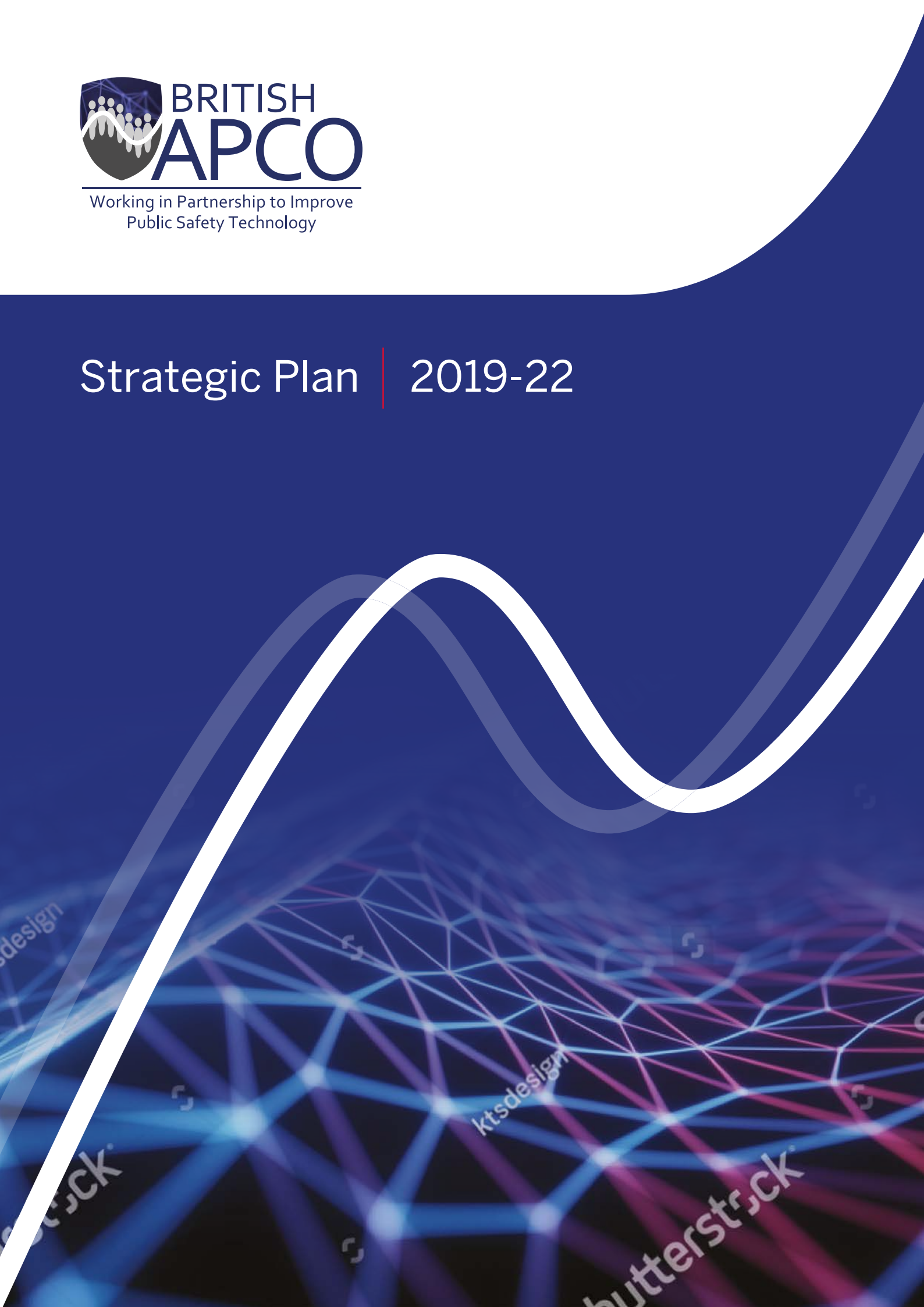




Working in Partnership to Improve
Public Safety Technology

Strategic Plan | 2019-22



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ABOUT BAPCO

Launched in 1993 as the British Association of Public Safety Communications Officials, British APCO (BAPCO) is acknowledged as the leading UK-based association for all professionals using or developing public safety technology. We are a growing community whose extensive knowledge and expertise in public safety technology is based on our members' collective development, use and delivery of real-life public safety solutions. We are an independent, member-focused not-for-profit association working to improve emergency services and public safety communications and information technology for everybody's benefit.

OUR MISSION

To work together to improve public safety through technology.

OUR VISION

To be the forum-of-choice for professionals in the field of public safety technology because of our distinct ability to influence, educate, advocate and innovate on behalf of the profession.

OUR VALUES

We encourage a culture of **innovation**, where people are **empowered** to be **creative** and to explore new opportunities for BAPCO members and the public safety profession.

Collaboration is central to our success and we welcome constructive **cooperation** between BAPCO and its partners and amongst the BAPCO membership.

Integrity is critical: we are **honest, open, ethical, and fair**. Members and partners **trust** us because we are **credible** and **accountable** for our decisions and actions.

We foster a **communicative, trust-based** environment where individuals' skills, expertise and ideas are respected and genuinely received.

OUR UNIQUE POSITION

These are uncertain times and as with all professional associations, we strive to operate effectively and support our members in an increasingly fragile socio-economic and political environment. Irrespective of any new political and economic norms however, BAPCO members must be pragmatic in ensuring they continue to enhance technologies, improve safety, and ultimately save lives. That is a reality that transcends politics and BAPCO will continue to support its members by facilitating a cross-sector, multi-agency community of practice where users, suppliers and government can come together to advance technology for public safety.

Whilst often talked about, the concept of “digital disruption” is no longer appropriate because digital is no longer disruptive. Digital communications are our norm and the meaning of the term has morphed significantly. BAPCO members now work in an environment where the speed of technological innovation is incessant, and the challenges of maintaining public safety whilst realising interoperability and achieving resource efficiencies are equally unrelenting. The needs to future-proof our networks, to engage with emerging technologies, and to align our systems with globally defined standards add to the complexities of our members' workload but have also fostered a culture of continuous review, reflection and refresh. As our members seek to respond to ever-increasing expectations of their performance and professionalism, we will support their work by providing opportunities for personal and professional development, to steward influential relationships, to foster informed debate on public safety communications issues, and to support a multi-agency approach to defining and promoting international standards in public safety technology.

This strategic plan sets clear and focussed objectives for the period 2019-2022 and addresses current issues relating to external and internal operating environments of BAPCO. It establishes robust guidelines within which our decisions on priorities, resource allocations, work streams and other initiatives will be taken and sets a robust framework for business planning. This strategic plan will be supported by realistic but ambitious annual operational plans and budgets which will include cross-cutting approaches to delivering each of our strategic objectives. Underpinning all of this is our commitment to growth – in influence, membership numbers and diversity, partnerships, international reach and, as a key contributor to public safety communications and technology debate, innovation, research and education.

“ As our members seek to respond to ever-increasing expectations of their performance and professionalism, we will support their work by providing opportunities for personal and professional development... ”

OUR STRATEGIC OBJECTIVES

Enhancing Members' Experience

We will continue to support the development of effective public safety professionals by providing opportunities for members to exchange information, ideas and experiences, and to develop new skills and expertise. We will improve existing member services and maximise opportunities to develop and deliver new offerings that reflect emerging trends and priorities in public safety technology and communications. Through provision of a diverse range of BAPCO professional tools, resources, events and development opportunities, our members will become influential promoters of their profession and proactive in supporting innovation in public safety technology

Creating Communities of Practice

We will provide mechanisms and resources which enable increased dialogue amongst our members through communities of sector-specific, cross-sector and cross-agency professional practice. We will support networks for our members to share ideas, problems, solutions and best practice in public safety communications and technology. We will diversify the profile of our membership, exposing members to the expertise, experience and wider networks of colleagues from other backgrounds, adding value to membership by enhancing the depth of knowledge and breadth of reach within BAPCO, and providing opportunities to link with other networks and raise the profile of the public safety profession.

Advocating with an Authentic Voice

Recognised as the membership body for professionals in the field of public safety technology, we will continue to steward influential relationships with relevant agencies and organisations to foster informed debate on public safety communications issues; and we will provide enhanced opportunities for our members to engage with and influence key decision-makers at local, national and international levels, and to share their knowledge, views and expertise with interested parties both internal and external to the public safety community.

Pioneering Professional Standards

We will continue to support a multi-agency approach to defining and promoting professional standards in public safety technology and communications, focusing our efforts on developing the sector-wide initiatives that add value to or enhance the professional experience of our members. We will also work with our partners to explore ideas for establishing a framework of professional expertise, competencies and performance measures for individual public safety communications professionals, acknowledging that public safety technology and communications is a critical, multi-faceted profession that requires professional recognition.

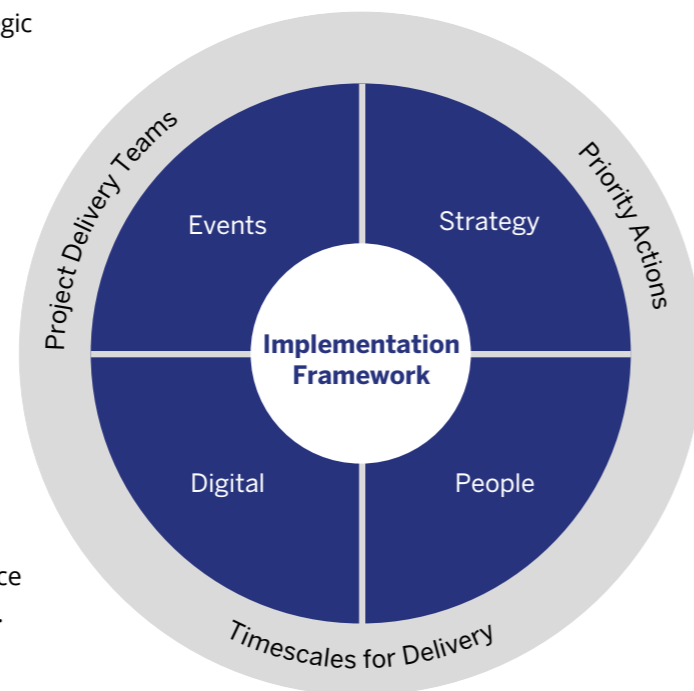
Ensuring a Sustainable BAPCO

Through transparent and robust governance and business planning, we will ensure the financial and organisational sustainability required to support all of our strategic priorities. Efficient and effective governance and organisational management will ensure our members receive value for money and enhanced services and benefits, and that we cultivate the circumstances to maintain and strengthen BAPCO.

IMPLEMENTING OUR STRATEGIC PLAN

Underpinning the Strategic Plan, for each of our strategic objectives we have developed our *Implementation Framework* (see below), which is aligned with our anticipated outcomes and structured across four themes of *strategy, people, digital, and events*; and identifies our priority actions, timescales for delivery, and the project delivery teams.

In operational terms, on a day-to-day basis the Executive Committee is accountable to the Chief Executive for delivery of the *Implementation Framework*, with specified project leads responsible for translating the objectives of the Strategic Plan into practicable deliverables and ensuring the effective and efficient use of BAPCO resources. The Chief Executive will report performance to the Board at regular intervals throughout the year.



In summary, we will work to deliver our mission and realise our strategic objectives by:

- Providing professional development opportunities for our members;
- Being members' knowledge marketplace, presenting advice, guidance and resources that inform and support public safety through technology.
- Facilitating the BAPCO network and providing platforms for members to share knowledge and expertise, and support the development of the profession;
- Supporting collaboration amongst our members;
- Promoting strategic partnerships within and around the public safety sector;
- Representing and promoting the public safety technology and communications sector to government, public safety agencies, industry, business and other interested parties, acting as a conduit for information sharing and when relevant, acting as the collective voice of our members;
- Operating a resilient and sustainable business model that offers members value-for-money and allows for continual investment in new membership services and benefits; and
- Where appropriate, linking our activities to UK Government policy and priorities, including the Emergency Services Mobile Communications Programme and the development of the Emergency Services Network.

MEASURING AND MONITORING

To manage and improve our performance, we must measure and monitor our impacts. As part of our project management process, **we will identify key performance indicators** relevant to each of our Strategic Priorities and will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements.

RESOURCE MANAGEMENT

We recognise that our ambitious plans can only be realised through the active contribution of our volunteer Board of Directors and Executive Committee and we commit to investing in their ongoing professional development, and to supporting them by creating additional capacity as required to deliver the objectives of the BAPCO *Strategic Plan*.

We will routinely review our capacity for delivery and consider ways to enhance our staffing capacity and capabilities in both the short and long-term. This will continue to comprise a combination of fixed-term contracts, external specialist consultancy support, volunteer assignments and permanent appointments.

“ ...our ambitious plans can only be realised through the active contribution of our volunteer Board of Directors and Executive Committee...”

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GOOD GOVERNANCE

In broad terms, “good governance” enables and supports BAPCO’s compliance with relevant legislation and regulation but also promotes attitudes and a culture where everything works towards fulfilling BAPCO’s mission, vision and values. More specifically, “good governance” is about the processes for making and implementing decisions. It is **not** about making ‘correct’ decisions but about the best possible process for making those decisions. Good decision-making processes, and therefore good governance, share several characteristics, all of which have a positive effect on multiple aspects of business. **Good governance:**

1. **Requires leadership;**
2. **Is responsive;**
3. **Is effective and efficient;**
4. **Is transparent and accountable;**
5. **Embraces diversity;**
6. **Is participatory;**
7. **Has integrity and follows the rule of law; and**
8. **Makes a positive contribution to realising an organisation’s mission, vision and values.**

Our Board seeks to work, as much as possible, within the parameters of the *NETpositive Governance™* model, which provides a powerful framework for an effective way of working between Directors and the Executive and a method for realising and articulating the positive impacts that BAPCO has on the environment, the value it adds to society, and the contribution it makes to the economy. Our Board observes both the mechanics *and* the dynamics of our governance model, recognising the value of having in place both practical procedures and positive behaviours and relationships for governing. Our approach to governance will always reflect that philosophy, as will our Directors’ annual development and assessment programme.

COMMUNICATING AND REPORTING

Communication of our Strategic Plan and Priorities and regular engagement with our members, external stakeholders and partner organisations is critical to our success. **We will raise awareness** by creating and implementing a robust and comprehensive communications strategy which will clearly identify:



Performance will be monitored by the Board of Directors and reported to the membership and our stakeholders through publication and dissemination of our Annual Report and our annual submission to Companies House.

ENHANCING MEMBERS' EXPERIENCE

We will continue to support the development of effective public safety professionals by providing opportunities for members to exchange information, ideas and experiences, and to develop transferable skills and expertise. We will improve existing member services and maximise opportunities to develop and deliver new offerings that reflect emerging trends and priorities in public safety technology and communications. Through provision of a diverse range of BAPCO professional tools, resources, events and development opportunities, our members will become influential promoters of their profession and proactive in supporting innovation in public safety technology.

We will achieve this objective by:



Engaging with our members on a range of topics and through a variety of channels to inform development of new and existing membership services and to ensure continued value-for-money.



Creating a virtuous learning cycle, whereby outcomes from our membership services are disseminated across our network and used to inform the development of new and existing membership services, such as webinars, training workshops, white papers or online guidance.



Reviewing our annual events programme to ensure content remains relevant and valued, delivery mechanisms are varied and appropriate, and we strike the balance between professional development, networking and information sharing.



Investing in the development, expansion and maintenance of our online resources, creating a mature knowledge hub and resource library of news, good practice guidance, and information about sector developments.



We will improve existing member services and maximise opportunities to develop and deliver new offerings that reflect emerging trends and priorities in public safety technology and communications.



CREATING COMMUNITIES OF PRACTICE

We will provide mechanisms and resources which enable increased dialogue amongst our members through communities of sector-specific, cross-sector and cross-agency professional practice. We will support networks for our members to share ideas, problems, solutions and best practice in public safety communications and technology. We will diversify the profile of our membership, exposing members to the expertise, experience and wider networks of colleagues from other backgrounds, adding value to membership by enhancing the depth of knowledge and breadth of reach within BAPCO, and providing opportunities to link with other networks and raise the profile of the public safety profession.

We will achieve this objective by:



Developing platforms for members to collaborate remotely, sharing knowledge and guidance, uploading and downloading content, and communicate online.



Expanding our annual events programme to include an appropriate balance of networking opportunities, knowledge sharing, and practical training.



Delivering a Recruitment & Retention Strategy that includes priority actions around diversity and inclusivity, focused on recruiting members that are more representative of the profession, e.g. women and younger workers, plus an increased emphasis on recruiting members from non-emergency services as well as the traditional four emergency services.



Engaging with other networks, groups and organisations who share our vision and values but who offer complementary resources, opportunities, specialisms and/or perspectives on public safety technology and communications.



Further diversifying the BAPCO community by working with the university and research sectors to unlock membership for research, commercialisation and technology transfer professionals.



Working with other networks and relevant professional representative bodies to devise and implement recruitment and retention strategies that are of mutual benefit.



Exploring opportunities to connect, collaborate or share learning and/or services with international organisations.



Delivery of our annual programme of flagship events, including the Satellite Series, offering access to a diverse range of speakers, workshops, networking opportunities, and commercial suppliers.

ADVOCATING WITH AN AUTHENTIC VOICE

Recognised as the membership body for professionals in the field of public safety technology, we will continue to steward influential relationships with relevant agencies and organisations to foster informed debate on public safety communications issues; and we will provide enhanced opportunities for our members to engage with and influence key decision-makers at local, national and international levels, and to share their knowledge, views and expertise with interested parties both internal and external to the public safety community.

We will achieve this objective by:



Enhancing our thought leadership by increasing provision of regular research reports, written guidance, white papers, and other publications covering a range of relevant topics including, but not limited to, the ESN, interoperability, drone technology, autonomous vehicles, artificial intelligence, digital assistance and SMART Cities.



Working with Innovate UK, universities, research councils and Catapults, helping to translate research outcomes into commercial outputs: stimulating innovation, informing product development and supporting the dissemination of pioneering technologies.



Enhancing our annual events programme to include time and space for quality networking and platforms for sharing knowledge, views and expertise.



Continuing quarterly publication of our member magazine offering relevant, accessible and specialist editorial insights into the issues, opportunities and collaborations impacting public safety technology and communications.



Launching BAPCO TV, a dedicated online channel providing vodcasts of quality guidance, panel debates, interviews and presentations, as well as a digital vlogging platform.



...we will continue to steward influential relationships with relevant agencies and organisations to foster informed debate on public safety communications issues...



PIONEERING PROFESSIONAL STANDARDS

We will continue to support a multi-agency approach to defining and promoting professional standards in public safety technology and communications, focusing our efforts on developing the sector-wide initiatives that add value to or enhance the professional experience of our members. We will also work with our partners to explore ideas for establishing a framework of professional expertise, competencies and performance measures for individual public safety communications professionals, acknowledging that public safety technology and communications is a critical, multi-faceted profession that requires professional recognition.

We will achieve this objective by:



Continuing to work with our partners to deliver a portfolio of sector projects including, but not limited to *999 Apps*, *Multi Agency Incident Transfer (MAIT)*, *eCall* and *5G Essence*.



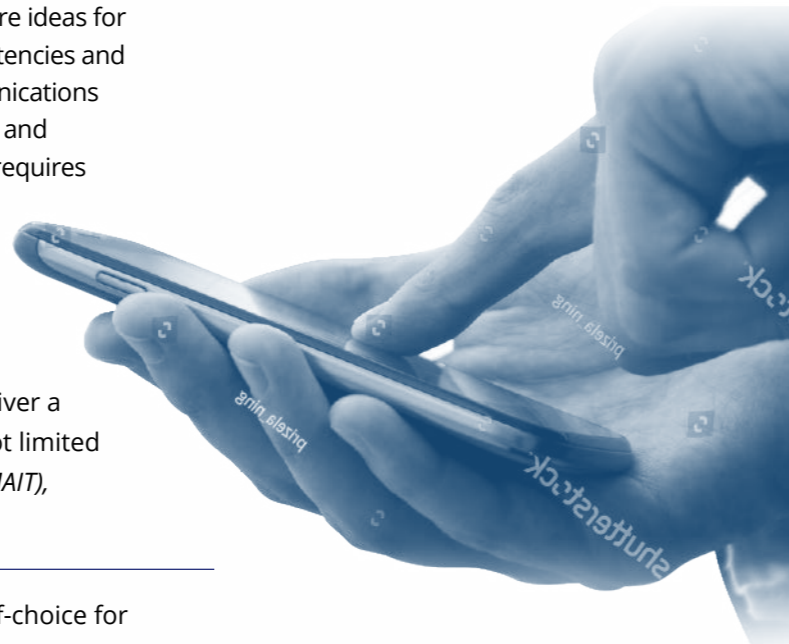
Becoming recognised as the organisation-of-choice for members' non-CPD training requirements by offering a diverse range of skills-based workshops, knowledge exchange seminars and value-added networking sessions.



Conducting a feasibility study into developing a public safety technology and communications Professional Development Framework for individuals, identifying the core competencies, expertise, knowledge, experience and relationships required to be successful within the sector.



Launching the BAPCO Awards, recognising and celebrating the ambition, innovation and success of our members; galvanising a community spirit amongst the profession; raising the profile and reputations of our members; and promoting high standards of performance amongst individuals, teams and organisations.



ENSURING A SUSTAINABLE BAPCO

Through transparent and robust governance and business planning, we will ensure the financial and organisational sustainability required to support all of our strategic priorities. Efficient and effective governance and organisational management will ensure our members receive value for money and enhanced services and benefits, and that we cultivate the circumstances for responsible growth.

We will achieve this objective by:



Investing in our employees', Directors' and Executive Committee members' professional development and creating additional capacity as required to deliver the objectives of the Strategic Plan.



Ensuring we have in place an appropriate operating policy that clearly defines management and operating roles and responsibilities.



Routinely reviewing our governance framework, ensuring it is fit-for-purpose and contains the strategies, policies and operating protocol that are a prerequisite for organisational success.



Routinely reviewing our Board of Directors' and Executive Committees' skills matrix, identifying the knowledge and expertise required to create a "Committee of Talents" and introducing a proactive approach to Board and Committee recruitment, succession planning, performance appraisal, and professional development.



Developing our business model to ensure we maximise our potential, whilst maintaining value-for-money for our members.



Regularly reviewing our performance against the objectives of the Strategic Plan to ensure our targets remain relevant and that we are equipped with the appropriate knowledge and expertise both at Board and Committee level and amongst employees to continue delivering the objectives.



Efficient and effective governance and organisational management will ensure our members receive value for money and enhanced services and benefits...



OUTCOMES AND IMPACTS

We will identify key performance indicators relevant to each of our Strategic Priorities and will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements, reviewing this Strategic Plan annually and updating as required to reflect any changes to our internal and external environments. **In summary, we will:**

1

Support and contribute to the delivery of UK Government policy and priorities, including the *Emergency Services Mobile Communications Programme*, and maintain our status as the trusted intermediary between the sector and the Government;

2

Enhance the value and impacts of public safety technology and communications by supporting continued quality and professionalisation across the sector;

3

Raise awareness of salient issues pertaining to public safety through authentic thought leadership, stimulating debate and promoting dialogue, and influencing ideas about the development of public safety technology and communications; and

4

Increase awareness and value of BAPCO as the forum-of-choice for professionals in the field of public safety technology.

“

We will use a combination of quantitative and qualitative analysis to determine our performance and inform improvements...

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Developed by the BAPCO Executive Committee,
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