



More than 300 personnel staffed the Unified Comms Centre during the inauguration.



Hampshire FRS's new model helicopter is not to be toyed with.

Information management for civil contingency responders

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➔ First for accredited electronic interface to IRS

Moore Stephens Consulting Limited (MSCL), working on behalf of the London Fire and Emergency Planning Authority (LFEPA), has developed an electronic interface between the LFEPA Incident Management System (IMS) and the Government Incident Recording System (IRS), which received accreditation on 3rd March 2009. This is the first accredited electronic interface to IRS.

The Incident Recording System (IRS) is a national project led by Communities and Local Government. Every Fire & Rescue Service (FRS) should now be using the IRS as the intention was that they would all utilize it by 31st March 2009. With the active engagement of FRSs and other stakeholders this project enables the data on all incidents attended by the UK Fire and Rescue Services to be collected electronically and



verified at source, improving on the timeliness and accuracy of the current manual collection.

➔ Tough times

The latest poll on our website asks, "Do you expect your ICT budget to be cut in the next 12 months?" So far 80% of responders have said yes, with the other 20% saying no. Such a clear margin suggests there is widespread belief the economic climate will affect budgets and it will be interesting to see how true this is, and if so what impact it has, as the year progresses. If you would like to register your vote on the website, visit www.bapcojournal.com.

➔ All Scottish forces to share a national GIS system

The Scottish Police Services Authority (SPSA) is to deploy ESRI (UK) GIS software, services and training to forces and associated agencies to provide a more consistent approach to managing and responding to incidents.

All forces currently use GIS technology, but the ESRI software

rollout will mark the first time all forces in Scotland will share a national system. The software will be linked to centralised incident data which will help improve overall understanding of crime patterns while enhancing intelligence exchange between forces. Robert Kirkwood, Chief

Information Officer at the SPSA, said: "The GIS technology from ESRI (UK) will help us achieve our goal of facilitating a national, joined-up approach to geographic information management and analysis across all eight Scottish police forces and associated law enforcement agencies.

➔ ACPO launch



Blazepoint will be demonstrating a new IP65 Laptop at the ACPO-APA 2009 International Policing Exhibition and Summer Conference this July.

The new laptop is an extension of the 13.3 rugged laptop, which recently survived dripping saltwater and being thrown across the deck and fully submerged during violent storms in the southern oceans onboard Pete Goss's Spirit of Mystery voyage. Due to its official launch in June 2009, the visitors to ACPO-APA 2009 will be able to gain first-hand knowledge of what this highly sophisticated rugged laptop has to offer the policing world.

Gary Littledyke, Sales and Marketing Director for Blazepoint, said, "The new IP65 Laptop can withstand extreme conditions which makes it ideal for those in the police force where both security and durability are essential. With the versatility of being vehicle mounted and deployable to the crime scene or accident, combining high speed data transfer with an array of connectivity and security, this rugged hardware is ideally suited to arduous policing environments.

➔ President's address

As the sun sets on the BAPCO Conference and Exhibition 2009, I set about writing my first column for this journal as President of BAPCO. Before commenting on this year's conference, I must first pay tribute to Ian Readhead, from whom I have taken on the Presidential mantle. Ian has been a committed and loyal servant to BAPCO over the last year, striving to ensure that the organisation is well positioned and prepared to deliver against its mission statement and flourish into the future. I am certain that I can speak for all members of BAPCO in expressing my gratitude to Ian for his efforts. It is to the future that I must now turn in order to continue the work that Ian has initiated.

The forthcoming year will be a challenging one for BAPCO, the public safety community it serves as well as its commercial members. I believe that these challenges will pose threats to us all but will also provide opportunities for us to work more closely together in a more focussed way to ensure that despite chastened times, the public continue to benefit from world class emergency services that – whilst

increasingly lean – make the very best use of technology in support of efficient and effective service delivery.

The coming year will see significant changes within BAPCO itself. Ken Mott, a founder member of BAPCO and our long standing Executive Director will hand over the reins to Ray Trotter, a Past President and incoming Executive Director, as Ken moves on to become Life President. This is an incredibly important transfer of responsibility that is critical to the future of the organisation. I am delighted to be able to welcome Ray to his new role and equally pleased that we have been able to retain Ken, at the core of the organisation where his unique knowledge will continue to inform and influence our future direction.

Returning now to the Conference, and what a good conference it was! It may have escaped the attention of many but the conference is now accredited for the award of Continuous Professional Development (CPD) credits, an added bonus for those that need to collect them and a reflection of the educational value to be gained from the wide range of excellent speakers.

Almost everyone that I managed to speak to during the three days of the conference, guests, delegates and exhibitors alike, were agreed on what a great conference it had been. However, we cannot afford to be complacent, especially during such difficult times; we must keep the conference fresh and up to date, reflecting the needs of members and exhibitors. The Executive Committee will do its utmost to bring you another outstanding conference again next year but, please let us know what you thought of the conference and share your ideas for improving it so that we can deliver something that is tailored to the needs and expectation of all.



Olaf Baars, President.



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➤ National ID solution for NPJA

The NPJA has awarded a contract to Siemens Enterprise Communications Group (SEN Group), to provide forces with an identity-based access capability.

The Identity and Access Management Central Services (IAM CS) infrastructure will be delivered and operational in January 2010. It will allow police officers and support staff to access police information systems across the country securely. When implemented within a force a single user will be able to access different national police systems potentially from any location. This will reduce the time spent returning to police stations to access vital policing information and so increases the time spent on frontline policing.

Other benefits will include secure exchange of electronic data between forces and the criminal justice system and savings on time and costs in areas such as password resetting. NPJA Chief Information Officer, Richard Earland said: "This is one of the first projects that will be delivered under the NPJA's Information Systems Improvement Strategy (ISIS) which aims to improve the efficiency and effectiveness of information systems across the police service."

➤ Airwave's Fusion aims to reduce paperwork

Airwave, the leading provider of public safety communications, continues to evolve its mobile information portfolio with the exciting development of a new solution called Fusion which will help reduce paperwork and improve effectiveness in the police service.

Fusion combines Airwave's real-time mobile applications suite with the unique Mobile e-Notebook from Kelvin Connect, the software specialist that Airwave recently took an ownership stake in.

According to Airwave, Fusion provides a compelling solution because it offers real-time decision support to officers in the field, automating information handling from frontline through to back office policing processes.

The solution has been designed as a suite of services that support officers in making proactive enquiries, managing a crime and streamlining back office reporting. This is in contrast to other products in the market which perform singular functions such as PNC

check. Fusion eliminates obsolete and paper-based processes removing the wasteful re-keying of information and the need to complete multiple forms.

Roger Marsden, client director for mobile information solutions at Airwave, said: "Police forces are under continuing pressure to improve performance, whilst managing with limited resources. There is no doubt that mobile information has a role to play in helping the police service to work more effectively."

➤ Ofcom calls for roaming consultation on 999 calls

Ofcom is to deal with issues preventing widespread access to communications services including proposals to introduce an emergency mobile roaming service in the UK. This will provide added reassurance to consumers should they need to call 999 or 112.

At the moment, mobile calls to emergency numbers can only be connected if the caller's own network is available in the area. This is a particular issue in remote areas and means that in some



parts of the UK – particularly in Scotland and Wales – emergency mobile calls cannot be connected from certain mobile networks.

Ofcom is working with mobile network operators and the emergency services to develop a service where emergency calls automatically roam onto an available network if there is no coverage from a customer's own service. To secure a UK 999 mobile roaming service, Ofcom will consider the experience of other

countries, in particular with regard to hoax and nuisance calls.

If technical trials by the mobile network operators are successful, Ofcom expects this service to be in place by the end of the year.

The proposals form part of Ofcom's consultation on "Access and inclusion". The consultation considers the issues preventing take up of communications services and whether there are significant gaps in their geographic availability.

➤ eCall specifications approved

3GPP (Third Generation Partnership Project) and the European Telecommunications Standards Institute (ETSI) have approved the final specifications of the eCall in-band modem standard, which supports the transmission of eCall's minimum set of data (MSD).

The MSD containing vehicle specific and location information, is passed over the voice channel of mobile telephone networks to the emergency services agency which will use this information to accurately locate the accident.

Moreover, the relevant technical committee (TC) of the European

Committee for Standardization activated the work items on the operating requirements of eCall at its plenary meeting in Prague on 20 March 2009. All relevant standards for the pan-European eCall service are to be finalised by September 2009.

Emilio Davila Gonzalez, the EC project officer for ICT for Transport, who attended the recent ETSI MSG meeting, said, "This will now allow stakeholders to start testing equipment. Vehicle manufacturers, suppliers and the public safety authorities can now start introducing eCall functionality."

➤ BTP opts for one GIS solution

The British Transport Police (BTP) has chosen Spatial Technology's ISM Web Open Source based GIS mapping solution for deployment across its whole organisation.

This decision follows closely on the heels of the Government's latest pronouncement on open source software that recommends more widespread consideration and adoption across the public sector. Michael Wallace, GI Manager at BTP said, "We are moving forward with ISM Web as it provides a very cost-effective and flexible Intranet GIS solution based

around the MapServer Open Source mapping engine. We have trialled it extensively and linked it directly to our ISM spatial data warehouse solution, which is scaled to hold over eight terabytes of information, without any problems."

"This is our first deployment of ISM Web in the UK and we are thrilled," said Ian Rudd, MD of Spatial Technology UK. "For customers it ticks several boxes, not least its open source underpinnings in the light of recent Government recommendations."

➤ Logica to lead on PND contract

The contract to design, build, deliver and operate the Police National Database (PND) has been awarded to a consortium led by Logica by the NPIA following a competitive procurement process. The contract is worth £75.6 million and will run over a seven-year period.

For the first time the PND will enable the Police Service in England, Wales, Scotland, Northern Ireland, and other government organisations that support public protection, to electronically share, access and search existing local intelligence and operational information nationally.

Chief Constable Peter Neyroud, Chief Executive of the NPIA, said: "This is a significant milestone for the Agency, for policing and, ultimately, for the public. Currently, police forces are unable to search or access intelligence or other information that is held on another force's local



systems. The Police National Database will enable this by making available nationally copies of locally held information on suspects and criminals. This will help to make the public safer by improving the ability of the Police Service to share operational information, helping the police to stay one step ahead of the criminals."

BAPCO Journal asked the NPIA to comment on the plan, including; the IT structure that would be required for the PND at local level; how the PND would work in practice for police officers; benefits; burden on forces during implementation; and cross border information sharing issues. NPIA declined to comment, saying it was too early to answer these questions.

➤ Met report says G20 policing provides "valuable insight into Olympics", but batteries "an issue"

A report by the Metropolitan Police Authority regarding the policing of the G20 summit in London (Operation Glencoe) says that the operation gave a valuable insight as to how the security operation might look during the Olympic Games.

The report highlighted that a protected network was installed by Airwave Solutions, who were "fully supportive" throughout the operation.

Some issues were highlighted for the future, however. First was that batteries "became an issue" due to prolonged deployments, even though officers requiring radios were issued with a fully charged radio and where appropriate a spare battery. "Mobile travel chargers were made available to specialist officers, and additional

bulk charging facilities were provided at the main feeding centre," added a Met Police representative to BAPCO Journal.

The report also highlighted that a Thames Valley Police channel was borrowed following mutual aid assistance from Sussex, due to the fact that there were no further Airwave channels available.

"During the event there was no operational impact to other forces," commented the Met representative, who concluded, "When planning for future events we will look at the requirements, apply previous experience where appropriate and continue to make use of the secure and flexible National Airwave system." (www.mpa.gov.uk/committees/mpa/2009/090430/06a/)



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Eye spy – not a toy

On a cold, windy late February afternoon the BAPCO Journal is at a large demolition site high above Portsmouth, courtesy of Hampshire Fire and Rescue Service. Why? To see how the brigade is using a radio-controlled helicopter to help with all manner of responsibilities – Dan Worth reports.



If the connection is lost between the handset controlling the helicopter and the device, the machine returns to its take-off position under its own power.

The day started at a Marriott Hotel where Peter Crook, Group Manager Specialist Response, from Hampshire FRS gave a detailed talk on the value to commanders of a remote-controlled helicopter, underlining it was not just a “toy for the boys”, but something that was having a significant impact on their work.

He explained that the investment in the technology had only been undertaken because there was a clear operational benefit. From a command and control point of view the helicopter offers the ability to provide aerial views, video footage, still shots, and thermal imaging, all from a position that would previously have been unavailable.

The helicopter also provides live relevant pictures – previously images from Google maps, for example, were often several years out of date. A telling example was a tyre dump. The owner had a permit to store 750,000 tyres. Photos taken from the helicopter revealed five million. Using the helicopter here enabled the service to be aware of the risk posed by the tyres before a problem ensued.

The helicopter has also been used in training to provide a faster and more efficient way of assessing performance. On an exercise carried out in conjunction with the coastguard the helicopter enabled live images and footage to be broadcast back to the mobile command unit, allowing the commanding officer to assess the situation on arrival, rather than having to attend the scene of the incident and then return to the command centre, helping to improve the efficiency of the operation and provide more relevant information to the commander.

Flight controller Graham Libby, the designated senior pilot for Hampshire Fire and Rescue (due to his experience of flying model helicopters), gave a talk on the importance of checks and regulations when flying the helicopter.

As would be expected, there a number of safety criteria and safety measures to be carried out before the blades can start spinning. Libby emphasised that the pilot must always have the final say in any flights made. If for any reason he does not wish to fly – or he believes it is unsafe to fly due to conditions – there should be no pressure to do so.

Before each flight the pilot must carry out a series of checks on the machine and on the conditions to ensure it is safe to fly. Furthermore, because the pilot has to give his full concentration to controlling the helicopter, he needs a second person to monitor the screen which displays both the view from the helicopter’s camera and its flight information, including how long the batteries have left. This helps the pilot keep his attention on the helicopter and the images it is trying to capture.

The risk of having the helicopter come down in an unknown area, where it could be dangerous, means that the helicopter has an in-built, return-to-base function. This means if the connection is lost between the handset controlling the helicopter and the device, the machine knows where it set off from, and it will return there under its own power. The helicopter made by Carvec also has GPS and altitude sensors allowing it to hold its position automatically.

There followed talks from members of the Civil Aviation Authority on the necessity and importance of obtaining all the relevant permissions for using these helicopters. There are also to be changes to weight limits that will affect the geographical usage of helicopters. This presentation underlined that despite being a small, unmanned craft, the use of a remote-controlled helicopter constitutes an aircraft that requires all the necessary permissions as other manned devices, albeit within different parameters.

The day moved to the aforementioned demolition site where the assembled guests were given the chance to see the helicopter in action. At the demonstration a command and control vehicle was set up to demonstrate how the images from the helicopter are sent back and viewed by commanders. This gave the guests a chance to see for themselves the clarity of the footage and images sent back and how the helicopter can be maneuvered by the operator and assisted by a colleague who watches the monitor. Libby also demonstrated the helicopter’s return to base mode, by not touching the controls for 45 seconds, which automatically makes it start to return to the GPS position it has stored in its database at take off.



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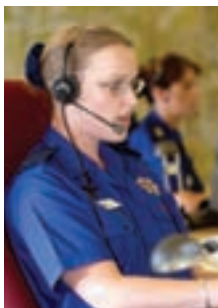
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Ready for the future

A new command, control and mobilisation system uses the NLPG for accurate incident location.



The system was set up by Surrey Fire and Rescue Service in preparation for the FiReControl Project.

In preparation for the switchover to FiReControl, Surrey Fire and Rescue Service (SFRS) has built a state of the art dynamic mobilisation system that will dramatically speed up response times to incidents. The system, which went live in December 2008, has a number of key components. Each vehicle is fitted with both GPS satellite tracking and a ruggedised computer, which is connected to the command and control centre, sending and receiving data across mobile networks. The command and control software, which is designed specifically for the mobilisation task includes a "live map" interface, which enables staff to see vehicle location in real time.

Once an incident has been reported, the system automatically chooses the nearest, appropriately equipped appliance based on the incident type. A fire in a building of six floors for example, will require an additional aerial appliance with the capability of reaching the appropriate height. The system calculates which vehicle will have the quickest travel time using GIS routing information to inform this selection.

The final component of the system is the NLPG (National Land and Property Gazetteer), which is used as the sole source of location information and already mandated for use in the FiReControl project. SFRS has been working with local authority gazetteer custodians for over two years. It has also migrated all of its legacy risk intelligence data relating to over 70,000 properties from the old command and control system to the NLPG. In addition SFRS are building a web portal to post change and update information as it becomes available. Local authority gazetteer custodians will then access the portal in order to validate and update the NLPG.

"From a technical viewpoint this part of the deployment was the toughest," said Carl Walker, System Information Technology Manager for SFRS. "Cross referencing the legacy data to the NLPG, which uses a completely different data schema, took around nine months and involved a considerable amount of QA. Hosting the system and making it available to all stations and personnel was challenging and we used web based

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As with any new system there have been significant changes to working processes and the impact of these changes cannot be underestimated, as Carl Walker explained. "We have had the mobilisation part of the system in place for a couple of years now so crews were familiar with the equipment. We understood how the command and control system would work and we understood the data through the migration process to the NLPG. As a result we were able to carry out a fairly detailed impact analysis prior to full deployment.

"Even small things can have a big impact, for example our personnel now have access to much more and better quality data which can be sent to an appliance while it is on the way to an incident. This enables them to be much better informed and they need to be able to act on the information and relay intelligence back once they have arrived. The expectation is much higher.

"If I was offering advice to another fire service it would simply be this. Make sure you understand what the impact of regional control convergence will be. If you do this you will be able to prepare for the change in terms of training and expectations. There will be some resistance to new processes but the positives will more than outweigh the negatives."

By and large users of the system have been very positive. "They have had quite a long time to get used to the in cab equipment and improved communications.

When they are mobile, available and out of station involved in home fire or community safety, they can receive full incident details at any time which is received by the in cab computer. There is no need to write anything down or to consult a map. Gone are the days of crackly UHF transceivers and the 'radio' traffic has been cut down dramatically, these benefits are all popular with crews," said Walker.

"The NLPG and GPS help a lot from a health and safety point of view because we know exactly where we are sending crews and where they are at any point in time. As a result the crews have confidence in the system and should they get into any difficulties they know the response will be swift and precise. It is also very useful if crews are being mobilised to common land for say a heath fire, which could cover an area as large as five or 10 square kilometres and where there are no property locations. When the first fire crew has located the incident precisely, they can update the location on their in cab screens. This will be fed back to the central system and then out to other crews."

Allying risk intelligence with dynamic location and routing means that the appropriate crews and appliances get routed to incidents more quickly and accurately.

And all the risk data will have been sent direct to the appliance's cab-mounted data terminal well before arrival at the incident. The potential safety benefits for fire service personnel and the public are significant.

"Make sure you understand what the impact of regional control convergence will be. If you do this you will be able to prepare for the change in terms of training and expectations."

*Carl Walker,
System IT Manager,
Surrey FRS.*



A commanding view

More than 300 personnel – including call takers and IT professionals – staffed the Unified Communications Centre during the inauguration.



Command and control centres are common in events worldwide, from the Pan-American Games to the inauguration of President Barak Obama. Dan Worth speaks to Intergraph.

“When you have an event like the inauguration, the more eyes we have in and around the city the better off we are.”

➤ Cathy Lanier,
District of Columbia
Police Chief.

January 20, 2009 was an historic day. President Barack Obama was sworn in to the office of President of the United States to a worldwide audience of almost one billion. As would be expected, the security for the event was incredibly tight and communications system provider Intergraph was an integral part of it.

In fact Intergraph is often found behind the scenes at major events, supplying communications systems that enable the emergency services to stay in constant contact and provide effective security. The European Football Championships 2008 in Zurich (Switzerland) and the 2007 Pan-American Games in Rio de Janeiro both used Intergraph systems. And the London Olympics of 2012 are another challenge in the horizon.

The European Football Championships in Zurich saw over 2.5 millions fans visit the city for the three matches played there (mostly to view the games in special fan zones). Each day during the games, between 600 and 1,300 police officers were deployed in the city, with upto an additional 1,000 personnel from Zurich Protection & Rescue. Resources included 500 police vehicles, a temporary holding and processing area, additional ambulances and support stations, and 260 vehicles from the emergency medical and fire services. According to Alessandro Foletti, one of the senior police officers in charge, this was a 10-fold increase over a standard weekend. It would not have been possible to coordinate the public safety resources adequately and keep an auditable log of all actions without command and control centre technology.

Zurich City Police's new command and control centre with its management infrastructure for major incidents is equipped with Intergraph's latest technology, and emergency calls were received and processed, and resources coordinated and directed from a central hub. However, although completed in time for Euro 2008, it wasn't special investment for this event, but part of an integrated command and control centre concept for the City of Zurich. Daniel Haenni, CIO of Zurich City Police, noted, "It was important that this major event capability

could be delivered and managed using the existing IT-infrastructure of the new command and control centre."

More recently, as mentioned, the technology was put through its paces while the world watched at the presidential inauguration and the subsequent celebrations in Washington DC. Anticipating high call volumes, more than 300 personnel (including call takers and IT professionals) staffed the Unified Communications Centre (UCC). This consolidates the public communications functions of the Metropolitan Police and the Fire and Emergency Medical Services and Public Safety Communications Center (PSCC), to provide a smooth operation. Intergraph's computer-aided dispatch system enabled operators to field calls, create and update incidents and manage emergency response resources. Intergraph's mobile dispatch technologies extended incident management capabilities to remote field and mobile units stationed near the special event area. This provided responders in the field access to the same information that operators at the UCC and PSCC.

Integrated monitoring during the inauguration

In addition, Intergraph's mobile resource management solution provided federal government security teams with real-time tracking. The map-based command and control system provided visibility and management of deployed mobile resources throughout the event.

Surveillance was monitored by authorities at various command centres run by the agencies involved in security operations, and DC's IT department operated a satellite and Internet-based video link to Washington's 5,265 fixed and mobile surveillance cameras, spread around the city, while the Capitol Police and US Park Police provided surveillance from the air.

The District of Columbia Police Chief, Cathy Lanier, said to the *Washington Post*. "When you have an event like the inauguration, the more eyes we have in and around the city the better off we are." All this meant that, despite 1.8m visitors to the capital on the day, not a single arrest was reported by police or the secret services.



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We are proud to have been part of another successful BAPCO conference and are looking forward to exhibiting next year.



Increasing the interoperability of mobile incident command

At the BAPCO 2009 exhibition, Exceletrate Technology announced the award of some important contracts with a number of Police Forces throughout the UK. Gwent, Derbyshire and Nottinghamshire Police have all recently asked Exceletrate to provide powerful satellite solutions that give access to high-speed broadband to upgrade the communications capabilities of their Mobile Incident Command and Control vehicles.

Gwent Police has specified a new Mercedes Sprinter equipped with a comprehensive range of technologies including transportable satellite, ruggedized touch screens, VoIP, VPN, skydome, body worn CCTV and video streaming. For Derbyshire and Nottinghamshire Police, Exceletrate Technology is retrofitting existing vehicles with the latest transportable satellite solutions. Interestingly, Nottinghamshire Police is sharing its vehicle with Nottinghamshire County Council for use as a mobile office by staff involved in outreach work for remote communities throughout the region.

According to David Savage, CEO of Exceletrate Technology: "We have been experiencing a significant upturn in the level of enquiries from Police Forces and other emergency services across the UK for access to reliable and resilient high speed broadband during major incidents. The ability to deliver broadband to command and control units via satellite regardless of location is now well established. It facilitates the sharing of information to improve the way that multi-agency incidents are managed and enables responders to meet their responsibilities under the Civil Contingencies Act."

Exceletrate Technology has been responsible for equipping some of the UK's largest and most advanced mobile command and control vehicles for organisations such as Royal Berkshire Fire and Rescue, Strathclyde Fire and Rescue and South Central Ambulance Service NHS Trust (SCAS). In addition, the company has been experiencing an increasing demand from emergency services for smaller, more flexible rapid response vehicles that can reach incidents in the shortest possible time to appraise the situation and determine requirements for additional support. A Land Rover Discovery equipped by Exceletrate Technology is a typical example of what can be achieved. It has the same technologies as larger command and control vehicles including a transportable satellite solution, private GSM, VoIP, wireless network, CCTV and video streaming. The vehicle has also been fitted with four drop-down touch screens, body worn camera kits and a mobile BGAN solution that delivers high speed broadband access whilst on the move.

The Garda recently took delivery of a new fleet of incident command and control vehicles each of which has a roof mounted 98cm satellite dish to provide a resilient stand-alone broadband connection for high-speed data, voice and video communications.

To complement the existing VHF and UHF radio communications equipment, VoIP handsets were installed on each vehicle to make and receive calls seamlessly routed through the Garda's telephone network based at Phoenix Park. Four ruggedized PC terminals were installed in each vehicle to enable strategic emergency planning software, GIS, email, instant messaging and other specialised applications to be run. The satellite links ensure that all such applications are current in real-time to ensure that vital operational decisions can be made using the latest, up to date information. Each vehicle is also equipped with a day/night CCTV camera with video streaming, skydomes, external lighting and a reliable power generator. The vehicles became operational at the beginning of 2009. One vehicle is now based at Garda HQ and the others are based at three regional locations – Cork, Sligo and Mullingar.

The demand from the emergency services for access to high speed broadband has never been greater as it allows mobile command and control units to receive and transmit data from all responders and emergency teams to achieve a Common Operating Picture. However, in order to make this work, it is important that users have the ability to deploy their satellite communications systems wherever and whenever they need them without having to refer to Ofcom each time. Excelebrate Technology ensures that can be achieved as the company operates and manages its own satellite and private GSM network, holds all VSAT Network Licenses required by Ofcom and ensures that every customer is equipped with the appropriate equipment operating over approved frequencies. This provides customers with high quality bandwidth, which can be tailored in real time to suit specific needs, budgets and service level requirements.

However, the delivery of reliable and resilient communications in every environment relies on having a combination of matched technologies that can be easily integrated. An Excelebrate innovation provides emergency services with the flexibility to communicate in a variety of ways. ECMS (Excelebrate Communications Management System) is a powerful solution that, when used in conjunction with one of Excelebrate's mobile satellite solutions, gives satellite and GSM-based VoIP (Voice over IP) PBX switching functionality. VoIP handsets function as fully featured extensions of any PBX and the mobile satellite links route calls under normal conditions when the vehicle is stationary. GSM provides essential backup as well as enabling communications to continue when vehicles are on the move. ECMS features a drag and drop screen based interface for controlling all voice devices. This converts all transmissions into SIP protocols allowing every device that is routed through the ECMS and Satellite GSM PBX to be recorded for evidential and review purposes. It also enables different devices to be patched to one another or conference calls to be set up by simply dragging and



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dropping icons, representing all operational voice devices including VHF, UHF, Airwave, VoIP and GSM, into the appropriate area on the operators screen to make a connection.

Another important innovation from Excelebrate Technology is RapidNet. This enables mobile incident command and control vehicles to generate their own private GSM fields enabling personnel to maintain communications totally independently of existing mobile network providers. As well as supporting existing handsets, fully secure GSM handsets with built-in encryption can be provided that can operate on any available CSD enabled GSM network. This provides full telecoms capabilities in situations where either none exist or are unavailable and will eliminate the reoccurrence of the communications problems experienced during the 7/7 incident as highlighted in the London Assembly Committee's report.

High levels of expertise and operational understanding are of course critical factors when it comes to choosing a supplier. According to Roger Bird, Senior Mobile Technology Engineer at Thames Valley Police: "Having had previous experience of satellite communications with another supplier, we were sceptical about what could be achieved. However, after talking to Excelebrate Technology, it quickly became apparent that the company understood exactly what we wanted to achieve and could provide advanced solutions that were specifically tailored to the needs of blue light services."

Thames Valley Police uses a Transportable Broadband Satellite VPN solution and wireless DECT phones installed in a communications support vehicle that provides WAN flexibility with direct, secure links to the force infrastructure as well as standalone LAN connectivity enabling planned or spontaneous command centres to be located in buildings or temporary accommodation.

"Covering such a large geographical area means that we place a lot of emphasis on our communications structure and we don't want to compromise that in any way. Excelebrate Technology provides us with the highest level of support and any technical issues are always rapidly resolved enabling us to maintain a high state of operational readiness at all times," Roger Bird concluded.

Excelebrate is committed to developing communications solutions that can be used effectively by non-technical personnel with the resilience to meet the most demanding operational requirements. The company's R&D and project engineering centre is a centre of excellence where new products and solutions, particularly those delivering interoperability between the blue light services, will continue to be developed at an even faster rate. This facility also provides the capacity to efficiently handle an increasing number of projects, whether supplying standalone solutions, retrofitting existing vehicles or building bespoke mobile incident command and control units.

TETRA solutions for A&E



Sepura designed and developed an accident and emergency vehicle solution specifically for ambulance, paramedics and health personnel. Peter Hudson, Product Manager with Sepura, explains how the solution works in practice, combining the advantages of mobile telephony, mobile data, messaging and two-way radio communications. The Ambulance Trusts use some or all of the functionalities of this solution to complement their own working practices.

As part of a nationwide contract West Midlands Ambulance are implementing a TETRA network with Sepura radios.

A 999 call has just been made from a home where an elderly man has collapsed. The ambulance crew is dispatched and incident details are sent to the data terminal attached to the TETRA radio in the vehicle.

On arrival, the ambulance crew presses a key on the data terminal in the vehicle to send a message informing the control room that they are leaving the ambulance. The system then sets the hand-held radios to work in local mode and the vehicle radio as a bridge to the Airwave network. This bridge allows the crew to continue communicating with the control room even from inside the building.

The ambulance crew leave the vehicle and enters the building. Their hand-held radios have a GPS location module fitted inside which continues to send their position to both the control centre and the data terminal. Once at the patient's side they send another message to the control room by pressing a single key on their hand-held radios.

Whilst attending the elderly man the crew receives additional patient information from the control centre. It is a data message informing them that he has a severe allergy

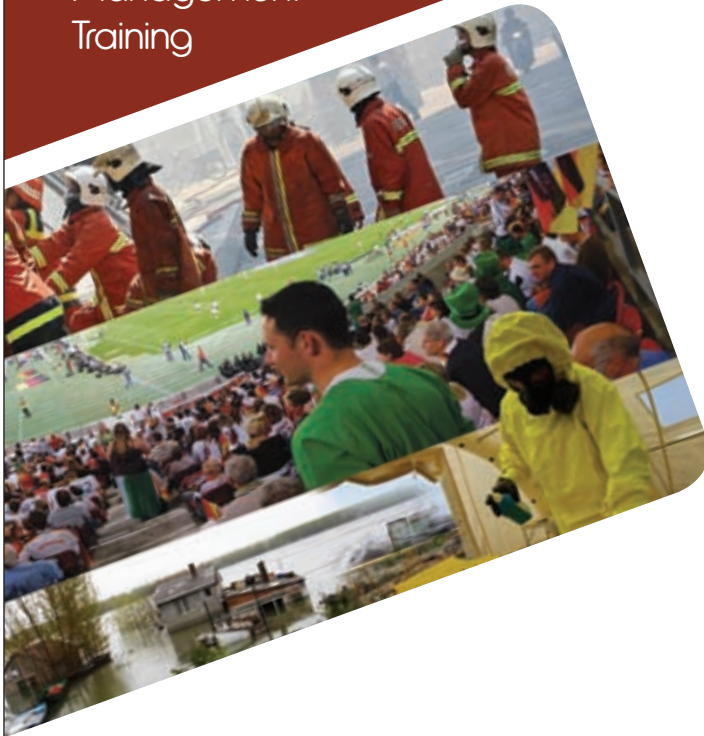
to a drug. The crew stabilises the patient and attaches an ECG monitor to his chest before transporting him back to the ambulance.

On return to the ambulance, one of the crew presses a button on the data terminal to inform the control room that they have returned to the vehicle. The system reconnects the hand-helds directly to the Airwave network. The vehicle radio is also reset to act as a standard mobile radio.

The ambulance proceeds at all speed to the hospital. In the back, one of the ambulance crew uses the mobile radio's second console to update the hospital about the patient's status so that the emergency staff is prepared for his arrival. On arrival at the hospital the hand-held radios are switched to "transmit inhibit" so that they cannot interfere with medical equipment. The crew can still receive voice and data messages, but cannot send any whilst in hospital.

Still in the hospital, the crew's hand-held radios inform them that there is another 999 call. The vehicle has continued to send its position to the control room whilst unattended.

Crisis, Disaster, Security and Risk Management Training



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Effective crisis, disaster, security and risk management procedures are essential to the successful conduct of the emergency services' operations.

The Resilience Centre at Cranfield University offers a broad range of management training in these critical areas. The training can be undertaken at the Cranfield University Shrivenham campus or at a client's preferred location. Currently the following training is offered:

- Crisis management - Introduction 3 days
- Crisis Management - Advanced Workshop 2 days
- Crisis Management - Exercise Design and Development - Introduction 2 days
- Crisis Management - Advanced - Exercise Planning Workshop 1 day
- Crisis Management - Record Keeping 2.5 days
- Emergencies on Trial - Workshop 1 day
- International Disaster Management - 3 weeks*
- Security and Risk Management - 5 days
- Improvised Explosive Device Awareness - 2 days*

* Training location - Shrivenham only

Training is delivered by a combination of academics and practitioners with a broad range of operational experience. Previous clients have included the FCO, MODUK, DfID, UKAEA, BT, Lloyds TSB, The Metropolitan Police Service and other police forces across the UK and overseas and Local Resilience Forums.

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The control room is always in contact with the crews even if the control room's radio comms are lost.

The controller has decided that this crew is the nearest to attend the new incident. The data terminal displays details of the new emergency. The crew acknowledges they are leaving the hospital premises by pressing a key on the data terminal, and "transmit inhibit" is switched off.

The benefits of A&E vehicle solution – for crews

- Updated patient information can be received at any time which ensures that the most appropriate treatment will be provided
- Patient information can be communicated by radio ahead to A&E ensuring appropriate resources are ready on arrival
- Radio operation is simplified for the crew
- Switching between modes is automatically controlled by the mobile data terminal
- Common operator interface on the hand-held and mobile radios
- Visual (LED) and audible (tones) information saves the operator from continuously needing to check the radio display
- The mobile gateway ensures that the crew remain in contact with the control room and/or each other at all times
- The dual consoles ensure that all the crew can communicate directly with the control room rather than relaying messages between the front and back of the ambulance

- The need for administrative tasks is reduced as all messages are automatically date and time stamped
- Crews can always be located. The GPS units report the users' position even when they are out of the ambulance
- Crews are not burdened with heavy and bulky radio equipment
- All radios have a dedicated emergency button that instantly sets up a call and sends a message to the control room.

The benefits of A&E vehicle solution – for the control room

- Control room information is increased
- The location information of all vehicles is always known. The GPS position reports allow the control room to dispatch the nearest and most suitable vehicle to each call
- The status of the crews is always known
- All data messages regarding the crews' status are stored with a date and time stamp
- Information is received from both radios and data terminals over the Airwave network
- The control room is always in contact with the crews even if the control room's radio communications are lost. Crews using the Sepura A&E solution can be contacted via standard telephone calls when their radios are in both TMO and DMO mode.

EMAS takes plunge for drastic results

Technology can have a huge influence on performance, as East Midlands Ambulance Service found out when it drastically increased its emergency call taking capacity with a new system.



East Midlands Ambulance Service (EMAS) provides emergency and urgent care, patient transport, call handling and clinical triage services for 4.6 million people across the six counties of Derbyshire, Leicestershire, Lincolnshire (including North and North East Lincolnshire), Northamptonshire, Nottinghamshire and Rutland.

EMAS employs 3,000 staff at 70 locations – including three A&E Control Rooms (two situated in Nottingham

and one in Lincoln) – with the largest staff group employed in accident and emergency services.

EMAS accident and emergency crews respond to 500,000 emergency calls every year, while patient transport staff and volunteer ambulance drivers provide care and transportation for 5,000 people each day.

EMAS was using an old command and control communications system to manage emergency services that lacked ACD (automatic call distribution) functionality. An ACD system is used to validate callers, provide basic call routing to the first available agent, deliver skills based routing, forward calls to the right party, allow callers to record messages, gather usage statistics and balance the use of phone lines.

The limitations of this system meant that EMAS could not accurately monitor call flow and was unable to determine the number of 999 call agents it needed.

The development of a new, state-of-the-art ambulance control centre at Nottingham centralised all 999 calls for the regions in the East Midlands and created an opportunity for EMAS to redefine the communications technology that was being used to manage emergency services. EMAS was referred to ATC Solutions by Nottinghamshire Health Informatics Service, who had



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recently invested in Mitel IP platforms to unify communications across the NHS Trusts that they support.

Solution

Once ATC Solutions had conducted a thorough needs analysis with EMAS, it was determined that the deployment of a Mitel 3300 IP Communications Platform with ACD (automatic call distribution) functionality, complemented by the Mitel Contact Centre Management Suite along with Cybertech (Activa) Call Recording, would best fit the Services' requirements.

Before going live, ATC Solutions worked closely with EMAS to conduct extensive soak testing. This is the process whereby every possible scenario is tested to ensure that it works reliably. This command centre is dealing with life and death situations and the communications platform needs to be 100% reliable, resilient and safe.

"When a 999 call is made, every second counts, it is mission critical that we have the right communications technology to help get us to patients as quickly as possible. The Mitel 3300 ICP has the features and reliability we need to deliver emergency services," said Neil Brennan, Control Communications Manager EMAS.

Prior to the introduction of the Mitel call flow management system, the average answer time for a 999 call was eight seconds. With the 20% increase in volume, which came with the addition of Northamptonshire's 999 calls, that eight-second average answer time was maintained.

Essentially, EMAS achieved a 20% performance gain through being able to handle 20% more calls at the same pick-up speed with the same number of people. Increased staff familiarity with the Mitel system has contributed to that average answer time dropping below five seconds (Jan 09).

Wireless dispatcher proves itself live

Cyfas Systems' latest wireless dispatcher has "won its spurs" in the live dispatcher environment of West Midlands Ambulance Service, explains Sales Manager Gareth Godfrey.

"It is a stable operational platform that has won its spurs in a live ambulance dispatch environment."

➔ Joe Garcia,
Regional Head of IT
Communications
Systems, WMAS.

West Midlands Ambulance Service was forged out of the merger of four county Ambulance Trusts. Following this merger the new Ambulance Trust serves over 5.3 million people, responding to almost 500,000 emergency calls.

As part of a nationwide contract West Midlands Ambulance are implementing a TETRA network using Sepura radios as a long-term replacement to its analogue radio systems.

The challenges, explains Gareth Godfrey, were:

- To implement an interim dispatching system that would provide control of Sepura fixed mobiles, while offering a high level of scalability in terms of dispatching positions and radio, alongside the flexibility of a VoIP system;

- To provide enhanced operation of the fixed mobile terminals when they revert to a fall-back communications system following introduction of a primary ICCS environment. Cyfas Systems was able to offer and supply the C-Soft Plus – its latest wireless dispatcher. The main features of the system are:

- Control of talk groups
- Answer and initiate Private calls (point to point)
- Display meaningful Calls Signs
- Control of Sepura Radios over IP – ability to remote radios over LAN/WAN.

The initial set-up, remembers Godfrey, was for two dispatcher positions and three SRM 3500 radios, which was quickly expanded to a third position and five radios.

"The dispatchers were able to monitor the countywide talk groups for incoming radios calls and respond back via private call. All three dispatcher positions have access to all five radios with the ability to change talk group, if required, and to select and monitor any of the radios.



"A meaningful Call Sign for each resource was aligned to the ISSI number of radio and presented in an easy to use directory."

The success of this first proof of concept system, adds Godfrey, has resulted in further deployments of the Cyfas dispatcher solution into additional control environments within the WMAS region to manage both interim ARP deployments and legacy PMR communications for disaster recovery scenarios.

"The solution is brilliant, it provides a simple interface to manage the ARP communications in its most efficient form – that of point to point communications. The Call Sign interpretation of the incoming ISSI makes the ambulance dispatch process so much simpler when users are constrained to a fixed mobile terminal on the ARP network.

It is a stable operational platform that has won its spurs in a live ambulance dispatch environment," concludes Joe Garcia – Regional Head of IT Communications Systems, WMAS.



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Harness IP metadata for lawful intercept

Thibaut Bechetoille, CEO of Qosmos, examines how IP metadata can considerably help law enforcement agencies fight cyber crime.



"In IP communications, metadata is detailed information that describes and maps communication patterns with utmost granularity."

Cyber criminals continuously find new ways to evade detection by conventional lawful intercept techniques. Chat rooms, blogs, interactive gaming applications and social websites are among the new hiding places for predators to conduct activities that threaten public safety and national security. With more than 1.5 billion Internet users, thousands of protocols and web applications, and numbers growing, current lawful intercept solutions based on traditional deep packet inspection (DPI) will be less and less effective – unable to keep up with the exponential increases in IP communications, methods of access, and volume of content generated.

Just as criminals grow their levels of sophistication for illegal Internet activities, so must law enforcement agencies (LEAs) improve their capabilities to detect, mitigate and prevent threats. The logical approach – perhaps the only viable approach considering the formidable challenges – is by leveraging metadata that can be extracted from IP traffic.

The maturity of the Internet has brought with it a radical change in communications and how information can be exchanged. People are no longer linked exclusively to physical subscriber lines and can easily hide and subvert their identity. The same person can communicate in multiple ways – for example, via VoIP, instant messaging, Webmail, FTP and social networks such as mySpace, Facebook and Twitter – and from different access points via a desktop, laptop or mobile phone. Complicating matters further is the fact that most people maintain multiple accounts and logins across their communications preferences.

Many Internet applications can now be used for more than their originally intended purpose. A webmail account can have sub-accounts with "dead mailboxes" where different people can use the same login and password to share storage space and information. A Skype chat can be used to transfer computer files and web links. Increasingly,

computer game sites now provide instant messaging and an advanced level of social networking and interaction through motional avatars. All introduce more options for devious minds to perpetrate and hide unlawful activity.

Finally, internet traffic is transmitted using IP protocols, the most common being HTTP. But there are also many regional protocols and a constant stream of new protocols for Web 2.0 applications – many of which do not follow the OSI reference model.

All of the above overwhelms the capabilities of conventional Lawful Intercept solutions. Every new innovation – from peer-to-peer applications to Web 2.0 and 3.5G mobile networks – diminishes their effectiveness while cyber criminals gain more opportunities for unlawful activity and less chance of being detected.

What is IP metadata?

Metadata is data about data. In IP communications, metadata is detailed information that describes and maps communication patterns with utmost granularity. For lawful intercept, metadata greatly expands LEAs' visibility into detected VoIP, email and webmail, instant messaging, and any applications with chat or file sharing.

IP metadata can be used to quickly identify all of a suspect's multiple web identities, to reconstruct links between a suspect and contacts for every instance and type of IP communication, and to uncover intentionally hidden information on the web.

Conventional lawful intercept solutions with traditional DPI (deep packet inspection) provide a form of IP network investigation by enabling operators and LEAs to sort through traffic using pattern-matching techniques. The traditional technology can pick out specific messages by email address, IP address, VoIP phone number, etc. but are not designed with pervasive IP metadata in mind. Traffic payload analysis is a complex, time-consuming and expensive process with limited results. They typically focus

on the IP packets that transit a network, not the metadata that provides a detailed understanding of traffic/capabilities to identify targets in real-time across multiple applications, physical locations, terminals and web identities.

For example, an LEA's street investigation uncovers the email address of a suspected drug trafficker. The email address is traced to a mobile IP address which is monitored with Network Intelligence to detect and map IP activity, contacts and content of all communications from and to the address; as well the suspect's now known web identities from different IP addresses. The LEA, with Network Intelligence, is able to identify other participants in the local drug ring, overseas suppliers, arrangements for drug deals and size of deals in near real-time. The information can be used to capture not only the suspect and cache of drugs before street distribution, but accomplices as well, putting an end to the entire operation.

IP metadata therefore improves LEAs' situational awareness of Internet criminals and response times to new threats. It provides cyber security specialists with a more complete view of network status and activity, as well as the scalability to keep pace with expanding IP technologies, protocols and usage. It enables LEAs and lawful intercept systems providers to implement much stronger cyber security – with automatic detection and mapping of suspicious IP communication patterns to create real-time views and a much deeper understanding of threat situations. IP metadata also offers new opportunities to minimize the massive data storage and lengthy post-processing times associated with conventional lawful intercept by extracting significant information and structuring it as metadata as soon as it becomes available.

Gaining the metadata advantage

IP metadata is not readily available on a network operator's servers. Peer-to-peer and social networks, for example, reside on third-party servers outside of an operator's control. Metadata therefore must be extracted directly from the traffic that transits the operator's network, using a new breed of technology to deliver the IP metadata advantage without the development time, cost and risks.

Network Intelligence, which is a sophisticated evolution of DPI, does exactly that. It quickly identifies events and thoroughly extracts and analyses detailed information – content and metadata – from any IP network. Network intelligence is not a productised, single-application, security solution, but rather an intelligent technology platform upon which to build a complete range of cyber security applications. The reusable technology building blocks support rapid development of powerful, custom, lawful intercept solutions that can be tailored to specific LEA needs and easily upgraded on an ongoing basis to meet the challenges of new IP applications and protocols. In fact, the technology allows LEAs to create their own protocol plug-ins to expedite response to new threats without having to wait for a new software release from a third party, systems provider.

Staying ahead of cyber threats

IP technology and opportunities for its malicious use continue to evolve, making traditional DPI techniques increasingly ineffective and obsolete. The tracking and

information-processing solutions now predominately used for lawful intercept already struggle to keep pace with the exponential increase in IP communications traffic, applications, protocols and volume of content generated. The only technological response to these challenges is to design solutions with true network intelligence capabilities using information extraction and IP metadata.

Network intelligence enables LEAs to better protect the public by staying ahead of the criminals that operate in the virtual world. Traffic for a specific target can be lawfully intercepted in real-time across multiple applications, physical locations, terminals and web identities. Traffic can be indexed by numerous categories such as target identifiers, time stamps, content, application, call characteristics and more.

Lawful intercept solutions that use network intelligence as their foundational building block improve LEAs capabilities to anticipate potential threats before they materialize. With automated metadata computation and information correlation, they can automatically detect suspicious communication behavioral patterns. They can also improve response times to new threats and the cost of lawful intercept by dramatically reducing the time and resource requirements to process greater and greater amounts of IP traffic data.

“Network Intelligence enables LEAs to better protect the public by staying ahead of the criminals that operate in the virtual world.”

The flight of the Condor

Phonak Communications has launched the world's first full duplex encrypted wireless system to provide small covert and special operations teams with on-the-go communication flexibility.

The Condor system is a license-free all-in-one communication solution that is usable straight out of the box. It comprises a palm-sized and easy-to-wear radio unit, discrete under-the-shirt wiring, and a choice of Phonak headsets.

The system allows up to six colleagues to communicate in full duplex mode (simultaneously talking and listening), and additional colleagues can also listen in via the same closed network; all of this over a secure encrypted channel.

Essentially for mobile teams, Condor does not require connection to a base station and is therefore 100% mobile. It uses only free-to-use frequencies so no licenses are required, making Condor instantly usable whatever the place of operation.

Users can communicate at distances of up to 1km; and the system is quick to configure with simple pairing and no PC required. Team leaders can quickly and easily create the user-defined networks they require for operational success.

“The Condor system takes covert and special team communications to the next level”, commented Evert Dijkstra, Managing Director of Phonak Communications. “One hundred percent mobile, completely secure, and usable without a base station, Condor ensures that mobile teams no longer need rely on a mish-mash of technologies. Instead they can employ this flexible system and concentrate on what really matters – achieving operational success.”



License-free and usable straight out of the box, the Condor by Phonak Communications.

A single contact point

With accurate address data essential to the workings of police forces across the UK, Carl Hancock of Aligned Assets considers the numerous datasets available and how it can often be difficult to know which one to chose. Is there a way round this common situation?

SinglePoint's search facility works with a wide variety of databases. Address searches can be combined with searching a names database, intelligence database, and force-specific gazetteers.



Traditionally the address data of choice has been that provided by the Ordnance Survey – AddressPoint, which is now slowly being replaced with OS Address Layer 2. In addition to this there is PAF from the Royal Mail and new to the mix is the National Land and Property Gazetteer (NLPG) – address data direct from the local authorities of England and Wales.

Each has merits, but when dealing with such vast quantities of information it is impossible to draw direct comparisons when it comes to questions of accuracy or usefulness. To date this has left a dilemma of which to choose and in many cases the emergency services have opted to hold multiple gazetteers in order to make sure that every address was covered.

In his report of Feb 2008 entitled *Examining the use of address-based data products in policing in GB*, Spencer Chainey found that police forces were using on average almost five different sources of address data, his reasoning – “because not one single product meets all their needs.”

This naturally creates inefficiencies, as accessing each dataset can be time consuming, yet is the only method by which assurance can be gained that the information used is accurate and up to date. If all the data was alternatively combined to produce a “super gazetteer” all that would be created are large scale duplications and the ability to update individual sets would be greatly reduced.

The SinglePoint Solution

Whilst the argument rages on about which is the best dataset to use, gazetteer specialists Aligned Assets have circumnavigated the issue by developing a multi-gazetteer search engine called SinglePoint.

Designed to combine multi-gazetteer functionality with sub-second response times, SinglePoint offers the emergency services a single portal through which all their address gazetteers can be searched simultaneously with the same ease as if searching just the one. By doing it this way, time is saved though only the one search, whilst updating is easy as each gazetteer is maintained in isolation to the next.

The NLPG

With the introduction of the FiReControl project the Fire and Rescue Services across England are moving toward a full scale adoption of the NLPG at brigade level and increasingly Police forces are looking at the NLPG and its uses.

There remains, however, some unease as to the completeness of the available address datasets, and though the NLPG has standardisation and methods for constant updating, in a profession where good data can mean the difference between life and death, it is understandable why there may be some hesitation. In the case of PAF and AddressPoint, some might say that years of assured usage offer a level of reassurance that the NLPG is not yet able to.

There is also a lot of discussion about a National Emergency Services Gazetteer which would not only contain the address data that would be found in the NLPG, but additional information that is essential to the emergency services. It has been observed that many crimes occur in locations such as a street corner, ATM or bus stop, most of which will not be held by existing datasets. The creation of this gazetteer would undoubtedly give the police even more essential data, which would be as easily accessible through SinglePoint as is any of the existing datasets.

Flexibility

Designed with flexibility in mind, SinglePoint will work regardless of which gazetteer management system is used, and is compatible with any 3rd party GIS. This latter point allows for the visualisation of the address in MapInfo, ESRI or even Google Maps, offering not only a far greater tangibility to the data but assistance in incident recording and crime mapping.

SinglePoint is a key tool for adding value to existing data, value that is expandable through the use of adaptor technology. This takes SinglePoint far beyond any address look up tool that is currently on the market since the adaptors allow its search facility to work with a wide variety of databases. Address searches can for example be combined with searching a names database, intelligence databases and force specific gazetteers.

Spencer Chainey observed; “The problems with address-based data are consistent across all data products and not one in particular. This is often why many police forces have to turn to several address based data sources rather than being confident in relying on one that meets all their needs.”

SinglePoint might not solve the problems within the data, but accessing and searching through a single portal will remove many of the problems and inefficiencies currently associated with multiple data sources.

“Designed with flexibility in mind, SinglePoint works regardless of which gazetteer management system is used, and is compatible with any 3rd party GIS.”

➤ Carl Hancock,
Aligned Assets.



After Sir Pitt's review

David Lane of Lane, Jefferies and Associates, writes about the future communications challenges in making the UK nationally resilient at times of wide-area flooding.



Pitt concluded that in another wide-area flooding crises responders would still not necessarily have the right resources or training to respond safely.

Additionally, Pitt clearly saw an existing lack of clarity about who was responsible for carrying out and coordinating inland flood rescue. He concluded that timeliness and effectiveness of response were diminished as there were no common systems of work or understanding of risk management and ICS.

The UK FRS's stance, evidenced in the Chief Fire Officers Association's (CFOA) own 2006, *Management of Major Flood Emergencies Report* argued that these structures were essential to enabling rescue teams from a range of different services and agencies to be integrated into a regional or national response to wide area flooding.

On 17th December 2008, Hillary Benn, Secretary of State for DEFRA, announced the Government's response to Sir Michael's Review.

Accepting Pitt's recommendations for a Flood Emergency Framework through DEFRA, the Government issued a consultative document covering the key component elements. Those included a new Flood Forecasting Centre jointly operated by the Environment Agency and the Met Office; national flood rescue capability; and mapping programme to assist planning for reservoir or dam failure.

Research identified the benefits of fusing Met-Office information and Environment Agency flood information and telemetry capacities together both prior to and during a major flood event. The project should identify ways of improving probabilistic warnings and their interpretation to make them of immediate use to first responders and their managers, and include pre-determined response/trip levels for action.

Regarding the national flood rescue capability, the Government formed a DEFRA-led National Project to engage all of the key actors. In delivering the objectives, the National Project Group is to work with the Flooding Sub-Group (currently chaired by CFOA) of the UK Search and Rescue Strategic Committee (UKSAR). UKSAR's

multi-agency forum has a wide spectrum of specialists from relevant stakeholder organisations including the Police, FRS, MCA, RAF and all voluntary groups, represented by the RNLI and Mountain Rescue Council.

National Flood Rescue Capability – the project

£2 million has been made available to DEFRA to facilitate this initial project work and deliver any immediate enhancements necessary. The outputs set by Government for the project are in four separate areas:

- Improved effectiveness in use of existing flood rescue capabilities through a comprehensive multi-agency flood rescue framework supported by Team Typing and accreditation systems.
- Quantifying current capabilities and rescue capacity to create a national register of flood rescue assets.
- Identifying any capability gaps and making recommendations for addressing them.
- Ensuring certainty, clarity and consistency in major flood rescue.
- Safer communities and safer responders must be the overall objectives for this project to deliver, effectiveness will be underpinned by a multi-agency flood rescue framework that ensures best strategic use is made of limited specialist resources.

Given "the four realities" of major flood events, floods by their very nature are: multi-agency events; multi-jurisdictional events; HazMat and public health events; long term events, exhausting responders and community members emotionally, mentally, and physically.

There are additional challenges to that of this project's completion. Regarding communications we know from reports conducted after 2007 that vital areas of concern included: a national capability to mobilise the nearest appropriate resource regardless of ownership; interoperability and resilience and; backlog of calls waiting in the 999 system.

Clearly adequate response to any large-scale, multi-agency emergency eg flooding depends on the efficiency of communications networks and the ability of all the responders and stakeholders to communicate with one another both technologically and organisationally. Add then synthesizing and communicating of the information generated eg by the Flood Forecasting Centre live into the networks and onwards to the responders and their managers via Bronze to Gold and back.

Then factor in the event of another 1953 North Sea-type disaster for the rescue of up to 45,000 people, and how we as a developed nation give or receive international assistance, in a pre-planned way within a communications structure. Now you have the full extent of the challenges ahead, together with making it nationally resilient.

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David Lane (centre), directing filming in front of an NC Air National Guard, Blackhawk helicopter during the USA/UK Major Flood Response Symposium, Charlotte, North Carolina, 2008. Top: surrounded, Upton upon Severn, Worcestershire, 2007.

Photographs by David Lane and Dwayne Woodward (Charlotte Fire Department, NC, USA).



Tough mobile radios

While the mobile phone has for many years been the technical darling of the world with a whole raft of new applications and improvements, so has the PMR handset, reports Dan Worth.

Motorola's MOTOTRBO range provides an open software platform for third party applications. Top: Vordingborg Fire Brigade (Denmark) puts the Sepura STP8000 through its paces – in temperatures of 400 °C.



Motorola – PMR in evolution

Motorola's offering in the public sector has striven to meet the needs of both emergency service/private sector customers with a wide range of MOTOTRBO PMR handsets.

Tim Clark from Motorola says, "PMR has changed a lot in the last two years, since we first launched MOTOTRBO. The move to digital technology has had a huge impact. The key advantages of PMR systems has been, and continues to be, reliability, availability and cost management. A privately-owned PMR system can be customized to meet the exact needs of the customer without unexpected monthly bills. Now though with digital technology improving technologies like these, we have seen a number of companies taking new PMR systems because of the improved benefits they offer.

"Furthermore, because the MOTOTRBO range also complies with the ETSI DMR 2005 standard and provides an open software platform for other companies to develop applications for it – we currently have 120 licenses issued, so – other companies can develop products and software that can be adapted into the handsets to provide extra benefits, such as GPS-based automated vehicle and dispatch systems (MOTOTRBO radios have GPS modules built in). This makes it a very attractive proposition to a wide number of

customers." Indeed the range of the customers underlines the scope of the product, from Boots using the terminals in their distribution warehouse in Nottingham, to the Tbilisi Fire Service in Georgia.

The rise of IP (Internet Protocol) technology has impacted upon the development of PMRs too and, as Clark explains, the IP Site Connect technology from Motorola increase connectivity over large distances for companies working across multiple sites. "IP Connect means companies with locations in Southampton and Scotland, for example, are able to communicate on the same secure, private system." The improvements to PMR technology don't stop there either. Both voice quality and battery life have been significantly improved with the advent of digital technology – helping to make the terminals more effective for longer – while the roaming ability of the devices now doesn't require the user to switch manually across channels but does so automatically making communication across multiple sites more straightforward.

Clark though is keen to stress that MOTOTRBO isn't a replacement for TETRA systems, but rather an adjunct. "MOTOTRBO isn't meant to work in place of TETRA networks but is ideal for use as a wide area network use for a small number of users."



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MOTOTRBO is not a replacement for TETRA systems, but an adjunct – it is ideal as a wide area network for a small number of users.



A final advantage of the digital system is that it can be moved to gradually and work alongside existing analogue systems: "We are able to integrate both analogue and digital systems so that if a customer does go through the changeover they are able to do so without having to scrap their legacy analogue systems and can keep everything working through the transition," concludes Clark.

Selex – controlling the migration

Speaking to the BAPCO Journal at the BAPCO Conference, Stuart Will from Selex Communications explained how Digital Mobile Radio (DMR) has helped transform the uptake of digital PMR systems in a way that has not been seen till now.

"TETRA has been around now for a little over 10 years but for several reasons it has not had the same civil uptake in the UK as it has enjoyed elsewhere. DMR has now launched itself as the more convenient, cost-effective, smooth

migration path towards 'being digital' for those wishing to upgrade their systems, and both Tier 2 (Simulcast) and Tier 3 (Trunked) solutions are becoming a reality.

"The first multi-site solution for DMR has been the ECOS-D, a Digital Simulcast system. Analogue Simulcast had the old problem of base stations losing synchronization with each other, and requiring re-tuning. This could create problems, as the system became 'de-tuned', whereby communications could become unclear and arrive in variable phrases to the subscriber in overlapping base station areas. However, with a truly GPS synchronized, digitally enhanced system these old issues have been eliminated, making Simulcast a viable option for wide area DMR deployment.

"Furthermore we have developed our products to conform to the open ETSI DMR standard which allows other companies to develop products for inter-operable use, opening market competition, leading to more cost effective total solutions.

"This means users of the system can not only benefit from the interoperability of devices but also the benefits of the integration of new 'value-add' applications developers can bring. Additionally, for DMR, an added benefit is that the technology exists in the bands currently used by analogue systems, and solutions can be deployed in a dual mode with both analogue and digital users using the same infrastructure. This means the migration to a digital system can take place methodically, with both digital and analogue terminals operating, ensuring an economical and safe transition.

"Currently some of our infrastructure is undergoing trials

The benefits for the public of using mobile networks

BAPCO 2009 Conference: *Ensuring emergency services are as well equipped as the public.*

"Moreover as the rise of mobile email increases, it will soon be feasible to send out mobile emails to people too, advising them of situations, or general information, and so forth."

Mike Short, Vice President, Telefonica Europe.

The opening talk of the conference at BAPCO 2009 was by Mike Short, the Vice President of Telefonica Europe (whose brands include O2) and a member of the Mobile Data Association.

Short began by outlining O2 and Telefonica's experience in this market, with over 260m customers worldwide using their handsets, and having been involved in the mobile industry for 23 years. During this time the rise of mobile handsets has grown almost exponentially, with almost 1bn text message now sent a week in the UK and on target to be 2bn a week by 2011.

"Mobile working is so beneficial because it so widely used," explained Short. "We have almost 20 million customers in the UK and this is growing all the time. Because the networks for mobiles are so ubiquitous it is possible to create

integrated communications and link systems together, allowing for data connections and shared access to the same accessories."

The rise of the integration of accessories to mobile products was something else that Short touched on as another benefit of using mobile networks. "Most users of mobile devices really like the fact they can access so many databases on their devices, with images and forms and so on, as it means they have access to far more information than previously." This also helped increase time on shift for officers as they could do more bureaucratic tasks on shift, helping to increase the visibility of officers on the street.

Another key benefit of using mobile networks, according to Short, is that because the public are so used to using their own devices, they are a good way of disseminating

information to the public in a specific area by sending out text messages.

"For neighbourhood policing, sending out information through text messaging is a great way of engaging with the public. Moreover as the rise of mobile email increases, it will soon be feasible to send out mobile emails to people too, advising them of situations, or general information, and so forth."

After the talk Short fielded some questions from the floor, one of which asked about the issue of networks being unable to cope with the capacity of calls / texts, when the public suddenly use their phones in huge numbers, such as on 7/7. Short agreed this was something that required consideration and said that it wasn't a case of pitching GSM technology against TETRA but making the most of the two as and when necessary.

in the UK but is already used by a wide range of end-users in Europe, including in Italy, Poland, in the Benelux countries and beyond. As a lot of old analogue systems are coming towards the end of their economic life many users are starting to consider the benefits of 'going digital', so being able to offer them the ability to migrate across is ideal as it means they can now manage the migration continuing to use their FM radios on the new infrastructure while upgrading to take advantage of the benefits of a new digital PMR system, with newer digital terminals and applications."

Sapura – trial by fire

The history of technology has generally seen everything get smaller as it gets better – the Ipad is a prime example from the high street. However, one of Sepura's latest ranges of PMR handsets goes against this trend, with the STP8000 terminals made to be more robust than previous models and featuring larger screens, after feedback from customers.

As Nick Wharton, International Product Marketing Manager, explains, "We have a wide range of products in the public safety market and we've always looked to stay up to date with new products and improvements, for example the new STP8000 range offers an internal metal chassis. Although this makes the terminals a little heavier this also makes them stronger against drops and gives them a more solid appearance, identifying them as something much more substantial than a mobile phone."

The devices are built to IP55 for protection against dust

and water and feature increased audio performance to improve the clarity of voice data over the connection. Not only this, but as Wharton notes, "The GIS capability of these devices is being improved too in order to enable control centers to be able to track both personnel and vehicles in which the terminals are installed. This has the additional business benefit of being able to show how often a device or a vehicle is used through its movements – if there are additional vehicles not being used, or more efficient routes that could save fuel."

The strength of the product was put to the test during a trial by Danish Fire & Rescue at the Vordingborg Fire Brigade. Officers tested the device in tough conditions, from which it emerged with flying, and slightly singed, colours, as Wharton notes, "The device's antenna started to soften in the heat of the 400 °C fire but the device continued to work at full capacity in spite of this, which demonstrates the importance of a robust build and the toughness of the SPT8000." Brian Larsen, the manager of the exercise for the fire brigade added, "I had no difficulty hearing Nikolaj – the senior officer from the Danish public safety network SINE who was inside the building – the sound was perfect throughout most of the test."

The first rollout of these devices in the UK has recently taken place with the Highways Agency, the first customer to take the STP8000. This contract also involved SunGard Public Sector, who provide a range of software and IT services for companies to help in rollouts of this nature.

"DMR has now launched itself as the more convenient, cost-effective, smooth migration path towards 'being digital' for those wishing to upgrade their systems, and both Tier 2 (Simulcast) and Tier 3 (Trunked) solutions are becoming a reality."

➤ Stuart Will,
Selex
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Ken Mott steps down as Chief Executive of BAPCO. Left to right: Head of Norway APCO Egil Bovim, Ian Readhead, Barbara and Ken Mott, George Rice, Chris Fischer, (New York), Lord Brian Mackenzie, Dame Tanni Grey-Thompson DBM (front).



Inspiration for 2009



BAPCO 2009 attracted 1,265 attendees, an increase of 4.5% on 2008, over the three days of the conference and exhibition, creating a buzzing environment for the order-writing and business being done throughout the show.

The Opening Dinner turned into a very special occasion thanks to a heart-warming keynote speech by immensely dedicated and charismatic paralympic champion Dame Tanni Grey-Thompson DBE, and talented comedian Jo Caulfield. Ian Readhead gave a commanding (and surprise) presentation to both Ken (Association Founder) and Barbara Mott for outstanding services and dedication to BAPCO. Ken Mott is now Life President and steps down as Chief Executive of BAPCO, with Ray Trotter taking over.

The two days of exhibition and conferences following the Opening Dinner were also a great success.

The majority of visitors to the event were from the SE of England and London (58%) but the exhibition boasted a strong international presence with 8.7% of visitors coming from 23 overseas countries in particular Finland, Denmark, USA and Canada.

2009 also saw a 4.6% increase in public sector attendees, making an even split in the number of public sector and private sector visitors. The event also delivered an increase in the number of technology buyers and specifiers from across the civil contingency sector.

Over 100 exhibiting companies were present at BAPCO

2009. Returning exhibitors once again found BAPCO to be a positive and business orientated event.

Alaine Moore of APD Communications commented "Once again an extremely worthwhile event for APD - and well done to an excellent organising team" and David White of SunGard Public Sector said "Thanks for a great BAPCO - again!"

As well as returning exhibitors, BAPCO 2009 had over 40 new exhibitors, providing variety and new products for visitors to compare and discuss direct with the suppliers. Traditionally a strong networking show, the Opening Dinner gave an opportunity for delegates and suppliers to make contact prior to the first day of the exhibition, which was vibrant throughout the two days.

QlikView, a new exhibitor and sponsor, who are set to return in 2010, commented, "We really enjoyed the event and certainly look forward to attending in 2010" Jayne Wickett, Qliktech. Other sponsors at the event were Fortek, Blackberry, Excelerate, Sophtlogic, O2, Arqiva and Frequentis.

BAPCO 2010 Conference and Exhibition will take place 20th - 22nd April at the Business Design Centre, Islington.

Olaf Baars takes over from Ian Readhead as President of BAPCO.



Excelerate – contract announcements

Excelerate Technology, a supplier of satellite and wireless-based data, voice and video solutions, announced the award of some important contracts with a number of police forces throughout the UK at the BAPCO Exhibition in London last month.

Gwent, Derbyshire and Nottinghamshire Police have all recently asked Excelerate to provide powerful satellite solutions that give access to high-speed broadband to upgrade the communications capabilities of their Mobile Incident Command and Control vehicles. Gwent Police has specified a new Mercedes Sprinter equipped with a comprehensive range of technologies including transportable satellite, ruggedised touch screens, VoIP, VPN,

skydome, bodyworn CCTV and video streaming.

For Derbyshire and Nottinghamshire Police, Excelerate Technology is retrofitting existing vehicles with the latest transportable satellite solutions. David Savage, CEO of Excelerate Technology, said, "We have been experiencing a significant upturn in the level of enquiries from police forces and other emergency services across the UK for access to reliable and resilient high speed broadband during major incidents. The ability to deliver broadband to command and control units via satellite regardless of location is now well established. It facilitates the sharing of information to improve the way that multi-agency incidents are managed and enables responders to meet their responsibilities under the Civil Contingencies Act."

"The ability to deliver broadband to command and control units via satellite regardless of location is now well established."

➔ David Savage, CEO, Excelerate Technology.

Microbus reveals M-PC3 fixed mount PC

Microbus enjoyed another successful BAPCO Exhibition and visitors to the stand were able to see full demonstrations of the range of vehicle-based PC and Advanced Video solutions. The event was the perfect platform for the first showing Microbus' new M-PC3 fixed mount vehicle PC.

Featuring a new Core 2 Duo processor, high performance chipset and graphics and up to 4GB of DDR3 memory, it is ideal as an ANPR hardware platform with its camera interfaces supporting one MPEG and three video input channels as well as time, GPS position and own vehicle speed text overlay.

New Advanced Video cameras for ANPR, video and surveillance applications, the Sabre 10 and Rapier 25 were also being demonstrated at the show. Developed to be easily used with Microbus vehicle computers, they provide another powerful tool for frontline police use.

The vehicle display on this year's stand was supplied by GM UK Special Vehicles and especially received a lot of positive feedback from visitors. The Vauxhall Astra

featuring the LINX tablet vehicle computer is installed as part of their new MDT (Mobile Data Terminal) solution. The Microbus LINX computer is mounted with its docking station behind the left inner rear quarter loadspace trim panel, increasing access in the rear of the vehicle and allowing it to be demounted and used handheld. The computer also drives a separate touchscreen built into the dashboard to comply with internal protrusion legislation and ensuring a standard-fit appearance while, protecting future residual values.



Panasonic's ultra mobile ruggedised PC

At BAPCO 2009 highlights from Panasonic included the showcase of CF-U1 – the world's first ultra mobile ruggedised PC, plus the CF-19 fully rugged Toughbook featuring a 10.4" convertible display with 1,000 cd/m2 luminance for clear viewing in direct light.

The Toughbook CF-U1 combines extreme durability, functionality and connectivity in a compact size. At 1060 grams, the unit withstands drops and is IP54 compliant for dust and moisture resistance giving it an obvious advantage on the scene of any incident.

Willie McGregor, Corporate Sales Manager of Toughbook described the feedback to CF-U1 from UK fire and rescue specifiers, "CF-U1 received an enthusiastic response from fire services because it represented a highly reliable way to access vital information on the scene and integrates with Miquet software used by command and control to track and manage personnel, vehicles, equipment and systems."

CF-19 Toughbooks – recently described by Leicestershire

Police as one of the biggest innovations since the two-way radio – were also on display. Panasonic promoted the benefits of these devices for police in terms of continuous access to information currently only available in the station and vehicle demountable cradles meaning officers always have them at the scene of a crime and loose less time on travel and paperwork.

"CF-U1 received an enthusiastic response from fire services because it represents a highly reliable way to access vital information on the scene"

➔ Willie McGregor, Corporate Sales Manager, Toughbook, Panasonic.



Comms Centre Managers' Seminar

A seminar for Emergency Service/Civil Contingency Response Communications Control Room Managers will take place on the evening of Wednesday 3rd June and all day on Thursday 4th June 2009 at the Yew Lodge Hotel, Packington Hill, Kegworth, near Nottingham.

The Keynote Presentation will be given by Sir Edmund Burton who is the Central Sponsor for Information Assurance in the Cabinet Office and the seminar will provide information concerning developments across category 1/2 civil contingency response agencies, the 999/112 service and will explore opportunities for future collaboration.

The programme will start with a drinks reception and dinner on the evening of 3rd June for those who wish to attend that evening. Registration for the seminar on 4th June will open at 0930 hours with the keynote presentation commencing at 10.00 am. Numbers are limited so early booking is advised.

The delegate fee for BAPCO members will be £35 and for non-members £75.

A number of rooms have been reserved at the hotel at a special rate. If you wish to reserve a room from our allocation you will need to book and settle your account directly with the hotel. Please inform the hotel staff upon booking you are attending the BAPCO seminar.

The telephone number for the Yew Lodge Hotel, Kegworth, is 01509 672518.

To book a place on the course please email admin.manager@bapco.org.uk stating an order number and invoice address for all those wishing to attend. Please also indicate if you will be attending the dinner on the evening of 3rd.

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BRITISH ASSOCIATION OF PUBLIC- SAFETY COMMUNICATIONS OFFICERS (BAPCO LTD)

ANNUAL GENERAL MEETING | 22ND APRIL 2009 | BUSINESS DESIGN CENTRE, ISLINGTON, LONDON

REPORT OF THE EXECUTIVE COMMITTEE FOR THE PERIOD 1ST JANUARY 2008 TO 31ST DECEMBER 2008

1 INTRODUCTION

Through its USER led educational and information exchange fora and expertise within the membership, BAPCO, as a totally independent and autonomous body, is able to influence the development and effective use of integrated ICT as a means to facilitate seamless business change and effective service delivery for Civil Contingency Act responders.

The continuing challenges caused by extreme weather conditions, earthquakes and acts of terrorism serve as a constant reminder that civil contingency responders require to be prepared for any type of disaster, whether man made, natural or accidental.

The downturn in the global economy during 2008 also produced a raft of new challenges for all civil contingency response agencies and BAPCO has to meet this new challenge to enable it to maintain the high levels of credibility achieved over the past few years.

This needs to be driven and understood by all members of BAPCO as the Association moves into the dynamic, challenging and uncertain time ahead. The Government is demanding more value for money with an ever increasing agenda of change and this requires civil contingency agencies and personnel to adopt a flexible approach to achieve the targets and responses that the public demand of them.

Each year the BAPCO Strategic Development Strategy published in 2007 is the basis on which the Executive Committee produces an Annual Business Plan against which it is to be accountable to the Membership.

This report details the activities of the Executive Committee under the 2008 Business Plan.

2 EXECUTIVE COMMITTEE 2008/2009

The Officers of the Association elected at the Annual General Meeting on the 23rd April 2008 were:

President:	Ian Readhead Hampshire Constabulary
President Elect:	Olaf Baars Royal Berkshire Fire and Rescue Service
Vice President:	Alan Murray Welsh Ambulance Service
Past President:	Ray Trotter East of England Ambulance Service NHS Trust

The Regional Representatives, who were elected locally by their membership, are as follows:

Scotland:	Brian Carlin Strathclyde Fire and Rescue Service
North West & North Wales:	Jim Irving Cumbria Police (Retired)
North East:	Kevin Robson North East Fire Service Control Centre
West Midlands:	Maurice Worsell West Midlands Fire and Rescue Service (Retired)
East Midlands:	David Seelhoff OGC Buying Solutions
South West & South Wales:	Keith Phillips OBE HM Fire Service Inspectorate (Retired)

South East & London: Tim Marjason
Metropolitan Police Service

Other members of the Executive Committee are:

Commercial Advisory Group David King
Telent

3 REPORT ON THE BAPCO BUSINESS PLAN FOR 2008

In the changed environment in which BAPCO is now operating it is important that a position and credibility is created and maintained that clearly demonstrates that the Association is able to meet and be in front of new challenges facing public safety/civil protection service delivery. The changing environment, and advances in technology, is not only seen as a challenge but, more importantly, as an opportunity for the Association to pursue its Mission Statement as contained in the Strategic Development Strategy published in January 2007.

This Mission Statement is:

"To be the centre of excellence in the British Isles, Isle of Man and Channel Isles for the provision of information, advice and support relating to public safety/civil contingency integrated information management and communications technologies (ICT) for the benefit of the public and the safety of users."

The Association must, therefore, continue to develop a high level of credibility to enable it to play a major part in advising Government Ministers, policy makers, regulators, standard making bodies, user stakeholders and key opinion formers as to the best way forward to meet the requirements and demands of communications and information management systems in the future.

At the heart of the strategic plan is a driving force to shape the Association in a way that enables it to respond, in a timely manner, to emerging changes and challenges to achieve its Purpose as defined in the Constitution and By-laws. The 2007 Strategic Development Strategy had a number of Strategic Goals and associated objectives which were incorporated into the Annual Business Plan for 2008.

Strategic Goals: The Strategic Goals contained in the 2008 Business Plan are:

- To position BAPCO as the major influencer and source of expertise in the development and use of public safety/civil contingency integrated information management and communications technologies (ICT) in the British Isles, Isle of Man and Channel Isles:
- Deliver a consistent level of member benefits across the British Isles, Isle of Man and Channel Isles:
- Support and influence the development of a pan-European public safety/civil contingency user's forum.

Key Objectives: The Key Objectives of the 2008 Business Plan related to six areas of operations that were vital to the future of the Association. These are as follows:

- Marketing and Recruitment
- Maintaining and Enhancing Credibility
- Training and Accreditation
- Relationships with other organisations
- International matters, including European Developments
- Internal and External Communications

The Objectives contained within each section are detailed and examined overleaf.

(a) Marketing and Recruitment

Marketing and recruitment continues to be the first priority and the following Objectives were set in the Business Plan:

Objective One: To increase membership by 5% in the period 1st January 2008 to 31st December 2008.

Building on the recruitment campaign that was started in late 2007, and with the active cooperation of the Regional Committees, a drive for new recruits was continued during 2008 and this resulted in a net increase in membership of 10.6%, double the target figure of 5%.

The largest percentage increase in regional membership was recorded in the West Midlands Region with a figure of 18.9%.

Objective Two: Complete the review of the Web Site as a primary tool for Association promotion and communications, both internally and externally, and implement changes by February 2008.

Unfortunately, shortly after contract award for the development of a new web site, the company underwent a total re-structuring and moved to a new office location and this delayed the implementation of the new site for several months. The re-write of the site was completed in November 2008 and acceptance testing occurred during December 2008.

The new site finally went live early in January 2009. As a result of the delays in the new site implementation the review of how to maximise its use as a promotion and communication tool was carried forward to 2009.

Objective Three: Complete the alternative sources of revenue review and establish a strategy to implement the recommendations by 31st January 2008.

This is probably the most important objective for the Association, particularly following the dramatic downturn in the global economy, as it is the one that will secure the future of the Association.

With that in mind the Working Group established to carry out this review was merged with the Marketing Advisory Committee and continued to examine the options as part of a complete marketing, recruitment and member retention strategy. This task is now an ongoing 'work in progress' objective as part of the role of the Marketing Advisory Committee.

In summary, the Marketing Advisory Committee has achieved a great deal since it commenced its new role in June 2007 but there is still much to be achieved. The Executive Committee are grateful to that Committee under the leadership of Jim Irving and Maurice Worsell for all their hard work and initiatives and wish them, and their Committee, good fortune in their future endeavours on behalf of the Association.

(b) Maintaining and Enhancing Credibility

Objective Four: Elected Officers to research and prepare a Position Paper on future information sharing requirements by 31st March 2008 and present the findings at the BAPCO 2008 Annual Conference.

Early in 2008 the National Policing Improvement Agency, NPIA, commenced a Tri-Service Project to establish user requirements for inter-operability that reflected the work purpose of the BAPCO Objective and as result the Association formed a working relationship with the NPIA that used the BAPCO organisation as a body to be consulted to determine the way forward.

Details of the NPIA Project were presented at BAPCO 2008 and during the 2008 BAPCO Road Show Programme and the Association prepared and submitted a response to the first draft of the Inter-Operability Guidelines document.

Subsequent to the response to the first draft of the NPIA Guidelines document, the BAPCO President, Ian Readhead, has worked with the NPIA Project Officers to further develop the Guidelines documents to ensure that it reflects user requirements. An update on the progress of this topic will be given during BAPCO 2009.

During the period under review, the Association, together with the TETRA Association, provided responses to OFCOM consultation documents of future proposals for spectrum sharing in the UK public sector and also provided an input to the Public Safety Communications Europe petition for harmonisation throughout Europe of the spectrum allocated for public safety use.

This work will be taken forward into 2009 and together with our partners in the APCO Global Alliance for Global Co-operation and Development this topic will form a subject for global discussion.

The Civil Contingencies Act of 2004 mandates that civil contingency response agencies should share information to enable a more effective response to civil emergencies to be provided.

Integrated ICT technology is the facilitator that can make this happen but technology alone does not enable interoperability. The raison d'être for the Association is to promote the exchange of information and influence the development of technologies that will enable that and the high regard in

which the Association is held is reflected in the number of consultation documents that have been received during 2008 for comment.

However, the Association cannot afford to become complacent. Credibility can only be enhanced if the Association provides a timely response to consultation documents that are based on member's inputs and it is therefore imperative that all members are involved in the consultation processes.

This can only be achieved through a strong regional structure with each region providing regular meetings through which consultation processes can be achieved and demonstrated. This is a continual challenge but is one that must be pursued with vigour.

(c) Training and Accreditation

Objective Five: Prepare and publish a Position Paper on training and accreditation by 31st March 2008 and present the proposals at the BAPCO 2008 Annual Conference.

Provision of member benefits is one of the primary aims of the Association and the participation in the identification and promotion of training and accreditation that is across all emergency call handling organisations remains a strategic vision of the Association.

Unfortunately, due to changes in the personnel who held responsibility for this initiative in both NPIA and in the Association, there has been a hiatus in the development of a strategy for the future based on the Training Manual jointly produced by BAPCO and ACPO.

As a result of this, the Association has established a Study Group to re-examine this topic as a matter of urgency and to ensure that the requirements of the fire, ambulance services, highways agency and other organisations are given greater consideration in the determination of the way forward. This Study Group will report in 2009.

(d) Relationships with other organisations

There are many organisations that have a role and responsibility to respond to civil contingencies and emergencies and it is essential that the Association establish a relationship and lines of communication with as many as possible.

Objective Six: Continue to develop relationships and Memoranda of Understandings with other public safety entities as defined in the 2007 Business Plan and the Strategic Development Strategy.

The revised organisational structure identified in the 2007 Strategic Development Strategy called for the establishment of a Board of Advisors. The establishment of this body was completed during 2008 and includes representatives from

ACPO, CFA, Ambulance Service Network, Association of Police Authorities and the Civil Contingencies Secretariat and includes the Deputy Mayor of London, Richard Barnes, Rt Hon, Patrick Mercer MP and the Association Patron, Lord Mackenzie of Framwellgate.

The inaugural meeting of this Board is scheduled for early 2009.

Membership of ETSI is continued and the BAPCO Executive Director is the current Chair of the ETSI Emergency Telecommunications (EMTEL) Technical Committee.

The relationship with the Civil Contingency Secretariat (CCS) continues to be developed and BAPCO is represented on the Cabinet Office Resilient Telecommunications Stakeholders Panel and has partnered with CCS to run resilient communications training programmes at the Cabinet Office Emergency Planning College at Easingwold on a regular basis. One such course was held in June 2008 and two more are planned for 2009.

The Association continues to be represented at meetings of Ofcom. The Association continues to build relations with other organisations such as the TETRA Association, Communications Managers Association (CMA), Emergency Planning Society (EPS) European Emergency Number Association (EENA) and Public Safety Communications Europe (PSCE) and these will continue in the future.

(e) International and European

Objective Seven: To consider and agree the critical areas in which BAPCO would want to influence a Global approach during its year a Chair of the APCO Alliance for Global Cooperation and Development starting on 1st January 2009.

Development of the APCO Global Alliance for International Cooperation and Development has continued during 2008 under the Chairmanship of APCO International (George Rice the Executive Director of APCO Intl) and BAPCO continued to play a major part in that initiative and propose topics for discussion.

Meetings were held at the annual conferences in Australia, the United Kingdom, USA and Canada and the BAPCO Executive Director led the drafting of a Memorandum of Understanding in which the right to publish material printed in another Alliance partner's publications was agreed. The

final version of the MoU was agreed electronically and the formal signing of the document is scheduled to take place in Australia in March 2009.

The Association was also instrumental in proposing that the APCO Global Alliance should examine issues that were common to all areas and discussions are currently taking place on such topics as:

- telematics (European e-call initiative),
- the need for harmonised spectrum banding,
- the need for spectrum to enable broadband data to be delivered
- notifications to the public in times of emergency
- common operating picture
- global knowledge portal via the Alliance web site
- impact of global economy downturn
- data mining i.e. international information exchange of records etc
- data standardisation
- training and accreditation
- APCO Alliance World Exposition

Although still very much in its infancy, the Alliance has already identified a large number of topics having global implications and it is vital that there are positive outcomes from discussions on each of them. During its term of Chairmanship in 2009 the BAPCO representatives will vigorously pursue that objective.

During the period under review, BAPCO continued to represent user requirements in Project CHORIST which is a research project funded by the European Commission that is due to be completed by 31st July 2009.

However, because of irreconcilable differences with the co-ordinators of Project NARTUS, the Association withdrew their participation in that project consortium with effect from 31st May 2008. Members of the Association are still members of the Public Safety Communications Europe Forum (PSCF) which is the proposed outcome of Project NARTUS and actively provide inputs through those channels to influence the Purpose, structure and governance of that entity.

Although BAPCO withdrew from one project during 2008, it became involved in two more projects that started in June and September respectively. These two new projects are:

1 SATELLITE COMMUNICATIONS PROJECT

Funded by the European Space Agency this one year fixed price project to examine the feasibility of a satellite based alarm system complementing existing legacy ground based systems with the following sub-objectives:

- Interoperability with existing and planned terrestrially based ICT networks and the development of interface protocols and procedures where necessary
- Definition and delivery of specific Quality of Service targets
- Achievement of measurable improvements in interoperability and cost or socioeconomic benefits

2 PROJECT SECRIKOM

Funded by the European Commission this is a four year project with the objective of the development of a reference security platform for EU crisis management operations with two essential ambitions:

- Solve or mitigate problems of contemporary crisis communication infrastructures (Tetra, GSM, Citizen Band, IP) such as poor interoperability of specialized communication means, vulnerability against tapping and misuse, lack of possibilities to recover from failures, inability to use alternative data carrier and high deployment and operational costs.
- Add new smart functions to existing services which will make the communication more effective and helpful for users. Smart functions will be provided by distributed IT systems based on an agents' infrastructure.

During the autumn of 2008 the Association was approached by two more consortia to represent user requirements in projects in which they were bidding for European Commission Research funds. At the time of preparing this report it is expected that these projects will be approved and commence in mid-2009.

Project MESA, which is a joint project funded by ETSI and TIA in the USA, is an ongoing project and BAPCO continues to represent user requirements for both its membership and Europe.

3 BAPCO MEETINGS AND SEMINARS

The provision of regional members meetings and nationally organised seminars along with the annual conference and exhibition are a major component of the member benefit strategy.

Additionally, as the Association receives more and more requests to provide inputs to research projects and consultation documents issued by Government Departments and other organisations the ability to demonstrate a co-ordinated consultation process to establishing user requirements is of paramount importance. Therefore, the provision of a structured programme of events is an essential element in maintaining the high level of credibility that the Association now enjoys.

(a) Annual Conference and Exhibition

In April 2008 the Annual Conference and Exhibition was held at the Business Design Centre, Islington, London. The event was judged a success by the Organising Committee, a view endorsed by the Executive Committee following analysis of the feedback provided through the post event analysis of delegate and exhibitor questionnaires.

As is customary at the Gala Dinner a collection was made for a children's charity and this year Great Ormond Street Hospital for Sick Children in London was chosen.

With a combination of pledges made prior to the Dinner from our commercial colleagues and donations made on the night by individuals, a total of £5,050.00 was raised. Officials at the charity have asked that a note of thanks for the generous donation be placed on record.

In respect of the facts and figures, the conference and exhibition 2006, 2007 and 2008 comparator figures are provided below:

	2008	2007	2006
Conference Delegates	227	240	205
Exhibition Visitors	1211	1180	895
Floor Space Sold	Sold Out	Sold Out	Sold Out
Profit to BAPCO	£137,343	£131,597	£130,496

For 2008, this represents a decrease of 5.4% on conference delegates and an increase of 2.6% on exhibition visitors compared to 2007.

(b) Regional Road Shows

During the period under review three road shows were staged. The events took place during October 2008 at the following locations:

- Barton Grange Hotel, Preston
- Yew Lodge Hotel, Kegworth
- Blunsdon House Hotel, Blunsdon near Swindon

The theme for the events was, "The Future for Information Sharing", and the following presentations:

- A strategy for resilient and integrated information sharing by the Civil Contingency Secretariat
- Project OASIS - The Tactical Situation Object by BAE Systems/ IMASS/ Cranfield University
- Next Generation Cellular Networks by Orange Laboratories
- Project SECRIKOM – Seamless Communication for Crisis Management by QinetiQ
- Future data applications based on the Project MESA protocols by the Highways Agency
- Tri Service Interoperability Project by National Policing Improvement Agency

In total 228 persons registered as delegates and it was pleasing that there were very few 'no shows'.

From all three events a total of 15 new members were gained. Importantly many of these new members were Local Authority and Health service professionals who were a target area for the marketing and recruitment campaign.

A significant amount of information was collected via the feedback forms which indicated solid support for this type of event and provided valuable ideas for future road shows.

(c) Regional Members Meetings

Regional members meeting continue to be the backbone of the Association as it is through those that the membership can be reached and information, good practice and ideas can be exchanged and requirements identified.

It is pleasing to note that the support now being provided by the Marketing Advisory Committee and the central administration support services has resulted in a resurgence of interest in and the number of regional members meetings being held.

However, there remain disparities in the level of activity in some regions and this is a matter that will be urgently addressed during 2009.

The assistance of the Membership is urgently sought to ensure that these meetings are held regularly in all regions, they are well attended and constructive debate takes place.

4 COMMERCIAL ADVISORY GROUP

The Commercial Advisory Group (CAG) has continued to meet regularly throughout 2008 in order to maintain and foster the close links that exist between BAPCO's users and commercial members; links that are fundamentally important to the success of the Association.

The membership, which is drawn from a number of companies represented within the Commercial membership, support BAPCO's activities in a number of ways and have been involved in the BAPCO 2009 Steering Group, the annual Chair and Secretaries Business Planning Meeting, the Marketing Advisory Committee and the working group established to implement the 2008 Autumn Road shows.

Commercial members also sit on Regional Committees to facilitate vital communication links between the Regions and the CAG and they also contribute regularly to the BAPCO Journal.

Commercial membership, participation and sponsorship of BAPCO is an important factor in the success of the Association.

5 BAPCO GOVERNANCE

The current Executive Director, Ken Mott, has been in post since the launch of the Association in 1993 and for the past few years he has been indicating that he would like to retire but it had not been possible to identify an acceptable succession plan.

In October 2008 this was again discussed between the Executive Director and the Elected Officers when the following proposals were formulated:

- As recognition of his dedication and outstanding contributions to the development of the Association, Ken Mott should be appointed as Life President of the Association.
- Ray Trotter, who is to retire from his position in the East of England Ambulance Service NHS Trust in April 2009, and who is a Past President of BAPCO, to be appointed as Executive Director.
- These changes to be implemented on 1st May 2009.

These proposals were considered by the Executive Committee at its meeting on 18th December 2008 and were unanimously agreed subject to approval of the Membership at the Annual General Meeting to be held on 23rd April 2009.

6 MEMBERSHIP

At 31st December 2007 membership of the Association stood at 1226. On 31st December 2008 this figure had risen to 1356, a net gain of 130 members. This reversed the trend at the end of the 2007 reporting period when there was a net loss of 4 members.

Membership was broken down into the following categories:

	2008	2007
Active	719 (53.0%)	714 (58.2%)
Associate	10 (0.7%)	13 (1.1%)
Commercial	542 (39.9%)	440 (35.9%)
International	73 (5.6%)	49 (4.0%)
Life Members	12 (0.8%)	10 (0.8%)

The number of members in each Region was as follows:

Scotland	66
North West/North Wales	151
North East	126
West Midlands	88
East Midlands & Anglia	48
South West/South Wales	281
South East & London	423
International	49

The 'User' membership came from the following public safety service providers:

Ambulance	78
Fire	202
Police	320
Emergency Planning	54
Government	73
Other	12

During 2008 a total of 364 new members were registered whilst 234 resigned because of retirement or changes of duties – an annual wastage of 19.1% (in 2007 that figure was 15.7%, in 2006 the wastage figure was 14.4%, in 2005 - 2006 it was %, in 2004 – 2005 it was 8.3 % and in 2003 – 2004 it was 14.7%).

It is worthy of note at this point that membership figures can, and do, vary from day to day, month to month. However, they are an important barometer as to the health of the Association as they reflect the changes that are taking place in the market place and enable the Executive Committee to address those changes in a pro-emptive manner.

The Marketing Advisory Committee has played an important role in the recruitment of new members. However, marketing and recruitment is not only the responsibility of the Association's officers and administration but of every BAPCO member.

All members are, therefore, urged to play an active role in this activity and 'recruit a friend'.

7 FINANCIAL REPORT

The Profit and Loss Account and Balance Sheet for the financial year ending 31st December 2008 are shown as Appendix "A" to this report.

In summary, the accounts show:

Annual Turnover and other income	£227,474
Administrative Expenses	£211,123
Pre Tax Operating Profit	£21,849
Corporation Tax due	£1,120
Net Profit for year	£20729
Total Reserves	£207,093

8 CONCLUSIONS

2008 was a significant year of change for the Association and the results achieved following the adoption of enhanced central administrative support services and revised marketing and recruitment collateral are very encouraging.

The Association responded to a number of consultation documents, became involved in two more European Research Projects with two more submissions being made; continued its involvement with ETSI, TETRA Association, Project MESA, the Civil Contingency Secretariat, PSCE Forum, APCO Alliance for Global Cooperation and Development; had a successful Annual Conference and Exhibition and Road Show Programme; regular regionalmembers meetings were held in most regions and membership increased by 10.6%.

It was a year of intensive activity which also brought a reality check with the dramatic downturn in the global economy.

As a members association BAPCO will not be immune to the impact that economic change will have and 2009 will be a period of consolidation and fiscal reappraisal if the credibility, member recruitment and retention and membership benefits are to be maintained.

Not only will there be fiscal challenges to be met, there is a constant need to review and update user requirements so maybe the time is now right for all members to ask themselves the question: "What can I do for the Association?", rather than the question "What does the Association do for me?"

Volunteers to help, particularly in regional activities, are always welcome.

BAPCO LTD ANNUAL REPORT OF THE EXECUTIVE COMMITTEE FOR PERIOD 1st JAN 08 TO 31st DEC 08

APPENDIX "A" FINANCIAL REPORT FOR YEAR ENDING 31ST DECEMBER 2008

PROFIT & LOSS ACCOUNT FOR YEAR ENDING 31ST 2008

	2008		2007	
	£	£	£	£
Turnover				
Subscriptions	41942		41,251	
Regional Seminars	14719		7,446	
BAPCO 2008	137343			
BAPCO 2007			131,257	
Project Income	<u>33470</u>		<u>31754</u>	
		227474		211708
Other Income				
Sundry Receipts	100		150	
Interest Received	5369		8,057	
Corporation Tax Interest	29		13	
		<u>5498</u>		<u>8220</u>
Total Income		232972		219,928
Expenditure				
Insurance	2793		2722	
Employee Salaries	67500		54657	
Employers Social Security	6921		4996	
Patron Fees	5375		5000	
Computer costs	492		846	
Telephone/Fax	1177		856	
Stationery Printing	1050		1823	
Presentation Items	228		207	
Exhibition/				
Conference Fees	0		85	
Car Mileage	7737		7964	
Subsistence	1476		2174	
Accommodation	12925		5664	
Travel Costs	16572		22644	
Car Parking	484		511	
APCO - USA	2300		2968	
Postages	1042		1426	
APCO Australasia	1683		6040	
Equipment	0		0	
Project MESA	3604		2149	
Miscellaneous	394		224	
APCO ? Canada	1342		2839	
ETSI	2096		3341	
EAPCO	0		0	
Accountancy Fees	1620		1570	
Exempt input VAT				
Calculation	0		0	
Affiliation Fees	1644		1387	
Consultancy Fees	20000		24316	
Road Shows/				
Exhibitions	18043		29907	
Internet	11374		944	
BAPCO 2008	19024		0	
BAPCO 2007	0		23504	
Donations	357		0	
		<u>209253</u>		<u>209954</u>
Excess Income over expenditure		23719		9974
Finance Costs				
Bank charges		<u>393</u>		<u>334</u>
		23326		9640
Depreciation				
Fixtures and Fittings		1477		1284
Net (Pre Tax) Profit		21849		8356

BALANCE SHEET 31ST DECEMBER 2008

	2008		2007	
	£	£	£	£
Fixed Assets				
		2033		3510
Current Assets				
Debtors	9,932		18,164	
Cash at Bank	<u>365,927</u>		<u>237,573</u>	
	375,927		255,737	
Creditors				
Amounts falling due within one year	<u>170,799</u>		<u>72,883</u>	
Net Current Assets		<u>205,060</u>		<u>182,854</u>
Total Assets less Current Liabilities		<u>207,093</u>		<u>186,364</u>
Reserves		<u>207,093</u>		<u>186,364</u>

AGENDA ITEM NO 4

Subject:	Report for the Fiscal Year ending 31st December 2008
Purpose:	For the Membership to receive a report on the receipt and disbursement of monies received on behalf of BAPCO during the period 1st January 2008 to 31st December 2008
Presentation:	Ken Mott, Executive Director of BAPCO
Discussion:	The Profit and Loss Account and Balance Sheet will be presented to the Meeting and after acceptance by the Membership will be circulated to all members.
Recommendation:	The Meeting receive and accept the financial report for the Fiscal Year ending 31st December 2008

AGENDA ITEM NO 5

Subject:	Election of Officers for 2009/2010
Purpose:	To appoint the Officers of the Association in accordance with the Constitution
Presentation:	Retiring President, Ian Readhead will oversee the election of the incoming President. Thereafter the new President will Chair the remainder of the Meeting
Discussion:	The authority to appoint Officers of the Association is provided for in Article Five of the Constitution. A request for nominations from the Active Membership was made via the Notice of the Annual General Meeting published in editions of the BAPCO Journal issued in December 2008, January and February 2009.

No nominations for the Office of Vice President were received.

The Election of Officers was further considered by the Executive Committee at its Meeting on 18th March 2009, when the following nominations were made:

President:	Olaf Baars Royal Berkshire Fire and Rescue Service
President:	Hayden Newton Elect East of England Ambulance Service NHS Trust
Vice President:	Andy Trotter British Transport Police
Recommendation:	It is recommended that the above be elected to Office

AGENDA ITEM NO 6

Subject:	Business Plan for 2009
Purpose:	For the Membership to receive and note the Business Plan for 2009
Presentation:	Olaf Baars, Incoming President of BAPCO
Discussion:	A copy of the proposed Business Plan is attached.
Recommendation:	That the Membership receive and note the Business Plan for 2009

BUSINESS PLAN FOR PERIOD 1ST JANUARY 2009 TO 31ST DECEMBER 2009

1 INTRODUCTION

BAPCO is a dynamic, professional members organisation promoting, for all public safety/civil protection services, the development and use of integrated information and communications technology (ICT) solutions for the benefit and safety of the public and users.

The Mission Statement of the Association is:

"To be the centre of excellence in the British Isles, Isle of Man and Channel Isles for the provision of information, advice and support relating to public safety/civil contingency integrated information and communications technologies (ICT) for the benefit of the public and the safety of users."

To enable the Association to achieve this Mission and its Purpose, as defined in the Constitution and Articles of Incorporation, it is essential that it is able to respond, in a timely manner, to emerging changes, challenges and issues; solicit and represent the members interests and requirements through a credible consultative network; and deliver a consistent level of member benefits across the British Isles, Isle of Man and the Channel Isles.

Proposals for organisational changes and technological advances are an ever present challenge for the Association but, following the serious downturn in the Global economy during the latter part of 2008, the budgets of those entities from which the membership is drawn and which support the events that the Association organise, will also come under greater pressure. This additional challenge will require the Association to ensure that the benefits of membership are maintained at a high level and that the events continue to give a high level of value for money if it is to attract and, and probably just as importantly, retain members and maintain a high level of credibility with those bodies to which it seeks to provide advice and guidance to influence future developments and implementations.

The 2007 Strategic Development Strategy details a number of high level policy statements for the future and this Business Plan, which continues and builds on previous Business Plans, contains the goals and objectives against which the delivery of those policies will be measured in 2009 and has been prepared against the backdrop of a very changed financial climate.

2 STRATEGIC GOALS FOR 2009

The Strategic Goals of this Business Plan are, therefore, to;

2.1 Position BAPCO as the major influencer and source of expertise in the development and use of public safety/civil contingency integrated information and communications technologies (ICT) in the British Isles, Isle of Man and the Channel Isles.

2.2 Deliver a consistent level of member benefits across the British Isles, Isle of Man and the Channel Isles.

2.3 Enhance the internal and external communications and consultation processes of the Association.

3 OBJECTIVES FOR 2009

The objectives against which the delivery of this Plan and their impact on the Strategic Goals will be measured are as follows:

3.1 Marketing and Recruitment: In the changed environment that BAPCO is now operating it is important that a position and credibility is created and maintained that clearly demonstrates that the Association is able to meet and be in front of new challenges facing public safety/civil protection service delivery. The changing environment is not only seen as a challenge but, more importantly, as an opportunity for the Association to pursue its Mission Statement as defined in the Strategic Development Strategy and re-produced earlier in the document.

The Marketing Advisory Committee will continue to be responsible to the Executive Committee for all matters relating to promotion, recruitment and identification of alternative sources of revenue under the following Terms of Reference:

"To provide a source of expertise, advice and guidance to the BAPCO Executive Committee on all matters relating to the promotion and marketing of the Association, recruitment of members and benefits, either corporate or individual, attaching to membership of the Association."

The Objective for the Marketing Advisory Committee for 2009 is as follows:

Objective One: By 31st January 2009 complete the re-design and implementation of the web site and prepare and issue a Policy Paper relating to the processes to be followed to ensure that the web site is maintained to a high standard and fulfils the requirement to promote the Association, be an effective communications and consultation media and a source of up to date and accurate information.

The President Elect of the Association will be the Executive Committee Officer responsible to the Executive Committee for the above marketing and recruitment matters and he/she will establish working groups, each with an appointed Chair, which will report to the Executive Committee at regular intervals.

In this respect the following Standing Committees will continue and others may be established in response to changing requirements:

- Marketing Advisory Committee;
- Annual Conference and Exhibition Steering Committee;
- Annual Road Show Organising Committee;

3.2 Establishing Credibility: It is a truism that technology does not stand still and it is a never ending process to update and implement new systems to meet changing demand. It is, therefore, vitally important that the Association not only monitor current technologies but also positions itself to be at the forefront of providing advice as to future requirements against which those technologies can be validated.

For this purpose it is necessary for the Association to identify key issues facing civil contingency service delivery to ensure that they meet the requirements of the Civil Contingency Act and publish these findings in the form of BAPCO White Papers or Position Statements.

The work in progress with the Cabinet Office, Emergency Planning College (EPC) and National Policing Improvement Agency (NPIA) will continue and be strengthened at every opportunity and this will be a day to day responsibility of the Executive Director reporting regularly to the President.

3.3 Training and Accreditation: Provision of member benefits is one of the primary aims of the Association and the participation in the identification and promotion of training and accreditation that is applicable across all emergency calls handling organisations is seen as critical in the delivery of an effective service to the public and which can provide a direct benefit to individual members of the Association.

The Association, in partnership with ACPO and Centrex, has been active in this arena over the past three years and this culminated in the launch in October 2007 of a call handling training manual that has now been adopted by all police agencies in England and Wales.

Promotion of this manual to other emergency call handling bodies has commenced and will continue during 2009.

Objective Two: Prepare and publish a Position Paper on training and accreditation by 31st March 2009 and present the proposals at the BAPCO 2009 Annual Conference.

The President will be the Executive Committee Officer responsible to the Executive Committee for all training and accreditation matters.

3.4. Relationships with other organisations: There are many organisations that have a role and responsibility to respond to civil contingencies and emergencies and it is essential that the Association establish a relationship and lines of communication with as many as possible.

This is an ongoing process and will be vigorously pursued during 2009.

The President will be the Executive Committee Officer responsible to the Executive Committee for this Business Plan activity.

3.5. International Matters, including European Developments: Although the Association will concentrate its efforts and resources, both human and financial in developing the Association and providing member services in the British Isles, Isle of Man and the Channel Isles it will also pro-actively support the development of a user forum in Europe and membership of ETSI and Project MESA. The Association will also continue to participate in the APCO Global Alliance for International Co-operation and Development.

On 1st January 2009 BAPCO assumes the Chair of the APCO Global Alliance and this role, as previously determined in support of the principle of providing continuity of representation, will continue to be assigned to the BAPCO Executive Director.

The President will be the Executive Committee Officer responsible to the Executive Committee for oversight of International matters.

3.6. Internal and External Communications: If BAPCO is to achieve its Purpose as stated in the Association's Constitution and Bye Laws it must be able to communicate and interact with its membership to formulate policies relating to civil contingency ICT issues and then effectively promote them to policy makers, regulators and standard making bodies.

As the structure through which civil contingency services are delivered is undergoing many changes at present it is appropriate that the Association now undertake a review of how it communicates with its membership and those entities for which for it seeks to be a centre of excellence. For this purpose a working group will be established to prepare a strategy for internal and external communications for the future.

Objective Three: Prepare and implement a strategy to improve internal and external communications by 30th April 2009.

To be able to enhance the credibility of the Association in being the authoritative body to provide advice and guidance to policy makers, regulators and standard making bodies it is essential that it can demonstrate clear lines of communication and consultation processes with the membership. The regional structure is seen as the communications back bone to this process and the Regional Committees, supported by central administration resources, have a pivotal role to play.

Objective Four: By 28th February 2009, Regional Committees to prepare an Action Plan to:

- improve communications with members within their areas
- arrange a programme of regional members meetings
- target local civil contingency response agencies to recruit new members and implement such plan by 30th April 2009

The Vice President will be the Executive Committee Officer responsible to the Executive Committee for internal and external communications matters.

4 SUMMARY

The Strategic Development Plan approved by the Executive Committee on 30th January 2007 established the principles and vision of the Association to meet future challenges and opportunities.

The Business Plan for 2009 continues, and builds on, the Strategic Development Strategy formulated during 2007 and which laid down the foundation through which the principle of a user led organisation can be confirmed and strengthened.

The Objectives contained in this Business Plan will enable the challenges and

opportunities to be met with renewed vigour and purpose during the year ending 31st December 2009 bearing in mind the prevailing financial climate and the requirement to continue to develop and grow the Association, enhance credibility through the provision of educational opportunities, advice and guidance to policy makers and value for money membership benefits.

AGENDA ITEM NO 7

Subject:	Budget for Fiscal Year ending 31st December 2009
Purpose:	For the Membership to receive the budget for the period 1st January 2009 to 31st December 2009
Presentation:	Ken Mott, Chief Executive Officer of BAPCO
Discussion:	The budget was approved at the meeting of the Executive Committee held in December 2008 and reflects the 2009 Business Plan that is designed to address the changing environment in which the Association is now operating, the changed Global economic conditions and to re-enforce the 'user led' principle based on a new marketing and recruitment strategy and providing more consistent levels of membership benefit by providing more flexible and effective administrative support services.
Recommendation:	The Meeting receive and note the budget for the Fiscal Year ending on 31st December 2009.

BAPCO BUDGET 2009

		Budget	Forecast '08
Income			
	Subscriptions	35000	41942
	BAPCO 2008 Profit Share	132000	137343
	Regional Seminars	12500	14719
	Bank Interest	5500	5369
	VAT	0.00	
	VAT Refund	0.00	
	Miscellaneous		0.00
	Error Payments		0.00
	Charity Collection		0.00
	Project Income	49000	35223
	Total	234,000	234,596
Expenditure			
01	Employee Salary Costs		
	011 Admin Manager	26000	26000.00
	012 EU Projects Manager	15000	27000.00
	013 EU Project Officer	25000	12500.00
	014 Executive Director	10000	
	015 Employers NI Contribution	9750	6921.00
	Total	85750	70421.00
02	Consultant Fees		
	021 Life President	18000	20000.00
	022 Patron	5500	5375.00
	Total	23500	25375.00
03	Travel and Subsistence		
	031 General	31000	39194.00
	032 APCO	3000	2300.00
	034 APCO Canada	2500	1342.00
	035 APCO Australia	4000	1683.00
	036 ETSI EMTEL	2500	2096.00
	037 Project MESA	2500	3604.00
	038 BAPCO 2008	23000	19024.00
	Total	68500	69243.00
04	Meetings		
	041 Executive Committee	3000	2328.00
	042 Reg Chairs and Secs	6500	5467.00
	043 Executive/Cag	5500	3928.00
	044 Regional Seminars/Meetings	6000	3635.00
	045 Roadshows	12000	12080.00
	Total	33000	27438.00

Expenditure cont.		Budget	Forecast '08
05	Stationery, Printing etc		
051	Stationery	750	516.00
052	Photocopying	750	190.00
053	Printing	2500	344.00
	Total	4000	1050.00
06	Telephone	1500	1138.00
06	Postage	1500	1042.00
07	Equipment	2000	37.00
08	Computer Consumables	500	345.00
09	Software	250	108.00
10	Accountancy Fees	2000	1544.00
11	Affiliation Fees ETSI	1700	1644.00
12	Exhibitions/Conference Fees	500	0.00
13	Internet	2500	11249.00
14	Marketing/Recruitment	1000	0.00
15	Promotional Items	150	0.00
16	Presentational Items	150	227.00
17	Insurance	3500	2977.00
18	BAPCO Bursary	0	0.00
19	Bank Charges	500	388.00
20	Training Group	0	0.00
21	Room Hire	500	0.00
22	Miscellaneous	500	500.00
25	Error Payment Refund		0.00
26	VAT Input		
27	Charity		0.00
28	VAT Return		0.00
29	Project CHORIST		
30	Project NARTUS		
	Total	233500	214.726.00
	EXCESS INCOME	500	

AGENDA ITEM NO 9

Subject:	Appointment of Solicitor
Purpose:	To appoint a Solicitor who will be available to provide legal advice to the Association
Presentation:	The President Discussion: Mr Huw Edwards of Langley's Solicitors, Silver Street, Lincoln was appointed in April 2006
Recommendation:	That Mr Huw Edwards of Langley's Solicitors, Lincoln be re-appointed as Solicitors to the Association for 2009/2010

AGENDA ITEM NO 10

Subject:	Appointment of Accountants
Purpose:	To appoint an Accountant who will be responsible for the audit of the Association's accounts
Presentation:	The President
Discussion:	Mr Nigel Douglas of Nicholson's, Newland House, The Point, Weaver Road, Lincoln, has been retained since the foundation and launch of the Association.
Recommendation:	That Mr Nigel Douglas be appointed as Accountant to the Association for the Fiscal Year ending 31st December, 2009

AGENDA ITEM NO 8

Subject:	Annual Subscription Rates
Purpose:	To set the rate of subscriptions and group discounts for the year 2009/2010
Presentation:	Ken Mott, Chief Executive Officer of BAPCO
Discussion:	The current subscription rates agreed by the Quorum in April 2006 for each category of membership are:
	Active Member £40
	Associate Member £28
	Commercial Member £40
	Life Member Free
	Honorary Member Free
	Corporate Membership
	- Bronze £120 to £350
	- Silver £375 to £650
	- Gold From £750
	International Associate Member £50
	International Corporate Member
	- Bronze £150 to £450
	- Silver £475 to £825
	- Gold From £850
Discussion:	The above subscription rates were agreed in April 2006 and the economic climate that currently exists played a major part in the considerations of the Executive Committee in preparing the 2009 budget.
Recommendation:	The Executive Committee therefore recommends that the subscription rates for 2009/2010 remain unchanged

1. PERSONAL DETAILS

TITLE	
FORENAME(S)	
SURNAME	
POSITION HELD	
ORGANISATION	
MAILING ADDRESS	
POSTCODE	
BUSINESS TELEPHONE	
FAX	
HOME ADDRESS (If different from above)	
POSTCODE	
EMAIL	

I agree to BAPCO sending information to me regarding its events, products and services. BAPCO will not pass on any information to other companies or third parties

2. CATEGORY OF MEMBERSHIP APPLIED FOR

ACTIVE ASSOCIATE COMMERCIAL INTERNATIONAL ASSOCIATE

OFFICIAL ORDER NO

Please send further details of Corporate Membership

3. ORGANISATION TYPE

Please tick one item that best describes *your* organisation

PUBLIC SECTOR AREA SERVED	ORGANISATION TYPE	COMMERCIAL
Parish <input type="checkbox"/>	Law Enforcement <input type="checkbox"/>	Manufacturer <input type="checkbox"/>
District <input type="checkbox"/>	Fire / Rescue <input type="checkbox"/>	Distributor <input type="checkbox"/>
County <input type="checkbox"/>	Ambulance / Medical <input type="checkbox"/>	Dealer <input type="checkbox"/>
Regional <input type="checkbox"/>	Emergency Management <input type="checkbox"/>	Maintenance <input type="checkbox"/>
National <input type="checkbox"/>	Local Authority <input type="checkbox"/>	Consultant <input type="checkbox"/>
Private <input type="checkbox"/>	Central Government <input type="checkbox"/>	Network Provider <input type="checkbox"/>
Other <input type="checkbox"/>	Public Utility <input type="checkbox"/>	Training <input type="checkbox"/>
	Other <input type="checkbox"/>	Personnel <input type="checkbox"/>
		Other <input type="checkbox"/>

4. POSITION RESPONSIBILITIESPlease tick the item that best describes *your* responsibilities in each area:**POLICY & PROCEDURE**

- I approve/develop policies and procedures
 I oversee implementation
 I have a limited role in implementation
 I do not have a role in implementation

PURCHASING

- I approve purchases of products and services
 I select specify products and services
 I recommend products and services
 I do not have a role in purchasing

PERSONAL TRAINING

- I approve training programs
 I develop/purchase training programs
 I implement/teach training programs
 I do not have a role in training

5. MEMBERSHIP CATEGORY & FEES (Select One) **ACTIVE MEMBER**

Persons employed or contracted by a public safety agency or a department of central or local government responsible for the provision of public safety services, or are retired from such a position, who are directly responsible for, or retired from, the management, specification, design, installation, maintenance, operation and use of public safety communications and information systems, are eligible for this category of Membership
£40.00 per annum

 COMMERCIAL MEMBER

Those persons, in business or industry, who receive compensation in any form for services rendered or products sold, are eligible for this category of membership.
£40.00 per annum

 ASSOCIATE MEMBER

Those persons, who otherwise meet the requirements of Active Membership, may, at the applicant's discretion, select this category of membership, and, those persons not meeting the requirements of any other category of membership that share the Purpose and aims of the Association, are eligible for this category.

£28.00 per annum **INTERNATIONAL ASSOCIATE MEMBER**

Persons who are not citizens of the United Kingdom that share the purpose and aims of the Association are eligible for this category of membership.

£50.00 per annumDetails of Corporate Membership can be obtained from: ExecD@bapco.org.uk**6. PAYMENT INFORMATION**

Total amount due £ _____

- Individual or
 Organisation is paying for Membership.
 Personal cheque enclosed.
 Official purchase order No. _____ enclosed.

7. OPTIONAL INFORMATION

How did you hear about BAPCO?

- Co-worker BAPCO Journal Sponsor
 Other _____
 Gender: Male Female
 Date of Birth: Day _____ Month _____ Year _____

8. APPLICANT'S STATEMENT

I hereby apply for membership in the appropriate class of **BAPCO**, and agree to abide by the Constitution and Bylaws of the Association. I understand that by joining I also become a member of the BAPCO region serving my area and that my subscriptions are payable annually, based on my first day of membership.

SIGNATURE _____ DATE _____

TEL: 01522
575542

**WHEN COMPLETED PLEASE FORWARD THE WHOLE FORM
 (WITH APPROPRIATE ENCLOSURE) TO:
 BAPCO, PO BOX 374, LINCOLN LN1 1FY**

FAX: 01522 575542
(Remember to fax both sides of the form)**FOR OFFICE USE ONLY**

RECIEVED
 REGION
 MEMBERSHIP No.

CERTIFICATE SENT
 RENEWAL DATE



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