-78:18
Cleveland	475:39	720:00	-244:21
Cumbria	21:17	15:00	6:17
Derbyshire	151:16	200:00	-48:44
Devon & Cornwall	499:14	637:30	-138:16
Dorset	255:55	337:30	-81:35
Durham	233:36	330:00	-96:24
Essex	1029:34	950:00	79:34
Gloucestershire	179:21	180:00	-0:39
Greater Manchester	777:10	1200:00	-422:50
Hampshire	359:46	486:00	-126:14
Hertfordshire	221:46	350:00	-128:14
Kent	443:03	350:00	93:03
Lancashire	575:14	800:00	-224:46
Leicestershire	142:29	138:30	3:59
Lincolnshire	19:43	5:00	14:43
Merseyside	957:03	1100:00	-142:57
Norfolk	284:44	220:00	64:44
North Wales	644:10	800:00	-155:50
North Yorkshire	122:04	110:00	12:04
Northamptonshire	148:36	138:30	10:06
Northumbria	575:31	770:00	-194:29
Nottinghamshire	206:11	225:00	-18:49
South Yorkshire	757:04	1200:00	-442:56
Staffordshire	108:38	135:00	-26:22
Suffolk	357:23	600:00	-242:37
Surrey	385:39	500:00	-114:21
Sussex	327:19	604:00	-276:41
Thames Valley	805:16	796:00	9:16
Warwickshire	72:17	138:30	-66:13
West Mercia	186:52	192:00	-5:08
West Midlands	471:34	700:00	-228:26
West Yorkshire	1069:26	1200:00	-130:34
Total NPAS Forces	**14294:18**	**17947:30**	**-3653.12**
NPAS	363:01	0:00	363:01
NPAS Training	1163:44	0:00	1163:44
Unknown	74:54	0:00	74:54
Total NPAS non operational	**1601:39**	**0:00**	**1601:39**
BTP	3:42	0:00	3:42
City of London	0:00	0:00	0:00
Dyfed Powys	2:25	0:00	2:25
Gwent	1:55	0:00	1:55
Humberside	15:53	0:00	15:53
Metropolitan Police	8:30	0:00	8:30
Op Chess (HO funded)	200:02	0:00	200:02
Other	39:31	0:00	39:31
Police Scotland	14:36	0:00	14:36
PSNI	25:03	0:00	25:03
South Wales	3:15	0:00	3:15
Wiltshire	4:05	0:00	4:05
Total non NPAS	**318:57**	**0:00**	**318:57**
GRAND TOTAL	**16214:54**	**17947:30**	**1732:60**

Appendix C

Revenue & Capital Contributions by Force 2013/14

Force	Total Revenue Payments	Total Capital Contributions
Avon & Somerset	£812,250	£200,000
Bedfordshire	£373,000	£80,000
Cambridgeshire	£469,500	£100,000
Cheshire	£941,164	£130,000
Cleveland	£1,437,000	£100,000
Cumbria	£28,889	£70,000
Derbyshire	£265,750	£120,000
Devon & Cornwall	£1,254,750	£220,000
Dorset	£631,875	£80,000
Durham	£529,000	£100,000
Essex	£1,302,673	£180,000
Gloucestershire	£367,500	£70,000
Greater Manchester	£1,793,080	£460,000
Hampshire	£855,000	£230,000
Hertfordshire	£480,000	£120,000
Kent	£576,583	£210,000
Lancashire	£1,256,428	£220,000
Leicestershire	£243,609	£130,000
Lincolnshire	£17,719	£80,000
Merseyside	£1,821,200	£270,000
Norfolk	£399,574	£100,000
North Wales	£1,394,440	£90,000
North Yorkshire	£154,771	£80,000
Northamptonshire	£247,476	£80,000
Northumbria	£1,226,200	£250,000
Nottinghamshire	£282,000	£150,000
South Yorkshire	£1,686,920	£210,000
Staffordshire	£265,500	£130,000
Suffolk	£804,000	£90,000
Surrey	£797,000	£120,000
Sussex	£762,000	£180,000
Thames Valley	£1,273,000	£290,000
Warwickshire	£243,500	£80,000
West Mercia	£299,000	£140,000
West Midlands	£875,000	£480,000
West Yorkshire	£1,611,000	£350,000
City of London	£0	£70,000
Dyfed-Powys	£0	£60,000
Gwent	£0	£90,000
Humberside	£0	£140,000
Metropolitan Police S	£0	£2,380,000
South Wales	£0	£190,000
Wiltshire	£0	£80,000
Total	**£27,778,349**	**£9,000,000**

Notes on Preparation

NPAS in itself has no legal identity. West Yorkshire Police employs the staff and the Officer of the Police and Crime Commissioner for West Yorkshire own the assets. NPAS is an operational department within West Yorkshire Police and the content of this annual report should be read in this context.

All information in this report is believed to be correct as at 30 June 2014.