

EMBRACING ACCOUNTABILITY AS AN OPPORTUNITY



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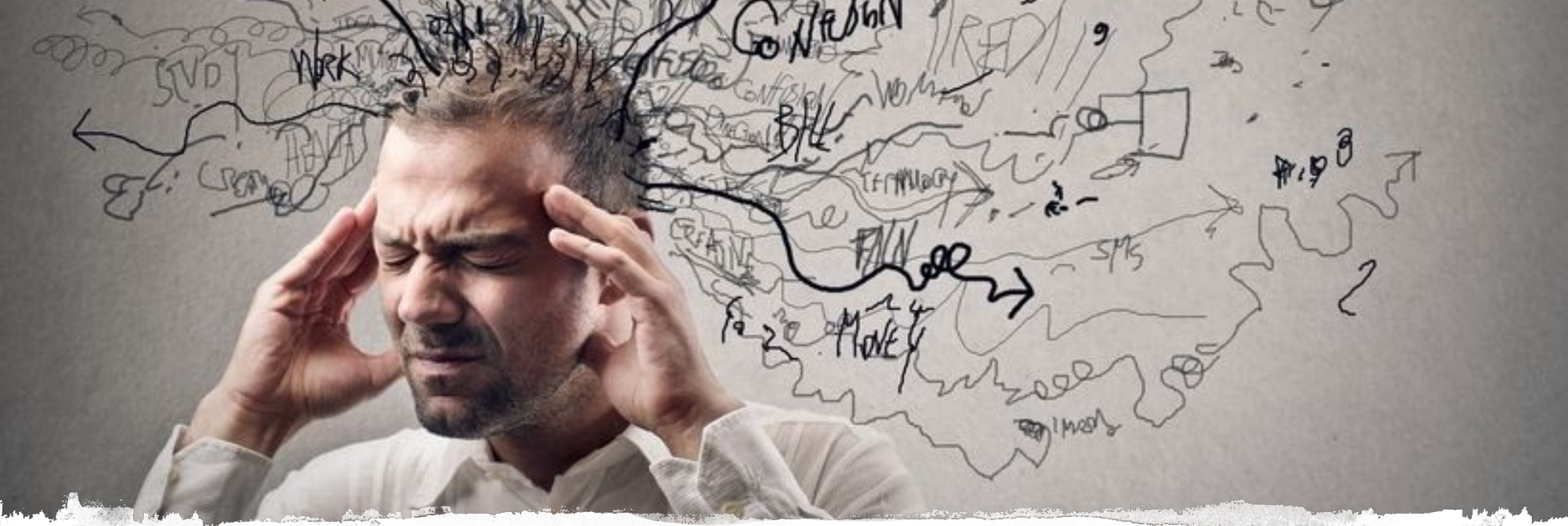
LEARNING OBJECTIVES

- Methods for reporting performance beyond standard legislative or regulatory requirements;
- Techniques for engaging stakeholders via reporting; and
- Overcoming the barriers to embracing accountability.



“Everything was fine until you insisted on accountability”

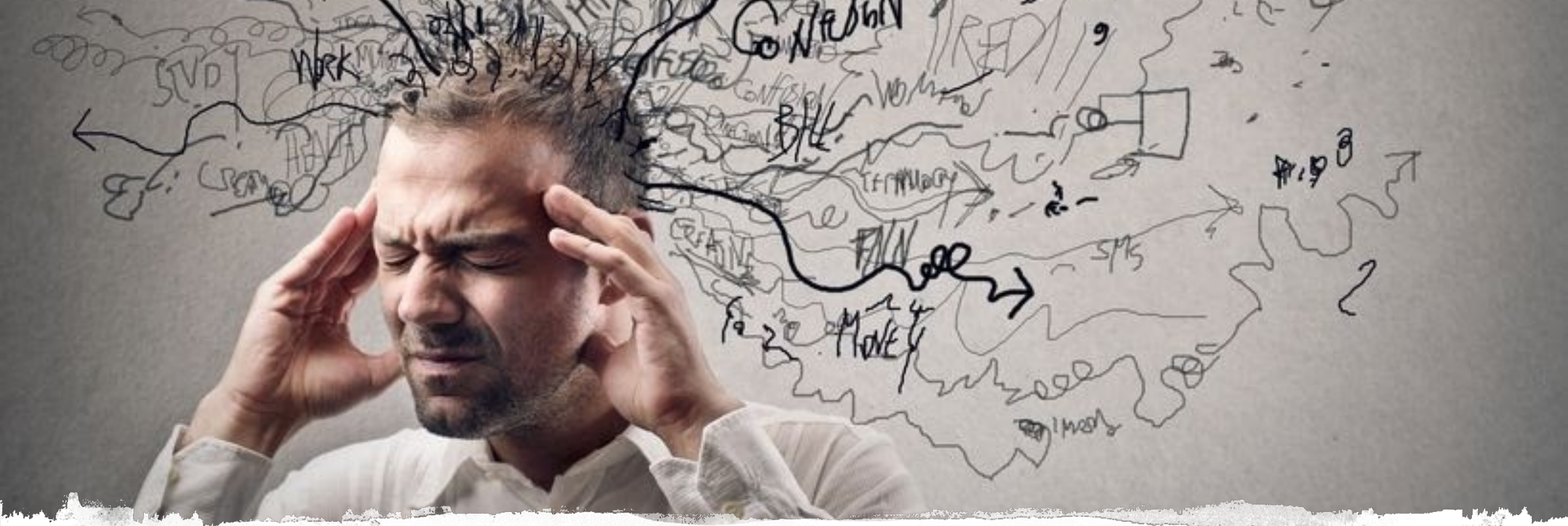




Why do boards worry about reporting?

1. They don't always understand the value of good reporting;

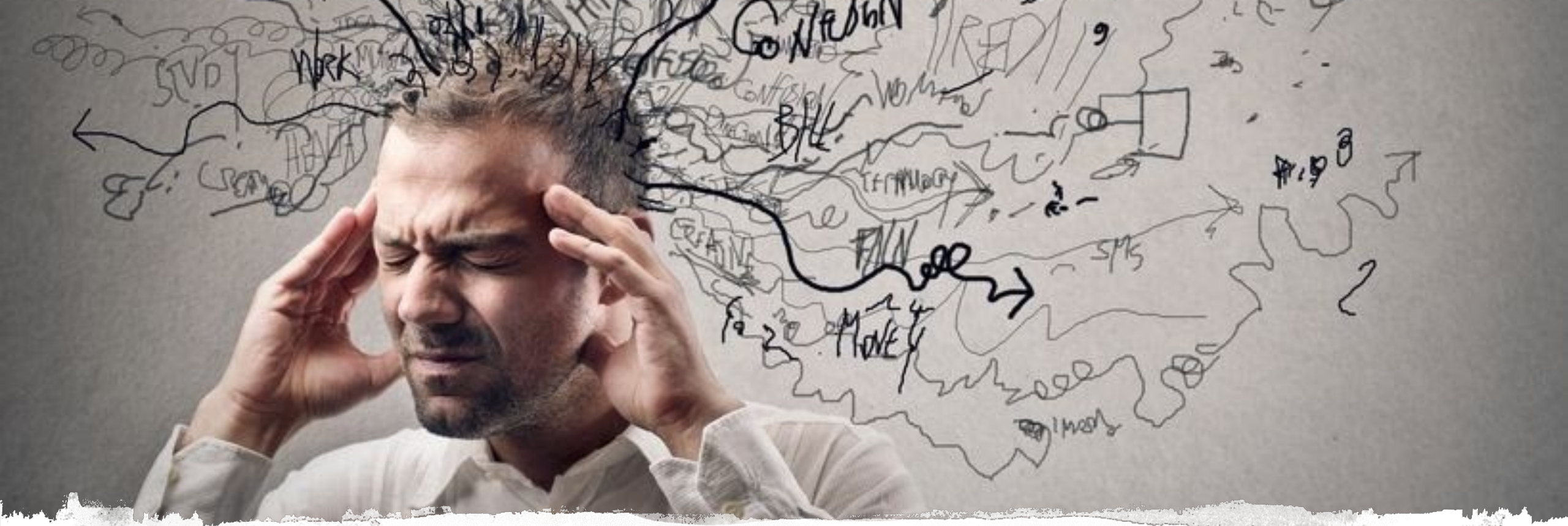




Why do boards worry about reporting?

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Why do boards worry about reporting?

1. They don't always understand the value of good reporting;
2. They don't have confidence in their own processes and decision-making; and
3. They're afraid of the membership (or their stakeholders)!

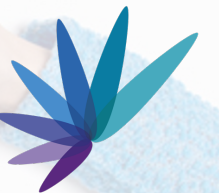




What is the value
of reporting?

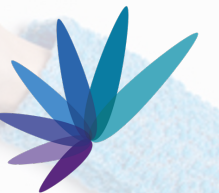
What is the value of reporting?

1. Tracks development over time



What is the value of reporting?

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2. Provides an audit trail



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2. Provides an audit trail
3. Fulfils your legislative or regulatory duties



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4. Supports future business development decisions

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5. Builds confidence amongst members and stakeholders

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2. Provides an audit trail
3. Fulfils your legislative or regulatory duties
4. Supports future business development decisions
5. Builds confidence amongst members and stakeholders
6. Acknowledges and celebrates success





**OLD BUSINESS
WAY**

**NEW BUSINESS
WAY**

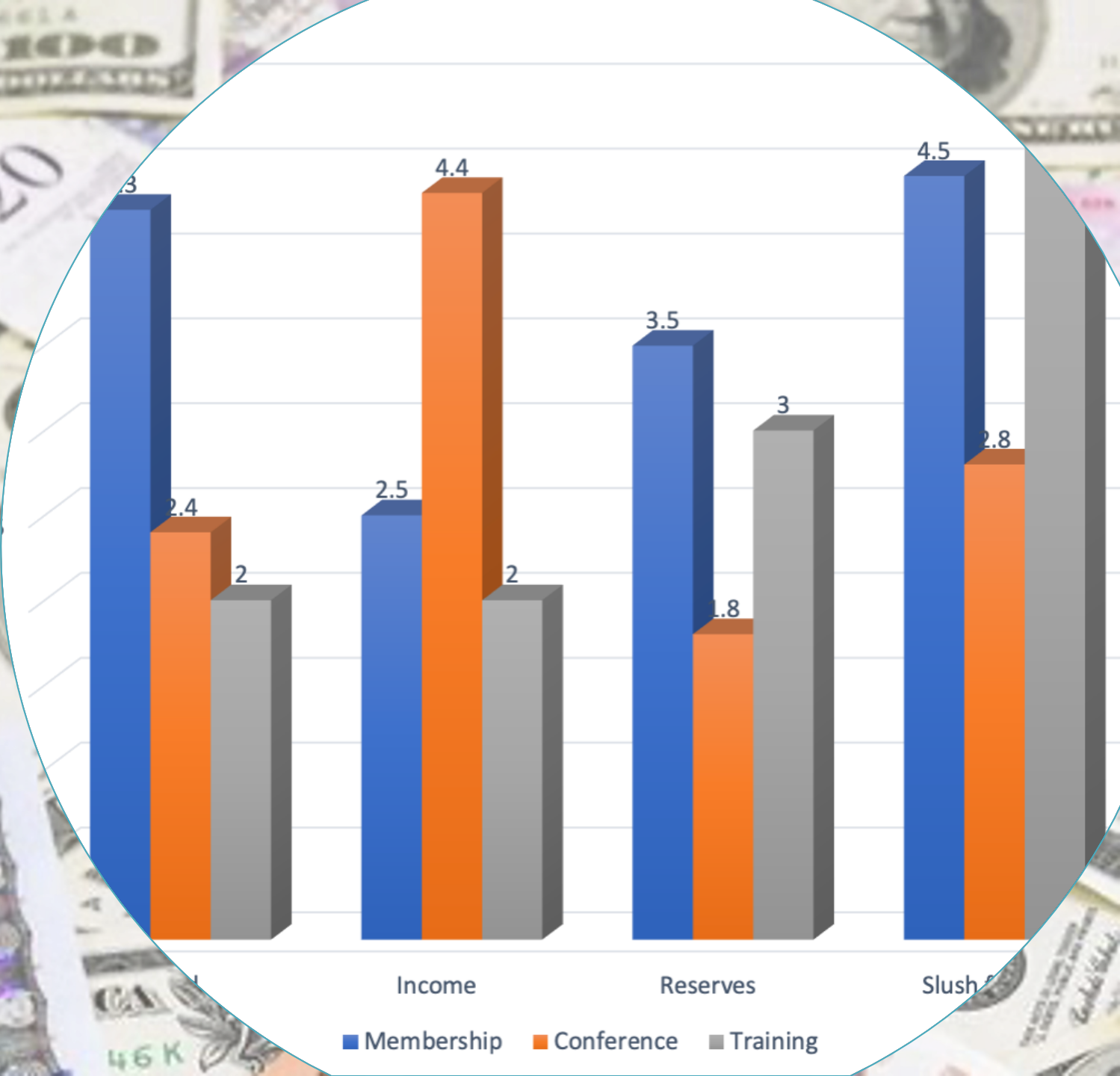














The Organisation for
Professionals in Regulatory Affairs

Strategic Plan

2020–2025

Professional excellence

We will continue to set the standards for professional excellence in regulatory affairs and will maintain our support for the development of effective, successful and qualified regulatory professionals.

We will achieve this objective by:

1. Working with our stakeholder network to understand how the sector and regulatory profession will evolve, to ensure our professional development programme remains relevant by reflecting, responding to and driving those changes.
2. Reviewing our membership structure by aligning

Nurturing innovation and science

Regulatory systems across the globe are increasingly required to cope with and respond to the nature and speed of technological, political and social change.

Recognising the significance of these changes, we will

We will achieve this objective by:

1. Actively maintaining our existing network of stakeholders and stewarding relationships with potential new partners who will help us to identify disruptive innovation at an early stage and assess its effects on the healthcare regulatory profession.
2. Routinely reviewing and refreshing our education

On what activities should we report?

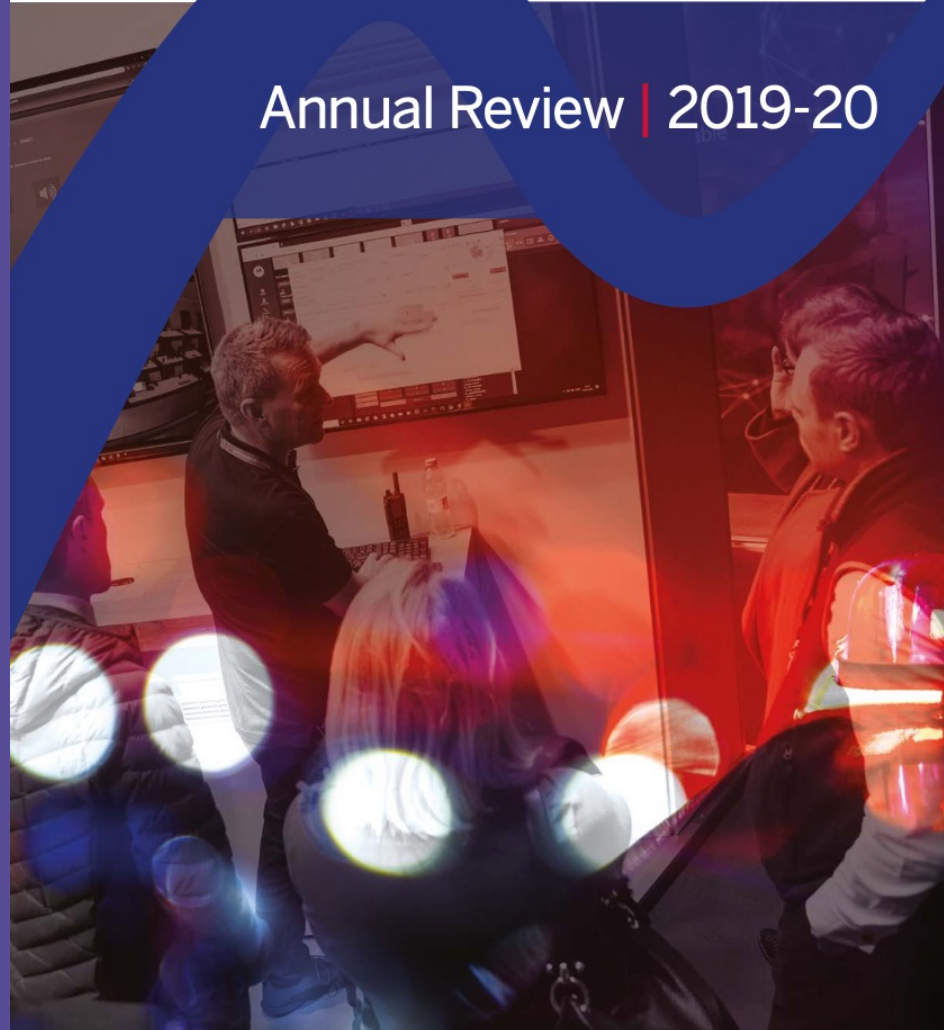


ELEVATED



Working in Partnership to Improve
Public Safety Technology

Annual Review | 2019-20



Contents

3  Foreword	4 Our mission	4 Our vision
4 Our values	5 Our year in review: highlights	6  What we delivered
12  Our year in numbers	13 Our plans for the next 12 months	14 Thank you

Foreword

In our fast changing world of Public Safety and Communications Technology, we are often focussing on dealing with the next issue that has been thrown up right in front of us, or looking way ahead at the next challenge. Sometimes it seems we're all working in totally different ways and it's difficult to believe we're in the same sector with the same overarching aims and goals. Occasionally though we're all focussed on the same issue, when something is so big, it needs our combined efforts to get through it and to keep our communities safe.

As I write this foreword and we produce this document, the world and our sector especially, is focussed on one challenge over any other, COVID-19. Nothing else seems to matter and it's difficult to think what else we do or did. Our viewpoint is divided into pre and post lock down, no matter where in the world you are.

It's more important than ever for us to ensure that BAPCO is doing what you want us to do and that we are supporting you, no matter your role or your type of membership. Part of how we do that is to review what we've done and to revise our strategy and our plans for the coming years. Having done that, it's important we tell you about it. Not to boast but to be proud of what we have done and are doing, to remind you, our members and supporters what you are a part of and to help ensure we're doing what is needed for the association and the sector.

It's been a great twelve months for BAPCO. Your association really is going from strength to strength, continuing to grow, to develop, to influence and to deliver. In our strategic plan we set ourselves some challenging goals; we didn't want to just keep doing what we've always done and we wanted to stretch ourselves for the benefit of you, our members and our community. We've achieved some of our goals, others are going to take longer and may need tackling in a different way. You can be sure we'll be working on them for you.

As you read this annual review, if you think of something else we could do, or anything we could do better, get in touch. If you know somebody who needs a copy, let us know and we'll be happy to help or to replace yours.

As a member of BAPCO you are part of a growing, worldwide community whose voice and actions matter.

Thank you for everything you do.



Ian Thompson
Chief Executive
May 2020

“ It's more important than ever for us to ensure that BAPCO is doing what you want us to do and that we are supporting you, no matter your role or your type of membership. ”



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

1

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.

2

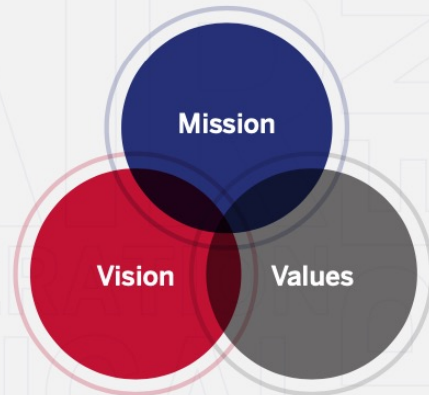
Collaboration is central to our success and we welcome constructive cooperation between BAPCO and its partners and amongst the BAPCO membership.

3

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.

4

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



Our year in review: highlights

We published our first

3-Year Strategic Plan



We facilitated our

NG999 Roundtable Event



We published our

Whitepaper On NG999



We joined the

European Telecommunications Standards Institute



We launched the

BAPCO Forum



We co-founded the

Collaborative Coalition for International Public Safety



We launched

The BAPCO Awards



We hosted another successful

Satellite Series



We were shortlisted in the

Annual Association Awards



We delivered

BAPCO 2020



We provided

Covid-19 Support

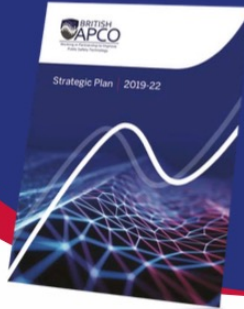


We continued to realise

Value & Impact for our Membership



What we delivered



▶ We published our first 3-year strategic plan

Setting clear and focussed objectives for the period 2019-2022 and ensuring we continue to address the relevant issues relating to our members. Underpinning the plan 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.

▶ We published our White Paper on Next Generation 999

The UK is justifiably proud of its 999 service, but the world continues to evolve, never more so than in the field of technology. With every new device, app and feature, the public has ever greater expectations that our emergency services and their supporting ecosystem will make full use of the best technology and information available to keep us safe and to answer calls for help. In support of an increasingly complex environment, in August 2019 we published our White Paper on NG999, explaining the landscape, capturing the discussions, and informing future debate on the development of what must be a robust project plan for delivering a comprehensive technology roadmap for NG999.



▶ We facilitated our NG999 Roundtable event

11
June

This round-table event took place in central London in June 2019. To catalyse debate and discussion on the future of this critical service, we brought together over 100 delegates from industry, users and a range of stakeholders to discuss the future of the 999 service, exploring the choices, identifying the challenges, and articulating the caveats. The event was successful in informing and updating BAPCO members on the plans and possibilities for Next Generation 999, as well as in providing an opportunity for members to inform the debate on future strategies and technologies.



>100
DELEGATES
FROM INDUSTRY



▶ We joined the European Telecommunications Standards Institute

An outcome of the NG999 Roundtable event was the acknowledgment of an issue with the way an emergency call is treated if its data is from an emergency app, rather than a voice call (which occurs even if the app is approved and accredited under the BAPCO scheme on behalf of the 999LC). This is a worldwide issue and as a result of this discovery, in October 2019 we attended a meeting of ETSI's Emergency Telecommunications (EMTEL) committee, presenting on the problem and its consequences for users. As a result of our leadership in this area we were invited to become a member of the EMTEL committee, representing the user perspective. This in turn led to us joining ETSI to work with bodies across the world in developing the highest standards for ICT-enabled systems, applications and services.



▶ We opened the BAPCO Forum

As an association, we are always looking for new ways to help our members engage not only with us, but with other like-minded public safety technology professionals. With that in mind, in November 2019 we opened a new platform for engagement, The BAPCO Forum, to encourage conversation, discussion and debate within our community and our membership so we can continue to assist members in what they do best, improve public safety.



► We co-founded the Collaborative Coalition for International Public Safety

The nature of public safety communications continually evolves and in the face of increasingly fragile socio-economic and political environments, public safety communications professionals must be pragmatic in ensuring they continue to enhance technologies, improve safety, and ultimately save lives. That is a reality which transcends geopolitics and so with partners in Europe (EENA), Canada (APCO Canada) and the USA (NENA), in November 2019 we established the Collaborative Coalition of International Public Safety (CC:IPS) as a vehicle for sharing knowledge, good practice and resources across our professional communities, and to encourage the pursuance of interoperability across the global industry. The value of the collaboration was immediately recognised by colleagues in Australia and New Zealand and we welcomed their National Emergency Communications Working Group to the network in March 2020.



► We launched the BAPCO Awards

Recognition and celebration of innovation and success as both individuals and as teams should be par for the course of being a BAPCO member and so in November 2019 we proudly launched the BAPCO Awards with the aim of recognising the endeavour, enterprise and energy of the sectors' leading public safety professionals. Originally planned for June 2020 but postponed due to the COVID-19 pandemic, the inaugural Awards will take place in June 2021.

► We hosted another successful Satellite Series

11-12
November

In November 2019 we hosted another successful Satellite Series event at St James' Park in Newcastle. This 2-day event continues to go from strength to strength and is increasingly popular with both delegates and our commercial members. Nearly 350 delegates attended and participated in a broad programme of ideas and knowledge exchange.

350  **DELEGATES**
2 DAYS 



► We were short-listed in the annual Association Awards

The hard work and success of BAPCO 2019 was recognised in the wider world of Associations when the event was shortlisted in the Best Conference Development category of the Association Awards 2019. 2,500 delegates attended #BAPCO2019, which was run in partnership with our colleagues from TCCA, who brought their popular Critical Communications Europe event to Coventry to combine programmes with that of our own conference. The event was a great success and demonstrated the value of our partnerships, and it is testament to our innovation that the event was acknowledged by peers in the association sector as an example of a high-quality membership experience.



► We delivered BAPCO 2020

10-11
March

The annual BAPCO Conference and Exhibition took place as planned in March 2020 at the Ricoh Arena in Coventry. It attracted nearly 1,700 visitors across the course of two days, alongside many of the world's biggest public safety technology companies located on the exhibition floor. Staged just prior to the many COVID-19 related lockdowns coming into force across the world, #BAPCO2020 demonstrated its value to the sector not only in terms of the number of delegates but as in previous years through a high-quality conference programme which brings into focus all the major issues currently facing UK public safety communications professionals.



1,700
DELEGATES
2 DAYS
BAPCO
The Annual Event 2020



► We provided COVID-19 support

March 2020 marked the start of the most challenging times we have seen for a generation. In the past, many in our community will have participated in pandemic exercises and written plans we all hoped would never be used. They will have discussed business continuity and put assets and plans in place they hoped never to use, other than for the occasional building or infrastructure issue. In a short period of time, it all became real and went far beyond the worst fears of many of us and into the worst predictions. COVID-19 changed everything about how we live and work; how we look after each other and ourselves; how we socialise and exercise; and how we get even the most basic of provisions. The effects are even more pronounced on a community that prides itself on being all about Public Safety and Security and so working with our commercial members and international partners, we launched our online COVID-19 Resources area, collating and presenting relevant information and tools for our members to use, share and adapt as required during an unprecedented national and international crisis.



► We continued to realise value and impact for our membership

During 2019 we launched several new initiatives and sought to enhance the membership proposition with new support and services but we also continued to deliver business-as-usual for our members by leading on delivery of our portfolio of projects, including management of the 999 Apps Accreditation Scheme; support for the continued deployment of MAIT; partnering on the continued development of a new electronic call handling system (the ECHO project); and support for the conclusion of the EU-funded 5G Essence project. In addition, we continued to provide our suite of member resources, all designed to support members in succeeding as public safety communications professionals, including our online Ask the Expert service, our regular newsletters, our repository of sector white papers and of course, our quarterly BAPCO Journal.



Our year in numbers

4

QUARTERLY
BAPCO
JOURNALS

5

GLOBAL
CC:IPS
PARTNERS

12

BAPCO AWARD
CATEGORIES

18%

INCREASE IN
NUMBER OF
MEMBERS

32

CORPORATE
MEMBERS

100

ROUNDTABLE
PARTICIPANTS

350

SATELLITE
SERIES
DELEGATES

1,500

BAPCO
MEMBERS

1,700

#BAPCO2020
DELEGATES

1,800

NEWSLETTER
SUBSCRIBERS

£7,000

RAISED BY OUR MEMBERS
FOR OUR CHARITY
PARTNER EMBRACE CVoC

embrace
Child Victims Of Crime

Our plans for the next 12 months

We will continue to deliver the five core objectives of our Strategic Plan:

- #1 Enhancing Members' Experience;
- #2 Creating Communities of Practice;
- #3 Advocating with an Authentic Voice;
- #4 Pioneering Professional Standards; and
- #5 Ensuring a Sustainable BAPCO.

In a post-pandemic environment how we engage members and what we deliver in support of our members may be different but our focus will remain resolute on improving public safety through communications and technology.

We will continue to:

- ▶ Provide opportunities for members to exchange information, ideas and experiences, and to develop new skills and expertise;
- ▶ Provide mechanisms and resources which enable increased dialogue amongst our members through communities of sector-specific, cross-sector and cross-agency professional practice;
- ▶ Diversify the profile of our membership, exposing members to the expertise, experience and wider networks of colleagues from other backgrounds;
- ▶ Be recognised as the membership body for professionals in the field of public safety technology, stewarding relationships with relevant agencies and organisations to foster informed debate on public safety communications issues;
- ▶ Support a multi-agency approach to defining and promoting professional standards in public safety technology and communications; and
- ▶ Ensure the financial and organisational sustainability required to support all of our strategic priorities

Within this context, we aim to deliver business-as-usual whilst also embracing the opportunity to innovate.

Our additional goals for the next year include:

- ▶ Development of a new podcast, providing members with regular and flexible access to thought leadership, technical insights, and expert discussion on sector trends.
- ▶ Commissioning more online resources, including BAPCO TV, a repository of best practice guidance, and additional white papers on salient topics pertaining to public safety communications and technology.
- ▶ Delivery of the inaugural BAPCO Awards in June 2021, recognising and celebrating the endeavour, enterprise and energy of the sectors' leading public safety professionals.
- ▶ Delivering a suite of activities designed to support the mental health and wellbeing of public safety communications professionals.
- ▶ Focusing on addressing the Association's social responsibilities and sustainable development.



Thank you

We continue to build and maintain relationships with organisations that support our mission to improve public safety through technology and endorse our ambitions for supporting continued professional excellence in public safety communication and technology. During the year we have forged new relationships and nurtured existing partnerships with the following organisations, without whom our membership offerings would be noticeably diminished.

PLATINUM MEMBER 2019



GOLD MEMBER 2019



SILVER MEMBER 2019



BRONZE MEMBER 2019



In addition we want to acknowledge the energy and enthusiasm of our volunteers, particularly our Executive Members and our Board of Directors, who dedicate much of their time, skills and expertise in supporting delivery of the Association's mission, vision and strategic objectives.

Board of Directors



Andy Rooke
Vice President



John Anthony
President



Chris Lucas
Vice President

Executive Members



Becca Jones
UK Home Office



Darrell Shaw
telent Technology Services



Duncan Swan
Mason Advisory



Ellie Rice
Defence and Security Accelerator



Emily Benwell
Mason Advisory



Fergus Mayne
Motorola Solutions



Ian Taylor
UK Home Office



Matt Leat
Maritime & Coastguard Agency



Rhiannon Beeson
APD Communications



Richard Russell
Tait Communications



Steve Bowyer
East Midlands Ambulance Service





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2. Routinely reviewing and refreshing our education

On what activities should we report?



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Outcomes



A young girl with her arms raised in joy, surrounded by falling confetti. She is wearing a pink top and has a wide, happy smile. The background is a light grey color, and the confetti consists of small, colorful pieces in shades of red, green, yellow, and purple.

Outcomes

1. A record of success



A young girl with her arms raised in celebration, surrounded by a shower of colorful confetti. She is wearing a light pink sleeveless top and has a joyful expression. The background is a soft, light grey, and the confetti consists of small, multi-colored pieces of paper or fabric.

Outcomes

1. A record of success
2. An audit trail of performance



A young girl with her arms raised in celebration, surrounded by a shower of colorful confetti. She is wearing a light pink dress and has a joyful expression. The background is a soft, light grey, and the confetti consists of small, multi-colored pieces of paper.

Outcomes

1. A record of success
2. An audit trail of performance
3. Legislative or regulatory duties fulfilled



A woman with her arms raised in celebration, surrounded by a shower of colorful confetti. She is wearing a light pink top and has a joyful expression. The background is a soft, light grey.

Outcomes

1. A record of success
2. An audit trail of performance
3. Legislative or regulatory duties fulfilled
4. Evidence-based business development





Outcomes

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2. An audit trail of performance
3. Legislative or regulatory duties fulfilled
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5. Enhanced confidence amongst members and stakeholders





Outcomes

1. A record of success
2. An audit trail of performance
3. Legislative or regulatory duties fulfilled
4. Evidence-based business development
5. Enhanced confidence amongst members and stakeholders
6. Success and endeavour acknowledged and celebrated

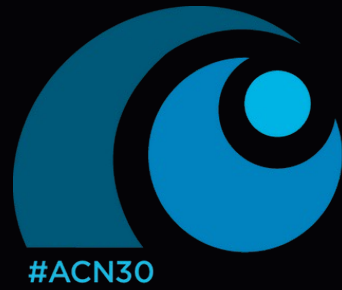




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THE ASSOCIATION OF CONSULTANTS TO NONPROFITS

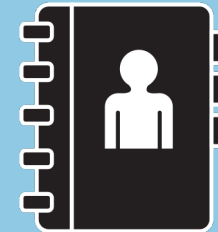
Building on 30 Years of Success



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you need.

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Embracing accountability as an opportunity

Wednesday 7 September 2022

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