



**NATIONAL POLICE
AIR SERVICE**

ANNUAL REPORT 2016/17

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Mark Burns-Williamson, OBE
NPAS Chair/Police and Crime Commissioner for West Yorkshire



Chief Constable Dee Collins, QPM
West Yorkshire Police and Air Operations Certificate Holder for NPAS

Welcome to the 2016/17 Annual Report, setting out key achievements and activities of the The National Police Air Service (NPAS).

NPAS exist to reduce the risk to communities by supporting local, regional and national policing. The 2016/17 financial year saw the last police force in England and Wales, Humberside Police, join the unique NPAS Collaboration, governed by the NPAS National Board, and marking the formal end of the development stage of NPAS known as 'Stage One'.

Key achievements for 2016/17 have included:

- NPAS providing borderless air support 24/7/365 from a national network of 15 bases across England and Wales to all 46 police forces.
- The closure of the final three bases by 31 March, including Warton, Wattisham and Durham Tees Valley. The bases closed as part of the three year plan to close nine bases, implemented in 2014, to achieve required 14% budget savings
- NPAS Doncaster build completed on time and on budget, which was £3.3 million. The flagship airbase occupies 1.3 acres and includes a bespoke training/conferencing facility.
- Developments toward the implementation of fixed-wing aircraft into the fleet in early 2018
- Development of the Operations Centre including ensuring the staff shift rotas supported service delivery 24/7/365. Staff received training in aviation knowledge to reflect their role in flight following and to enable them to make informed decisions that take into account operational considerations

- Provided a protracted response to the terrorist attack in Westminster on 22 March. NPAS Redhill were overhead within 6 minutes of the request with subsequent aircraft, from multiple bases, relieving on scene until the situation stabilised and continued to provide a presence through the night.

2016/17 has been a challenging year for NPAS as the first and only national 'specialist capability' in UK policing. Despite the closure of three bases to achieve 14% budget savings, activity has remained high throughout the year with a total of 16,369 operational hours.

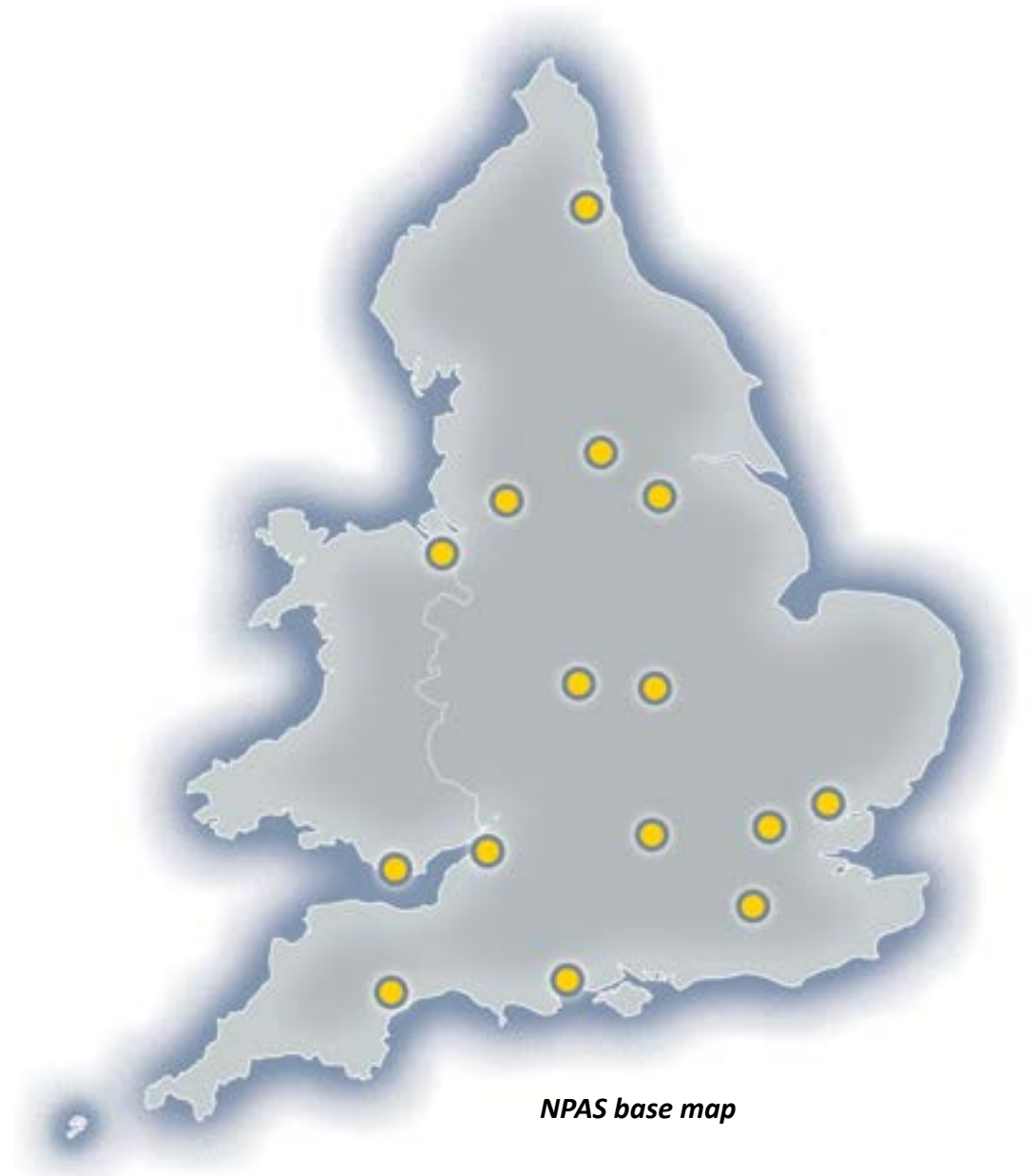


Chief Superintendent Tyron Joyce
Chief Operating Officer and
Accountable Manager, NPAS

In 2016/17 NPAS have continued to provide borderless air support 24/7/365 from a national network of 15 bases to the police forces of England and Wales. Humberside Police joining NPAS on 27 September 2016 marked the end of the development phase ('stage one') of NPAS and the full formation of the NPAS Collaboration, which is funded by the police forces of England and Wales. A formal review of the legal agreement underpinning the

NPAS collaboration ('Section 22') is required now stage one is complete and will take place in the 2017/18 financial year.

Within the 2016/17 financial year, NPAS have achieved the required 14% budget savings through the closure of three further bases at Durham Tees Valley, Warton and Wattisham. In 2014, along with other areas of policing, NPAS were required to make significant savings and implemented a three year plan to close nine bases to achieve the savings. As the sole provider of police air support, the same geographical coverage was required from the new basing footprint and activity has remained high throughout the year. NPAS again exceeded the performance target set out in the collaboration agreement which is an 85% response rate to priority 1 incidents, such as threat to life, which requires an air asset to the scene within 20 minutes of lifting. The national response rate to priority 1 incidents was 97.9% for 2016/17 which was an increase on 96.9% for 2015/16.



NPAS base map



NPAS provided a protracted response to the terrorist attack in Westminster on 22 March. The national model allowed the first aircraft to be tasked from NPAS Redhill. It was overhead within 6 minutes of the request with subsequent aircraft, from multiple bases, relieving on scene until the situation stabilised and subsequently continuing to provide a presence through the night and until no longer required by MPS. This service provision firmly established NPAS as an invaluable element of the response to such major incidents, although the protracted response required and unprecedented demand had a significant impact on assets and subsequent operations.

The NPAS Doncaster build was completed and delivered and delivered on the agreed budget of £3.3 million. The flagship airbase occupies 1.3 acres and includes a bespoke training and conferencing facility which has the latest in instructional/conferencing AV solutions with multiple media options. The Vulcan P68R aeroplanes have all been built and are undergoing completion at Airborne Technologies GmbH in Wiener Neustadt, Austria.

The sale of the 902's delivered savings in line with national requirements of NPAS. Maintenance savings were achieved by reducing the fleet to one aircraft type, rather than two, with separate maintenance arrangements. However, the normalisation phase of NPAS, set in the context of capacity reducing (deletion of 6 x MD902 - 5,400 hours/year) more quickly than demand (force implementation of triage by threat, harm and risk) has been particularly challenging as the fleet continues to age and maintenance of high tempo operations becomes more challenging.

The Operations Centre and contracted Maintenance Organisation have been challenged in achieving the 15 24/7 task lines required from an effective fleet of 18 aircraft. However, despite the challenges NPAS attended 26,856 actioned calls for service in 2016/17 and continued to reduce the risks to communities by providing the best possible service with the available resources.

NPAS compliance staff reviewed the Approved Training Organisation (ATO - NPAS' in-house "training school" for pilot licensing) which provided an opportunity to identify areas for development. These have been incorporated into the ATO's manuals and processes and received CAA approval. Approval was also gained for a Multi-Engine Piston class rating course for Aeroplanes in anticipation of the fixed-wing fleet deployment in 2018.

During the 2016/17 financial year a number of projects have been awarded and completed; several new projects also began. 2016/17 was the first year in which procurement services were provided to NPAS under a Service Level Agreement. The change to a commissioned services approach was a huge success and NPAS were able to access and benefit from the wider Yorkshire and Humber Regional Procurement Team.

Contracts awarded:

- Construction of Doncaster Fixed Wing Hangar this was let through the Scape Framework and has provided a base for NPAS operations.
- The Provision of a Test Pilot /Flight Test Organisation Support for the National Police Air Service. This enables NPAS to test the operational effectiveness of the new Fixed Wing Aircraft.

- Provision of Fixed Wing Maintenance, Continuing Airworthiness Management and Spare Parts – awarded to Gama Aviation (Engineering) Ltd, this provides the support to our new fleet of Fixed Wing Aircraft.
- Preventative & Remedial Maintenance of Fuel Farm Installations & Bowsers for NPAS this has been essential to ensuring the fleet is fully fuelled and ready to go.
- Supply of Aviation Insurance Services – this brings all insurances services under one insurance arrangement.

The Aviation Insurance Programme is placed with the Aviation Insurance Market by Hayward Aviation Insurance Brokers, working alongside key stakeholders in Insurance, Legal, Procurement and NPAS to ensure it is fit for purpose. The aircraft insurance premium rates have reduced significantly this year which has delivered some savings. Loss of use rates have reduced by 15%. Whilst NPAS don't utilise this coverage due to the resilience of the fleet other blue light organisations that are not part of NPAS such as Police Service Northern Ireland can benefit from these savings secured through the insurance framework.

Bi-weekly meetings were held with the Head of Risk Management and Insurance, Head of Aviation Safety and myself (Chief Operating Officer and Accountable Manager) to review the national service delivery risks and flight safety risks which are subsequently reported to the Local and Strategic Boards. In addition, risks and activities were reported into the Joint Independent and Ethics Committee and Commissioners Good Governance Group to give assurance that an effective and efficient process is in place for managing risk.

The year ahead will continue to be challenging with the resources NPAS have available to continue to provide the best possible service to the 46 police forces and specialist organisations of England and Wales.

There is no doubt that NPAS will continue to play a key role in general policing, in strategic policing and for CT requirements. Police air support is a critical specialist capability, without which UK forces would not be able to deliver the service required of them to keep communities safe.

In the upcoming year, we can look ahead to the use of flight simulators for pilot training and checking, the introduction of Air Tactical Advisor training for TFO's, standardisation of national Standard Operating Procedures (SOPs) by the TFO Training Council, the introduction of Authorised Professional Practices (APPs) for many areas of NPAS operations and the training provision's contribution to the initial operational deployment of the NPAS fixed-wing fleet.

Each base will receive a new Ford Ranger and 2000 litre mobile fuel bowser. The Rangers are a multi-purpose vehicle with great versatility for everyday staff and equipment movements to transporting a bowser of Jet fuel. The bowser can be used for special or sensitive operations as well as operations of an extended nature such as civil contingencies – flooding.

Several contracts are in progress but not yet completed including -

- NPAS Network Solution – this is a long term project and will provide a national IT network for NPAS.

- Engine Support of NPAS Fleet - this will determine the maintenance provider for the coming years.
- Cockpit Voice and Flight Data Recorder Safety Upgrade and Night Vision (NVIS) T2 upgrades - these are both requirements from the CAA to improve the safety of crews.
- Flight Simulators for Pilot Training and Checking– this will deliver a very safe environment for staff training. It will limit the need to remove helicopters from operational duties to carry out training.
- ESMCP Modifications to Aircraft – this is a large national project which NPAS are involved in as police forces move away from the current radios to a new system.

2017/18 will see NPAS continue to develop as a national collaboration including exploring the possibility of replacing the fleet, the introduction of fixed-wing aircraft into the fleet, the relocation of NPAS London and NPAS Filton. NPAS is a 'young' organisation and the only national 'specialist capability' in UK policing. It is therefore likely that further changes will occur during the next year. NPAS will continue to adapt in line with this in order to best serve the police forces of England and Wales.



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Chief Operating Officer and
Accountable Manager, NPAS

In 2016/17 the Head of Compliance and Safety role split into two roles - Head of Aviation Safety and Head of Compliance. Splitting the role allowed the Head of Aviation Safety to focus on all aspects of safety and the Head of Compliance to focus on adherence to processes and regulations.

NPAS operate with a Just Culture which allows personnel to report safety concerns and operational impacts. During the last financial year, NPAS considered the foundations of the safety culture, advertised and re-informed staff regarding the supporting sub-cultures. Part of this development has seen the inclusion of Just Culture in the investigation of other matters, not simply safety incidents and near misses. The underlying principle that mistakes can be made and learning gained without necessarily having to implement administrative discipline on every occasion has value across policing.

In a Just Culture

Everybody knows where the line is drawn

BLAMELESS

Here (there is no evidence of unacceptable behaviour) post-investigation actions focus on learning and improving performance.

ACCOUNTABLE

Here disciplinary action is considered.

Substitution Test:

Would a different individual/organisation (motivated, competent and qualified) have committed the same error or violation, under similar circumstances.

An internal review of the safety management system (SMS) has been completed. The review identified areas where NPAS needed to re-focus and re-structure. An updated SMS implementation plan is being developed and will be in place over the next financial year.

During the process, safety excellence and best practice at individual bases was identified and is now being adopted across the organisation. Further resources, including personnel, processes and IT, were also recommended

as part of the review and will be addressed in 2017/18 as they will ultimately improve the service NPAS deliver.

The SMS reporting culture continued to build, the number of safety reports has increased year on year as follows:

Year	No. of Reports
2014	200
2015	590
2016	610

Best practice guidance was issued to staff which generated operational impact reports as well as safety issues. This led to staff reporting issues, which were not safety issues that impacted operational delivery. In this manner the quality of reporting improved as well the quantity. Further to this initiative NPAS also recorded where technical failures might be impacting colleagues on the ground. An example of this was where there were search light issues and NPAS recognised and recorded that this might have made the ground search more difficult.

NPAS continued to engage with other safety organisations and actively collaborate to share safety learning with other external stakeholders. Safety engagements have increased since 2015/16 with four safety engagements taking place per month.

Safety initiatives continued and two which were of particular interest in 2016/17 were the risk of mid-air collision with drones and reporting of laser attacks. NPAS invested considerable resources to engage with other service users of drones and contributed to the development of emergency services drones de-confliction protocol. NPAS also engaged with stakeholders such as some of the individual Helicopter Emergency Medivac (HEMS) organisations and shared learning and understanding. NPAS shared our learning and implementation plans for the roll out of the laser eye protection trial so that other aviation organisations could consider purchasing this equipment.

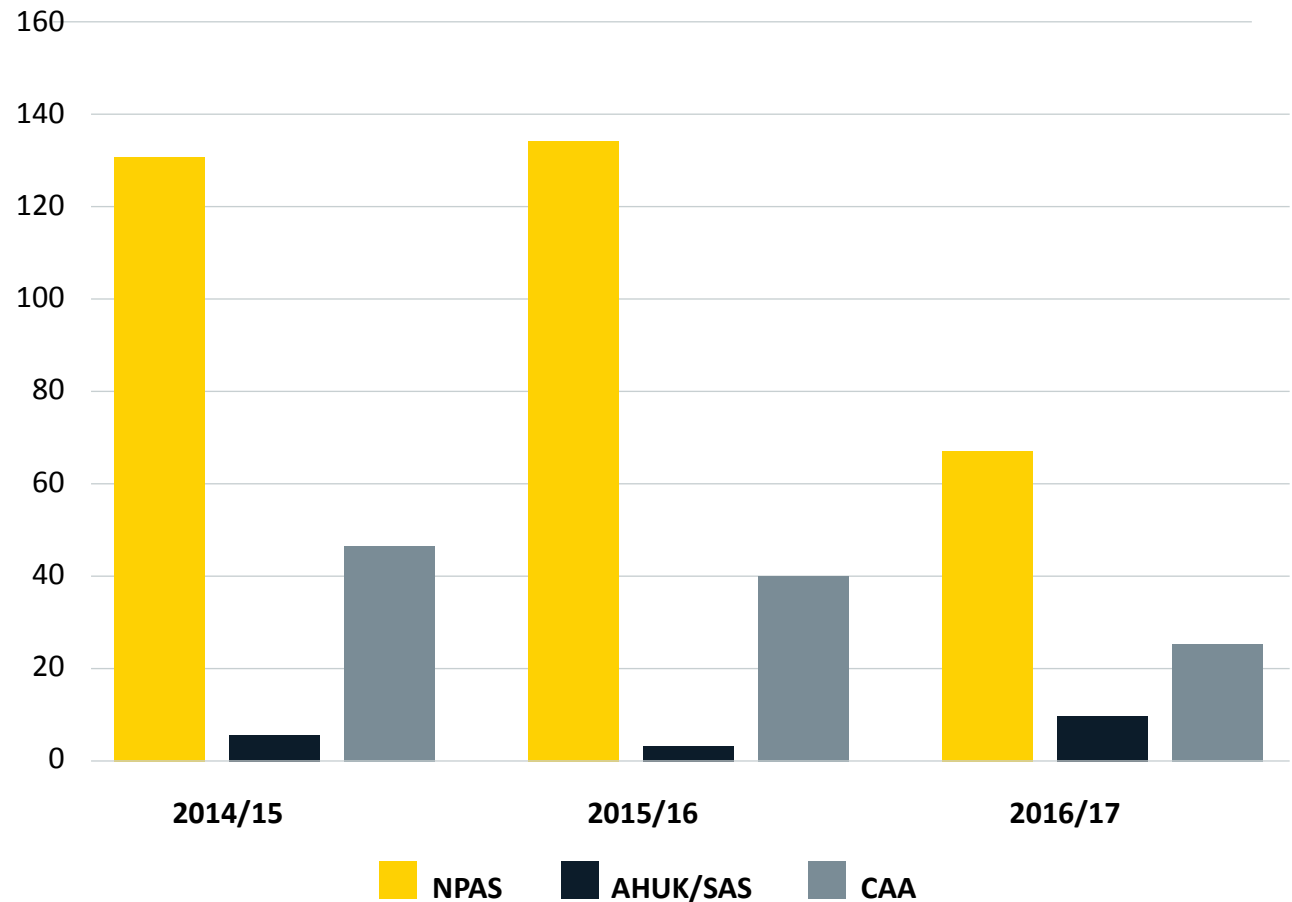
The compliance department completed an annual audit programme and as well as conducting audits on the mandatory areas, the department focused on areas identified as high risk for the operation. High risk areas were identified from safety report trends and previous non-conformances, such as refuelling facilities at NPAS bases and external facilities which are used by bases on an adhoc basis.

No-notice audits were introduced to provide an accurate representation of the operational environment. This approach to compliance oversight and the continued success of the monthly quality checks introduced in 2015, has seen the total number of non-conformances, raised by the NPAS compliance department and the CAA, reduced significantly over this audit period compared to the previous two years.

A significant element of European aviation regulation is the emphasis on continuing improvement. Over the last year, NPAS has focused on this area and effectively closed the non-conformances raised by identifying the true root cause and ensuring effective interventions are introduced.

Another element of continuing improvement has been achieved by improving the understanding of the regulatory requirements and re-enforcing the key role management personnel play in maintaining regulatory compliance. The focus on continuous improvement in 2016/17 has enabled NPAS to deliver the most effective air support to communities.

Number of non-conformances raised



In 2016/17 the NPAS workforce remained a mix of staff and officers employed on West Yorkshire Police terms and conditions, TUPE protected staff on terms that have transferred with them from their previous force and seconded officers from collaborating forces.

The number of staff reduced over the year and this reflects the closure of three bases to deliver the 15 base model. The transition to a 15 base model is also reflected in the staff turnover figure of 15%, which is an increase from 9.6% last year.

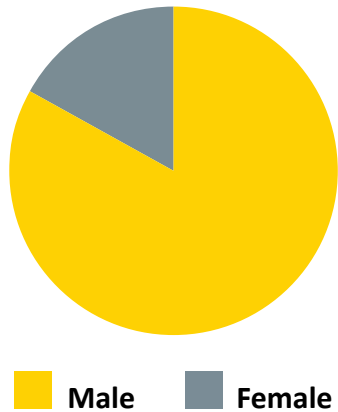
Role	2015/16	2016/17
Management team	13	10
Base Managers	21 (5 staff)	17 (5 staff)
Tactical Flight Officers	174 (11 staff)	157 (12 staff)
Regional Management	5	5
Flight Despatch and Monitoring	34.5	36
Pilots, including Senior Pilots	94.5	87
Quality and Airworthiness	5	4
Administrative Support	3.6	2
Projects		5
Training		4.5
Total	345.6	327.5



Diversity of Workforce

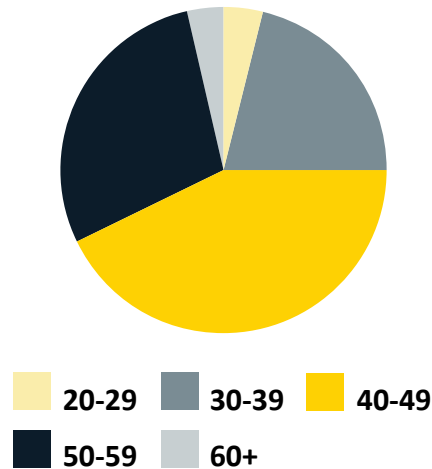
Gender

There has been a slight increase in female representation. However, it remains that aviation is a male dominated sector.



Age

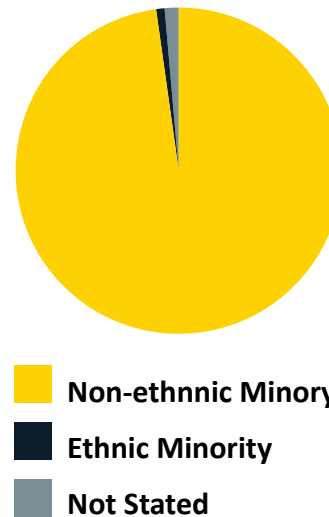
Due to European Regulations pilots are required to cease flying as single pilots by the age of 60. Over the next three years 18 pilots will be at that point in their service.



Several recruitment campaigns have taken place and NPAS continued to proactively manage the TFO and Pilot succession planning at bases.

Ethnicity

The ethnic makeup of NPAS remains similar to that of last year. Vetting limitations mean that NPAS are unable to recruit from outside the UK.



The Tactical Flight Officer (TFO) Training Council further developed the NPAS TFO recruitment process with the introduction of new innate skills testing systems. Combined with the use of RAF selection procedures at Cranwell, this has further guaranteed that the most suitable candidates are selected for training in the increasingly challenging role of TFO.

Air support is a highly-specialised task and staff are fully trained to carry out the role competently and safely.

Every function now has a Flight Safety Officer rather than just every base. This means that NPAS are resourced with a flight safety advisor in every location, including several in the Operations Centre and project team.

Three members of staff at each base gained a BTEC qualification in Aviation Fuel Storage and Management. This is a significant step forward in regulatory compliance and also flight safety. The fuel professionals are dedicated to the receipt, management and audit of aviation fuel as part of their day-to-day role.

In 2016/17 demand for air support from the police forces of England and Wales remained high and NPAS attended 26,856 actioned calls for service.

NPAS has continued to exceed a number of performance targets which are set out in the Collaboration Agreement which binds NPAS together under delivery by West Yorkshire as the 'Lead Force'. The performance targets are set out below.

SLA 3 – Response to a priority 1 incident i.e. a threat to life.
Air asset to the scene within 20 minutes of lifting – *Target 85%*

Region	2014/15 response	2015/16 response	2016/17 response
South East Region	95.5%	94.8%	96.8%
South West Region	96.6%	95.0%	97.2%
Central Region	97.0%	97.5%	98.2%
North West Region	97.2%	98.3%	99.1%
North East Region	97.2%	98.6%	98.6%
National	96.6%	96.9%	97.9%

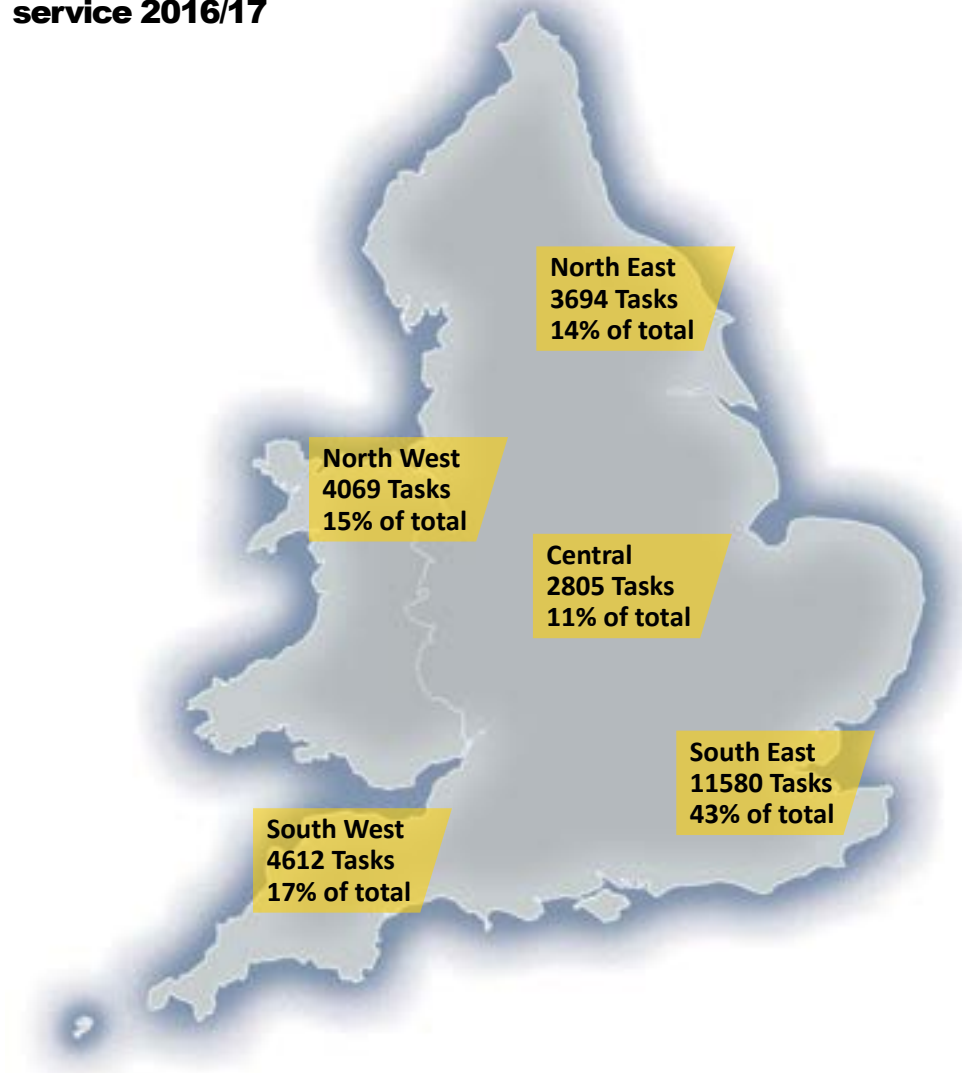
SLA 4 – Response to a priority 2 incident i.e. not an immediate requirement.
NPAS aircraft attended 90% of accepted calls within 60 minutes of lifting

Region	2014/15 response	2015/16 response	2016/17 response
South East Region	96.7%	94.9%	93.9%
South West Region	97.8%	90.1%	87.8%
Central Region	97.5%	94.5%	96.0%
North West Region	98.1%	94.2%	91.5%
North West Region	98.1%	94.2%	91.5%
North East Region	98.0%	96.0%	92.6%
National	97.6%	94.2%	93.1%

NPAS support police forces with Strategic Policing Requirements (SPR), Crime in Action (CIA) and Local Priorities (LP). In 2016/17 NPAS assisted forces with 1345 Strategic Policing Requirements (SPR) actioned calls for service including 70 major incidents/natural disasters, 64 Counter Terrorism/specialist firearms operations and 978 armed incidents.

20,701 Crime in Action (CIA) actioned calls for service occurred including 7,778 searches for a high risk missing person/concern for welfare/injured person, tactical management of 1571 vehicle pursuits and 8522 searches for suspects.

Actioned calls for service 2016/17



NPAS have a clear purpose which is keeping communities safe by either reducing risks to individuals directly (for example searching for high risk missing people) or to those that serve (for example negating the need for rooftop searches/ identifying hot spots for Fire and Rescue Service colleagues). In 2016/17 NPAS did this 26,856 times through its 350 people delivering 18,000 flying hours.

Please note NPAS carried out 96 actioned calls for service for British Transport Police which are not included in the regions figures on this map.

By the end of the 2016/17 financial year, NPAS were required to achieve a 14% budget saving. The final three bases, which were part of the three year plan to close nine bases to achieve the required budget savings, closed by 31 March. Although the bases closed by 31 March, NPAS incurred a slight overspend and spent £41m in 2016/17 due to the adoption of the 15 base model taking longer than anticipated. This resulted in additional redundancy costs and additional staff costs. Also a larger amount of money than planned needed to be spent on the aircraft in order for them to remain operational. However, this budget was allowed for through a 2015/16 underspend.

NPAS Revenue Position 31 March 2017	£
Police Officer Pay	815,839
Police Staff Pay	10,840,022
Police Overtime	24,855
Police Staff Overtime	181,584
Redundancy	40,865
Non WYP Officers	9,652,566
Hire Of Pilots	296,044
Private Mileages	26,810
General Running Costs	3,076,686
Travel and Subsistence	264,101
Ground Fleet	289,199
Aircraft Costs	15,540,652
Income & Sponsorship	-40,106,690
Total	942,533

The main source of income for NPAS was from the forces that form the National Collaboration Agreement. In addition, there were also smaller sources of income generated from the sale of fuel and helicopter charges.

The majority of the capital expenditure in 2016/17 was spent on aircraft for the fixed wing project, spare parts and the new fixed wing build at Doncaster.

NPAS Revenue Position 31 March 2017	£
Expenditure	17,930,186
Income	
Home Office Income	-16,500,000
Sale Of Aircraft Income	-950,000
Other Income	-480,186
Balance	0

Over this financial period claims were settled or successfully investigated and defended including -

- Two claims settled for damage to cameras on aircraft due to helilift incidents at £8,827 (G-NEAU Bournemouth) and £47,946 (G-POLD Birmingham), net of the policy deductibles of £2,000 and £5,000 respectively.
- Foreign object damage claim on G-LASU settled at £31,588, net of the £30,000 policy deductible.
- Noise pollution claim for death of a horse was settled at £407, no deductible.
- Two claims were successfully investigated and defended for birds of prey and their eggs by Insurers Lawyers Clyde & Co which were fully insured at no cost to NPAS.

Several savings were made in relation to procurement and insurance.

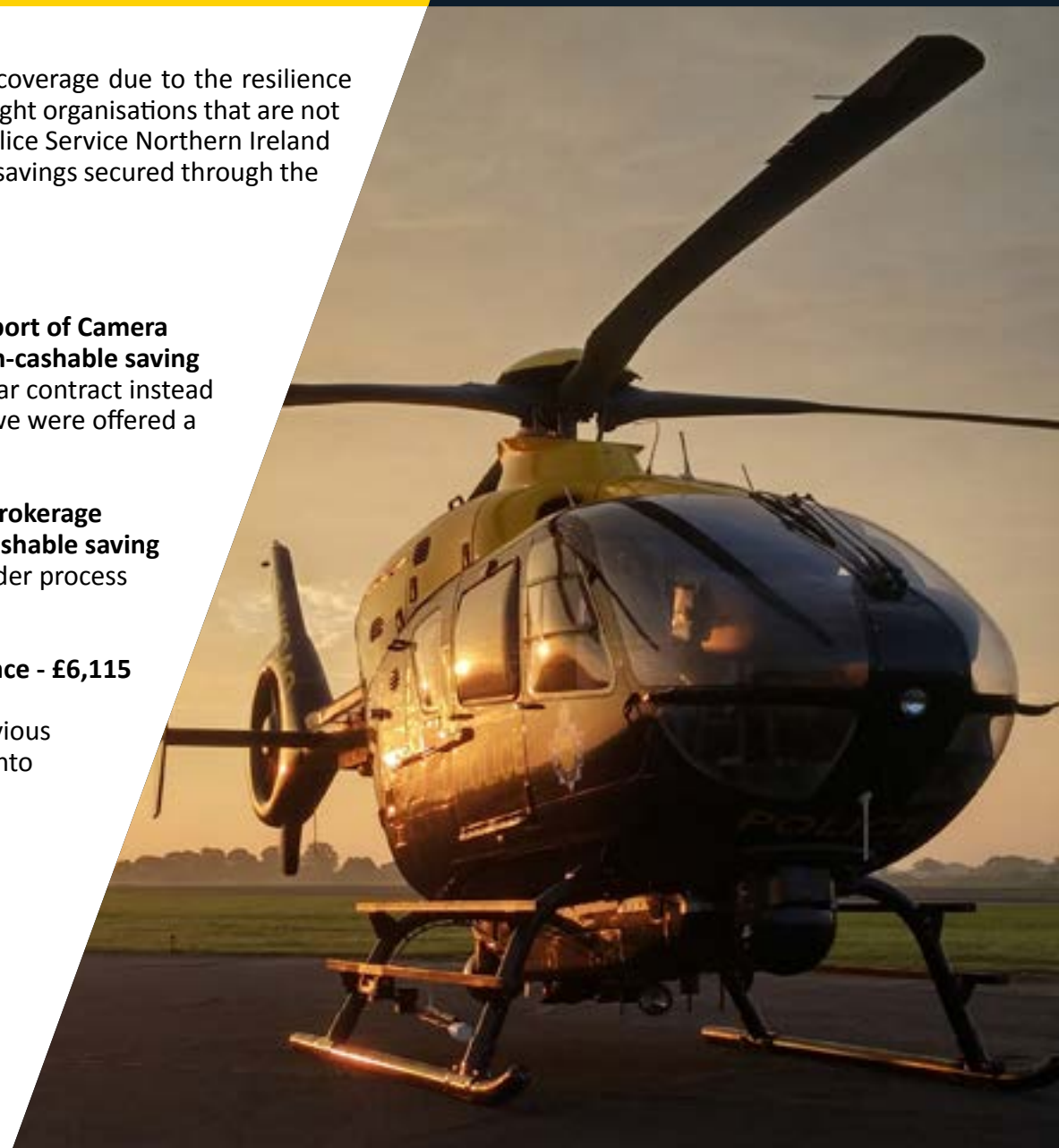
Insurance savings -

The aircraft insurance premium rates have reduced significantly this year which has delivered some savings. Loss of use rates have reduced by 15%. Whilst

NPAS don't utilise this coverage due to the resilience of the fleet other blue light organisations that are not part of NPAS such as Police Service Northern Ireland can benefit from these savings secured through the insurance framework.

Procurement savings -

- **Maintenance & Support of Camera Systems - £5,206 non-cashable saving**
By negotiating a 3 year contract instead of a 1 year contract we were offered a saving of 5%.
- **Aviation Insurance Brokerage Services - £51,225 cashable saving**
An EU compliant tender process was undertaken.
- **Fuel Tank Maintenance - £6,115 cashable saving**
Consolidation of previous NPAS fuel contracts into single contract.
- **NPAS IT Strategy Consultant - £54,640 non-cashable saving**
Utilisation of Consultancy One Framework.





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