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4	If no further information then contact the Aeronautical Rescue Coordination Centre (ARCC), (Tel: [REDACTED])
5	Informing the On Call NPAS SLT who will be either the Accountable Manager, Chief Operating Officer or Chief Pilot. The SLT member may initiate the Major Incident Plan

Emergency Declared in Flight

2.12.5 The Flight Despatcher initiating the procedure is responsible for:

Step	Action
1	Clear radio traffic for 30 seconds and await updates, maintaining radio contact until the aircraft lands
2	Notify the Flight Duty Officer that an Emergency has been declared in flight
3	Record the following information on the NPAS STORM Log: <ul style="list-style-type: none">- Position- Aircraft type- Persons on Board (POB)- Nature of emergency- Intentions and assistance required

2.12.6 The Flight Duty Officer is responsible for

Step	Action
1	Contact with the Police Force in the area of the last location, advising them that an emergency has been declared in flight requesting an immediate response to the area to establish if the aircraft is in the area and the crew condition.
2	Contact is made with the Distress and Diversion (D&D) cell at the London Area Control Centre, Swanick ([REDACTED])
3	Contact is made with the Aeronautical Rescue Coordination Centre (ARCC), ([REDACTED])
4	Informing the On Call NPAS SLT who will be either the Accountable Manager, Chief Operating Officer or Chief Pilot. The SLT member may initiate the Major Incident Plan

Aircraft Crash/Major Incident Plan

2.12.7 The following Plan will be initiated in the event of an aircraft crash or other major incident

2.12.8 The Flight Duty Officer is responsible for

Step	Action
1	<i>(If not already aware)</i> <ul style="list-style-type: none">- Contact with the Police Force in the area of the last location, advising them that an emergency/air crash has occurred, requesting an immediate response to the area to establish if the aircraft is in the area and the crew condition. ** Please see key Health and Safety Information at Annex I**- Contact is made with the Distress and Diversion (D&D) cell at the London Area Control Centre, Swanick (Tel: [REDACTED])- Contact is made with the Aeronautical Rescue Coordination Centre (ARCC), (Tel: [REDACTED])
2	Designating FDO duty to another member of staff as soon as possible in order to act as Incident Manager until further notice
3	Informing the On Call NPAS SLT who will be either the Accountable Manager, Chief Operating Officer or Chief Pilot.

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4	Consulting with SLT whether to suspend all or part of deployments outside of the incident in order to respond effectively to any emerging threat. If activated, it is essential that effected bases, forces and regional control rooms are notified as soon as possible
5	Advising the WYP Force Control Inspector and WYP Press Office
6	Advising the WYP Force Cadre, providing details of the on call SLT, their attendance (if within WYP area) and that the NPAS SLT will update WYP Gold as soon as practicable
7	Setting up a conference call with relevant SLT personnel
8	Contacting the Ops Room Inspector who may wish to activate the Ops Cell and WYP Contingency Planning Team
9	Directing that all on duty personnel are made aware of the incident and that further information will follow. It is essential that this is done as soon as is practicable prior to new media reporting the incident. The Base Manager and Assistant Operations Director for the aircraft effected must be contacted as soon as possible.
10	Making contact with the Force Control Room where the incident/air crash has taken place providing details of the staff on board the aircraft. It is essential that the FDO consult with the AOD to identify the most suitable staff to attend the home address of the next of kin. This must be done as a matter of urgency to prevent next of kin learning of the incident through the media or other sources
11	Ensuring that the base at which the aircraft is stationed is secured by local police personnel. This is standard procedure to secure continuity of the scene for Air Accident Investigation staff.
12	Acting as SLT staff Officer as designated

2.12.9 The On-Call SLT is responsible for

Step	Action
1	Identifying the nearest suitable location to oversee operations and act as the NPAS Silver Commander. Ideally this is the Operations Centre at Wakefield or other police building where suitable communication equipment is installed. Where there is a delay in this occurring the FDO must be notified.
2	Establishing the facts so far and that the FDO has carried out the critical activity so far
3	Identifying critical staff notification and causing a briefing tele-conference to occur as soon as possible. Within the tele-conference they will determine the following
4	Stakeholder contact- -Civil Aviation Authority -Air Accident Investigation Branch -WYP Professional Standards and IPCC as required -Initial Contact with Gold Commander within the force area that the incident has occurred in
5	Review initial assessment as to suspend all or part of deployments outside of the incident in order to respond effectively to any emerging threat. If activated, it is essential that effected bases, forces and regional control rooms are notified as soon as possible
6	Clarifying command/governance structure and protocols
7	Setting working strategy
8	Early consideration of advisors or experts that may assist in carrying out operations
9	Considering resources and resilience, this will cover <ul style="list-style-type: none"> - Initial response required to 'police the incident - Ongoing Management of the incident/Operations Room and NPAS command roles - Management of normal operations - Business continuity and infrastructure - Liaison with stakeholders
10	Setting the initial welfare and support strategy. This will include <ul style="list-style-type: none"> - consideration of which staff and officers are to be treated as 'principal officers' i.e. those staff within a post incident procedure who were directly related to the death of serious injury following police contact. As the investigation continues

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	<p>this should be revised to include those whose actions or decisions were involved in informing or making critical decisions.</p> <ul style="list-style-type: none"> - Designating welfare leads in each area to develop an understanding of NPAS community tension and concerns
11	<p>Setting the initial media plan in consultation with WYP media. This will cover</p> <ul style="list-style-type: none"> - which force takes primacy in managing communications. - Ensuring that a 'holding statement' for NPAS personnel, police personnel, stakeholders and the general public is in place. - Monitoring of media resources top brief the Gold Commander who will identify the media 'talking head'
12	Designating a communication lead to monitor media interest and support Gold to test their media plan
13	Ensuring that all decision and rational are recorded in a readily accessible format.
14	Briefing Gold WYP and supporting them to develop their strategy, liaise with other stakeholders and hold Gold Meeting as required. designated

2.12.10 The WYP Gold Commander is responsible for

Step	Action
1	Setting the Strategic Aim of the Operation
2	Reviewing the initial action of the NPAS Silver at 7-14 above and ensuring that suitably trained and experienced staff are available to deliver each function.
3	Reviewing the activity so far and deciding on future priorities to deliver the strategic aims.

Emergency Base Procedures

2.12.11 Individual base assessments are available on the Flight Duty Officer Desk

2.13 PERFORMANCE MANAGEMENT-

2.13.1. The performance targets currently contained within the collaboration agreement define 'success' measures:

Priority 1 Incident: Any incident that requires the spontaneous deployment of a NPAS asset. Examples will include incidents which pose an immediate risk to life, incidents or terrorism or national importance or a critical incident where an air asset may aid operational benefit. NPAS will aim to attend the scene of any priority one incident as soon as possible and in any case within 20 minutes of the request being accepted. The target to achieve is that 85% of all Priority 1 responses achieve an appropriate asset on scene within the 20 minutes of lifting.

Priority 2 Incident: 90% of all Priority 2 responses to achieve an appropriate asset on scene within 60 minutes, of the request or as agreed between the force and Ops Centre personnel at the time of the report

2.13.2 In January 2015 the National Police Chiefs Council advocated the adoption of a threat, harm and risk deployment model. As a result NPAS is moving towards deployment across three categories

Strategic Policing Requirement'- ('SPR') These are pre planned operations being managed by the Force Planning Unit or equivalent due to identified risk or staffing requirements. Air Support may be considered as part of the Silver Commander's contingencies to deliver the Gold Strategy. Examples within this prioritisation include management of significant public disorder, counter terrorism/specialist firearms operations and armed incidents.

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Crime in Action'- This is a priority incident that require spontaneous deployment of a NPAS asset. Examples will include incidents which pose an immediate risk to life, incidents or terrorism or national importance or a critical incident where an air asset may aid operational benefit. NPAS will aim to attend the scene of any priority one incident as soon as possible and in any case within 20 minutes of the request being accepted.

'Local Priorities'- Consideration within this area must be driven by local policing priorities as part of developing an intelligence collection plan. Consideration of requirement should be as part of the intelligence management process. Examples within this prioritisation include pre planned sporting events, aerial imagery and collision management.

- Board members and NPAS personnel are unanimous that the current measures are an inaccurate measure of the outcomes achieved with the use of air support. Negotiation is currently ongoing to consider more suitable methods of measuring and determining the impact NPAS makes on reducing the threat, harm and risk to communities at a local, regional and national level. As a result of a Continuous Improvement event in Dec 2015, Chief Officers and PCC Board members have been integral to the development of a draft 'balanced scorecard' which suggests additional measurement of capacity and capability in the future.

2.13.3 In September 2015 NPAS developed its first Strategic Threat and Risk Assessment. Once embedded the governance of NPAS will be driven by

- Development (or 3 monthly review) of the Strategic Threat and Risk Assessment
- Consideration by the Local Strategic Board
- Consideration by the Independent Advisory Group
- Ratification by the National Strategic Board and the setting of the NPAS Control Strategy
- Operational delivery

13.4 NPAS Management Meetings

SLT MEETING Frequency: Fortnightly	AGENDA
Accountable Manager – Chair Director of Operations Assistant Operations Director Continuing Airworthiness Manager Head of Compliance Aviation Quality Manager Chief Pilot Business Development Manager HR Manager	Flight Operations & Safety Compliance & Safety Management Systems Ground Operations New Business Departmental Updates Communications

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NPAS DAILY REVIEW

Frequency: Daily

Flight Duty Officer-Chair
Accountable Manager
Director of Operations
Continuing Airworthiness Manager
Head of Compliance
Asst Operations Directors
NPAS Communications staff

AGENDA

Aircraft availability and engineering update within the region for the next 24 hrs. (this will be base by base)

Crew availability within the region next 24 hrs. (this will be base by base)

Pre-planned events within the region within the next 24 hrs.
Review of relevant service failures within region

Noteworthy events – exceptional, worthy of recognition or national headlines

Directed actions resulting from above. (AOD/ representative tasked if appropriate)

Review of regions actions from previous meeting. (These need to be captured by the FDO to ensure accountability and published following the meeting)

SMS/ Compliance and Safety

AOB

APPENDICES

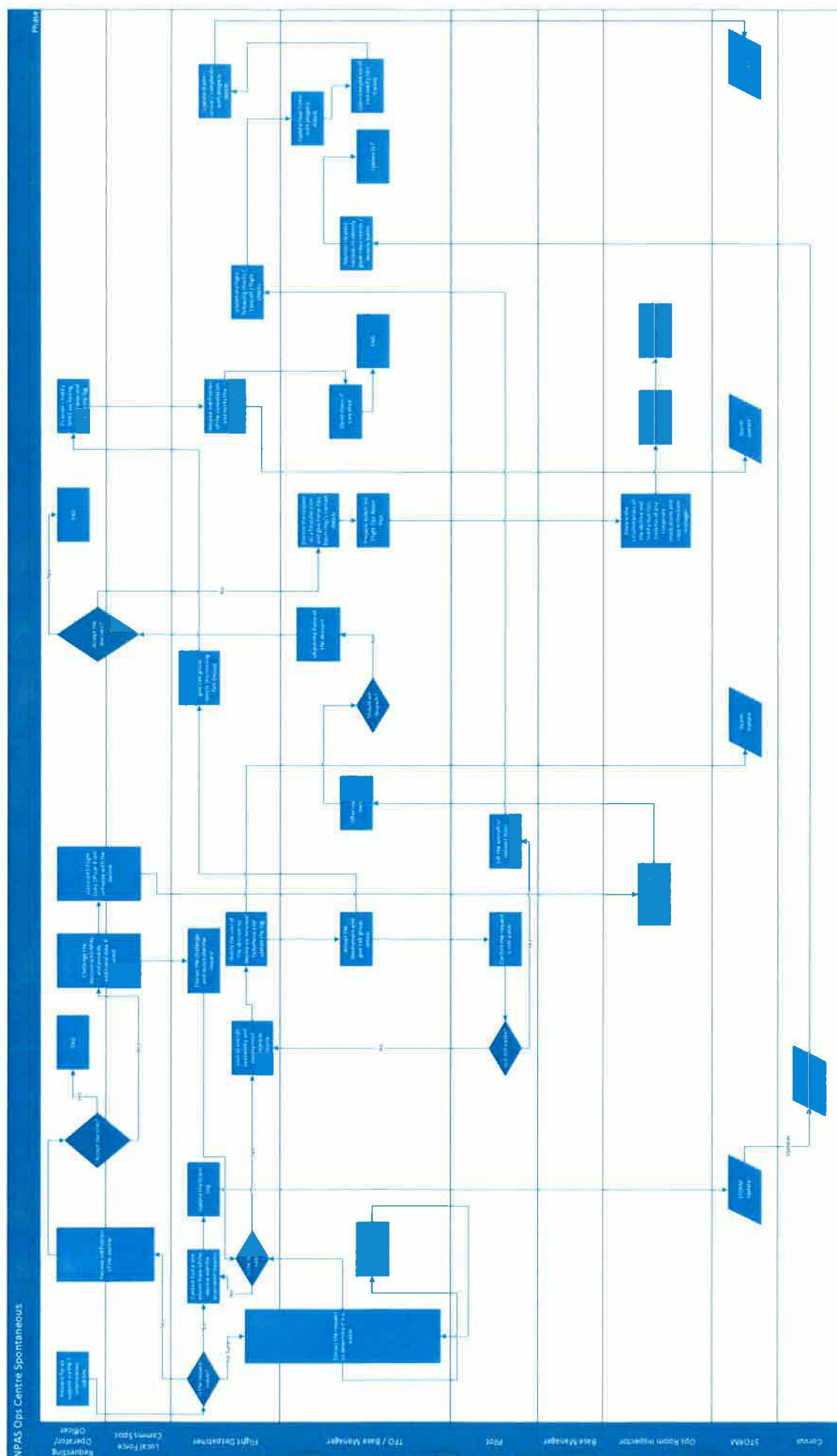
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Appendix A: Ops Centre Spontaneous tasking



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Minimum information required from local forces:

Initial information for Priority 1 requests via the hailing channel must include:

- **Location**
- **Type of Incident**
- **Local talk group (full alphanumeric talk group identifier)**
- **Local incident number**

Minimum information required when making all other requests:

R Reason for support (incident type; exact time incident occurred)

E Exact location (full address and postcode)

P Person or vehicle details; time last seen; direction of travel; description

O Officers on scene – is there an officer on scene (ISSI number required) and containment in place?

R Role required of ASU

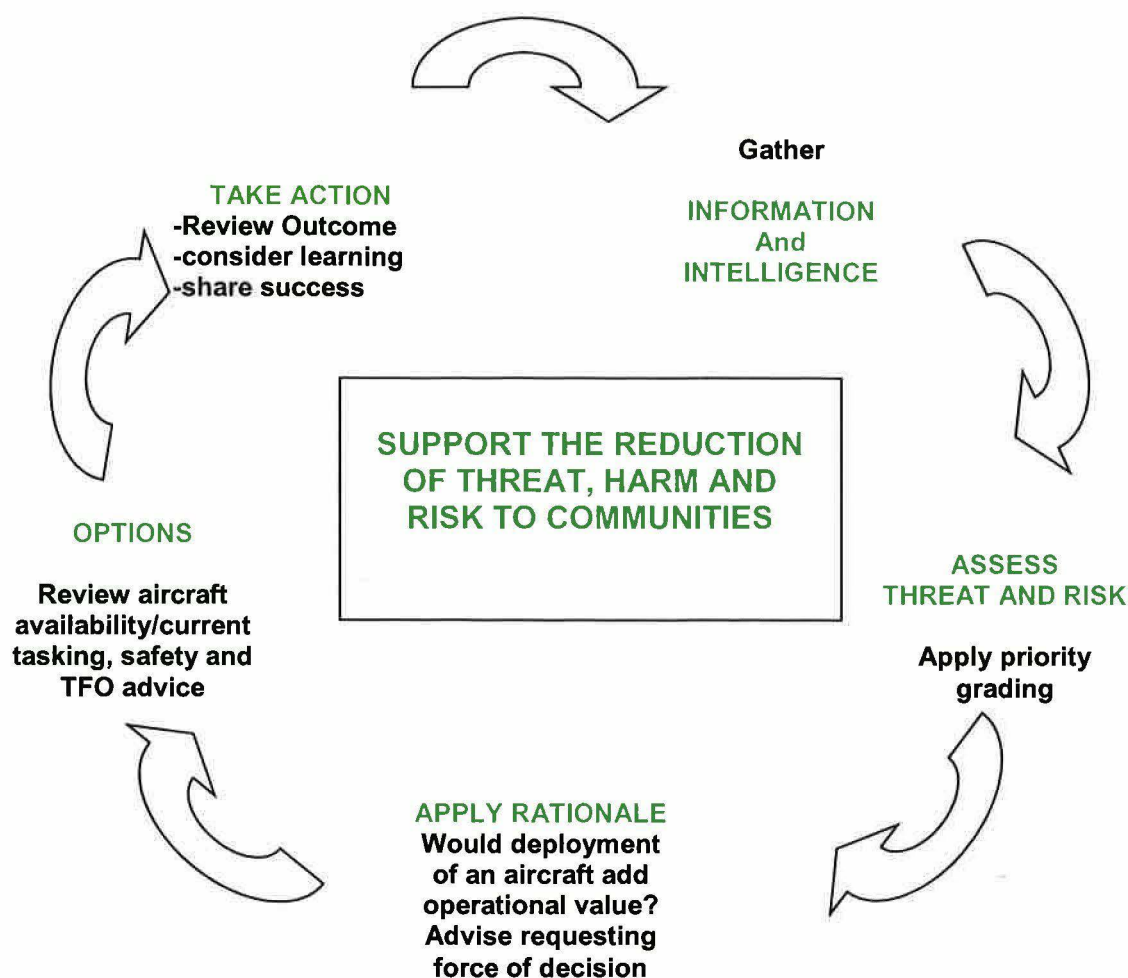
T Talk Group (local full alphanumeric talk group identifier) and local log number for incident control

High Risk Missing Persons - Minimum Information Required:

- Are ground officers allocated and on scene?
- Has the home address been searched / has security searched the hospital grounds?
- Has a searchable area been identified?
- Has a POLSA been considered?
- Have initial telephone enquiries been completed (to narrow down the search area)?

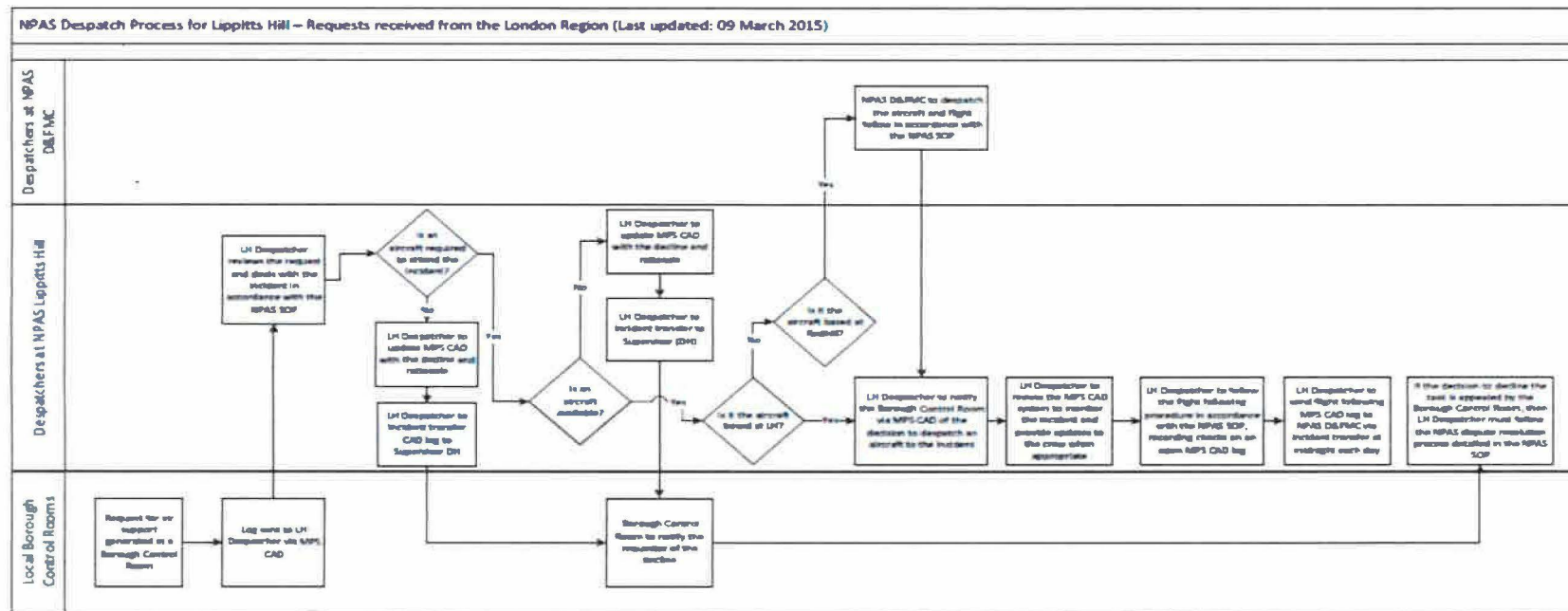
UNTIL MINIMUM INFORMATION HAS BEEN PROVIDED, AN AIRCRAFT MAY BE DECLINED

Appendix B - NPAS Spontaneous Deployment- Decision Making Model



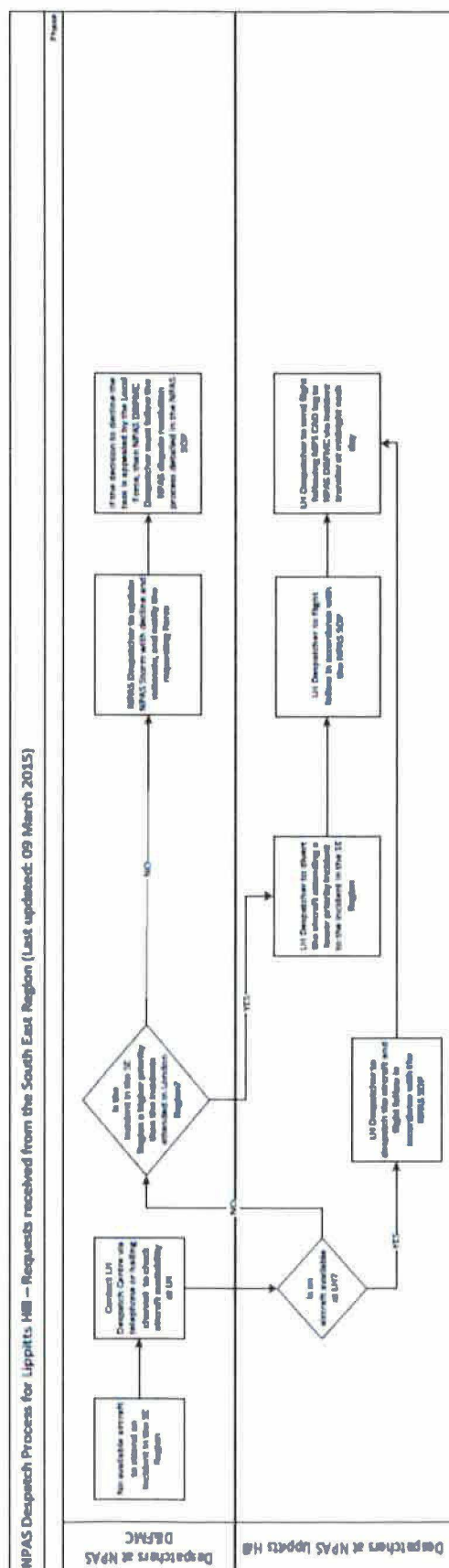
Strategic Policing Requirements	Tactical Incident Management: spontaneous Public order incidents
	Tactical Incident Management: Major incidents / natural disasters
	Counter Terrorism / specialist firearms operations
	Tactical Incident Management: Armed incidents
	Pre-planned events: Public order events
Crime in action	Tactical Incident Management: Critical incidents
	Search: For a high risk Misper/Concern for Welfare/injured person
	Tactical Incident Management: Vehicle pursuits
	Search: For a suspect
Local Priorities	Pre-planned events: surveillance, covert tasks and operations
	Safety role which enhances public or Officer safety or to mitigate risk
	Pre-planned sporting events
	Aerial Imagery: Photo/Video
	Specialist transfer of expert personnel e.g. CBRN
	Road death and collision management
	Search: For vehicles
	Crime hot spot / proactive patrols
	Aerial Imagery: Hydroponics
	Pre-planned events: Community events
	Transportation and delivery of: Prisoners

Appendix C: NPAS Despatch Process for London Region

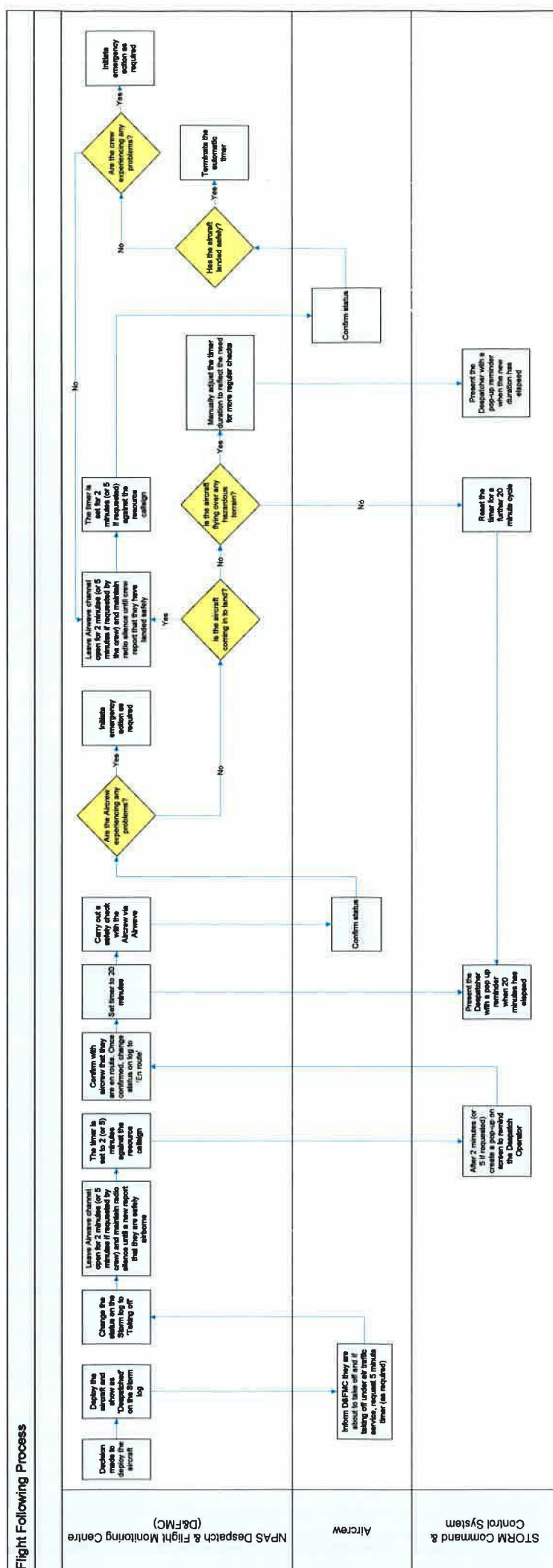


PLEASE NOTE:

- LH Despatchers to complete the template recording the last 24 hours tasks and send it to D&FMC mailbox (despatch.npas@westyorkshire.pnn.police.uk) by 07:00 each morning
- LH Base Manager to complete the template recording the last 7 days tasks and send it to Ian Mitchell (ian.mitchell@westyorkshire.pnn.police.uk) and Rachel Kelly (rachel.kelly@westyorkshire.pnn.police.uk) by 07:00 each Monday morning



Appendix D: Flight Following Process Map



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Appendix E – Pre planned tasking process map (to follow)

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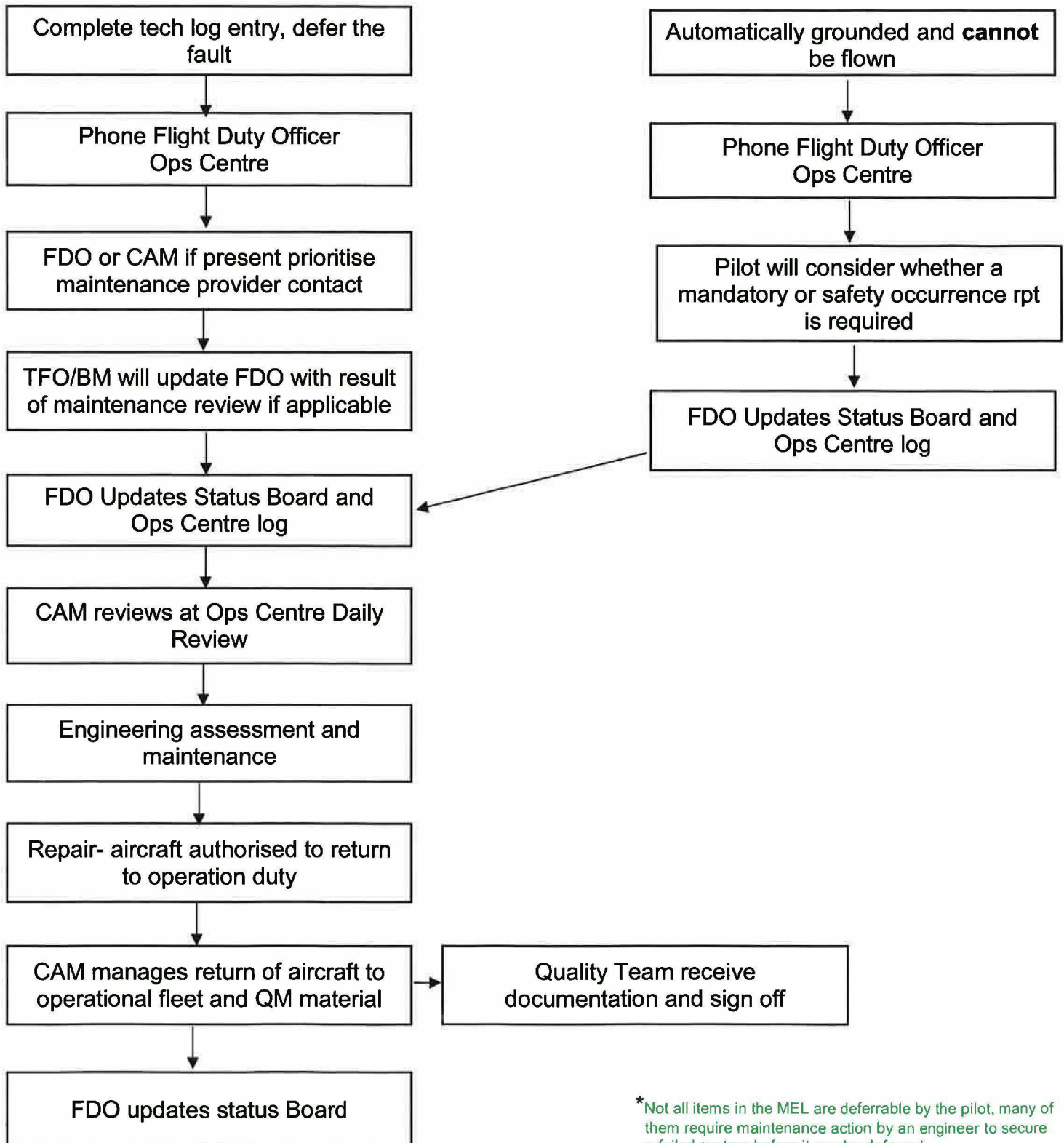
Appendix G- Aircraft Fault Report

Pilot Identifies a Fault

Is it within the 'MEL'?

YES- no maintenance action required*

NO



*Not all items in the MEL are deferrable by the pilot, many of them require maintenance action by an engineer to secure a failed system before it can be deferred.

Appendix H: NPAS Talk Groups

The table below shows the eight different talk groups that have been set-up, and how they are used for each region:

Airwave NPAS Talk Groups- The eight different talk groups that have been set up can be found below

NPAS Call Signs - The Air Traffic Control (ATC) call sign is used by the pilot when contacting air traffic control. The police call sign is used by the police despatchers. A numbering system forms part of the police call sign and this enables despatchers and air crew to readily identify most aircraft by call sign.

The first number is the region, in order of going live, the second number indicates as follows; 1 = 24hr aircraft, 2 = Aircraft that is available until 0500hrs, 3 onwards = any other aircraft. In this way it is clear which aircraft are from which region and their finish time.

There are three spare aircraft that will be utilised around the country to cover when an aircraft is undergoing repair/maintenance. The spare aircraft will have the following call signs, 71, 72, 73 (please see table below).

All equipment in an aircraft or at a base station will have the same call sign identifier, only the aircraft radio equipment will have GPS tracking.

This would ensure that no matter which terminal is used once configured within the Command and Control System (NPAS STORM) it ensures the user is identified on STORM relating to its individual base.

NPAS Call Sign Table

Talk Group	Function	Regions	Comments
PWYPNPAS1	Despatch	SE and Met	
PWYPNPAS2	Regional Police Hailing Talk Group 1 for SE and Met	SE and Met	Time critical incidents only
PWYPNPAS3	Despatch	NE and NW	
PWYPNPAS4	Regional Police Hailing Talk Group 2 for NE and NW	NE and NW	Time critical incidents only
PWYPNPAS5	Despatch	SW and Central	
PWYPNPAS6	Regional Police Hailing Talk Group 3 for SW and Central	SW and Central	Time critical incidents only
PWYPNPASHG	National Police Hailing	National Hailing talk group	
PWYPNPASSHG	Sharers Hailing	Future consideration for partners	

Eight talk groups are to be dedicated to the NPAS despatch function which will be configured in all NPAS Airwave equipment including Aircraft (Thales)/hand held and fixed mobile terminals.

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Includes NPAS Airwave equipment at bases.

No one else will have access to the talk groups.

No-one would have access to the talk groups 1, 3 and 5. Control Rooms would be offered the relevant hailing group for their region (as per the table above) as a means of contacting NPAS control room.

Airwave NPAS Talk Groups- All requests for deployment are to be made to the NPAS Ops Centre only. Local force control rooms are not to contact bases direct.

If the aircraft during deployment has a need to self deploy they must contact NPAS Ops Centre on the deployment talk group only.

Sharers Hailing Talk Group- Included in initial configuration as this will become a future requirement for interoperability with other multi agency aircraft and resources.

Appendix I: Information for the Emergency Services attending a crash scene

Police Staff/Officers

Think 'Methane'

- Major Incident Declared – date time?
- Exact location/geographic area
- Type of incident
- Hazards present of suspected
- Access routes that are safe to use, RVP's
- Number, type and severity of casualties
- Emergency Services present and which required?

Airwave terminals and mobile telephones must be switched off within 15m of the aircraft.

Do not approach the aircraft directly – Check if on fire?

IF THERE IS NO FIRE – Approach the aircraft from the front

Can the aircrew be seen?

If the crew can get out without assistance **do not** approach the aircraft.

If rotor blades are still turning treat any approach/exit with extreme caution and in the crouching position.

If on a slope approach up the slope to gain maximum separation from rotor blades.

Never grope or feel the way towards a helicopter (i.e. through smoke).

Ideally wait for back up before approaching the aircraft.

Check the availability of landing space for air ambulance.

IF ON FIRE – DO NOT APPROACH other than in extreme circumstance (i.e. rescue of crew and wherever possible, always approach from up wind). **BUT ONLY IF IT IS SAFE TO DO SO.**

Ambulance Service Personnel

The crew and passengers will be wearing safety clothing which will include:-

Flying Helmet (For the Pilot and Tactical Flight Officer (TFO), this will have their name on and may also include their blood group)


Flame resistant flying suit, (This may be a one or two piece garment)

The following medical information can be considered accurate in relation to those on board:-

- They will not be suffering from epilepsy or a similar condition.
- They will not have donated blood in the previous 24 hours.
- They will not have received major dental treatment in the previous 24 hours.
- They will not have consumed any alcohol in the previous 8 hours.
- That if they are pregnant this will be on their personnel/passenger record.
- Further information relating to the medical condition of any passengers, together with contact information for their next of kin will be held on the **passenger briefing form** held at the base unit.

Fire Service Personnel

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- Police helicopters have two gas turbine engines using JET A-1 aviation fuel contained in a single elastomeric tank in the belly of the aircraft. Fuel loads can exceed 650 Kgs. JET A-1 is a kerosene grade of fuel suitable for most turbine engined aircraft. It has a flash point above 38 degrees Centigrade (100 degrees Fahrenheit)
- JET A-1 meets the requirements of British specification DEF STAN 91-91 (JET A-1), (formerly DERD 2494 (AVTUR)), ASTM specification D1655 (JET A-1) and IATA Guidance Material (Kerosene type), NATO Code F-35, UN number 1863.
- The aircraft has a built in fire extinguishing system that enable the pilot to direct a charge of Bromotrifloromethane (Halon) extinguishing agent into the engines. Additional to this, a portable Halon extinguisher is located on the flight deck.
- 
- The fuselage is made of carbon composite with expanded aluminium foil embedded. Fumes discharged during burning are hazardous to health.

Appendix J: Complaints Procedure

Members of the public, stakeholders we work with and NPAS colleagues must have confidence and trust in how complaints are recorded and investigated.

This procedure is solely to capture complaints where there are disputes relating to service delivery to forces or other agencies or from the public around environmental issues, noise pollution and disturbance.

This procedure does not replace the statutory Police Complaints Procedures. If at any stage apparent misconduct is identified then advice from be sought from

- WYP Professional Standards Department.
- The Accountable Manager or any other member of the SLT
- WYP Human Resources personnel

Complaints will arrive at the NPAS via a number of sources that include

- From members of the public or a nominated person on their behalf, as a result of feedback from force or agency users, the Civil Aviation Authority, the Independent Police Complaints Commission.

In order to ensure any concerns are dealt with consistently the following process will be applied:

- Notify the Ops Centre who will record the matter, providing a NPAS STORM unique reference number.
- Ops Centre Assessment: The Flight Duty Officer or a designated Flight Despatcher will obtain full details of any concerns from the complainant. If the matter is suitable for resolution at this point this should be completed without delay.
- Even if resolved at this stage, the NPAS STORM log must be e-mailed to the Assistant Operations Director of the aircraft or resources which are the main subject of the complaint and the Operations Centre Manager. The Operations Centre Manager will consider, at this stage, any potential trends i.e. of a particular base, staff member or force for consideration.
- The Assistant Operations Director will review the complaint, considering the most appropriate person to carry out further enquiries. Irrespective of who is tasked with this enquiry the responsibility for the direction, control and completion of these enquiries remains with the Assistant Operations Director.
- The Assistant Operations Director or designated person will review the complaint and wherever possible cause the completion of initial enquiries within 14 days of receipt at the Ops Centre. During this period the complainant must be kept informed and short progress updates appended to the NPAS STORM log.
- In the event that person allocated with resolution cannot achieve this then the Assistant Operations Director will, as soon as practicable –
 - review activity so far considering recommendations or necessary further activity
 - direct that further activity is undertaken, take over further enquiries or (if they have already sought to resolve the matter), refer to the Director of Operations.

- Every effort should be made to resolve any complaints received within 28 days of receipt at the Operations Centre. Any complaint that is not resolved within this time must be referred by the Assistant Operations Director to the Director of Operations for review.
- Once the matter is resolved the complaint documentation should be returned to the Regional Manager for comment prior to return to NPAS Control Centre for recording as finalised.

On receipt of the completed complaint documentation the NPAS Control Centre will record the complaint as finalised. The complaint documentation should then be filed in accordance with West Yorkshire Police document retention procedures.

**Appendix K: Standard Operating Procedure for Combined Tactical Air
Cell (CTAC)**

**NATIONAL POLICE AIR SERVICE
STANDARD OPERATING PROCEDURES**



**Combined Tactical Air Cell –
Management of Air Assets at
Major Incidents**

Turn to page 10 for CTAC checklist

Published May 2015

RECORD OF AMENDMENTS

[illegible]

COMBINED TACTICAL AIR CELL **MULTI-AGENCY AIR OPERATIONS PLAN**

Information

Following the major floods of 2007 in Sheffield and Gloucestershire, the lack of a co-ordinated approach for the use of air assets was identified as a significant shortcoming during the rescue and subsequent recovery from the floods. There was no commonality of radio communication between the various agencies involved and no overall co-ordination of the airborne operation. The various units involved all operated around each other but not as a coherent force. Given the close proximity of aircraft operating in often-poor flying conditions, the potential for an aircraft collision was heightened.

In order better to co-ordinate future multi-service air support, it was agreed that a single point of contact for all emergency air asset operators should be formed, initially described as a Combined Silver Air Cell, and now to be known as a Combined Tactical Air Cell (CTAC). The CTAC will co-ordinate air operations for the incident, as required by the senior incident commanders. It is not anticipated that the formation of a CTAC will occur regularly; rather the CTAC will be implemented for those rare events that draw together significant numbers of varied services air assets in to a geographical area.

The CTAC is the NPCC-agreed² central tasking cell for all emergency service air assets for the incident. Tasking Authority for the various agencies supplying air assets will be delegated to the CTAC from their individual operating authorities, who will maintain overall command and control.

A CTAC is nothing more than a group of people, representing agencies deploying air assets to a UK major incident where multiple assets are to be deployed. The location and make-up of the cell will depend on the nature of the incident. De-confliction on scene is not the Cell's primary role but should be considered particularly if the area of operations is compact.

In addition to the CTAC, recent exercises have established that it is good practice to deploy an aviation experienced manager – typically as Base Manager or TFO-trained Assistant Ops Directors – to the Tactical command suite as a tactical advisor. This Aviation Tactical Advisor will be appointed at an early stage by the CTAC Coordinator in conjunction with NPAS Despatch.

This document is intended to provide a short term replacement for the existing Combined Silver Air Cell doctrine, reflecting the change from local air operations units to the National Police Air Service and from the old "Gold Command" structure to the new Joint Emergency Services Interoperability Programme (JESIP) "Strategic – Tactical – Operational" structure. It will be revised to reflect the transition of responsibility for the UK ARCC role and function from MoD to DfT and the Maritime and Coastguard Agency and to be a common procedure for both over land and maritime operations³.

² Through the ACPO Air Ops Working Group and 2009 National Air Operations Strategy

³ As agreed at the 2014 SAR Operators Group

Intention

A CTAC should be instigated during **enduring** incidents **where three or more aircraft** from **two or more agencies** are involved, and where a Tactical Command Suite is being set up to manage the incident.

The main role of the CTAC will be prioritisation of air tasking in accordance with the Strategic Commander's strategic intent and the Tactical Commander's objectives.

The CTAC will be formed of liaison officers and supporting staff from the various air support providers, for example Police Air Support, Search and Rescue, and air ambulance organisations.

The scale of the CTAC will be proportionate to the scale of the incident. The staffing requirement of an incident may vary from the allocation of an aviation tactical advisor alone, to the full blown CTAC formed of several staff

In the early stages of an incident, a nominated individual at the NPAS Ops Centre will act as a point of contact for tactical advice, and consider the requirement for deconfliction.

Annexes to this document, kept up-to-date with contact details for key personnel, will be maintained and reviewed by the NPAS Ops Centre.).

Method**Instigation**

The decision to form a CTAC for an onshore incident will be taken by a member of staff at NPAS Strategic Command level: NPAS Accountable Manager, Chief Pilot, or Ops Director. It may be requested by a police tactical commander, or by NPAS Ops Centre. If you think a situation is developing which may require the formation of a CTAC, speak to your operations room supervisor, and to the Tactical commander.

The Strategic Commander will consider in consultation with the Strategic Commander of the operation whether a CTAC should be set up, or whether the operation should be supported by allocating an "Aviation Tactical Advisor" to the Tactical Command Group.

The NPAS Despatch Centre will contact the appropriate Assistant Ops Director or their deputy if they are absent and instruct them to form the Cell.

Once the CTAC has formed the role of the NPAS Ops Centre will be as a provider of resources and logistical support to the CTAC co-ordinator. The Ops Centre will remain empowered to recall or reallocate assets.

The Maritime and Coastguard Agency (MCA) Maritime Operations Centre (MOC) and ARCC (Aeronautical Rescue Coordination Centre) may also propose initiation of a CTAC. Their role will be similar to that of NPAS Ops Centre.

Command and Control

In the UK, during an onshore incident, the Police will generally retain "Primacy" - overall coordination of the incident. Each emergency service would have its own command structure in place, under overall police co-ordination. For maritime incidents, the MCA has primacy.

Role of the UK Aeronautical Rescue and Coordination Centre (UKARCC)

The UKARCC is the single tasking authority for all SAR aircraft in the UK. These include Royal Air Force (RAF), Royal Navy (RN) and Maritime and Coastguard Agency (MCA) units. Tasking authority for SAR assets is passed to UKARCC for the allocation of the most appropriate asset.

The UKARCC can act as a conduit to enable the creation of a Restricted Airspace (Temporary), RA(T), and will liaise with the Distress and Diversion Cell at NATS to establish this. A RA(T) should only be established to provide enhanced safety of flight to aircraft responding to an incident and may be required due to the numbers involved or the weather encountered. A RA(T) cannot be established as a means to prevent press aircraft from overflying an incident.

The request for any temporary restriction to airspace has to come from an NPCC ranked officer. The CTAC would take any request and pass it on to the ARCC.

The UKARCC may have to balance and prioritise the requirements CTAC against other SAROPs.

Forming a CTAC

The nominated CTAC coordinator will liaise with tactical command to determine the location for the CTAC, and deploy to that location with the “Grab Bag”. They will then set up the cell with reference to the CTAC coordinators checklist.

The CTAC will undertake the following functions:

- a. Coordinate assigned air assets and allocate / delegate tasks from Tactical commanders, in line with the doctrine outlined in the UK “Emergency Air Response” document. Decision making will be in accordance with the Joint Decision Model. Where relevant deployment of police drones may be considered.
- b. Airspace coordination and de-confliction, if practicable. The Helicopter Emergency Liaison Plan (HELP) provides guidance for on-scene co-ordination where ATC assistance is unavailable.
- c. Landing site co-ordination, where relevant
- d. **Logistics including aircrew / ground crew accommodation and welfare, provision of additional staff for the CTAC. Logistical support can be requested through the NPAS Ops Centre.**

CTAC Personnel

For onshore incidents, the CTAC will normally be led by the Police Air Support Liaison Officer (PASLO), in close liaison with the SARLO if military or MCA assets are in use. Similarly, maritime incidents will be led by the SAR liaison officer. The Regional RAFLO may well take an early lead alongside the PASLO, and is likely to move in to a strategic command advisory role once a SARLO is established in the CTAC.

Members of the cell may include:

- a. CTAC Coordinator – PASLO - Preferable NPAS Assistant Ops Director or Base Manager.
- b. CTAC Coordinator - SARLO. (Search and rescue liaison officer, normally nominated SAR captain called out via ARCC).
- c. Military Coordination Staff.
- d. Air Ambulance Liaison Officer - AALO See contact list for call out details. N.B. Request Air Ambulance Ops Staff not ambulance call operators
- e. Civilian Aircraft Liaison Officer – for example a media representative,
- f. Landing Site Liaison Officer if a forward operating base is set up for the incident.

Military Aid to Civil Authorities (MACA)

The Royal Air Force (RAF) can assist in the acquisition of military air assets via a network of senior RAF officers, who cover the different regions of the country, known as Royal Air Force Regional Liaison Officers (RAFRLOs). A 24 hour call contact system is in place ensuring year round availability – see almanac for details. The primary role of the RAFRLO is to advise the strategic Commander on the employment of RAF support including SAR assets. In conjunction with a dedicated SARLO, the RAFRLO may also advise the strategic and tactical Commander on the employment of SAR helicopters. The RAFRLO may be available to assist with the initial set-up of the cell. If additional military resources are required the RAFRLO will act as a point of contact. The RAFRLO may be able to provide access to localised temporary ATC and logging services, in the form of a Military Air Operations Team (MAOT). This assistance is not assured.

Administration

Flight following will remain the responsibility of the originating agencies not the CTAC

Inter-agency support will be provided under existing mutual aid arrangements which are outside the scope of this document

Communications

Communications between agencies are vital to the successful outcome of any rescue/relief effort. Efforts should be made to ensure that all practicable assets are on a common communications network

- **AIRWAVE**: All police air units are fitted with multiple airwave radios, which provide an ideal Command and Control platform on scene, readily accessible to Air Ambulances, Coastguard, and Fire Service Command Vehicles. RAF Sea King helicopters carry two hand-held airwaves terminals, one of which is connected to the aircraft intercom. UKARCC has an airwave terminal at RAF Kinloss. Due to the improvised nature of the airwaves fit in the Sea King aircraft it is not the optimal choice for tasking from the CTAC. Range limitations of the VHF handheld sets may well mean that tasking requests have to be passed via UKARCC. Airwave is fitted and integrated to MCA aircraft.

All airwave users have a series of common talk groups, which allow for inter-agency communications. For the CTAC the primary default talk group for airwaves for the incident will be the local police force's ES3. For example in Suffolk this talkgroup would be PSUFFES3. If this is already in use, then the subsequent default talk groups would be ES2 and ES1. NB, NPAS aircraft generally have the ES1, ES2 and ES3 talk-groups for their region included in the "fill". Outside the aircraft only ES3 is included. The allocation of the ES talk group is made by the local police control room, and communicated to all relevant air assets.

In all instances, all personnel should resist the temptation to resort to point to point AIRWAVE communications wherever and whenever possible as this places excess burden on the network. It also significantly affects the ability to share and pass information between those assets, both by restricting such passage of information to the two ends of the point to point call but also by taking both parties out of the shared talk groups for the duration of that call.

VHF: All air assets have aeronautical band VHF radios fitted. These are primarily used for Air Traffic Control communications. Due to the likely presence of multiple aircraft on scene, a common frequency should be used to achieve de-confliction and ensure flight safety. If a suitable ATC frequency exists, it may be prudent to utilise this or, alternatively, the international scene of SAR VHF frequency 123.1 MHz, may be used. Consideration should be given to the use of the police aircraft to de-conflict other assets at scene. It should also be noted that MRTs have access to VHF radios and may also use FM radios. In this case, FM CH62A is the standard MRT FM frequency which may be utilised to provide on-scene tasking comms.

HF: RAF and RN Sea Kings and MCA aircraft are fitted with long-range HF communications. UKARCC is the base station for HF and acts as a relay between tasking requests and the aircraft. The ARCC airwave terminal is co-located with the HF radio operators and could therefore act as a relay for airwave transmission to the Sea Kings if required.

SATCOM: MCA aircraft also have SATCOM fitted for long range communications.

The MCA MOC and each of the Coastguard Operating Centres have a call-connect facility which can be used to link differing communications networks.

Where there is a lack of a common radio network for all air assets, the CTAC would act as a communications relay. For example, tasking from the police Tactical command arrives at the CTAC to the Police Air Support Liaison Officer (PASLO). If an aircraft is required for winching, then the PASLO passes this to the SARLO who then relays the tasking to the RAF asset, either directly or via UKARCC.

CTAC Coordinators Checklist

The instigating control centre will inform the nominated CTAC coordinator of the requirement for a CTAC, and will e-mail the relevant contact list to ensure that the manager has the most up-to-date information.

The CTAC Coordinator will:

- ☐ Confirm the location for the CTAC
- ☐ Equip themselves with the CTAC Grab-Bag, plus airwave radios and chargers.
- ☐ Nominate and warn a loggist / runner, and a deputy coordinator if required.
- ☐ Brief the tactical commander at an early stage on available airborne support and capabilities
- ☐ Nominate and warn an aviation tactical advisor for the tactical command suite
- ☐ Ensure the CTAC is equipped with:
 - 1:250,000 charts.
 - 1:50,000 OS Maps of the operating area.
 - SIO's log book for use by CTAC coordinator
 - At least two police airwaves terminals.
 - A VHF hand-held radio to monitor 123.1 MHz
 - Appropriate telephony and IT equipment.
- ☐ Start a log of policy and despatch decisions, along with the rationale, using an appropriate log book. NPAS despatch will carry out a flight -following function but will not act as policy "loggers". The log will need to be stored after the event in accordance with MOPI and local arrangements.
- ☐ Devise a communications plan to ensure that the CTAC can coordinate with all assets and agencies involved. The CTAC will need a call sign. CTAC-ONE is suggested.
- ☐ Contact and invite the relevant personnel
- ☐ Ensure that the RAFLO is informed that a CTAC is being formed. The RAFRLO may initially act as a CTAC coordinator or SARLO before moving in to their "Strategic" advisory role
- ☐ Ensure that additional staff are rostered if required to continue the operation of the cell. The CTAC coordinator may be either a PASLO or SARLO.
- ☐ Consider whether a "Flow" plan and/or local co-ordination (for example by ATC or an air asset deployed with responsibility for co-ordination) is required, in order to reduce the likelihood of aircraft conflict where the scene is particularly congested.
- ☐ Arrange and log handover of tasking authority of assets to the CTAC.
- ☐ Consider prompting a request for restricted airspace (temporary) "RA(T)"
- ☐ Consider facilitating airborne media access to the scene.
- ☐ Close down the CTAC and hand tasking authority back to the originating agencies.

Grag-Bag contents

To be kept at the base closest to each Assistant Ops Director. A TFO and deputy will be appointed to maintain the kit

- 1:250,000 and 1:500,000 charts of region and adjacent regions
- 50,000 series maps of region – on Tablet
- “Pooleys” - on Tablet
- Military HLS directories – on Tablet
- Hospital HLS directories – on Tablet
- Regional police HLS directories – On Tablet
- 3x Airwave radios+ chargers+ batteries (not necessarily in the box but must be readily available)
- VHF handheld “airband” radio and charger
- Micro USB chargers for blackberries etc.
- IPADs (+charger) with maps and offline imagery
- Documentation: CTAC, EPOL, Almanac, HELP. NB the Almanac will be maintained by NPAS Ops Centre and reviewed on an annual basis.
- “Day-Glo” vest marked “Air Support” or similar
- Stationery pack – log books, “blu-tack”, “post-it” notes, map pins, pens, “chinagraph” etc,
- Gaffer Tape
- Acetate overlay for maps to allow over-writing
- Alcohol gel for cleaning map overlays
- Box of paper wipes/kitchen towels.

References:

- A. Civil Contingencies Act 2004
- B. BHAB: The Helicopter Emergency Liaison Plan (HELP)
- C. SAR Framework for the UK June 02
- D. RAF SAR Interoperability – PITO Aug 06
- E. RAF SAR Major Incident Response Plan Feb 10
- F. UK EAR Working Group – Initial Skeleton October 2014
- G. Baltic ACO Manual v 1.3

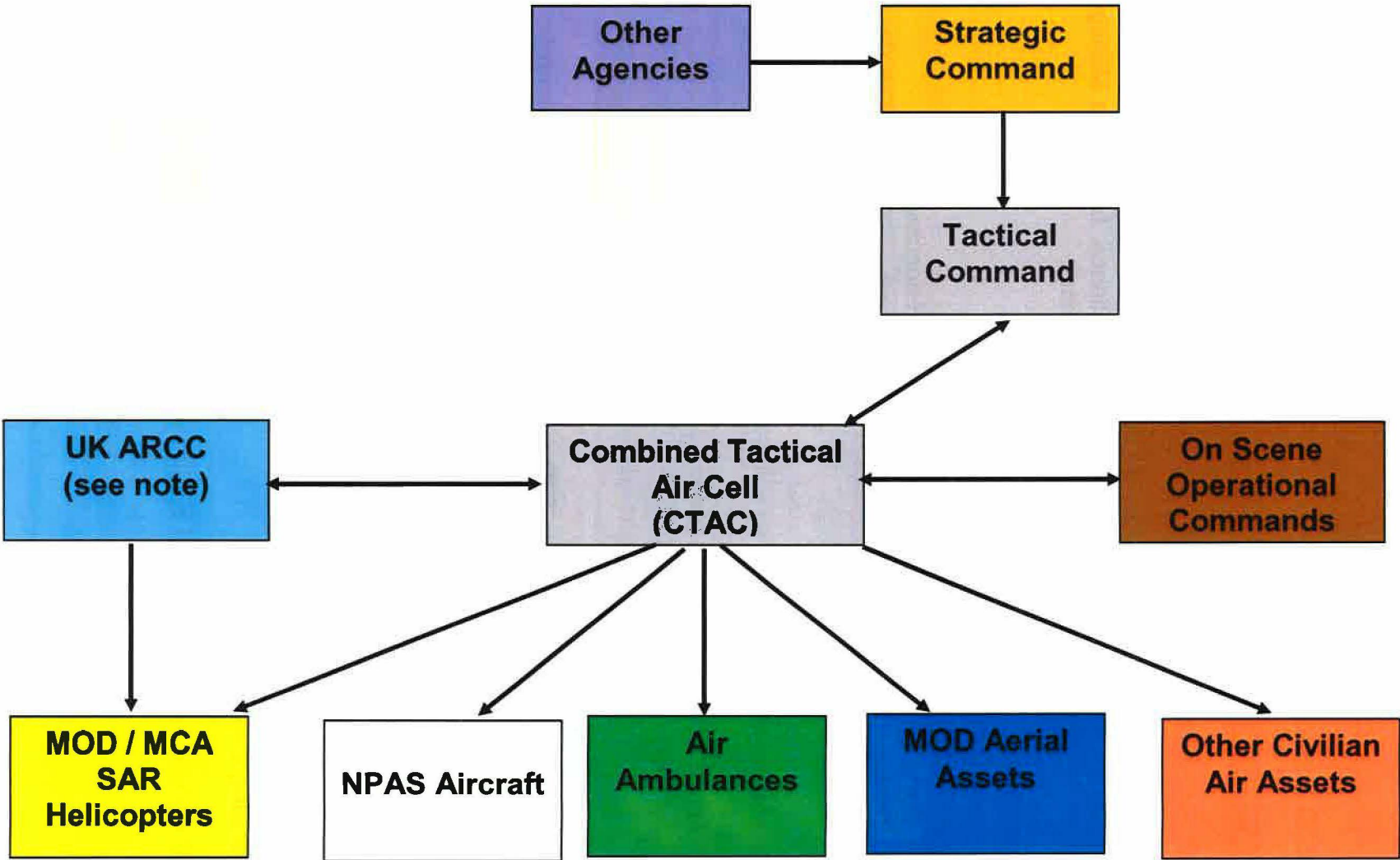
Appendices:

- A1 CTAC Almanac
- A2 Useful aircraft data

Commonly used abbreviations

AALO	Air Ambulance Liaison Officer
ACO	Aircraft Co-Ordinator
ACPO	Association of Chief police Officers
ARCC	Aeronautical Rescue Co-ordination Centre
ASU	Air Support Unit
C ²	Command and Control
C ³	Command, Control and Communications
CTAC	Combined TACTICAL Air Cell
CTACLO	Combined TACTICAL Air Cell Liaison Officer
EAR	Emergency Air Response
EPOL	Emergency Preparedness Offshore Liaison
HF	High Frequency
HELP	Helicopter Emergency Liaison Plan
HLS	Helicopter Landing Site
JIGSAW	Offshore Oil Industry Search, Rescue and Evacuation
JRLO	Joint Regional Liaison Officer
LRF	Local Resilience Forums
MACA	Military Aid to Civilian Agencies
MAOT	Military Air Operations Team
MCA	Maritime and Coastguard Agency
NOTAM	NOTice to AirMen
OPCON	Operational Control
OSC	On Scene Coordinator
PASLO	Police Air Support Liaison Officer
RAFRLO	RAF Regional Liaison Officer
RA(T)	Temporary Restricted Airspace
SAR	Search and Rescue
SARLO	Search and Rescue Liaison Officer
TACOM	Tactical Command
TACON	Tactical Control
TFO	Tactical Flight Officer
UK ARCC	UK Aeronautical Rescue Co-ordination Centre
UK EAR	UK Emergency Air Response
UKMCC	UK Mission Control Centre
VHF	Very High Frequency

OPERATIONAL FLOW CHART FOR THE CTAC WITH TASKING AUTHORITY DELEGATED TO THE CTAC



NOTE: MCA Maritime Operations Centre from 2016 SAR takeover

Training requirements

Initial training:

CTAC coordinator

Whilst it is anticipated that Assistant Ops Directors would be the first choice when setting up a CTAC in practice, for reasons of resilience, both Base Managers and Assistant Ops Directors will train as CTAC coordinators.

Syllabus:

- Classroom and table-top exercises,
- Familiarity with CTAC, HELP, ACO and EAR doctrine
- Introduction to the available military support. JRLOs, RAFRLOs, MAOT, standby aircraft.

On Scene Coordinator –

- NPAS TFO/pilot/SAR LH pilot
- familiarity with HELP and ACO

Aviation Tactical Advisor

An experienced base manager, TFO or Pilot. Nominated at the discretion of the Deputy Ops Director. Ideally will have attended the CTAC training programme.

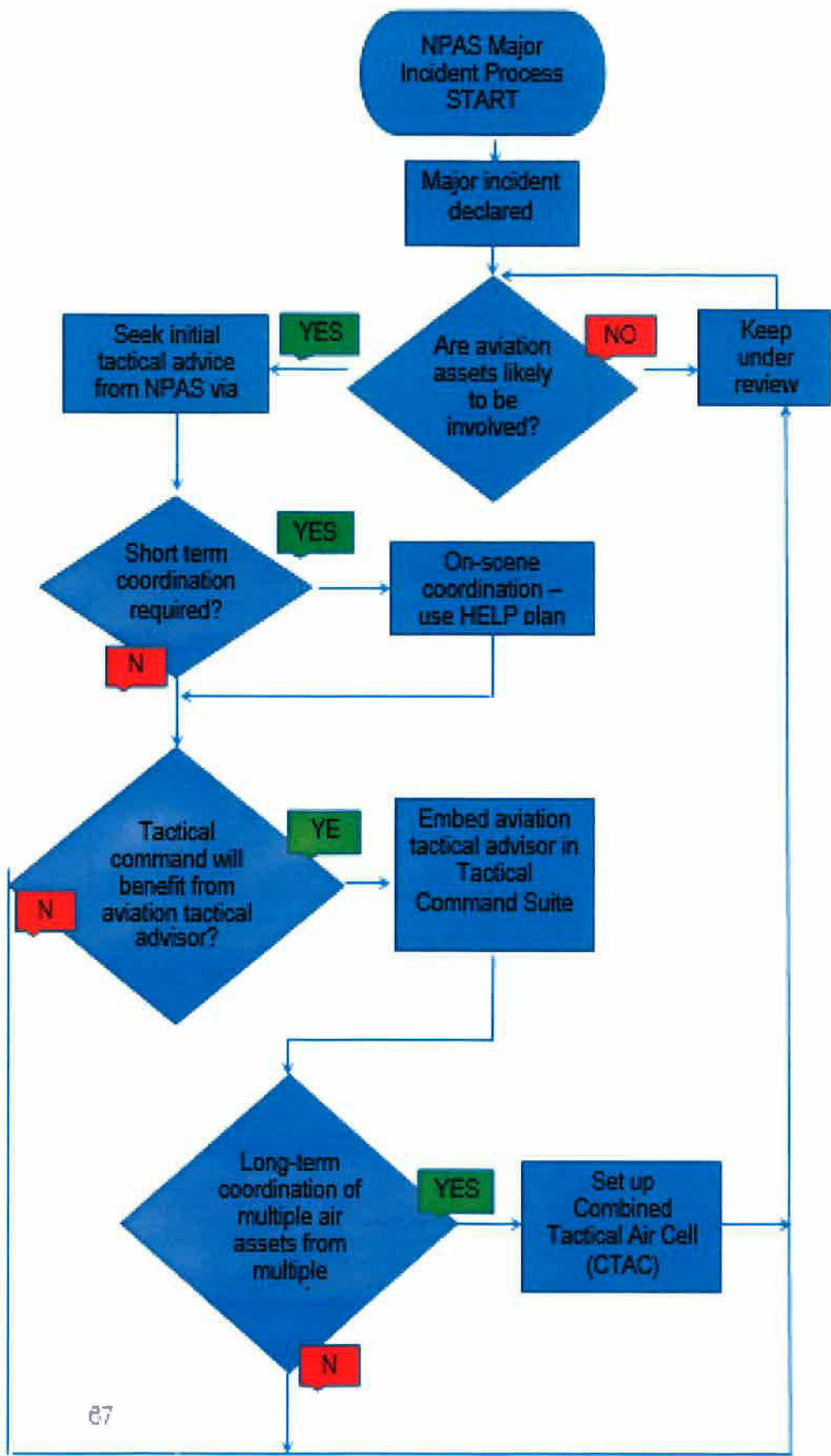
Ongoing training-

NPAS to arrange an input on the Silver command “Magic” course

New recruits to have familiarisation on “OSC” role as part of NPAS TFO course and pilot induction

Continuing Exercises

NPAS will test the CTAC concept in a live exercise on a triennial basis at the minimum.



Appendix L: NPAS Strategic Assessment Process

