ROLE PROFILE

Role Title: Base Manager  
Reporting to: Assistant Operations Director  
Section: National Police Air Service  
District/Department: National Police Air Service  
Rank/Grade: POA / Sergeant

Part A – JOB DESCRIPTION

Overall purpose of role: Supervise and direct Ground and Flight functions within a specified Base/geographic area, ensuring that NPAS consistently provides a safe and efficient service to its National customer base.

Key outputs for role –

1. Lead by example and behave in line with the Police Code of Ethics ensuring that the force values and behavioural expectations are clearly understood and considered by managers, officers and staff in their decision making and actions; reinforcing and influencing them through all interactions and processes.

2. Proactively manage the performance, attendance and wellbeing of police officers and police staff against the required standards to ensure they are dealt with and supported in accordance with the correct policies and procedures.

3. Lead, direct and support NPAS Ground and Flight operations, from their allocated base, liaising with the Assistant Operations Directors, Operations Centre Manager, and other colleagues to seek continuous improvement in service quality.

4. Fully adopt the principles of the ‘Just Culture’ to review service delivery, processes and training to ensure compliance with new and existing legislative requirements, providing specialist advice and guidance to senior internal and external stakeholders in the planning and deployment of specialist air assets to reduce threat, harm and risk at a local, regional and national level.

5. Proactively review the performance, attendance and wellbeing of all police officers and police staff within their Base against the required standards, to ensure the requirements of the Operations manual and Flying Staff Instructions are met. Ensuring staff and officers are dealt with and supported in accordance with NPAS policies, CRM principles, procedures and legislation taking action as necessary to ensure compliance.

6. Represent NPAS at regional or national fora as required, negotiating with force single points of contact/planning teams regarding operational and staffing management, ensuring that any issues of concern are raised with the Assistant Operations Directors.

7. Quality assure the service provided by the maintenance organisation, ensuring work and invoicing is carried out as authorised and in accordance with required standards, in conjunction with the Continued Airworthiness Department.

8. Management of operating crews undertaking regular local quality audit inspections, compliance with FTL’s, quality and safety management systems and other statutory requirements.

9. To support the Assistant Operations Director in developing/maintaining their region’s Safety Action Group, implementing performance frameworks, tasking, intelligence and accountability processes alongside colleagues, bringing any items of particular concern to the Director of Operations and Head of Compliance and Safety in the first instance.
**Dimensions** *(Financial/Statistical/Mandates/Constraints/No. of direct reports)*

- Direct Management of up to 11 Tactical Flying Officers and up to 7 pilots.
- CAA Regulations
- NPAS Collaboration Agreement
- NPAS SOPS
- NPAS ‘Just Culture’ principles
- College of Policing ‘National Decision Making’ doctrine
- Will complete sufficient Tactical Flight Officer shifts as required ensuring delivery of service to the agreed level and to maintain operational competency

**Work/Business contacts**

**Internal:** Director of Operations; the NPAS Senior Leadership Team, other Assistant Operations Directors, the Operations Centre Manager and Operations Support staff, all NPAS staff within their region, Base Managers; Tactical Flight Officers (TFOs); Pilots; maintenance organisations/engineers.

**External:** Senior Police Force contacts and operational force coordinators within their geographic area of responsibility; HR and operational force coordinators at a force level; contracted maintenance organisations

**Expertise in Role Required (At selection - Level 1)**

<table>
<thead>
<tr>
<th>Expertise</th>
<th>Essential or Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness and understanding of the principles of providing air support to police services, and the ability to interpret aviation legislation including the Air Navigation Order &amp; Air Operations Manual.</td>
<td>Essential</td>
</tr>
<tr>
<td>A demonstrable understanding of policing, ideally gained from within a policing environment, in order to provide a support service to the front line to agreed service standards.</td>
<td>Essential</td>
</tr>
<tr>
<td>Ability to carry out Tactical Flight Officer duties to the defined competence standards.</td>
<td>Essential</td>
</tr>
<tr>
<td>Excellent communications skills, both orally and in writing, in order to be able to prepare and present specialist reports to stakeholders and NPAS management, and to work closely with team members managing potential difficulties / conflict as necessary.</td>
<td>Essential</td>
</tr>
<tr>
<td>Experience in staff management to ensure service delivery to a high standard.</td>
<td>Essential</td>
</tr>
<tr>
<td>Demonstrable knowledge and understanding of performance management leading to the delivery of a culture of continuous improvement and increased efficiency.</td>
<td>Essential</td>
</tr>
<tr>
<td>Knowledge of managing and reporting on devolved budgets, ensuring that procurement and financial regulations / policy is followed and best value achieved.</td>
<td>Essential</td>
</tr>
<tr>
<td>Computer literate in MS Office applications, with experience of using the various applications to analyse data and information and produce appropriate reports and presentations.</td>
<td>Essential</td>
</tr>
</tbody>
</table>

**Other (Physical, mobility, local conditions)**

<table>
<thead>
<tr>
<th>Condition</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility in working is required for the post holder to fly as Tactical Flight Officers as necessary, including out of usual working hours.</td>
<td>Essential</td>
</tr>
<tr>
<td>May be required to travel to other parts of the region, or to attend meetings in other parts of the country, for which access to a car will be needed.</td>
<td>Essential</td>
</tr>
<tr>
<td>Post holder will need to be on call as duty BM outside normal office hours on a rota with other BMs, or may be needed to deputise for the Assistant Operations Director on occasion.</td>
<td>Essential</td>
</tr>
<tr>
<td>Ability to work within an environment which may include extreme temperatures, and significant aircraft noise (both due to base and to operating as a TFO)</td>
<td>Essential</td>
</tr>
</tbody>
</table>
**Expertise in Role - After initial development - Level 2**

- Full understanding of, and ability to interpret and implement, NPAS Air Support agreements and Arrangements and NPAS Policy on Air Support
- Experience of delivering specialist reports to a range of stakeholders and senior management effectively, tailoring presentation to the audience and working flexibly to ensure their needs are met
- Practical experience of managing in a ‘matrix’ environment, managing team members who are both direct employees and employed by other organisations and of working in a managerial capacity with staff who are line managed elsewhere within the same organisation
- Practical experience of managing in a ‘matrix’ environment, managing team members who are both direct employees and employed by other organisations and of working in a managerial capacity with staff who are line managed elsewhere within the same organisation
- Full awareness and understanding of NPAS procurement, financial and HR policies and processes
- Developed experience of data analysis and production of effective reports and presentations

**Structure**

```
Director of Operations

Assistant Operations Director

Base Manager
```

**PART B – COMPETENCIES & VALUES**


Level 2- Supervisor/Middle Manager

**PART C - DEVELOPMENT OF ROLE**

**Expertise in Role (Advanced - Level 3)**

- 

**PART D - ACCESS & VETTING**

<table>
<thead>
<tr>
<th>Standard IT Access</th>
<th>Default</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police Building (Perimeter and Zone access)</strong></td>
<td>Perimeter Access to all NPAS buildings</td>
</tr>
<tr>
<td>Vetting Level</td>
<td>Management</td>
</tr>
<tr>
<td>Date accepted as a role profile</td>
<td>2016</td>
</tr>
</tbody>
</table>