

***UKACCs Secretariat Support
Tasks, Priorities, Resilience and Succession Planning***

What this paper is about

This paper:

- reviews the current arrangements for the provision of the UKACCs Secretariat and Support Service.
- seeks the views of members on the scope and priorities of services that they require from the Secretariat and Support Service.
- addresses the issue of resilience and succession planning to ensure continuity of service to member ACCs.
- proposes that the views expressed in this paper be remitted to the UKACCs Working Group for detailed consideration and preparation of an action plan.
- seeks the views of member ACC's on the perceived future for the Secretariat and Support Service – see questionnaire at Annex 3.

Points for Discussion and Recommendations

- To ask members whether the current range of tasks undertaken by the Secretariat and Support Service (see Annex 1) remains valid.
- To ask members to prioritise the range and level of services they require, including the identification of any tasks not currently undertaken.
- To discuss ways in which the continuity of service might be enhanced and confirmed.
- Whether to remit to an early meeting of the Working Group the review and to report back on ways in which the service might be delivered for the future.
- To recommend that the Working Group be authorised to take forward the actions identified in its action plan if the total cost of the Secretariat and Support Service remains within the UKACCs budget.

Background

1. The last review of UKACCs Secretariat (provided by the Gatwick Airport Consultative Committee's Secretariat (provided by West Sussex County Council (WSCC)) and Support Service (Stuart Innes) working arrangements was undertaken in 2012. At that time it was agreed that:
 - the key tasks for Secretariat and the part-time Support Service remained appropriate and were essential to maintain the level of service which was invaluable to member committees. The key tasks are set out in Annex 1.
 - greater sharing of some of the administrative tasks was encouraged across the UKACCs group. Philip Carlisle, Heathrow's Adviser, offered to represent both HACC and UKACCs at national events he attended to reduce the burden on the UKACCs Secretariat. Unfortunately, Philip is no longer Heathrow's Adviser so UKACCs will no longer benefit from his input and assistance.
 - Frank Evans', Secretary and Adviser to Stansted ACC, offer of voluntary assistance was greatly appreciated and accepted. It was also agreed that this arrangement would be reviewed regularly.
 - the need for ad hoc independent technical advice be recognised. The Secretariat would hold the central list of known consultant Technical Advisers but Frank Evans agreed to be the first point of contact for assistance for member committees. Requests for assistance would be via the Secretariat. No requests have been made to date.
 - UKACCs noted that WSCC will continue to review on an annual basis the support it provides to UKACCs.
 - In respect of the arrangements for the Annual Meeting the host ACC Secretary would be asked to produce the minutes of the meeting so as to help share the administrative burden of the Annual Meeting arrangements. This year has been the first time that this arrangement has been used and Mike Flynn, Secretary, MACC will produce the minutes of the meeting.

2. The current administrative sharing arrangements have worked very well. However at the meeting of the UKACCs Working Group in November 2014, the need to have a succession plan in place for key staff (Paula Street and Stuart Innes) and backup arrangements for website maintenance were recognised to ensure continuity of service to member ACCs. Consideration has since been given to the existing arrangements and how continuity of service, retention of knowledge and expertise can continue to be provided to member committees within the existing UKACCs budget.

3. It should also be noted that WSCC continues to keep the service it provides to UKACCs via the Gatwick ACC Secretariat under annual review.

Key issues for consideration

Secretariat and Support Service staff

4. Paula Street and Stuart Innes have between them provided the services and advice to member ACCs over a number of years. The knowledge, experience and network contacts that have been built up over the years has proved invaluable to member committees both in terms of arranging the Annual Meeting and preparing its meeting papers and in acting as conduit for information for members ACCs, the provision of the regular news service and other updates throughout the year. In the event that one or both of them was to leave the Secretariat or was unable to continue to provide the service, there is no succession plan in place or a back-up arrangement.

5. It is possible that sometime in the future WSCC may no longer wish to allocate officer time to provide the UKACCs Secretariat, or Stuart may no longer wish to continue as support officer, so there is a need to build up expertise and a knowledge base across a broader team so that interim alternative arrangements can quickly be put in place to ensure continuity of service.

6. Delegates should also note that over the past few years' assistance has been offered by Frank Evans, Secretary Stansted ACC, with research on and producing papers for the Annual Meeting as well as attending national stakeholder meetings on behalf of UKACCs on a voluntary basis. The departure of Philip Carlisle has meant that his voluntary contribution has been lost.

UKACCs website

7. At present only Stuart Innes has the systems knowledge to update and maintain the website and therefore no backup service can be provided. Also, within the framework of the main UKACCs site individual sites have been provided for the consultative committees at Gatwick, Edinburgh, Liverpool, Stansted, Birmingham, Manchester, Prestwick and Aberdeen. There have been instances when these sites have not been able to be updated for a number of weeks due to absence or IT technical problems. It should be noted that there is no charge for the design and maintenance of these sites, the cost of which is included in the subscription for the support service.

UKACCs budget/account

8. The monies collected from the annual subscription fees provides a small budget for the running of the UKACCs Secretariat and Support Service. The monies are collected by WSCC where the account is hosted. The process for collecting subscription fees and the payment of the support service invoice and any other invoice now involves a multi-layer administrative process as a result of new corporate IT systems in place at WSCC. This has created additional administrative burdens on the UKACCs Secretariat.

9. The whole of the Secretariat and Support Service is funded from the income drawn from the membership fees paid by member airports (see Annex 2 for current list). Currently Stuart is paid an annual fee of £7718 (plus operating expenses circa £400), based on one day per week input, West Sussex is paid £3100 towards the costs of the staffing resources called upon by UKACCs, and £150 is allocated for printing/stationery/postage.

Issues for discussion

Services provided by the Secretariat and Support Service

10. The Working Group at their meeting in November 2014 felt that the time is right for a review of the services provided by the Secretariat and Support Service, to confirm those services that members require and/or appreciate, to identify whether there are any services on the list in Annex 1 which are no longer required, and whether there are any services that would be appreciated, but which are not currently provided. It is also felt that members should be given the opportunity to prioritise these services so that, should it be necessary to defer action on some, the Secretariat and Support Service have guidance from members.

11. Members are invited during discussion on this paper to raise any issues relating to services provided. In addition, a questionnaire based on Annex 1 has been enclosed with the meeting papers, which **members are asked to complete and return to Paula Street preferably via email by Monday 8 June** or during the conference, to guide future discussion on how the Secretariat/Support function is undertaken in future.

'Staffing' available and succession planning

12. UKACCs has been blessed with a long-term continuity of service from Paula, thanks to the generosity of WSCC in providing the UKACCs Secretariat, and Stuart on a consultancy basis of one day a week, and more recently from Frank Evans, when he became Adviser and Secretary to the Stansted Committee, on a voluntary basis. However, the paper has already noted that WSCC keep the provision of support to UKACCs under review on an annual basis, and it is clear that some key elements of support to UKACCs, such as maintenance of the UKACCs website and the websites of a number of ACCs, is reliant on the knowledge of one person. The Working

Group is concerned to avoid this reliance potentially leading to the breakdown in any of the services provided, through such factors as the withdrawal of services by WSCC or the long term illness of any of the service providers.

A way forward

13. The Working Group suggests that it is appropriate first to ensure that the scope of services provided meets current and medium future needs of member ACCs. The Group will then be able to scope the 'staffing' input required and potentially come up with a plan that also addresses the succession planning and short-term cover issues.

14. It is suggested that an early meeting of the Working Group is arranged to progress the review.

Some questions to be addressed

15. To guide the Working Group, the following questions are posed:

1. Would members support a proposal that the banking and accounting arrangements for UKACCs be withdrawn from WSCC and set up in the name of UKACCs, with signatories to banking to be approved by UKACCs?
2. Would members support in principle an arrangement whereby Paula Street is invited to provide her services to UKACCs outside of her employment with WSCC – subject of course to agreement from WSCC that this is acceptable to them as her main employer
3. Are there any members of UKACCs who would be prepared to offer skills and time to being part of the support mechanism? At the moment, issues relating to websites and IT appear to be the most pressing.
4. Do members wish to offer any other guidance to the Working Group as they prepare an action plan for consideration by the full membership via email for comment and/or approval?
5. Should the Working Group be authorised to take forward the actions identified in the Action Plan under the Chairmanship of Peter Smart, Aberdeen ACC, if the total cost of providing the reviewed Secretariat and Support Service remains within the UKACCs budget?

Peter Smart
Chairman
UKACCs Working Group

ANNEX 1

KEY TASKS OF THE SECRETARIAT AND SUPPORT SERVICE POST AS AGREED IN 2012

The Secretariat

The current support provided by WSCC comprises the Conference Secretary (Barry Smith) and an administrator (Paula Street) (approximately 200 hours per annum), and on an ad hoc basis other supporting clerical support (Lisa Etchell). The key tasks comprise:

- Main point of contact for UKACCs
- Coordinating the arrangements with host airport and the agenda/papers for the Annual Meeting including research and preparing reports, minutes and action list
- Taking forward actions on behalf of UKACCs – pursuing matters with the Government, the CAA and other bodies/agencies
- Provision of advice and expertise
- Managing membership subscriptions – issue of invoices and monitoring of the UKACCs account (held by West Sussex County Council)
- Liaising with the Support Service part-time post (Stuart Innes)
- Attending conferences/workshops on behalf of UKACCs

The Support Service Post

The Support Service, established in 2002, is independent of the support provided by WSCC. The monies raised through subscriptions is used to fund a part-time post for one day a week at a current salary of £7,718 and operating costs of around £1000, i.e. Stuart Innes' support.

The key tasks for the part-time post are:

- To monitor aviation issues at national and European level and send relevant information to ACCs (the news service).
- To inform ACCs of emerging aviation policies (the news service).
- To set up and maintain the UKACCs website (a facility for both the Liaison Group and the wider public) and the provision of websites within the UKACCs framework for subscribing ACCs if they choose.
- To act as a conduit for improving communications between ACCs where there are shared issues.
- To research and contribute to the preparation of discussion papers on key issues for the Annual Meeting of the Liaison Group.

Other Tasks

The Secretariat also arranges as and when necessary a collective response to national/EU consultations. This element of work is shared between the Secretariat and the Support Service and the following process was agreed in 2006:

The Secretariat/Support Service:

- consults members of the UKACC Working Group, on determining those consultations that would benefit from a collective view
- circulates details of the consultation seeking comments for a collective view
- prepares a draft response for the Working Group to agree
- submits a response on behalf of the Liaison Group
- arranges a press release where this is deemed necessary

There is a band of charges for the time spent undertaking this activity (1-4 hours £100, 4-7 hours £200 and more than 7 hours £300)

