



**National Police  
Air Service**

**Annual Report  
2014/15**



# Table of Contents

---

<b>Introduction</b>	<b>3</b>
<b>Background &amp; Context</b>	<b>4</b>
<b>Safety</b>	<b>5</b>
<b>Continuing Airworthiness</b>	<b>7</b>
<b>Operations &amp; Performance</b>	<b>8</b>
<b>Finance</b>	<b>11</b>
<b>People</b>	<b>12</b>
<b>Procurement</b>	<b>14</b>
<b>Estate</b>	<b>15</b>
<b>Projects</b>	<b>17</b>
<b>Risks &amp; Insurance</b>	<b>18</b>

---

# Introduction

---

The financial year 2014/15 has seen further forces joining NPAS including the Metropolitan Police Service, City of London Police, Wiltshire, South Wales and Gwent. Only two forces now operationally sit outside the service, Dyfed Powys, who will be joining in February 2016 and Humberside who are due to join later in 2016.

In the summer of 2014 NPAS took delivery of a new base at Bournemouth following a build project led by the Home Office. This new base improves response times on the South Coast and provides a template for any new builds in the future. A new base was also opened at Exeter Airport.

Many major events have been supported throughout the year including the Tour de France, the Open Golf and commemorations marking the centenary of the start of the First World War.

This was the first year for NPAS where the Civil Aviation Authority (CAA) has conducted full base audits on each of the units including flight checks and the safety management system. The CAA congratulated NPAS for merging new forces into NPAS with limited audit findings. The CAA were particularly impressed with NPAS's Safety Management System which was at the top level with signs of excellence and that going forward NPAS will manage their own risks. Most risks identified were technical with problems relating to blade pins on one particular aircraft type being cited as an example. In summary, West Yorkshire Police operating as NPAS continue to run a compliant Police Air Operations Certificate with a reduced number of audit findings and NPAS is moving in the right direction. It was recognised by the Strategic Board governing the Service that this position was as a result of the hard work and dedication of staff working in the Service.

With new forces now participating there has been growth in the missions flown by NPAS. In February 2015 the NPAS Strategic Board took the decision to introduce an operating model that provides a service

based on threat, risk and harm. This model will reduce the number of bases delivering the service in response to increasing financial pressures. This combined with the introduction of fixed wing aircraft that have lower operating costs, will ensure that NPAS going forward is able to meet operational policing requirements whilst reducing the overall cost of the service. Changes in organisational structure will commence in the financial year 2015/16 and will take two years to fully implement.

All NPAS staff have worked tremendously hard over the last year and shown immense dedication.

The next few years are going to see a significant change in the way that the service is delivered and it is the professionalism of NPAS staff that will ensure that continuity of service is maintained.



**Chief Superintendent Ian Whitehouse**  
**Accountable Manager**

# Background & Context

NPAS was formed in October 2012 following the review of national air support conducted by the Home Office in 2009. This review was focussed on a more efficient and cost effective way to deliver air support nationally and received support from the Chief Constables' Council in October 2010. The provision of air support is the first national collaboration of all forces in England and Wales, regulated by Section 22 of the Police Reform and Social Responsibility Act 2011.

Prior to NPAS, air support was delivered by local forces and collaborations leading to a patchwork of coverage and a number of delivery models. This method of service provision masked inefficiencies around gaps and overlaps in operations, duplication in governance, process and purchasing and an uncoordinated response to national risks and threats.

This disjointed and uncoordinated approach meant that individual force costs varied significantly across the country and NPAS inherited a discounted version of this payment landscape and variety of service provisions and mechanisms.

The requirement for cost reductions being made of forces provided a greater impetus to deliver savings in

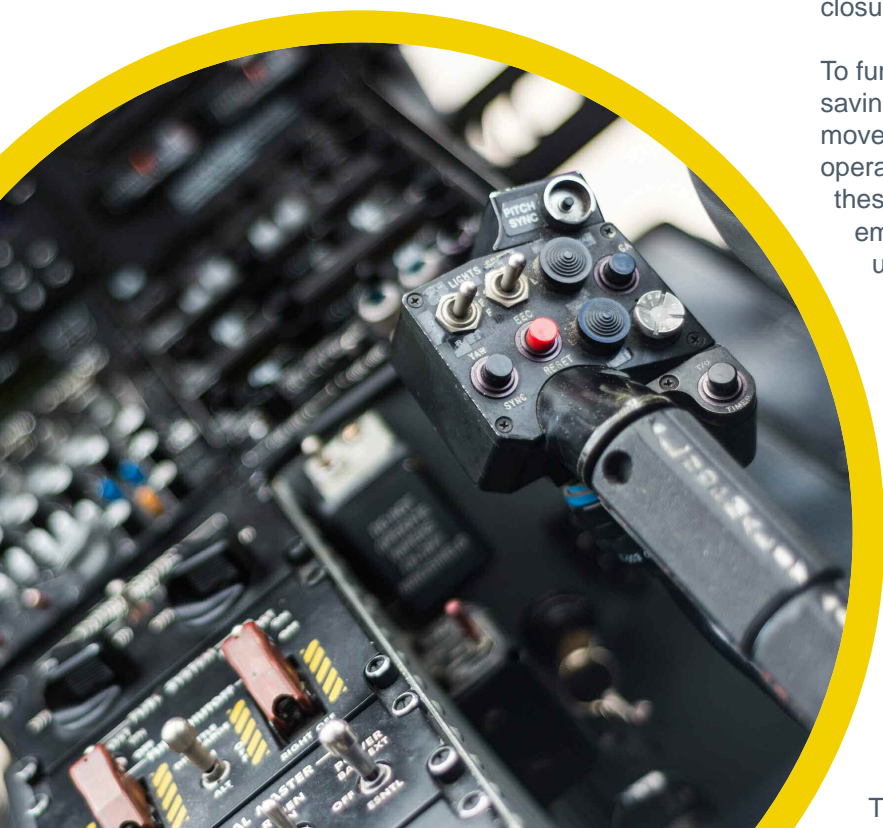
service provision. Without the introduction of the national service, it is without doubt that a number of individual forces were seriously considering closing bases in an uncoordinated effort, which would have exacerbated the patchwork delivery even further.

The total cost of air support prior to NPAS was established as £71m annual revenue and capital cost. For this local forces flew 26,437 hours. In the 2014/15 financial year NPAS flew 18,529 hours. If you include forces yet to join and those that joined towards the end of the year and benefit from NPAS efficiencies, a total of 24,276 hours were flown at a cost of £58m. This is a saving of £13m (-19%), and an improvement in efficiency (cost per hour) of £296.44. These savings have been passed to Forces who pay considerably less for air support than other operations outside of NPAS and prior to the creation of the service. The reduction of hours flown is as a result of more efficient despatch of the nearest aircraft to incidents.

In February 2015, the Strategic Board governing NPAS agreed a further savings target of 14% to be delivered within three financial years. This target requires a programme of change into the service that sees the introduction of lower cost fixed wing aircraft to the NPAS fleet and the coordinated and complementary closure of a number of bases.

To further enable this new method of operational and savings delivery the Strategic Board also agreed the move of the service towards a Threat, Risk and Harm operating model that focuses NPAS's priorities towards these incidents and threats with a far greater emphasis on outcomes. The provision of air support using this approach significantly assists the police service nationally to have the capacity and capability to deliver key elements of the Strategic Policing Requirement. The reassurance this brings should enable forces to provide on-going support to NPAS both strategically and operationally.

There has been demand from forces and Police and Crime Commissioners (PCCs) for a more equitable funding model than that inherited, and this has resulted in a number of model iterations using a variety of methods. Consultation with forces and PCCs has resulted in the selection of a mechanism based on actioned calls to service that will see future annual charges based on demands for service. The savings made will be passed to forces.



# Compliance & Safety

NPAS continues to operate a collaborative approach to all matters that involves 'Safety' and 'Risk'; the focus of which has been via our now maturing Safety Management System (SMS).

In October 2014 NPAS undertook and passed its CAA 'SMS Phase 2 Gap Analysis', scoring a creditable 'Excellent' in three of five categories and 'Effective' in the remaining two.

Key to the SMS' success is the embodiment of a 'Just Culture' that includes an effective occurrence reporting system. This is now well established and currently generating in excess of the one report per staff member per year with an upward trend as shown in the table below. This is a figure considered by the Civil Aviation Authority to be an indication of a healthy safety culture.

Occurrence Reports	Number
April 2014	12
May 2014	14
June 2014	23
July 2014	25
August 2014	33
September 2014	32
October 2014	36
November 2014	24
December 2014	36
January 2015	31
February 2015	29
March 2015	38
<b>Total 2014/15</b>	<b>333</b>

NPAS continues to be very much involved in the promotion of good practice through other safety organisations, such as the UK Flight Safety Committee (UKFSC), the British Helicopter Association Emergency Services Committee (BHAESC), the Air Accident Investigation Board (AAIB), Corporate Aviation Safety Executive (CASE), On-shore Helicopter Liaison Committee (OHLC), European Aviation Safety Agency

(EASA) and the CAA. Initiatives include the re-ignition of the CAA's Laser Working Group whose objectives are to tackle the very real danger posed by the reckless/illegal use of laser devices, both in the aviation sector and more generally throughout the UK.

Much still remains to be done to ensure that the SMS 'message' is endemic throughout all corners of NPAS. Goals include the development of NPAS as an industry leader that embraces and shares its best practice. Safety training and promotion also need further development within NPAS – also encompassing our service providers and other agencies.

So far in 2015 there has been considerable progress made in establishing the high standards of compliance with regulatory requirements expected of NPAS, as a complex national aviation operator and service provider. A total of 170 findings have been processed and closed during 2014/15; projects have included the introduction to service of a (Home Office required) new fleet microwave downlink system and the staged upgrade of our current EC135T2 fleet. The department has also been closely involved in the process of incorporation into NPAS of the South & East Wales Air Support Unit (ASU) at St Athan and the Met Police ASU, at Lippitts Hill.

Non-compliance findings for NPAS audits for the financial year are as follows:

	01/04/2014	31/03/2015
Closed	83	170
Awaiting verification	13	9
Awaiting closure action	27	0
For quality manager sign off	4	0

Mandatory Occurrence Reports sent to the CAA in the event of incidents relating to the operation and maintenance of the aircraft for the year are as follows:

	01/04/2014	31/03/2015
Received		162
Closed	97	135
Awaiting maintenance, repair and operations response	5	21
Under investigation	9	3

Safety Reports not sent to the CAA in the event of incidents relating to the operation and maintenance of the aircraft for the year are as follows:

	01/04/2014	31/03/2015
Received	16	198
Closed	16	146
Under investigation		52

NPAS's vision remains the development of world class Quality and Safety Management Systems – going 'beyond compliance' to ensure the safest and most efficient delivery of air support to police colleagues and the general public.

NPAS conducts analysis of the information gathered through our reporting structures to identify any trends and discusses with our maintenance organisations issues that need to be considered to ensure continuous improvements. Our staff are fully engaged in this process with our safety action groups and safety review boards meeting regularly.



# Continuing Airworthiness

The management of aircraft within the NPAS Continuing Airworthiness regime continues to evolve including the South East, North West, North East, South West and Central regions of England. This year, project plans were for the transition of the three Metropolitan Police Service (MPS) EC145 helicopters to NPAS and the adoption of the new base at St Athan. These projects led to a number of requirements this year which included:

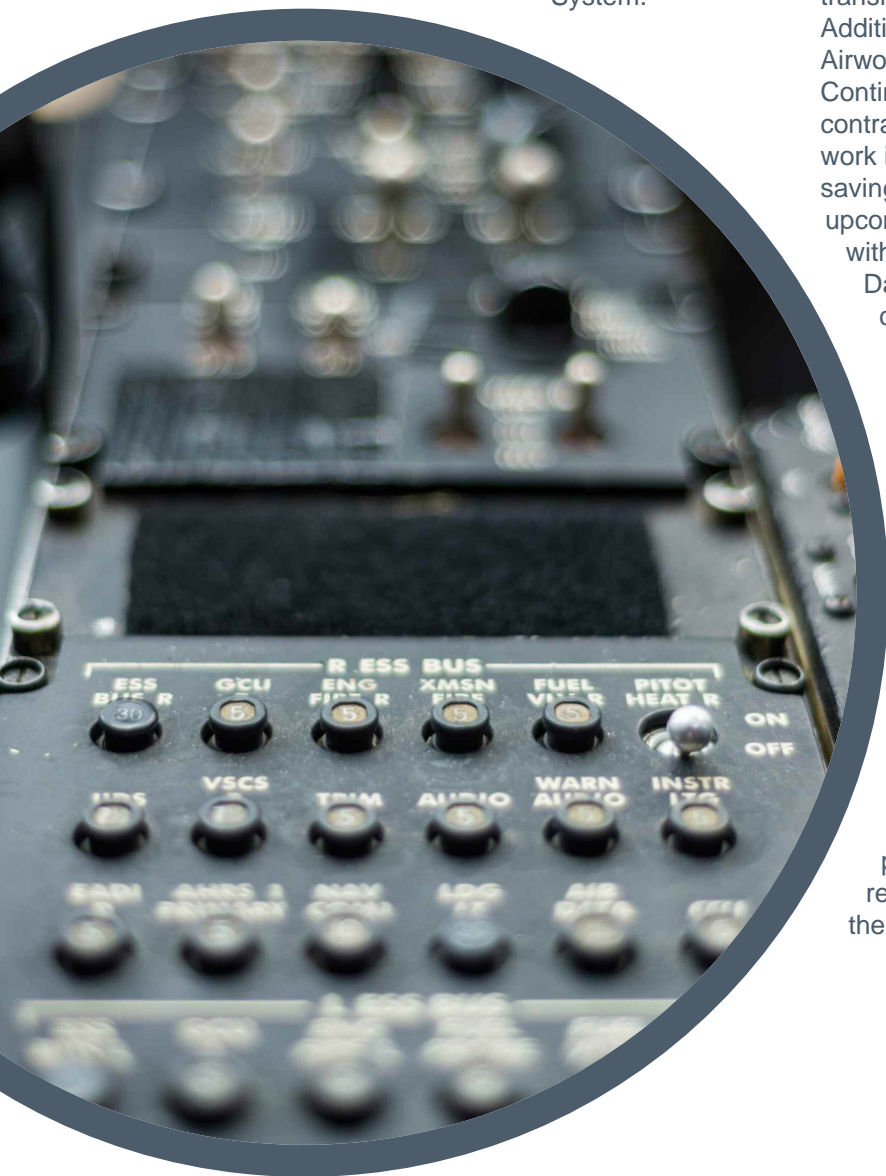
- NPAS line maintenance facilities at St Athan and Lippitts Hill.
- Aircraft information transfer to the Airbus Helicopters Maintenance Control System.

- Shadowing of the MPS maintenance activity until the final reconciliation took place prior to aircraft transferring onto the NPAS Aircraft Maintenance Programme.
- CAA agreement and approval of the transition plans.
- Maintenance training for pilots.
- MPS maintenance organisation closure and the transfer of the maintenance to Airbus Helicopters.

These transitions were successfully carried out, with the deadlines met as planned and the helicopters transferred in a safe and controlled environment. Additionally, many hours of work from the Continuing Airworthiness team contributed to the Maintenance, Continuing Airworthiness and Spare Parts five year contract which started on the 1 October 2014. The work involved means that NPAS should benefit from savings and increased parts availability in the upcoming years. The team has also worked jointly with the Home Office on the roll out of the Airborne Data Link project (ADL) which has now been completed successfully, and the mission system upgrade of seven EC 135s type helicopters is a key project for the Continuing Airworthiness team.

The future addition of fixed wing aircraft brings a new set of regulations and requirements. This will involve aircraft training, aircraft acceptance and an approval granted by the CAA to control the airworthiness of these aircraft within NPAS. Reduction of the fleet as set out in the future NPAS model requires input from Continuing Airworthiness in the upcoming months.

Aircraft operating safely is our priority and engineering intervention is a key part of that process. The maintenance organisations we use regularly meet with NPAS to continually improve the service we deliver.



# Operations & Performance

The NPAS collaboration is defined within Section 22 of the Police Act 1996. Within the current agreement 'performance' reporting is predominantly reported against the following Service Level Agreement (SLA).

## Targets

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%

During 2014/15 performance against this target was as follows:

South East Region	95.5%
South West Region	96.6%
Central Region	97.0%
North West Region	97.2%
North East Region	97.2%
National	96.6%

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.

During 2014/15 performance against this target was as follows:

South East Region	96.7%
South West Region	97.8%
Central Region	97.5%
North West Region	98.1%
North East Region	98.0%
National	97.6%

The following request data is apparent within this reporting period:

Requests for air support	62,920 (68,789 logs recorded)
NPAS attended	28,499 incidents
Decline to attend	8,388
Cancelled requests	26,033
Other logs <sup>1</sup>	5,869

Within the reporting period 62,920 requests for air support were received against 49,910 in 2013/14. This represents an increase of 26%. The increase in the total calls is due to more forces joining NPAS throughout this 2 year period.

The breakdown between priority calls and performance in 2013/14 is shown in the table below.

	2014/15	2013/14
Priority 1 calls	12,468	5,086
Priority 2 calls	26,227	25,293

The large increase in Priority 1 calls is due to changes in operator recording practices. NPAS implemented a change in practice that supported operators to fully consider the context of each call for service and then apply prioritisation.

<sup>1</sup>Other logs are 'Information only', 'duplicate logs' and several others that do not result in a formal request



Comparison between pre and post NPAS operational delivery is problematic due to the large variations in local reporting and recording methods across the country. Since its inception, NPAS has sought to log every contact with forces, consistently recording assessment criteria and finally how that contact was finalised, i.e. despatch of an aircraft, decline to service, etc. This did not occur when air support was locally delivered with units often simply recording the number of occasions that they attended an incident. This additional information has proven useful in the monthly performance updates to all forces and played a central role in the development of local user requirements and the conceptual basis of the new deployment model. The significant improvements in the depth and context of data reporting within this period has been universally welcomed by local practitioners and Governance Boards.

### Flying Hours

During 2014/15 NPAS flew 18,529 hours. This is broken down as follows:

Operational Hours	16,676
Operational Non-NPAS	121
Training	1,148
Operational other	584

### Outcomes

Over the reported period NPAS have achieved the following results:

Suspects located	2,600
Missing Persons located	2,409
Vehicles located	1,642
Hydroponics identified	863
Casualty Evacuations	52
Responses to Counter Terrorist related incidents	36

### Performance Challenges

Over the reporting period the inclusion of South Wales and Gwent into the collaboration agreement required the positioning of one of the reserve aircraft into St Athan to replace the previously leased aircraft based there. With the commencement of the helicopter upgrade project on the older aircraft in the fleet, NPAS currently do not have a reserve Eurocopter aircraft for use at times of maintenance and servicing.

### Performance Opportunities

On 31 March 2015 NPAS London (previously Metropolitan Police Air Support Unit) began operations under the NPAS operating model. The inclusion of this unit now completes and enhances the operational coverage in the South East providing a 24-hour service. There has already been enhanced response times to Hertfordshire and Bedfordshire from this base. In addition the use of NPAS Redhill to the boroughs of South London has seen enhanced response times there.

### Despatch and Flight Following

Operating around the clock from a Police Control Room in Bradford, West Yorkshire the Despatch and Flight Monitoring Centre for NPAS provides communication and flight safety, supporting Police aircraft throughout England and Wales. In flight, the team monitor aircraft using a networked radio system and electronic mapping to follow the progress of every police flight as an enhancement to safety. This is in addition to ensuring swift response times to developing force priorities.

In the autumn of 2015 NPAS will replace the Despatch and Flight Monitoring function with the introduction of a new Operations Centre based in Wakefield. The Centre will be bringing together in one room flight safety, dispatch, engineering and operational planning functions. This will improve nationwide efficiency and service delivery. A key responsibility of the centre will be the effective governance of NPAS resources responding to operational requests in line with forces demands based upon the new Threat, Risk and Harm deployment model. This will provide each force greater opportunity to define local needs across Strategic Policing Requirements, Crime in Action and Local Requirements. Going forward this new team will be Inspector-led and assisted by two operational Sergeants with further support from aviation experts who will look to develop close working relationships with each force to understand local priorities whilst delivering against the NPAS mission statement.

## Significant Operations

### *Tour de France*

NPAS were involved in the planning meetings over the 12 months prior to the Tour de France, which involved many representatives from the three main forces affected and many other agencies. Closer to the event we undertook testing in the more remote areas to determine what photographic downlink we could provide and which aircraft could provide this service.

For the operation itself, NPAS brought the larger EC145 aircraft from Exeter to the region which was to be utilised to move teams of specialist and emergency personnel around the event as required. This was an important tactic due to the serious gridlock throughout the forces.

During the weekend NPAS used four aircraft at various times to provide the downlink and verbal updates as required by Gold Command. The aircraft involved were NPAS Exeter, NPAS Carr Gate, NPAS Sheffield and NPAS Newcastle.

### *First World War Centenary Commemorations*

Amongst many of the events commemorating the start of the First World War, NPAS supported the operation for giant puppets in Liverpool over a weekend in July 2014.

This saw three massive puppets paraded around the city and stop at various locations to tell stories about the war. It ended with a waterfront exit via barge. The city of Liverpool hosted hundreds of thousands of people each day for three days with a compression of crowds on the Sunday at the waterfront.

NPAS provided live footage (via downlink) to Merseyside Police Commanders to highlight crowd movement and areas of congestion and safety.

NPAS was used very regularly during the event to assess crowd build ups in all the major towns. NPAS also revisited several towns, when there were concerns and was also involved in providing cover and downlink for various escorts including members of the Royal family and the Prime Minister.

NPAS recorded all the video obtained together with many pictures and this has since been requested on numerous occasions by local Councils and also a company employed to accurately determine crowd numbers.

Following the event NPAS attended a full debrief with all parties involved and received praise regarding the service provided.

NPAS Twitter accounts continue to attract a large number of followers. At the end of the financial year the number of followers on Twitter reached 321,000. A significant proportion of these are as a result of new bases joining the service, but when these are discounted, there has been an increase of 20% in followers on a like for like basis on the previous year.



# Finance

## Revenue Costs

The final revenue position for NPAS at the end of the 2014/15 financial year was an underspend of £1.2m. The position was achieved through a number of one-off income opportunities through the surrender of contracts and the return of attached unused associated funds. In total NPAS spent £36m in 2014/15, up from £33m in 2013/14. The main reason for the increase in costs are the adoption of additional forces and bases across both financial years.

NPAS Revenue Position 31 March 2015	£
Police Pay	920,238
Police Staff Pay	7,993,121
Non WYP Officers	8,078,397
Non WYP Overtime	249,440
Police Overtime	19,644
Police Staff Overtime	41,386
Private Mileages	12,117
General Running Costs	3,393,589
Travel & Subsistence	260,704
Printers Recharge	8,410
Fleet Costs including Fuel	3,821,053
Maintenance Costs	11,138,697
Income & Sponsorship	-37,203,838
Internal Recharges	56,818
<b>Total</b>	<b>-1,210,225</b>

At the Strategic Board in February 2015 it was agreed that this underspend could be used going forward to pay for the transitional costs in moving to the new operating model.

The revenue cost per hour flown under NPAS has dropped by £95 since its first full year of operation in 2013/14. This means that NPAS is becoming more efficient in delivering air support.

## Income

The main source of income for NPAS is from the forces that form the national collaboration agreement. There are a few smaller sources of income shown on the table below. It is the intention of NPAS to develop further collaborative arrangements with other agencies.

NPAS Income 2014/15	£
Capital Income	-£62,000
Income from NPAS Forces	-£32,081,820
Refunds of Expenditure	-£4,231,211
Staff Services	-£18,064
Sales General Other	-£107,089
Fuel Income	-£103,616
Helicopter Charges	-£414,643
Innovation Fund	-£185,396
<b>Total Income</b>	<b>-£37,203,838</b>

## Capital Costs

Capital expenditure for 2014/15 totalled.

NPAS Capital Spend 2014/15	£
Expenditure	£8,752,000
Home Office Grant Income	-£9,690,000
Other Income	-£62,000
Total Income	-£9,752,000
<b>Under Spend</b>	<b>-£1,000,000</b>

The majority of capital expenditure in 2014/15 was spent on aircraft major parts and the helicopter upgrade project.

# People

NPAS would not be able to deliver its high standard of service without the dedicated people working for the organisation. The workforce is made up of a mixture of directly employed staff, primarily pilots, despatch staff, and management, and seconded police officers from collaborating forces.

## Disposition

In April 2014 NPAS had 315 staff. Twelve months later the workforce total is 340.5 with 31 vacancies. The highest level of vacancies are concentrated in the south of England and have been held to facilitate the NPAS Programme of Change so as to absorb, wherever possible, the impact of the base closure programme. These vacancies, for both pilots and observers, will now be filled as a matter of urgency. The current breakdown of staff numbers by role is shown in the table below.

Role	No.
Management team	9
Base Managers	19
Tactical Flight Observers	180
Regional Management	5
Flight Despatch and Monitoring	34
Pilots, including Senior Pilots	87
Quality and Airworthiness	4
Administrative support	2.5
<b>Total</b>	<b>340.5</b>

NPAS is also supported by one civilian volunteer, providing specialist support backed up by many years of policing and aviation experience.

## Turnover

In the twelve months to April 2015, fourteen observers have left the organisation, four pilots, two sergeants and two support staff. The observers include four that have been served A19<sup>2</sup> notices by their home forces. One pilot left the service as a result of a medical condition that prevented them from flying, a loss to the service. Thirty-two pilots have joined NPAS from

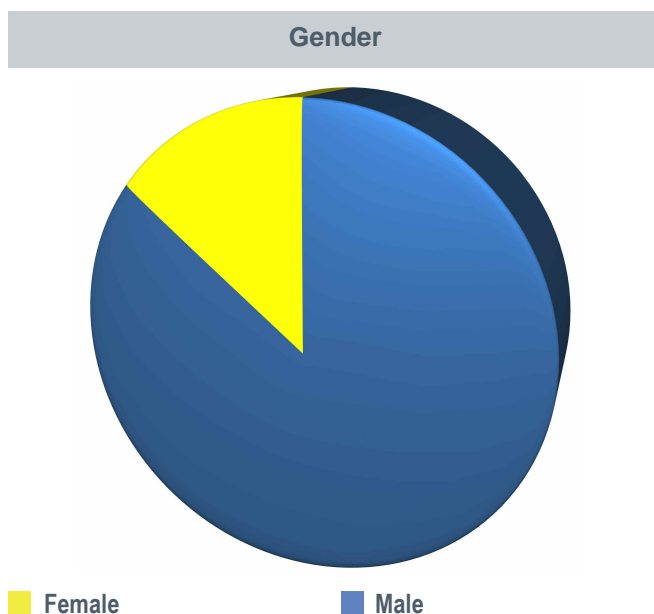
seven forces. Two pilots transferred from South Wales, nine from the Metropolitan Police Service, and the remainder were TUPE transferred from private sector employers into NPAS. The turnover rate for 2014/15 equated to 6.5%, a significant reduction from the previous years' turnover of 10% and a positive comparison to private sector turnover rates.

## Programme of Change People Strategy

To achieve the required changes to NPAS operations the service has consulted extensively on how this will be achieved with staff associations, the Police Federation and staff. All individuals working at bases were asked to state their three preferred work locations. To date, 170, or 78%, of the impacted workforce have been confirmed in a preferred location. The remaining 22% will undergo a selection procedure to reduce by fifteen posts.

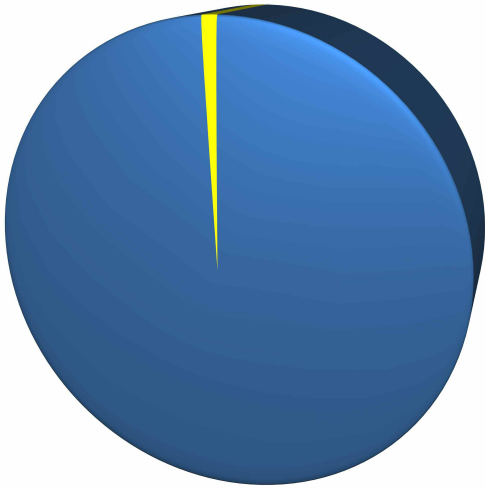
## Diversity of the workforce

The recruitment for vacancies in the south will allow an opportunity to increase female representation in the NPAS workforce.



<sup>2</sup>A19 is a regulation that allows a force to make officers retire after 30+ years.

### Ethnicity



■ Ethnic Minority      ■ Non Ethnic Minority

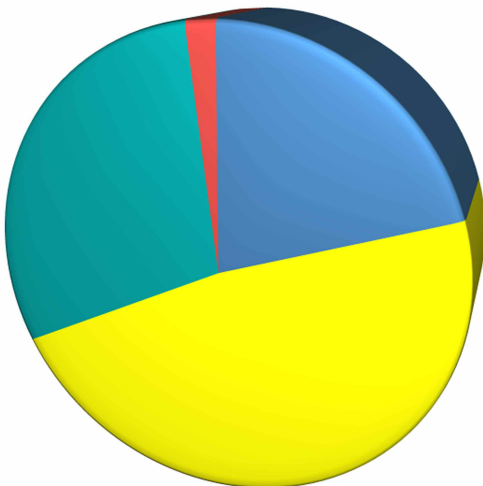
Currently 1% of the workforce originates from an ethnic minority background.

Of the 100 employees in the age bracket between 50 and 60, 43 are pilots. Under existing national and international regulation police pilots, operating single-pilot aircraft, must stop flying prior to their 60th birthday. As well as having significant economic impact, this means that core NPAS experience flows out of the organisation when individuals are still in their prime. NPAS is working closely with UK and European organisations to seek a rule change to allow pilots to continue operating until their 65th birthday, subject to additional checks and controls.

### Attendance

Time lost to sickness absence stood at 2% for the year 2014/15. This is an increase of 0.1% and is well within the West Yorkshire Police target of 3%. This is against a backdrop of several long term absentees with serious illnesses.

### Age



■ 20 - 30      ■ 50 - 60  
■ 30 - 40      ■ Over 60  
■ 40 - 50

# Procurement

The 2014/15 financial year has been full of activity for NPAS procurement with many projects awarded, completed and new ones underway.

## Contracts Awarded / Conducted

The contract for Rotary Wing Maintenance, Continuing Airworthiness and Spare Parts was tendered. This contract was split into two Lots and were awarded to Airbus Helicopters UK Ltd and Police Aviation Services Ltd.

The Supply and Delivery of Jet A1 Fuel was undertaken in collaboration with the Pro5 Purchasing Organisations a highly competitive framework for the supply and delivery of Jet A1 Fuel. This contract commenced on 1st April 2014 and has seen significant savings. It is estimated that approximately £300,000 has been saved on Jet A1 fuel over the financial year. The commencement of a new contract saw the pence per litre price drop by £0.10p from old agreements, however over the financial year due to market rates the rate has dropped even lower, resulting in significant fuel savings.

An Auction of Surplus Tools and Parts via Wilsons Auctions was undertaken for the sale of these items that were surplus to NPAS requirements. This resulted in an income of £105,000.

A replacement Framework for Aviation Insurance Brokerage to cover NPAS insurance requirements as well as those forces with air support who are currently outside NPAS, including Police Service Northern Ireland, Humberside Police and Dyfed-Powys Police, has recently been awarded to Hayward Aviation Limited.

## Contracts in Progress, not yet complete

The Acquisition of Fixed Wing Aircraft and its Modification for Police Air Operations is a project underway to purchase fixed wing aircraft to establish a mixed fleet for NPAS, which will result in lower operating costs and increased flying times amongst other benefits.

Also underway is a project to establish whether there is scope to create an NPAS documentary and also sell footage to those who wish to purchase it.

Scoping is underway to establish a suitable tasking tool to replace the current NPAS Tasking Tool to enable NPAS to efficiently track and record tasks.

## Supplier Tender Submission Improvement

A number of significant tenders have been awarded throughout the year and with each award all suppliers are offered substantial constructive feedback. It is evident that this feedback has assisted suppliers in submitting better proposals for more recent tenders as the quality of bids received from previous bidders has improved dramatically.

## Savings

In addition to those already mentioned, this year has seen a number of savings made on contracts that have been effective over the period. These include the negotiation of Camera Maintenance and Support agreements, which has resulted in a 5% saving on renewal costs; and the on-going control and management of helmet servicing. The latter has, to date, saved approximately £27,000 by reconditioning existing helmets rather than purchasing brand new sets.



# Estate & Infrastructure

NPAS as an organisation understands better than probably any other organisation that the infrastructure on the ground is as important as the airframe itself and the safety implications for the aircraft, crew and public start from the ground upwards.

NPAS Bournemouth, NPAS Exeter and NPAS Durham Tees Valley were projects that have all now been completed since the last report.

NPAS Bournemouth was completed a year ago and its twelve month defects period inspection is due. A purpose built facility that took advantage of building with products, materials and a design means it can be packed away and reused elsewhere when required, thus maximising the initial out-lay and making best use of public money.

When NPAS took control of NPAS Durham Tees Valley there was no lease in existence, and the facility was in a corner of a WWII Lancaster Bomber hangar sharing with a company that dismantled aircraft for scrap. There had already been incidents and accidents caused by that type of industry which had put at risk the police air support function and the aircraft itself. This situation could not continue and the CAA had given notice for action to be taken. A new facility was built with the help of the airport and the internals were fitted out to the correct standards by NPAS procured contractors.

A new facility at NPAS Exeter also became operational during the 2014/15 period. It is a purpose built facility which not only houses NPAS but also the Devon Air Ambulance. The facility was designed and procured before the evolution of NPAS by the Devon and Cornwall Constabulary (DCC). They moved the police air support function which was originally positioned in the grounds of their headquarters close to Exeter Airport. NPAS have a Licence to Occupy the premises whilst the Air Ambulance pay a rent to DCC. Two new bases were transferred to NPAS during the period of this report: St Athan, South Wales and Lippitts Hill, London.

The difference between the standards of an individual Force operation and that required by a national service are significant. These standards are required first and foremost to ensure that the highest levels of safety are achieved within a complex organisation and in doing so also satisfy the rules and regulations and approved codes of practice of the regulatory bodies. Such

bodies are the CAA, EASA, International Air Transport Association (IATA), Health and Safety Executive (HSE), International Civil Aviation Organisation (ICAO), Joint Inspection Group (JIG) to name the most prominent.

2015/2016 sees a challenging year for the Estates and Infrastructure department with the introduction of the new operating model and the inception of Fixed Wing assets means that a new base will be built and a number will close.

The work involved in closing bases needs to be managed carefully to ensure all environmental, contractual and financial liabilities are handled in such a way as to minimise liability to NPAS and the local Forces.

A single base requires the footprint of around ½ acre of land (not including approach, taxi and take-off area) and the cost to operate is on average in the region of £120,000 to £150,000 per annum. This includes energy bills, rates, lease costs, planned and reactive maintenance and where necessary landing fees and operating agreements. The closure of the bases will generate savings therefore in the region of £500,000 per annum.



The Estate and Infrastructure continues to evolve and works-up-and-coming in 2015-16 are to:

Seek out current providers and where necessary work with organisations to standardise weather information on a platform suitable for Base and aircraft use. Up to date and accurate weather information will save time and money by better informing the Operations Centre and Crews on the ability to undertake a mission or otherwise.

Seek out and map primary (base fuel stations), secondary (airfields and aerodromes we will contract with to provide NPAS with cost effective refuelling options) and tertiary (the use of mobile refuelling bowsers) fuelling sites across the UK to ensure better safety and better mission effectiveness.

Deliver savings in energy usage e.g. changing conventional lamps within hangars to LED (Light Emitting Diode) low energy lamps. Hangar roofs have large areas ideal for solar panels.

A full analysis and review of Business Rates throughout the country will bring about savings.

The inception of a national Facilities Management service provider will bring about an increased level of safety to NPAS as the operatives can be trained in aviation ground safety. It will also help crews and base management by providing them with one point of contact to request works and services.

There is great potential to save money also as it will take away the duplicity of back-office works. Currently each Force pays and recharges West Yorkshire and each base has a plethora of local Force contractors who have varying levels of experience in providing work to aviation establishments.





# Projects

## Helicopter Upgrade Programme

2014/15 saw the start of an upgrade programme of seven of the aircraft in the fleet. The helicopter variant EC135 T2 and T2+ range in age from nine to thirteen years and the equipment on board was becoming old and unreliable. This created cost and reduced fleet availability due to increased repairs. Additionally the six T2 helicopters were unable to carry as much fuel as other aircraft in the fleet which reduced their range and flying time. The previous historical approach to dealing with aircraft with aging and obsolete equipment would have been to replace the whole airframe. The NPAS Strategic Board approved a business case in 2013 to upgrade the equipment on aircraft as a more cost effective approach to managing this issue. This will be achieved across seven helicopters at the approximate cost of one replacement helicopter.

The upgrade programme was split in two. The T2 variants were provided with a performance software upgrade and minor modification to the engines to make them into T2+. This modification took approximately two days per aircraft and was planned to coincide with normal engineering interventions undertaken by Airbus Helicopters UK. This upgrade has already proved its worth. Within days of returning to service following the upgrade, the helicopter based at Ripley was called to assist in the search for a vulnerable missing male. Eight minutes after the helicopter would have previously had to return to base for fuel, the male was located and ground paramedics directed to the scene. The paramedics later reported that the male had taken an overdose and had the helicopter not located him when they did, would probably not have survived. At an estimated Home Office cost of £1.8m per unexpected death, and a cost of the performance upgrade per helicopter being less than half this amount, the saving to the public purse has already exceeded the cost in this one incident alone.

The second part of the upgrade is the replacement of aging and unreliable equipment on the aircraft. This includes cameras, computers, communications equipment and mapping. The technology available today compared to that available in 2002 is much lighter, reliable, cheaper and improved in terms of quality. The ambition of this part of the project is to supply Observers with up to date equipment that improves the outcomes from helicopter deployments and replacing unreliable and outdated equipment. Also lighter equipment again further extends the range and flying time of the aircraft.

The first of these helicopters went into Bond Helicopters UK in February 2015 and is due to be released to service in July 2015. The remaining aircraft will be converted over the next two years with delivery of the final aircraft to service in July 2017.



# Risk & Insurance

## Hull Values

Following research it was confirmed that pre-owned and converted airframes would replace any NPAS aircraft suffering a total loss. In addition Fixed Wing aircraft will also be purchased and mixed into the fleet.

As a result, it was agreed at the Local Strategic Board, following the ongoing review of the Aviation Insurance, that hull values could be reduced further with immediate effect as NPAS would access a ready supply of used aircraft that would be converted to NPAS specification.

Agreement was given to reduce the EC135s/MD902s hull values a further £1m to £2million and reduce the EC145 hull value by £3 million to £2 million. This has generated a cashable saving of £205,345 for the

insurance period 4 November 2014 to the 30 September 2015. Aircraft replacement values (“hull” values) have now been harmonised for the fleet at £2m with two exceptions. This is for G-NWOI which is set at £3.25 due to the lease requirement that it has to be at its current market value and the three ex-MPS aircraft at £5m.

Following a review of the MPS insurance hull and liability levels upon joining NPAS these EC145s were reduced from £8.95 million to £5 million and liability levels reduced from £250 million to £100 million. This gives a saving of £172,467 per annum. The MPS liability levels for third party legal liability have been insured for £100 million whilst the rest of the fleet are £50 million. This is under constant review and monitoring of incidents, trends and claims worldwide.

## Insurance Programme

The aviation 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 it is fit for purpose. This is easier to do now the aircraft are owned and the pilots are employed by West Yorkshire Police as Lead Force. This reduces insurance administration costs as the Aviation Insurance Brokers only have to deal with West Yorkshire Police, enables consistency in approach and a strategic overview means reduced insurance premiums such as “loss of use cover” is not required due to the spare aircraft that can be used.

## Profit Commission

A hull profit commission was received at £149,046 for the insurance period October 2013 to September 2014 for an excellent claims experience due to the safety management systems in place.

During this financial year only four claims were received. Three claims for legal liability by noise of aircraft of which all have been declined after investigations determined that there was no liability attached. In addition there was one repair claim for accidental damage to a pair of night vision goggles.



### Aviation Brokerage

NPAS has recently run a tender exercise to appoint a new Aviation Insurance Broker, as the current contract with Haywards Aviation is due to expire on the 30 September 2015. Tender submissions are currently being reviewed. The new Broker will then start to work on procuring a bespoke insurance contract for NPAS to be in place for the 1 October 2016.

### National Award

NPAS won the "Insurance Risk Award" at the Alarm Awards (The Public Risk Management Association) in June 2014. The winners were announced in June at a glittering awards ceremony in Manchester, attended by hundreds of top industry professionals. The Awards recognise innovation and excellence in public service risk management.

### Beverley Nichol-Culff, Head of Risk Management and Insurance for West Yorkshire Police said:

*"The rationale behind NPAS is to standardise the operation of police aircraft reducing cost. This includes the standardisation of insurance coverage protecting the operation. Previously each force made their own decisions on insurance matters with cost implications for the public purse."*

### Mark Burns Williamson, the Police and Crime Commissioner for West Yorkshire and Chair of NPAS Strategic Board, said:

*"I am delighted that NPAS has won this award and would like to thank Bev and her team for all the excellent work they do in ensuring NPAS provides an excellent service for appropriate cost."*

*"It is crucial that we collaborate in partnership to maximise the use of assets, encourage and capture innovation and reinvest in communities. West Yorkshire Police is leading the way with NPAS and this award reinforces the work we are doing locally to ensure air support nationally provides value for money."*



# NPAS



## Our Purpose

To lead, support and co-ordinate the direction, development and delivery of the police capability from the air ensuring that *communities are safer and feel safer*

### Priority:

To maximise the safe and efficient use of our resources

### Priority:

To assist forces to deliver their police and crime plan

### Priority:

To support the response to national threat, risk and harm

### Priority:

To continually improve and develop the service

### Priority:

To develop public confidence in NPAS



National Police Air Service  
West Yorkshire Police  
PO Box 9  
Laburnum Road  
Wakefield  
WF1 3QP

Tel: 01924 292 252  
email: [NPAS@westyorkshire.pnn.police.uk](mailto:NPAS@westyorkshire.pnn.police.uk)  
website: [www.npas.police.uk](http://www.npas.police.uk)