



Developing a Strategy for The Radio Amateurs' Emergency Network

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So why have a Strategy?

Alice: Which way should I go?

Cat: That depends on where you are going.




Alice: I don't know where I'm going!

Cat: Then it doesn't matter which way you go


**Through the Looking Glass
Lewis Carroll 1872**



What do we want to achieve?

-  Draft Vision (view of a desired future)
-  Draft Mission (fundamental purpose of the organisation)
-  Draft Values (what and how we do things)

& then:

-  Draft strategic objectives (2-5 years)



How do we work as a team?





Vision, Mission & Values



Why?



Stakeholders – different aspirations



Clear direction for the future



Partner organisations



Vision



Our view of a desired future



“We see a world where.....”



Mission



Fundamental purpose of the organisation



What does the organisation exist for?



“To provide communication in emergencies” ???



Values



Describe the underlying beliefs that the organisation holds



Inform policies & decisions



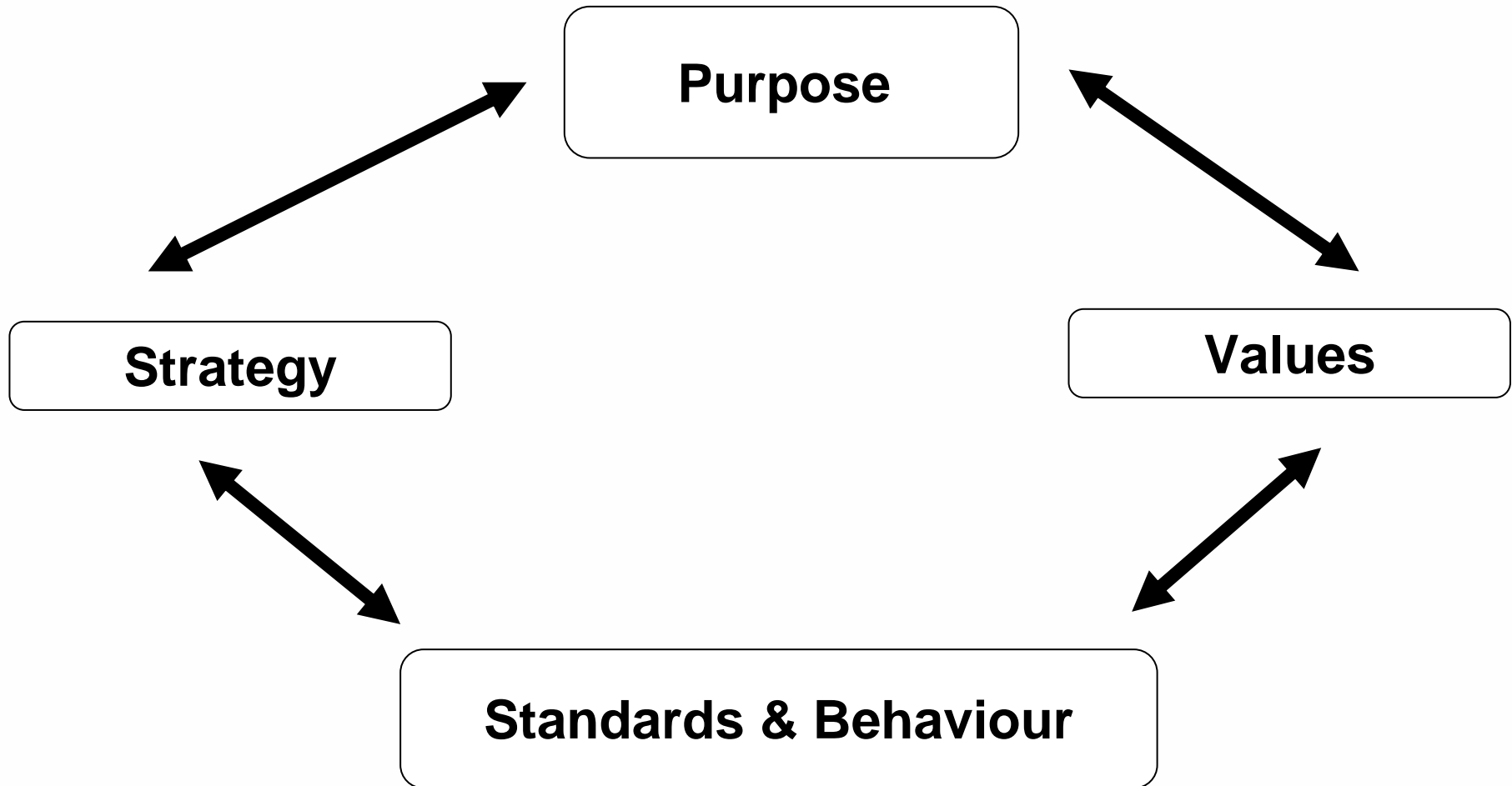
“To our volunteers we offer.....”



“To our User Services we offer.....”



The Ashridge Model (a sense of mission)





Strategic Objectives



What do we need to achieve in the next two to five years?



Objectives should be SMART:

Specific

Measurable

Achievable

Realistic

Timescale

Force Field Analysis

DRIVING FORCES (Opportunities)

USER SERVICE
DEMAND

INCREASED
RESPONSE

MEMBER
SUPPORT

OBJECTIVE:
To introduce
a national
emergency
plan for The
Network

RESTRAINING FORCES (Threats)

COST

VOLUNTEER
RESISTANCE

EPT TIME



Controllers Thoughts



Sent out a “quick & dirty” questionnaire



Fed back results to CoM



Possible article in RAY~Link



“Decision” at AGM/Convention



Is this “one way” and not consultative?



June 2008 Questionnaire



94 to Group Controllers



26 to County Controllers



24 replies received in 1 week



The Eight Questions !



1. Is The Network Still Relevant?



Overwhelming yes, But:



Don't become top heavy



Some not keen on “1980’s
Management jargon”



2. Most Valued Services?

Everything!



3. Additional Services Needed?



H&S Advice



Better web platform/search



On line supplies



Equipment Insurance



Training Package



Higher PR profile



Many not sure what was needed










4. What Service Is not needed?

It appears that they are all needed!










5. New opportunities

-  Improve National Contacts / MoU's
-  Improve international connections
-  Attract younger members
-  More info on Web about groups
-  Central Government recognition & funding
-  External funding for UK wide projects for User Services
-  Exploit new technology



5. Continued!

-  Network should run all of RAYNET
-  Don't try to recruit non-Network groups
-  Affiliate to organisations eg BAPCO
-  Develop Publicity and PR
-  External Sponsorship for Manual
 -  hard copy free for each member
-  Go to the Emergency Services Show



6. Issues of concern that The Network can address



Data communications provision



Remove User Service requirement at
Public Service Events



Drop “Amateur” from title



Get national recognition of membership
card



Network, Independent & RSGB issues



6. continued



More technical standards



Recruitment and retention of members



Need training package



National Emergency Plan & liaison



Capabilities document to User Services



Licence reform discuss with Ofcom



CRB



6) Yet More!



PR and capability demonstration
to “Blue Light” User Services



Frequency Discipline



Ofcom dialogue



7. Emergency or Public Service ?



Mainly Public service = 3



Both = 4



Mainly Emergency = 17









No response = 1



Total = 25










8. Anything Else ?

-  Volunteer agreement
-  Do we need County Controllers?
-  Network should fund D-Star to all groups
-  Review donation issues (voluntary is not free!)
-  More involvement of members in National & Regional authorities
-  National/Regional exercises






8. Continued!

-  Do More !!
-  CoM – do less (more efficiently)
-  Guidance on “good” Public service events
-  Get the basics right
-  Capability/CC Act
-  Role Specification for CoM & Teams
-  Trustee training/ Maximum term of Service



June CoM Meeting

-  Questionnaire responses considered
-  Considered and drafted Vision, Mission & Value statements
-  Took long view and drafted Strategies


Well....we started to!!



Draft Visions

 We see a world where every emergency has total communications

or..

 We see a world where adequate and effective communications are always present



Draft Mission Statements



To provide communications in Emergencies



To connect communities in emergencies

..in a crisis

..in a catastrophe



To provide a professional communication service to our User Services



Draft Values



To our Volunteers we offer:



Support, guidance & role satisfaction



A training framework



National Standards



National Representation



Draft Values (2)



To our User Services we offer:



National standards & structure



Scalable response



Communication expertise



Local & national contacts



Draft Objectives



Recruitment & retention



New Technology



PR



Training



Manual



National Emergency Plan



National contact number



....continued



On-line supplies



Better liaison nationally and internationally



PLUS others that will emerge

BUT.....



Some Issues



Funding



Volunteer time



Timescale for delivery









\approx 20 people at the core supporting
1500 members



What do the User Services think?



Where Next ?

-  Find out what the User Services think
-  Then consult on possible need to alter strategies (and even V,M &V's.)
-  Redraft!
-  Establish priorities, allocate volunteer time and resources
-  Set out timetable for Strategy
-  Review