

OFFICIAL

JESIP Assurance Programme

Report on Findings

November 2017



JESIP
Working Together – Saving Lives



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Introduction

1. This report outlines the findings from the JESIP assurance visits carried out during 2017.
2. The data in this report was gathered from January through to August, during this period and following a visit, we do know that many services were actioning the feedback provided and therefore the national picture may have changed slightly to that presented here.
3. It is important to highlight that the JESIP assurance visits were conducted as 'critical friend' visits and not formal inspections. All the feedback provided to services post visit was done so in an advisory capacity.
4. The main body of the report will provide a holistic view of service progress for England and Wales, the annexe at the back of the report will provide a set of data based on single sector findings.

Background

5. The assurance programme took place between January and August 2017 with the JESIP team visiting Police, Fire, and Ambulance services in England and Wales. The visits were specifically intended to measure the progress of services with embedding JESIP into their business as usual arrangements and in line with the HMIC Tri-Service recommendations of 2015.
6. The visits demonstrated that services had made progress with embedding JESIP, albeit to different degrees of success.
7. The assurance teams were also looking for areas of notable practice, which when identified, services were encouraged to share through JOL Online.
8. The assurance process visited 95% of services (*Fig 1*) and conducted a total of 101 visits, including to the British Transport Police, the Fire Service College and National Ambulance Resilience Unit.

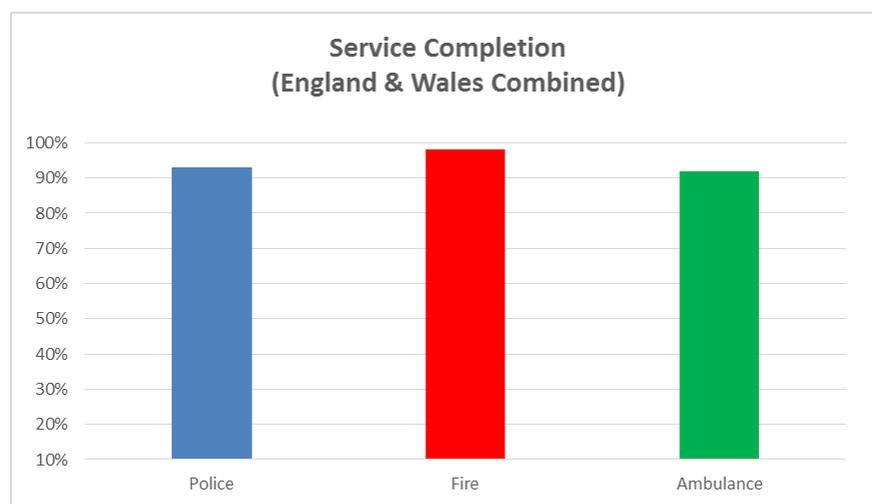


Fig 1



9. Scottish services chose not to participate in the process and Northern Ireland were unable to commit due to operational pressures. The Northern Ireland services will however undertake the process in November with dates already agreed.
10. The services who were unable to be visited within the assurance period are shown in table one. The JESIP team have again contacted all of these services to offer them a assurance visit in the near future.

Police	Fire	Ambulance
West Yorkshire Police	West Sussex Fire and Rescue Service	Isle of Wight Ambulance Service
Nottinghamshire Police		
Leicestershire Police		

Table 1

Assurance Visit Format

11. The actual assurance visit involved a multi-stage process.
 - **Before the visit**
 - i. Service submits a completed JESIP self-assessment
 - **On the day of the visit**
 - ii. Interview with service Strategic lead
 - iii. Review of self-assessment questionnaire return and assess evidence against the answers provided.
 - iv. Conduct focus group discussion with various ranks from frontline responders, control room staff and commanders.
 - v. Provide feedback to strategic lead on key issues and any notable practice identified.
 - **Post visit**
 - vi. Provide a written report outlining the points raised in the hot debrief.
12. The assurance visits took place at a premise chosen by the host service. The assurance team consisted of two people, a lead interviewer, generally a JESIP senior user and a recorder, again this was a JESIP member of staff.
13. Due to the scale of the assurance programme, some visits were supported by non JESIP staff, these were provided by the National Ambulance Resilience Unit (NARU) and the National Fire Chiefs Council (NFCC). This support was used on approximately 6% of the total number of visits.
14. The key areas were assessed during each visit were:

Doctrine - Has JESIP doctrine (models and principles) been incorporated into local policy and procedure?



Training – Are there agreed plans in place to deliver joint command training and refreshers; do new recruits and existing staff receive any awareness; what is in place for control room staff?

Testing and Exercising – What arrangements are in place for commanders to exercise their interoperability skills?

JOL – Does the organisation have in place robust debriefing arrangements and policies that support the identification of lessons and notable practice to be shared on JOL?

AIRWAVE – Does the service have in place an AIRWAVE standard test in line with the JESIP process, which is recorded and shared with LRF partners?

15. The visits also looked at how robust the services arrangements appeared in terms of the future delivery and maintenance of JESIP, for example, does delivery of JESIP multi agency training courses sit within a Learning and Development (L&D) function.

Findings from the Assurance Visits

1. Single Points of Failure

16. When JESIP was first introduced its delivery locally was often due to one or two individuals in each service. Typically, these were from the emergency or operational planning departments and since the initial rollout many of these individuals have since moved on, either retiring or transitioning to different roles.
17. Moving forward for JESIP to be truly embedded into an organisation, it needs to be part of the organisations delivery plans and strategies for normal business. This means that the organisation wholly buys in to delivering multi-agency training, exercising and aligning relevant policies, plans and procedures to JESIP doctrine.
18. The reliance on an individual or single department¹ to deliver JESIP is still prevalent (*Fig 2*). Only around a third services have made the decision to allocate elements of JESIP to relevant departments within their organisation. In the main delivery of JESIP is still seen as an emergency planning function.
19. This reinforces the thinking that JESIP is only for Major incidents and is a hindrance to JESIP becoming embedded across the emergency services and making it mainstream business as usual activity.

¹ The descriptors for coding purposes are 'Yes Individual' meaning there is an individual who is the single point of failure, 'Yes Department' indicating there is a department which is the single point of failures and 'No, fully embedded' which indicates the delivery of JESIP has been shared across service departments therefore providing resilience.

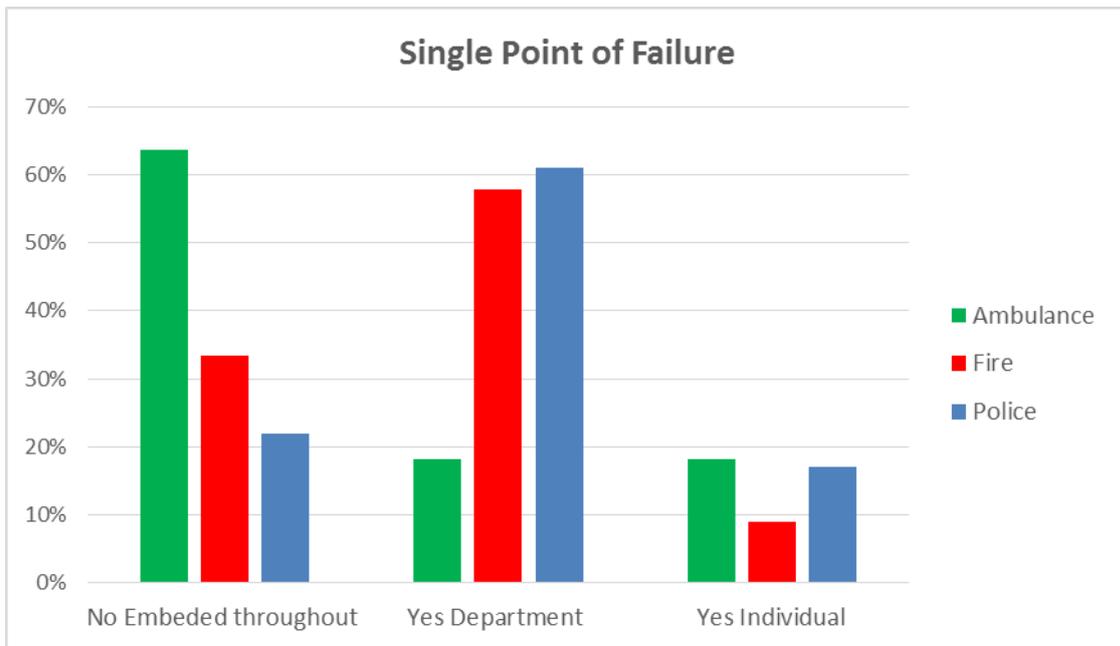


Fig 2

20. It would be useful if the delivery of relevant JESIP elements should be distributed across the organisation as follows:

- a. The delivery of ALL JESIP training and awareness to be undertaken by organisational L&D functions, this includes Commander training and refresher, all current and new staff awareness and control rooms where a dedicated training function doesn't exist.
- b. Emergency and operational planning departments, or those responsible for updating policies, plans and procedures to ensure JESIP content is included in all relevant documents and resources.
- c. A written and agreed process for identifying what should be shared through Joint Organisational Learning (JOL) and who is responsible for uploading it.



2. Doctrine

21. Fig 3 shows the progress of services nationally with embedding JESIP principles and models into their local policies and procedures.

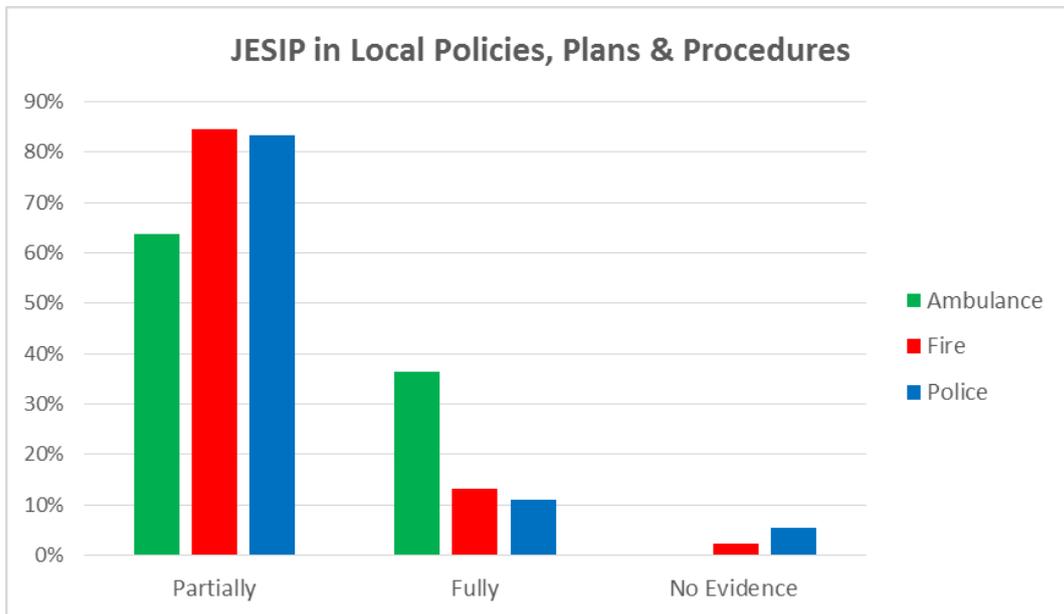


Fig 3.

22. The progress made by services in this area is significant, **92% of all services have some JESIP content within their local policies, plans and procedures.**

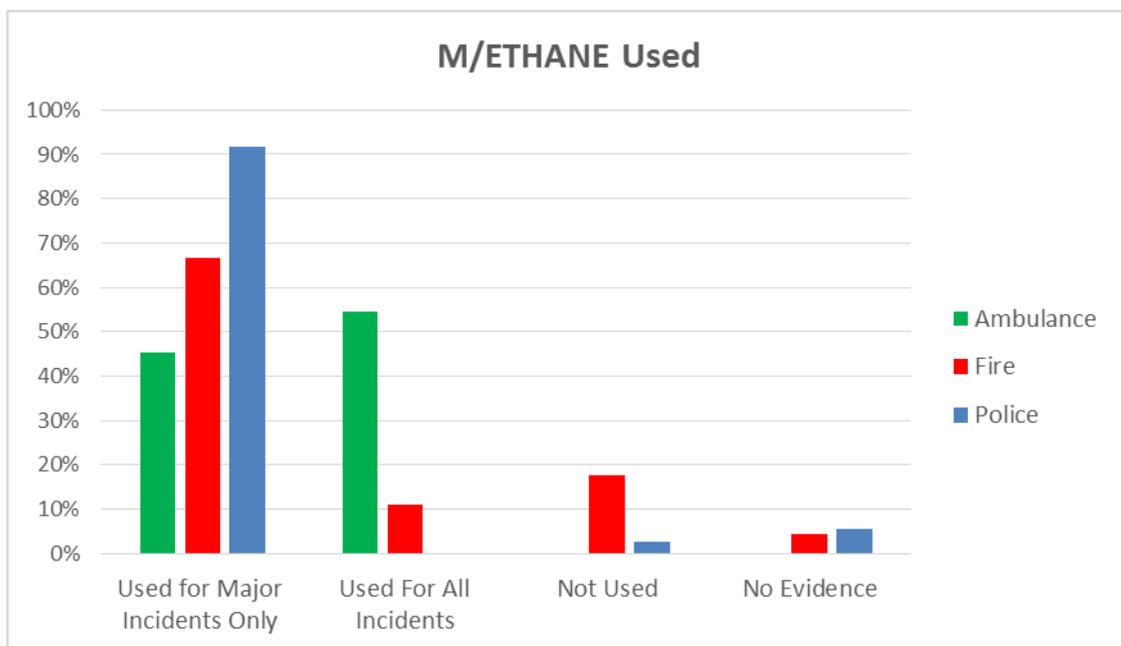


Fig 4.

23. There is still work to be done to ensure JESIP is fully reflected in local policies and procedures. **JESIP models can still be superseded by single service models in areas such as situational awareness, briefing and decision making,** and this is naturally what responders will revert to when responding to an incident.



24. Table 2 shows the number of different models in use across the single sectors.

Briefing	Sector	Messaging	Sector	Decision Making	Sector
SHATTERS	Fire	CETHANE	Fire	PLANE	Fire
OTHERS	Fire	PICTURE	Fire	**Decision making model	Fire
SBAR	Fire	UHALET	Fire		
SHOPTRAC	Fire	HAULET	Fire		
SWIMMERS	Fire	UHALTM	Fire		
SMEAC	Fire	HAULAPT	Fire		
SHOPRIM	Fire	TNTWC	Fire		
CHATS	Fire	HAULAM	Fire		
ERDA	Fire	SETHANE	Ambulance		
SRPR	*Health				

Table 2.

*This is a health specific model inserted into a multi-agency document.

** The Decision-making model as developed by London Fire Brigade

25. The use of the National Decision Model (NDM) within policing was recorded as sector specific practice. Nationally the Fire sector are transitioning to National Operational Guidance (NOG), which contains the Decision Control Process (DCP), where appropriate this was also recorded as sector specific practice and therefore not recorded in the 'use of other decision-making models'.

26. At the time of the visits Fire services had not completed this transition to NOG with many stating they were using a system of '**adopt, adapt or reject**'.

27. **Figure 5** shows the results excluding the use of the NDM and where FRSs have wholly adopted it, the DCP.

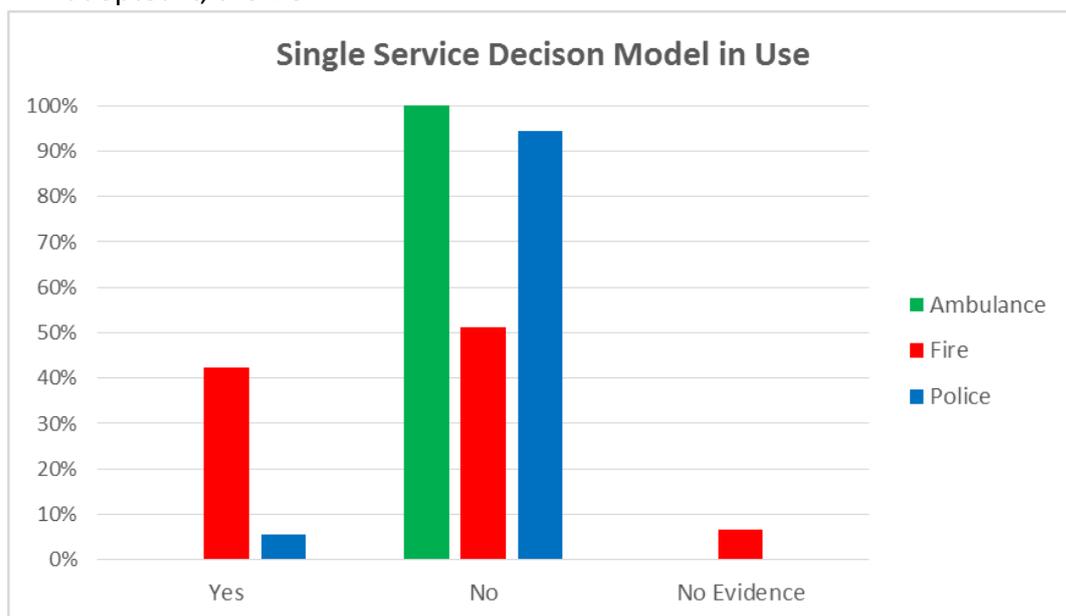


Fig 5.



3. Training

28. The assurance visits have highlighted that JESIP training remains a significant gap locally; **while services have good intentions to deliver training, many have no firm plans in place to ensure delivery.**
29. **Figures 6 and 7** illustrates the progress with commander refresher training by services. At the time of the visits only 1% of services had already provided refresher training to commanders. **However, it is expected that this number has risen due to the amount of training that was underway or planned during the period in which the assurance process was taking place.**

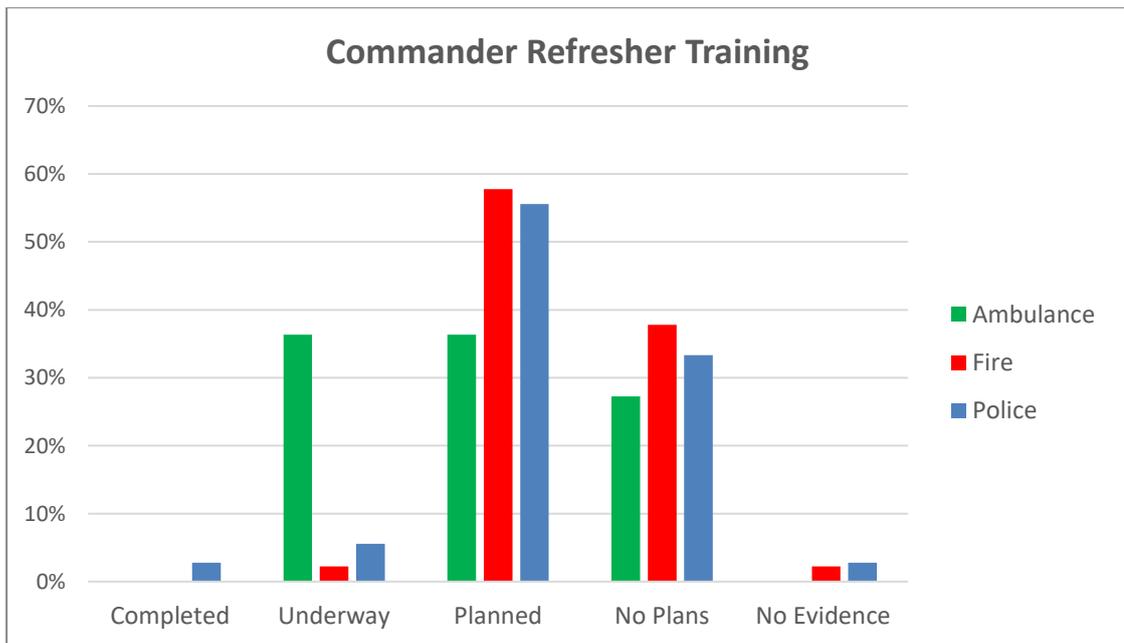


Fig 6.

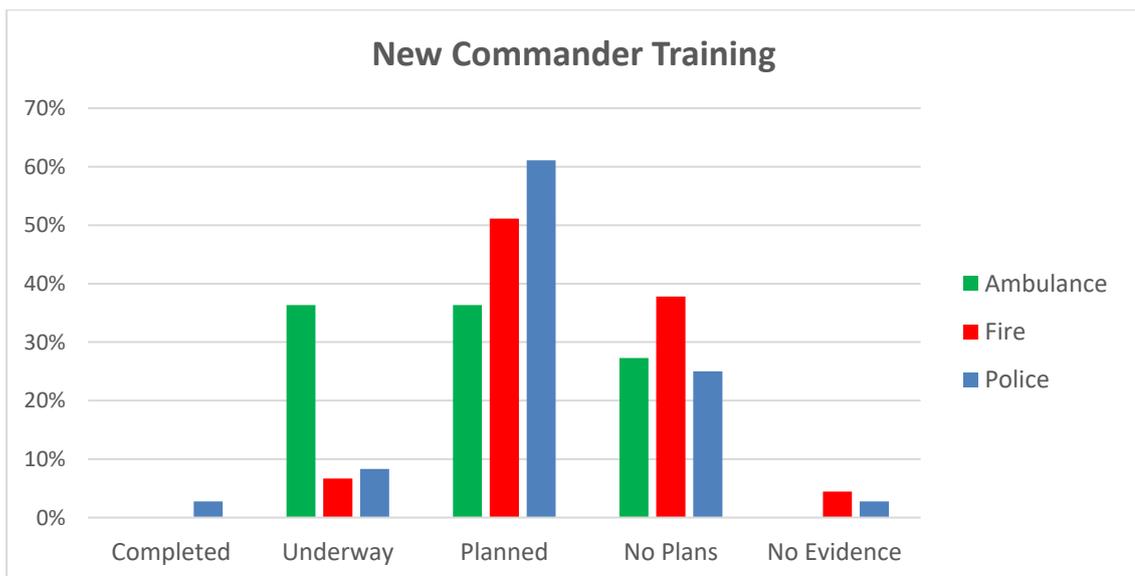


Fig 7.

30. Despite this, a significant gap exists, with over 35% of services having **no plans to deliver training now**, meaning they are unlikely to get a commitment from partners



to deliver any training in this fiscal year. **The delivery of multi-agency commander training remains one of the major challenges for services.**

- 31. Few services could provide evidence of the inclusion of 3 yearly refreshers and delivery of multi-agency command training written into their organisational learning and development strategy. **The delivery of this training still largely sits in emergency or operational planning teams and has not been mainstreamed into service training departments.**
- 32. **The 2015 HMIC Tri-service review identified that JESIP had not sufficiently filtered down to frontline responders. Figure 8** demonstrates the progress services have made in providing awareness to staff since this time.

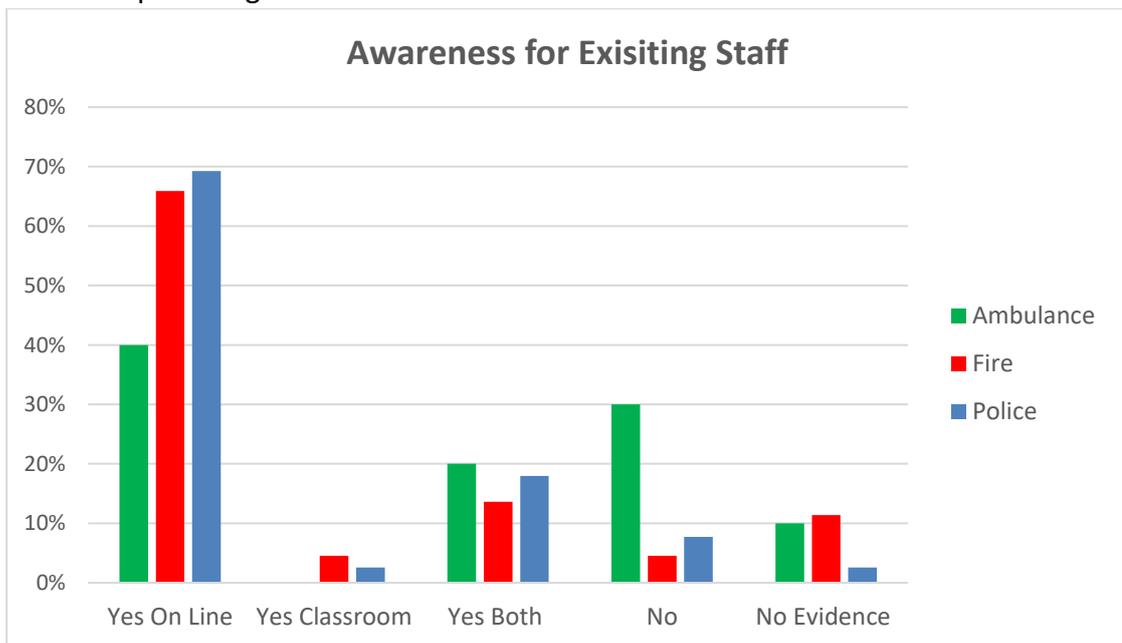


Fig 8.

- 33. The team also sought evidence of what was provided to new starters and Control Room staff (**Figures 9 and 10** respectively).

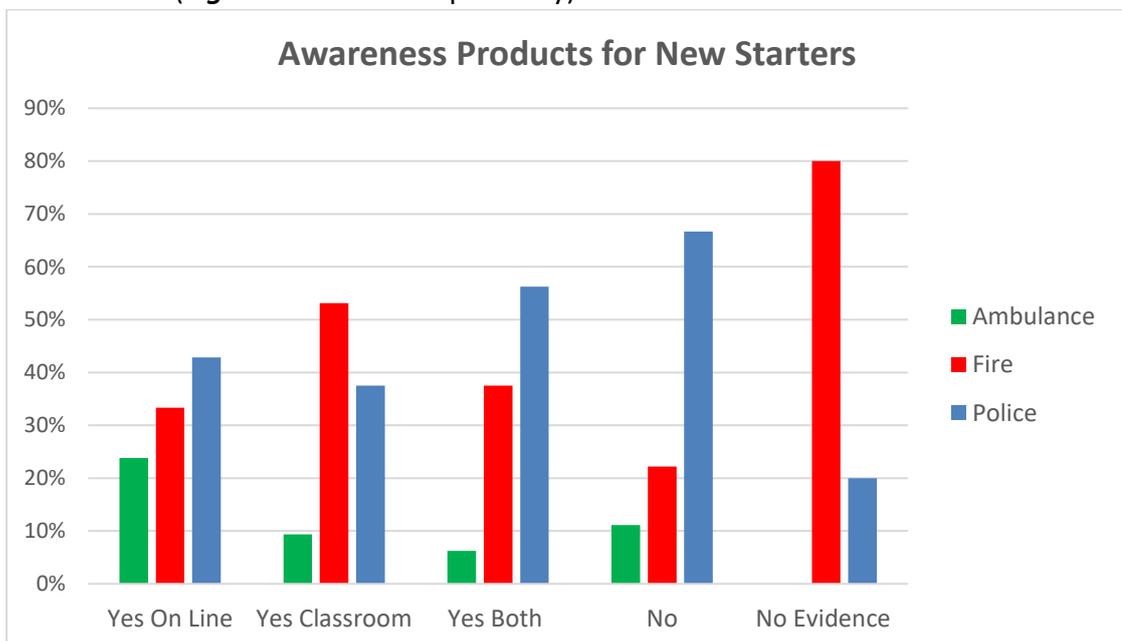


Fig 9.

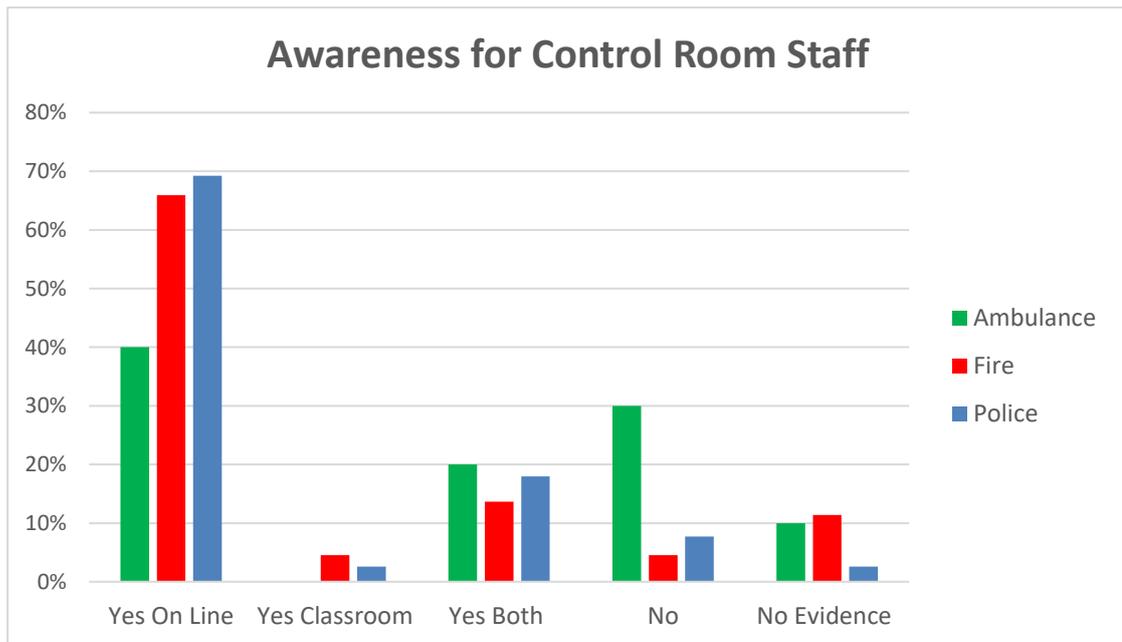


Fig 10.

34. **The assurance visits demonstrated that many services, as a minimum, are providing an awareness of JESIP via e-learning.** The focus groups highlighted that knowledge of JESIP varied amongst staff. For example, **while all staff were aware of JESIP, they were not necessarily knowledgeable of the models and when to apply them.**
35. **One key concern is the lack of knowledge (or willingness) to use M/ETHANE by frontline staff.** While control room staff generally displayed a good awareness of M/ETHANE², frontline staff did not elicit the same knowledge of the model and when they would use it. Some of this may be driven by the fact that services rely heavily on e-learning for the delivery of awareness to large numbers of staff as opposed to a face to face input.
36. In March 2017, the JESIP team released two further awareness products to assist services in the form of an online package and a classroom version of the same,
37. **Some services are finding innovative ways to disseminate and embed the M/ETHANE model.** This includes short briefs by supervisors at the start of a shift, including it in mandatory annual training such as Police Officer safety training and including it in a standard Airwave test.
38. It is positive to see that for new starters the awareness input is mainly classroom based, however, due to the number of e-learning packages that staff are expected to complete (especially in policing), the JESIP message can get lost.

² Control staff have easy access to M/ETHANE in their control rooms via posters and aide memoires, for example. This level of support is available to frontline officers, but can be more difficult to access in a high-pressure emergency.



4. Testing and Exercising

- 39. The release of commanders, control staff and responders to attend multi-agency exercises remains a significant challenge for services, particularly for Police and Ambulance.
- 40. Many Commanders who have a specialist role such as Firearms, Public Order and CBRN have strict requirements around their accreditation to continue to practice. The same requirements do not exist outside of specialisms. The assurance visits measured attendance of non-specialist at exercises.
- 41. **Figure 11** highlights that attendance at multi-agency exercises is overwhelmingly voluntary, this often results in a lack of attendance, or the same staff attending multiple exercises.

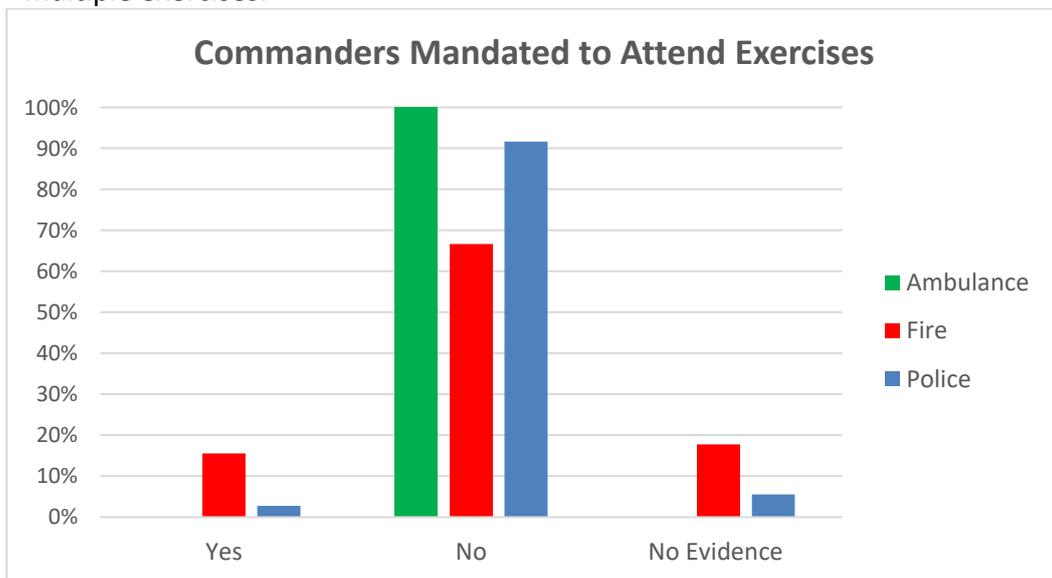


Fig 11.

- 42. Many services do not routinely record commander attendance at multi-agency exercises, furthermore this then makes it difficult to ensure that all commanders have the opportunity to attend an exercise and practice their interoperability skills. This is illustrated in **Figure 12**.

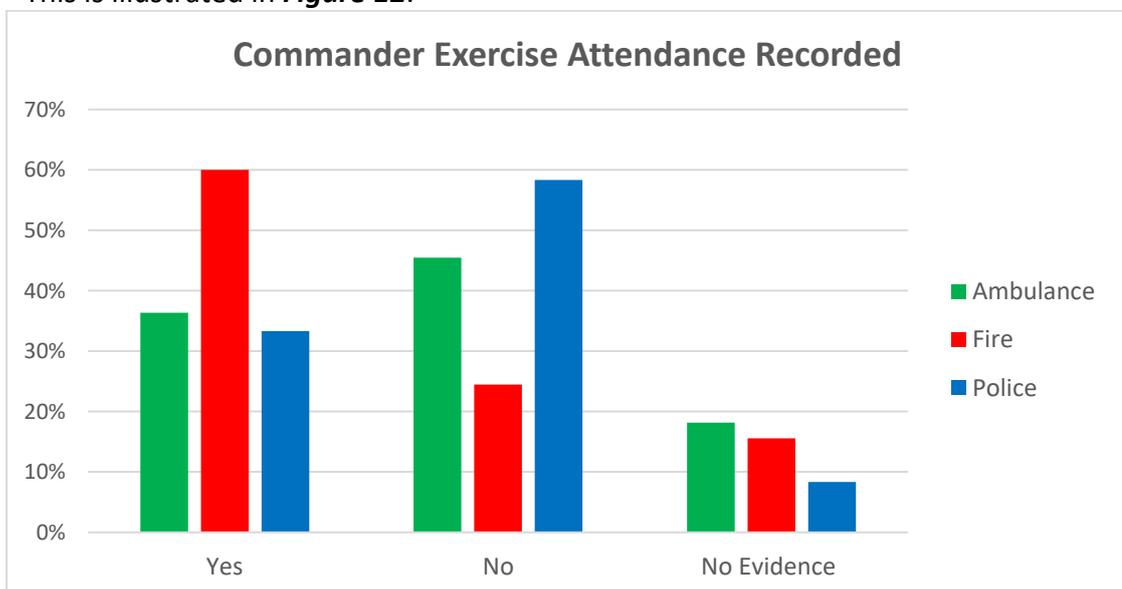


Fig 12.



43. The opportunity to exercise is driven by the frequency and level of exercises that organisations participate in. Multi-agency exercises are usually driven by the Local Resilience Forum (LRF). Less than half of all services were aware of or able to present a published multi-agency exercise calendar.

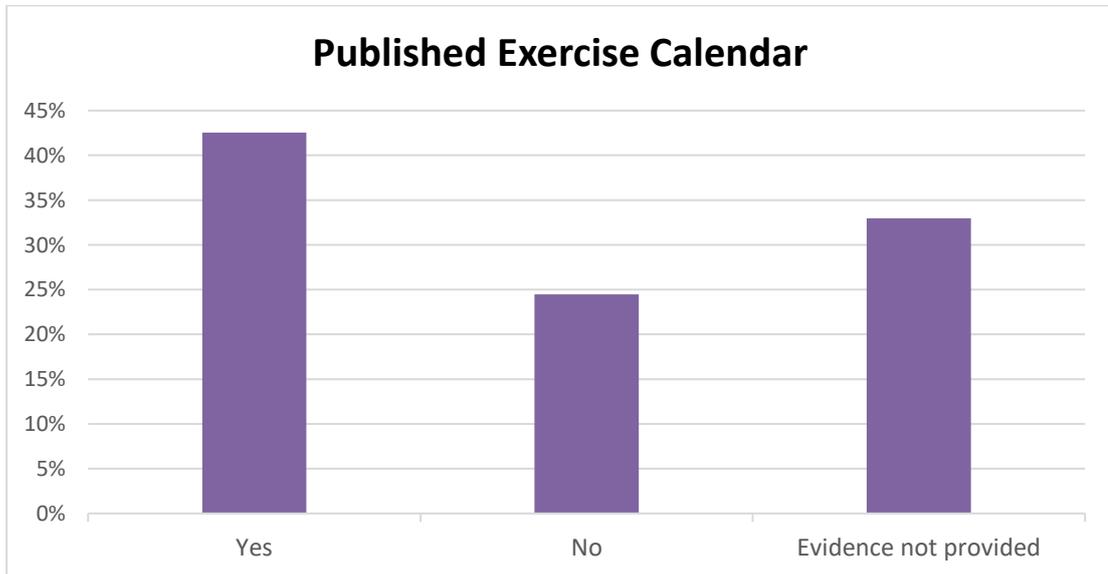


Fig 13.

5. AIRWAVE

44. The lack of knowledge and use of airwave interoperability talk groups was highlighted as an issue from the 2015 HMIC tri-service review³. In response to this the JESIP team designed and issued the regular airwave test in March 2015. The use of this test (**Figure 14**), including frequency and recording of it being carried out were assessed during the assurance visits

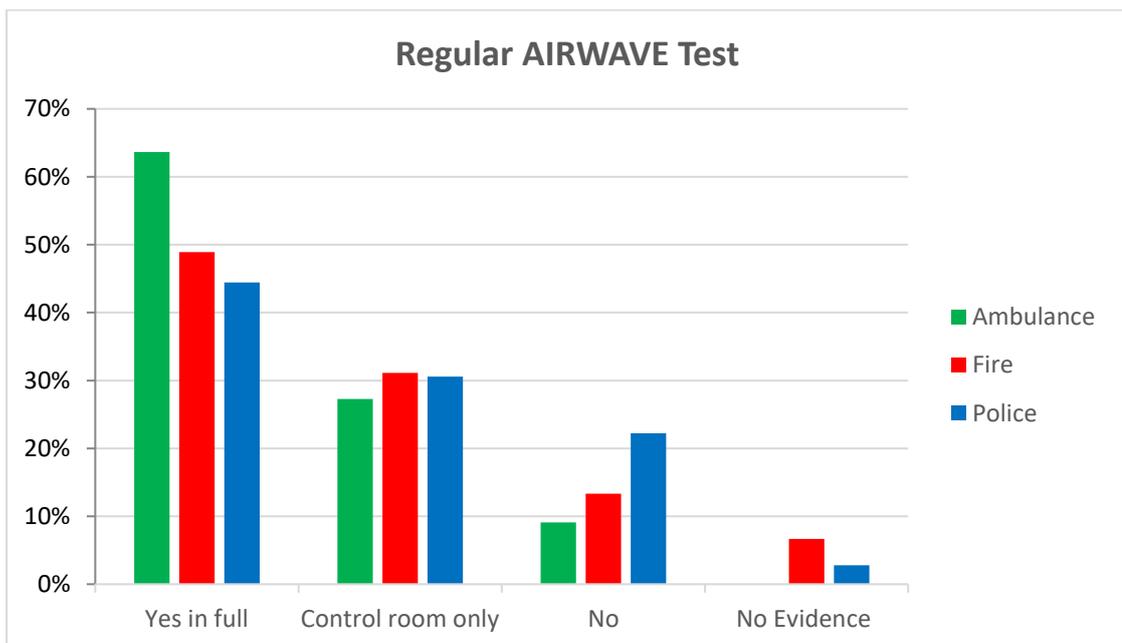


Fig 14.

³ This recommendation is owned by the Emergency Services Strategic Airwave User Group as they were best placed to deliver and monitor change in this area.



45. Most services now have in place a process for conducting a regular airwave test, some have very robust procedures which include the recording of test outcomes and sharing this with LRF partners. Some services have also extended the test beyond Police, Fire and Ambulance services to include organisations such as Highways England and HM Coastguard.
46. Services are encouraged to record the fact that a test has been conducted, the participants and the outcomes, including exceptions. This provides for a demonstrable record of a test being performed.

6. Joint Organisational Learning

47. The use of JOL across organisations remains a challenge. This includes the identification of appropriate lessons from debriefs, through to having robust policies in place detailing the process for sharing and who will do this.
48. The visits have highlighted that services are capturing many lessons that relate to joint working, but they are not routinely being shared on JOL. The visit highlighted several reasons for this:
 - **Lack of clarity locally as to what should be shared.**
 - **Nervousness of service leads locally about sharing lessons.**
 - **Legal enquiries preventing services from sharing lessons.**
 - **Local processes do not support the sharing of lessons on JOL.**
 - **Lack of appropriate forums for discussing JOL issues and what should be shared.**
49. There is a significant amount of Multi-Agency debriefing (**Fig 15**) taking place, however much of what is identified does not lead to an input on JOL.

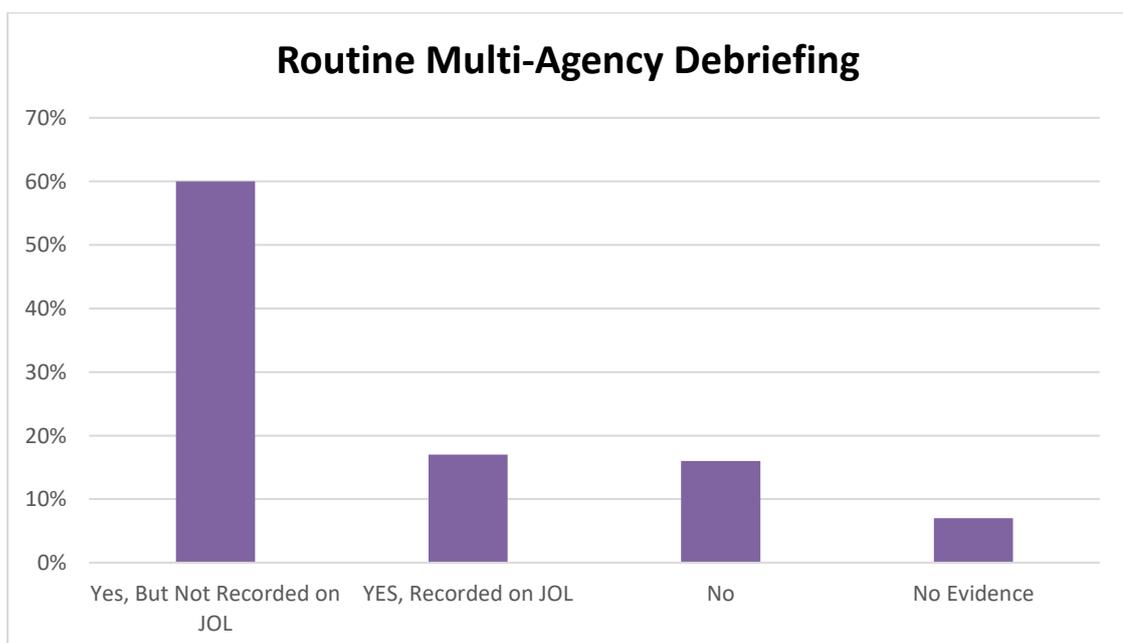


Fig 15.



50. Services should have an appropriate system for the capture of lessons, reinforced by a Multi-Agency JOL group and local policies which support the use of JOL (**Fig 16**).

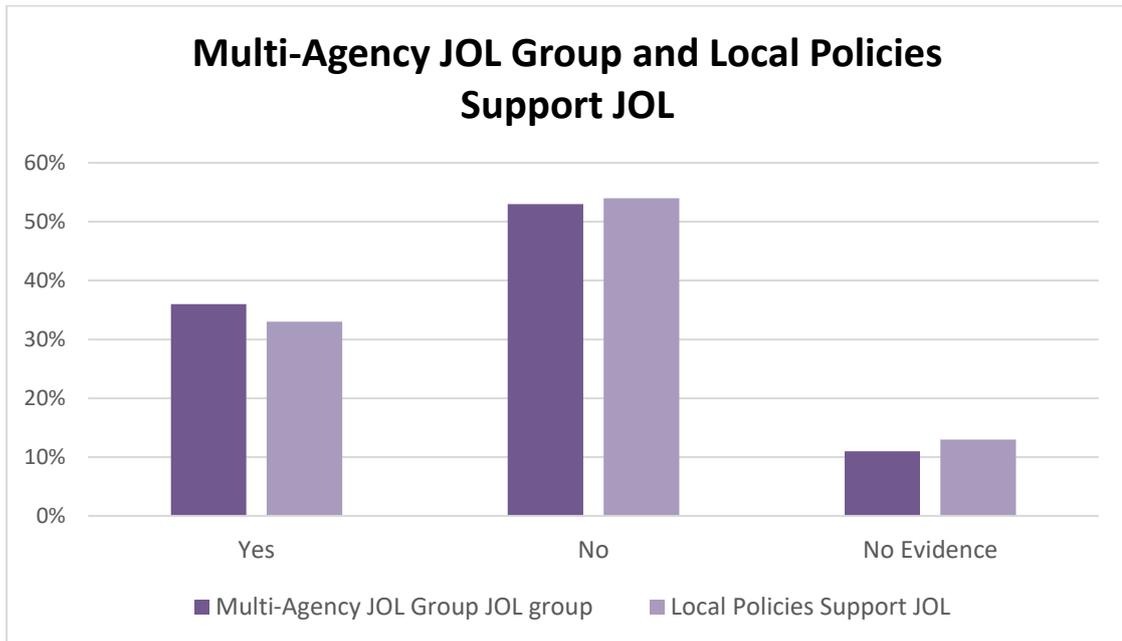


Fig 16.

51. **The College of Policing debriefing system is now the mostly widely used process among the emergency services**, with many other Category one and Two responders also utilising this (**Figure 17**).

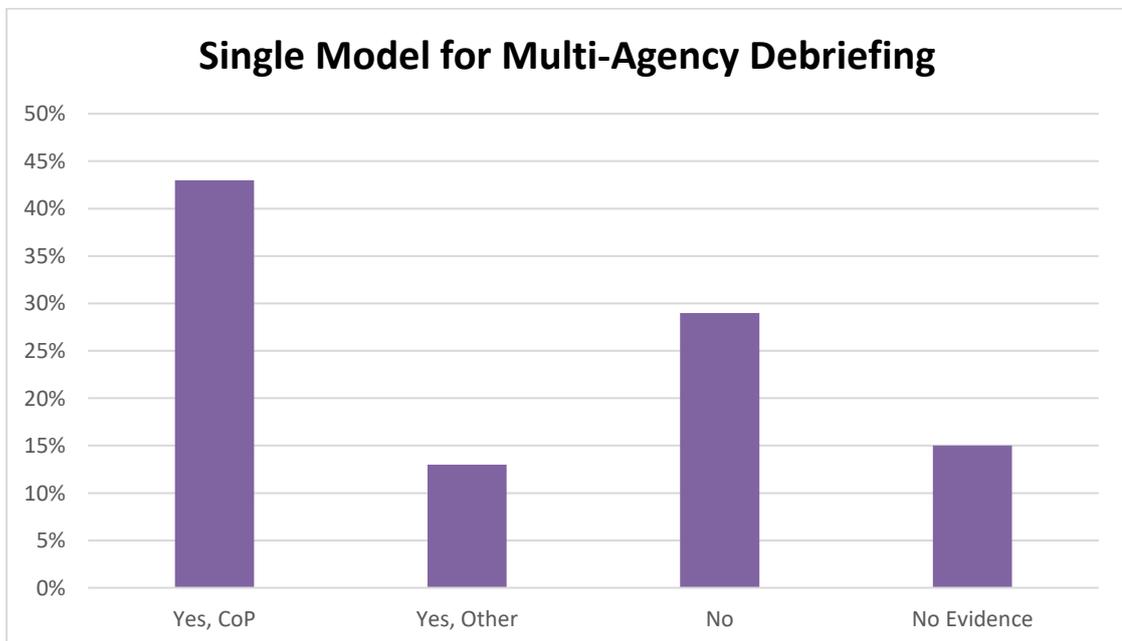


Fig 17.

52. Having services using a single system is a preferential position as this will ensure lessons are captured in a commonly understood way. However, the assurance visits also indicate that **interoperable working - and specifically the use of JESIP models and principles - are not captured as a matter of routine as part of this system. This often results in the failure to identify interoperable lessons which should be**



shared via JOL. The JESIP team have raised this with The College of Policing and we are working to resolve this issue.

Supporting Products

53. The JESIP team have developed some key supporting products aimed at informing responders of the JESIP ways of working at multi agency incidents. The products are only effective if made available to the target audience (**Fig 18**).

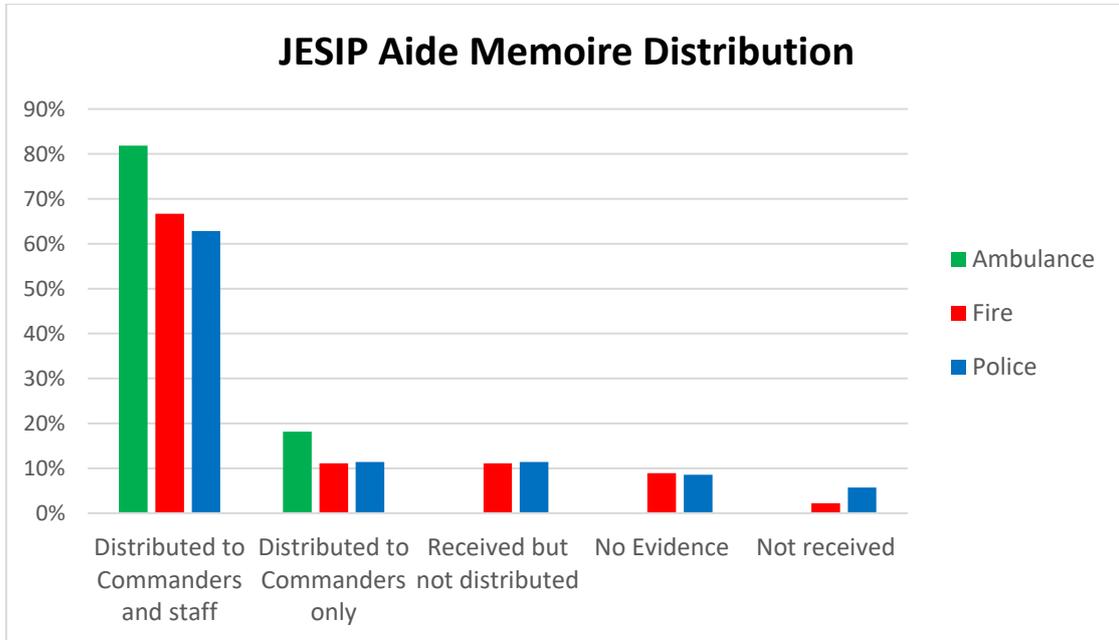


FIG 18

54. The JESIP mobile App presents a different challenge to services, with some unable to load it to service devices due to IT security concerns or other technical issues (**Figure 19**).

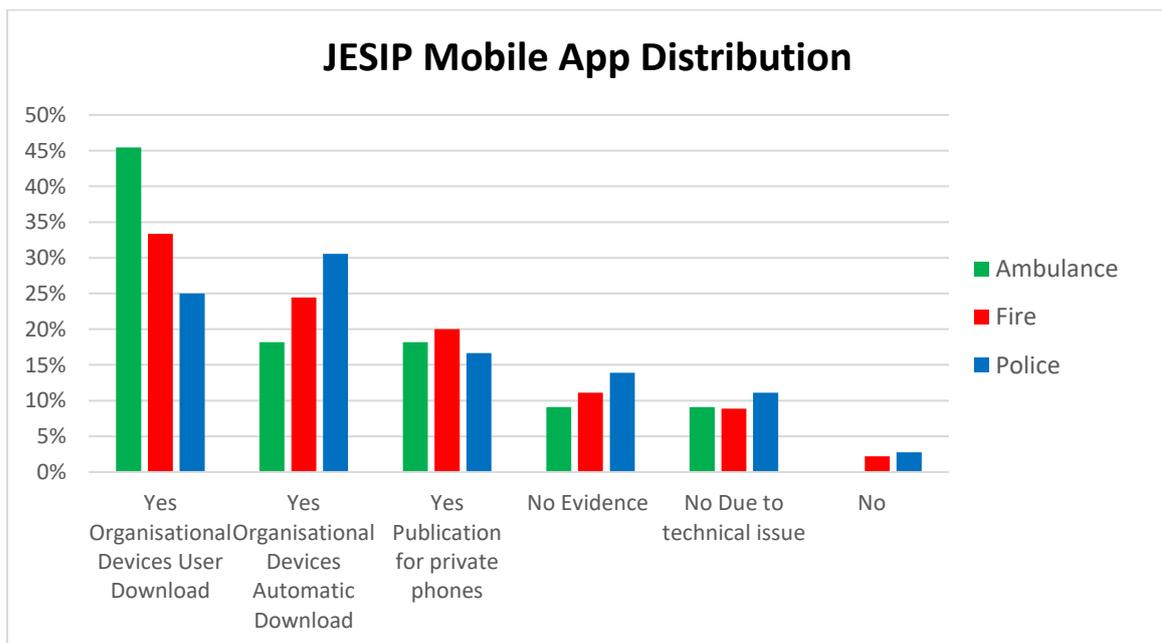


Fig 19.



- 55. Where services have highlighted a technical issue the JESIP team have provided details of the APP developer for services to work through their issues with them, they have also been introduced to other services of the same sector who have successfully rolled the App out.
- 56. Use of JESIP templates (**Fig 20**) provides a simple structure which, when used ensures JESIP principles are at the core of exercise design, umpiring and formal debriefs.

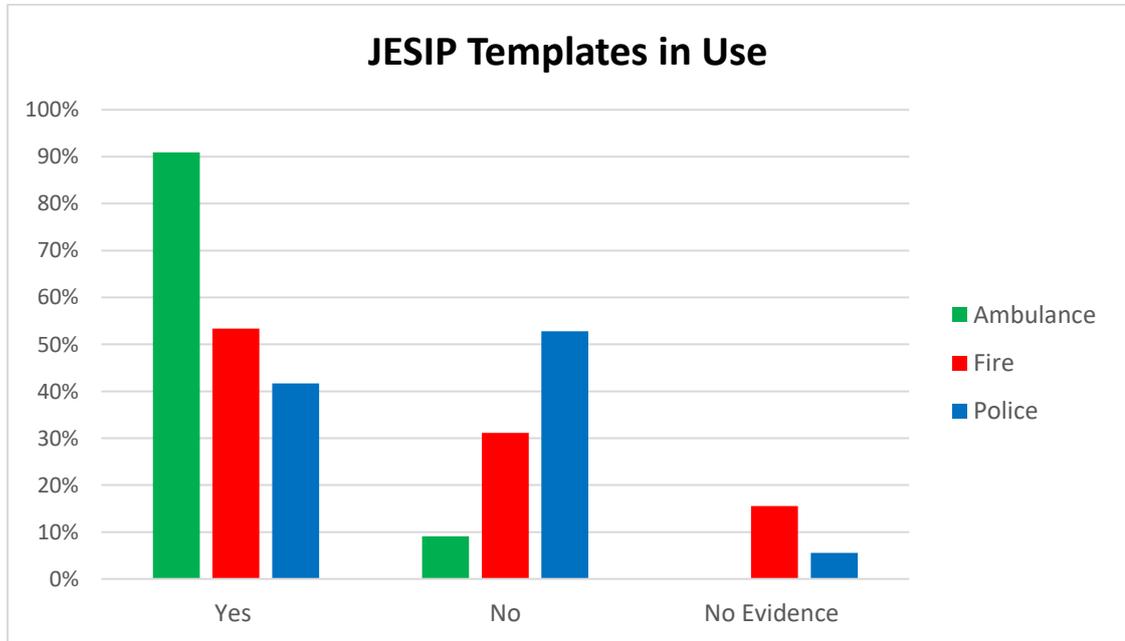


Fig 20.

- 58. The assurance visits have allowed the JESIP team to spend a very short period with services to encourage the use of JOL and to identify specific issues, and it is anticipated that this would be an area of focus for any JESIP team post-March 2018.



Summary of High Level Findings

59. **There has been some good progress made by services in embedding JESIP**, and the JESIP team have provided much needed advice to local services during the assurance visits as to how best to embed JESIP locally. Notwithstanding the fact that many services struggle with abstractions for training and exercise, there is a great desire across services to work together and deliver JESIP.
60. Where services had made good progress, this was often due to one or two individuals, usually in the same team. However, the risk is that all JESIP corporate knowledge is contained within a limited number of people and not shared across the organisation, resulting in a lack of resilience locally. To counter this issue, **the functions of JESIP should be distributed across the relevant parts of the organisation to help embed it locally.**⁴ (page 7)
61. **JESIP is primarily a cultural change programme.** The assurance visits highlight that across most of the country this cultural change is starting to occur. Staff and commanders at all levels often commented that in the early stages of their careers they would rarely interact with other services, but now they regularly do this. This not only brings improvements to interoperability but is also an enabler for wider collaborative programmes.
62. However, the assurance visits have also highlighted that while a strong foundation has been created for embedding JESIP into emergency service culture as business as usual at a national level (e.g. Joint Doctrine & JOL), **a sustained drive is needed to sufficiently embed JESIP into services locally.**

⁴ For example; Commander training and other awareness products should be owned and managed by the local Learning and Development functions.



Recommendations

1. **Recommendation One** – Individual service review of local policies, plans and procedures should include arrangements that ensure JESIP models and principles are included in all relevant documents and supporting materials. Services should also consider a risk based review model, ensuring that documents which are likely to require the inclusion of JESIP content are reviewed as priority.
2. **Recommendation Two** – Eradication of single sector models in local policies, plans and procedures (table 2, page 9) which perform the same functions as JESIP models⁵. At a national level, single sector doctrine owners should consider what more they can do to support this recommendation.
3. **Recommendation Three** – Local learning and development strategies should include the requirement for Commanders, control room managers and supervisors to attend a multi-agency training course, every three years, and, all frontline responders⁶ and control room staff to receive JESIP awareness annually.
4. **Recommendation Four** – All services should have a robust training plan which include the dates for multi-agency training courses and the arrangement of future refresher courses, these should be developed and delivered in partnership with other agencies. They provision of awareness products, for frontline and control room staff should also be included. Services should also be able to proactively evidence this through the provision of training statistics every quarter.
5. **Recommendation Five** – Services should ensure they have exercise arrangements in place which include the JESIP exercise objectives. All commanders should be afforded the opportunity to attend an exercise every 3 years to apply JESIP, and attendance at exercises should be recorded. The JESIP exercise assurance framework provides a cost-effective method of delivering sufficient exercise opportunities to large numbers of Commanders and should be considered by services as a partnership model for delivery.
6. **Recommendation Six** – Lessons identification and sharing arrangements should be formalised through the development of local policies that support the identification of lessons through appropriate multi-agency debrief processes⁷ and sharing them via JOL Online. This must include who⁸ will be responsible for uploading these and what the agreed time frames are.

⁵ It is accepted that Policing use the National Decision Model (NDM) and Fire use the Decision Control Process (DCP)

⁶ Frontline responders include commanders

⁷ Multi-agency debriefs **MUST** seek to identify interoperability lessons and as a minimum they should investigate the application of JESIP models and principles at multi-agency incidents.

⁸ This may be a role as opposed to a named person, for example the JOL SPOC in the local Police force or the LRF Secretariat.



7. **Recommendation Seven** – The notable practice contained within annex 4 should be reviewed by all services, along with any other current and future inputs onto JOL Online, with a view to local implementation.

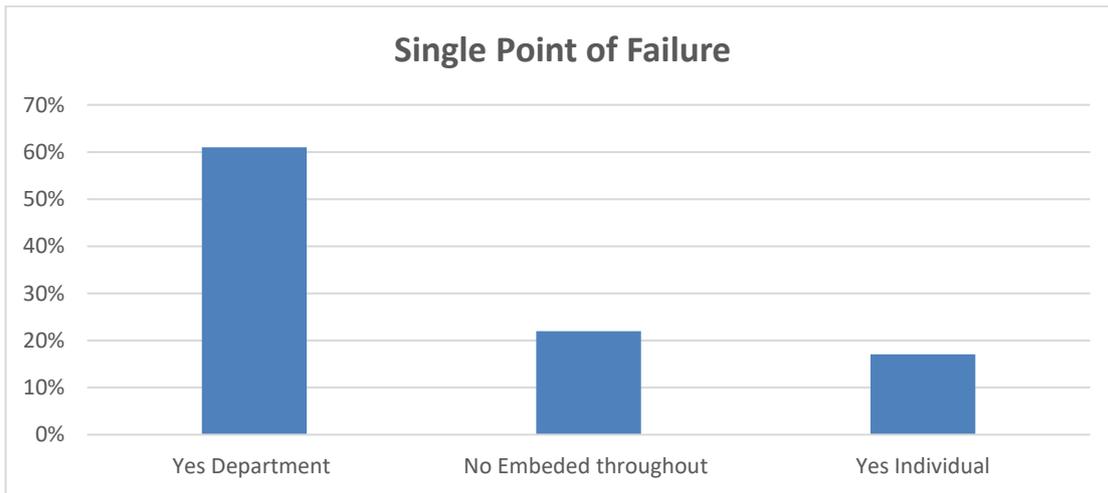


Annexe One

Police - Single Sector Findings

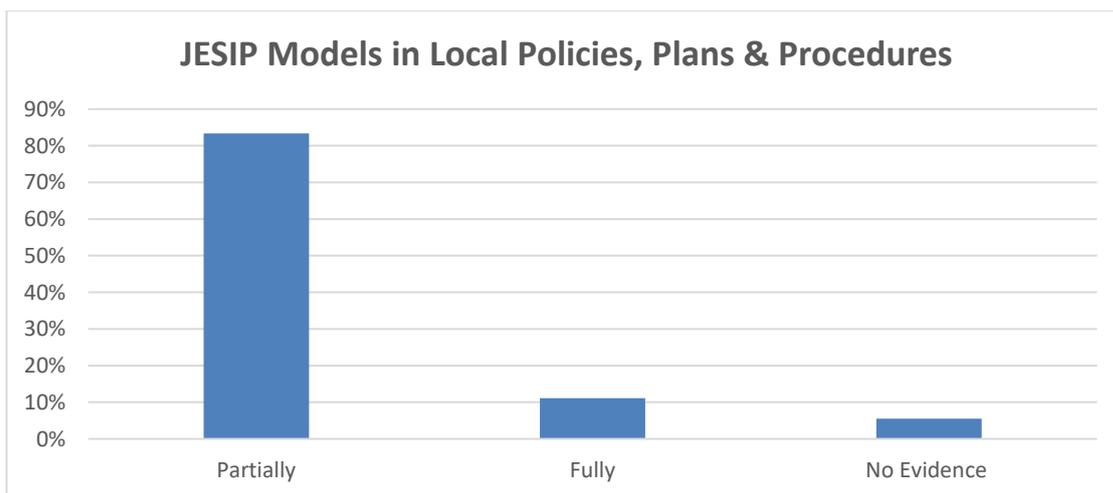
Assurance visits were completed with 40 of the 43 Police forces in England and Wales. West Yorkshire, Leicester and Nottinghamshire were not visited.

Single Point of Failure



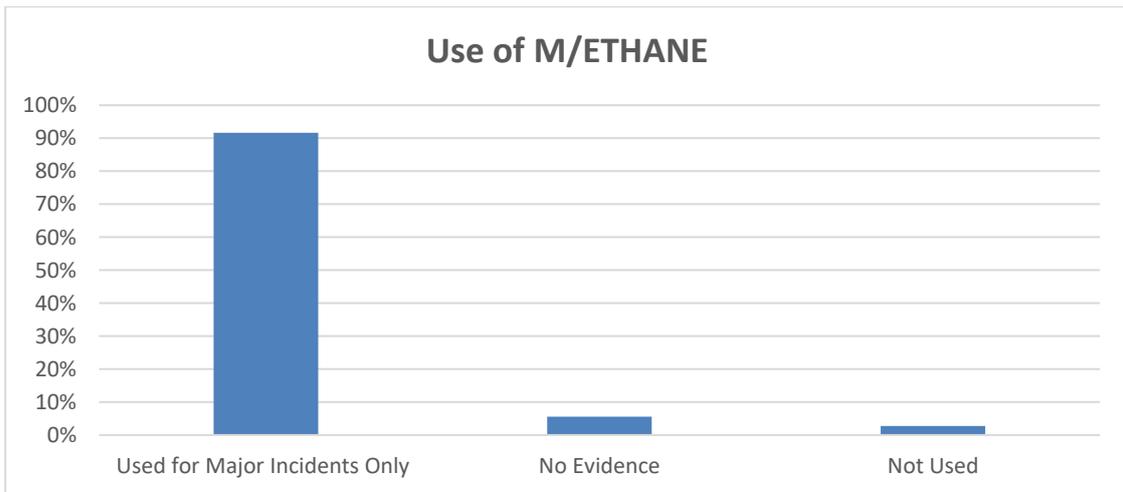
Doctrine

a) JESIP Models used in Local Policies, Plans and Procedures

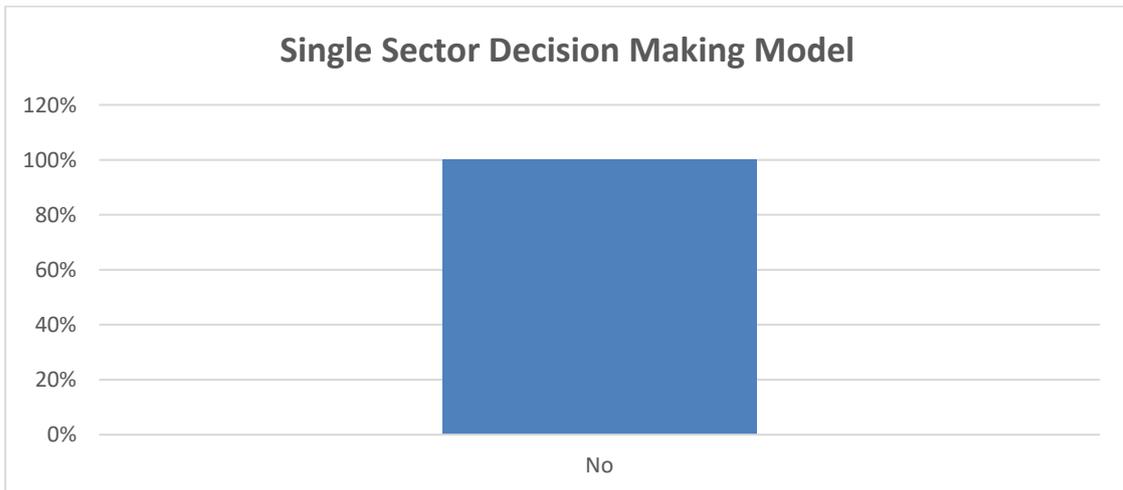




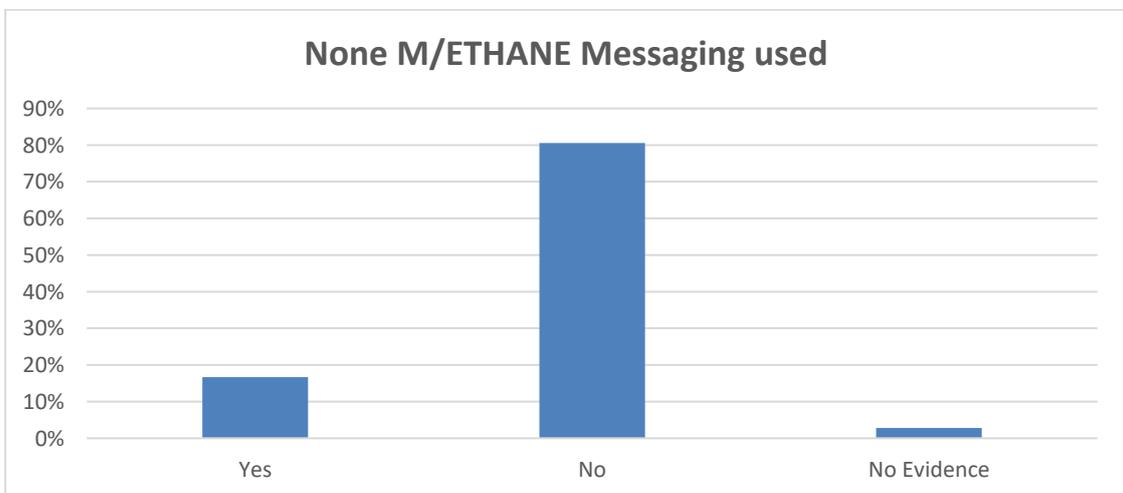
b) Use of M/ETHANE



c) Use of Single Service Model for Decision Making (not including the NDM and DCP)

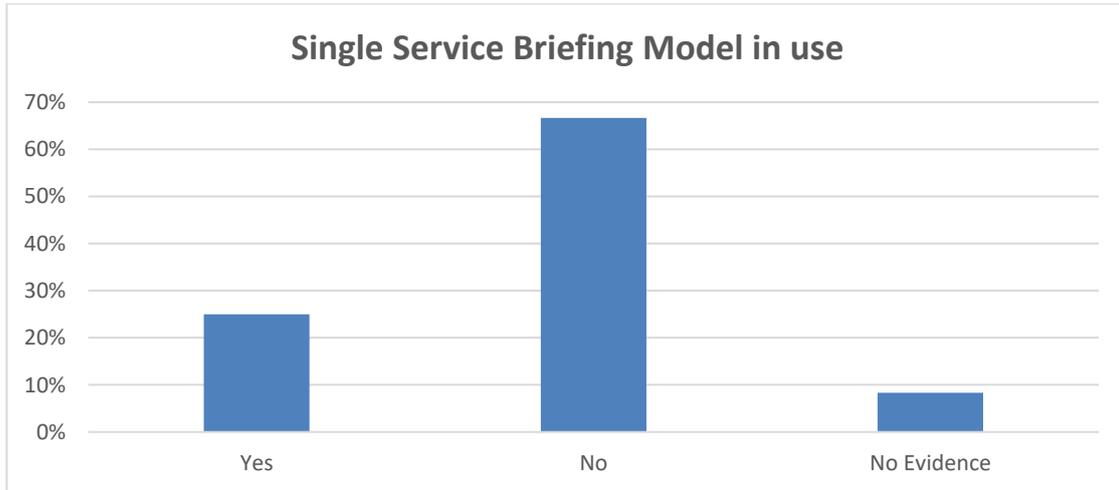


d) None M/ETHANE message used for reporting



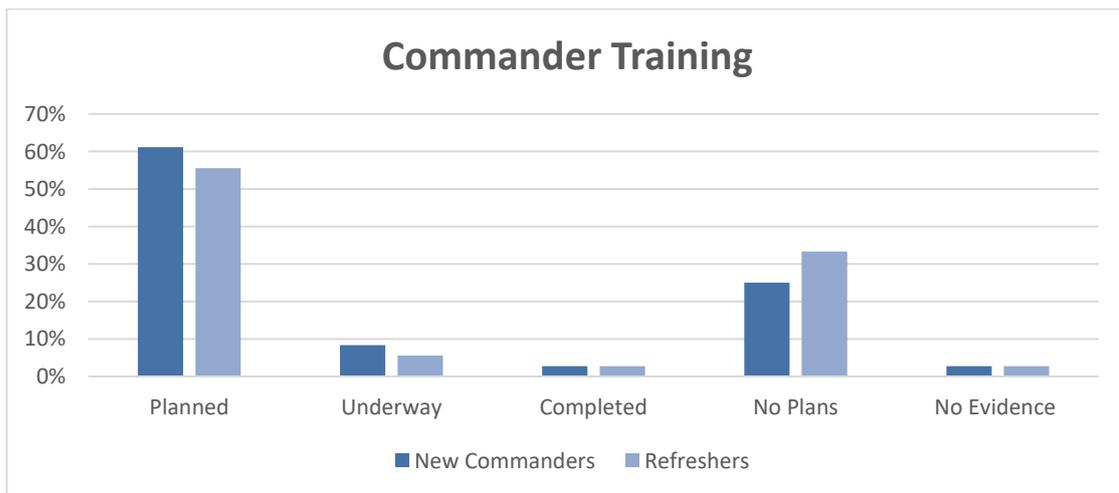


e) Single Service Model used for briefing

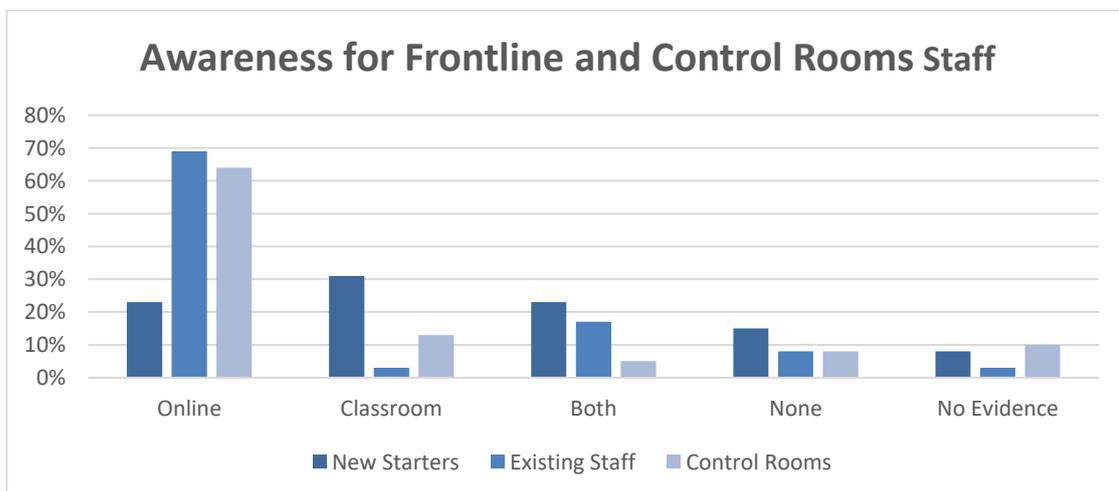


Training and Awareness

f) Commander training, including refresher.



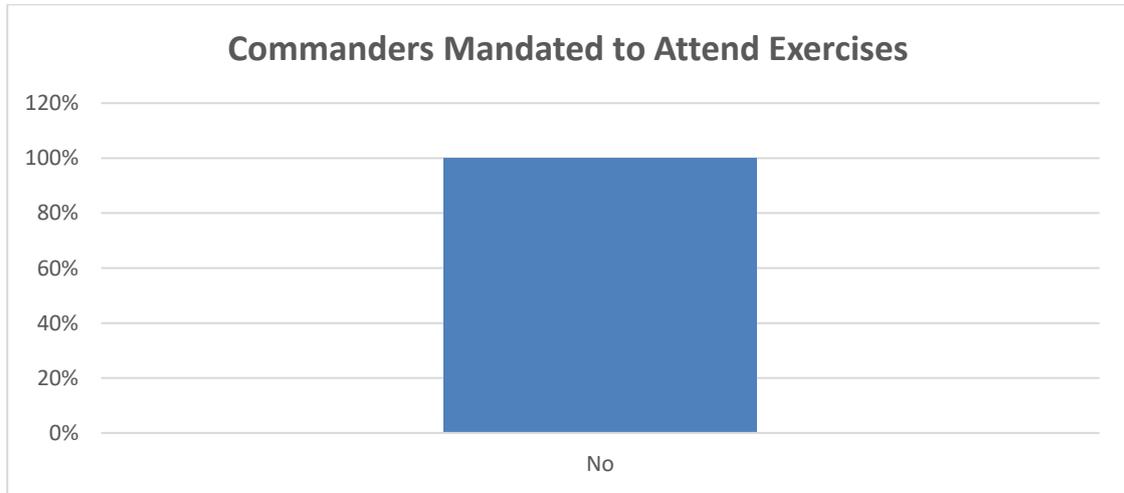
g) Awareness for all frontline staff, including new starters, existing staff and Control rooms.



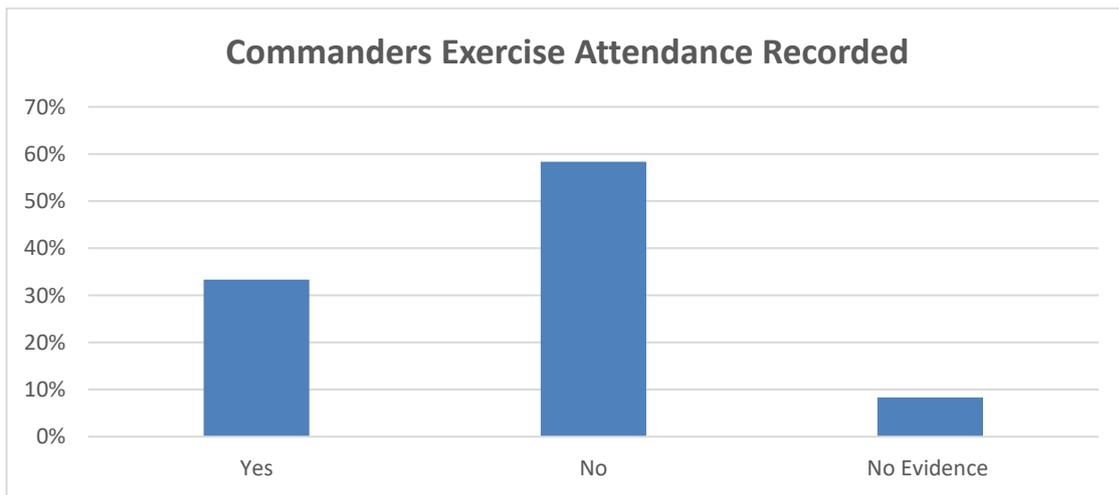


Exercising

h) Commanders mandated to attend exercise to practice their JESIP knowledge.

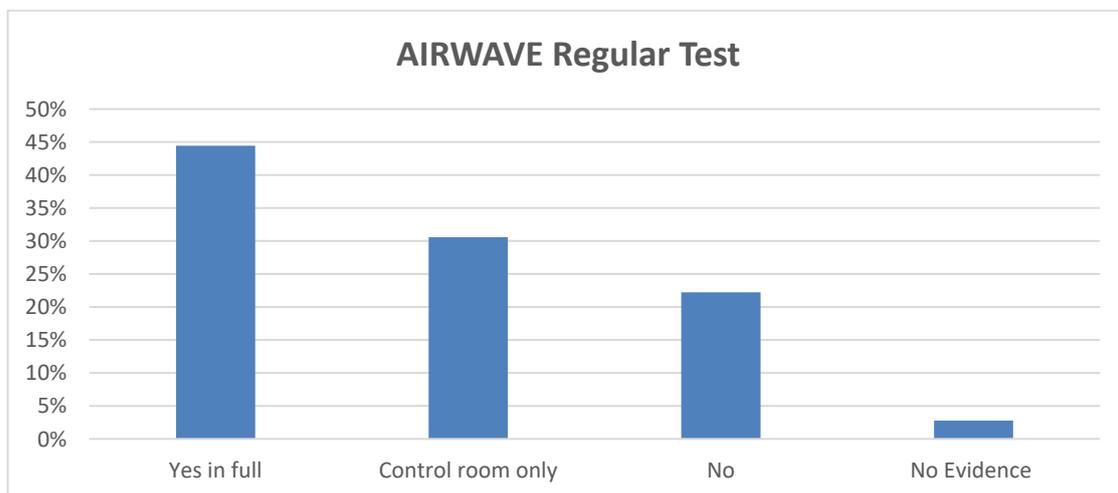


i) Commanders exercise attendance recorded.



AIRWAVE Regular Test

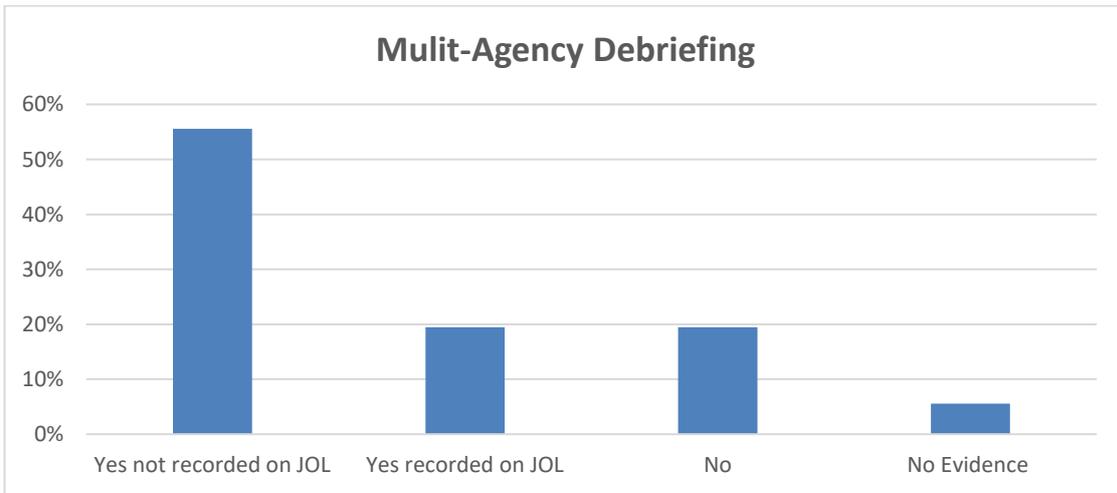
j) Is the AIRWAVE regular test conducted in accordance with the JESIP procedure?



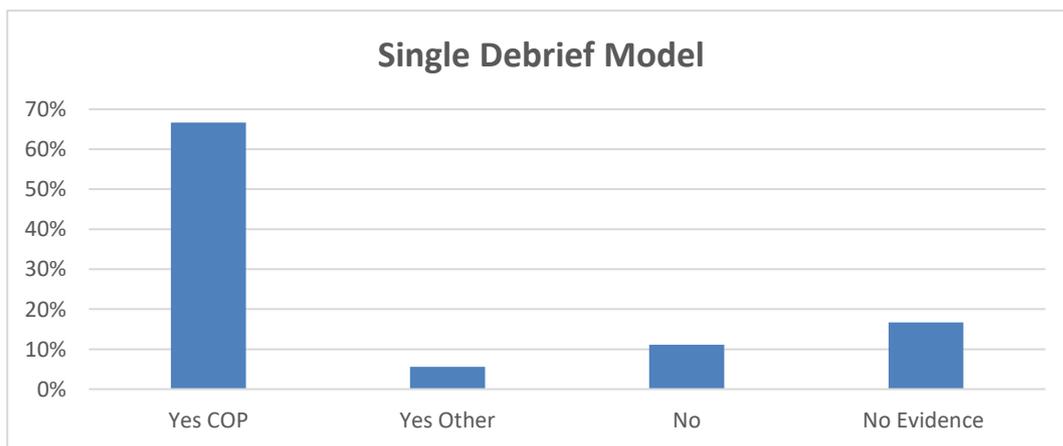


Multi-Agency Debriefing and Joint Organisational Learning

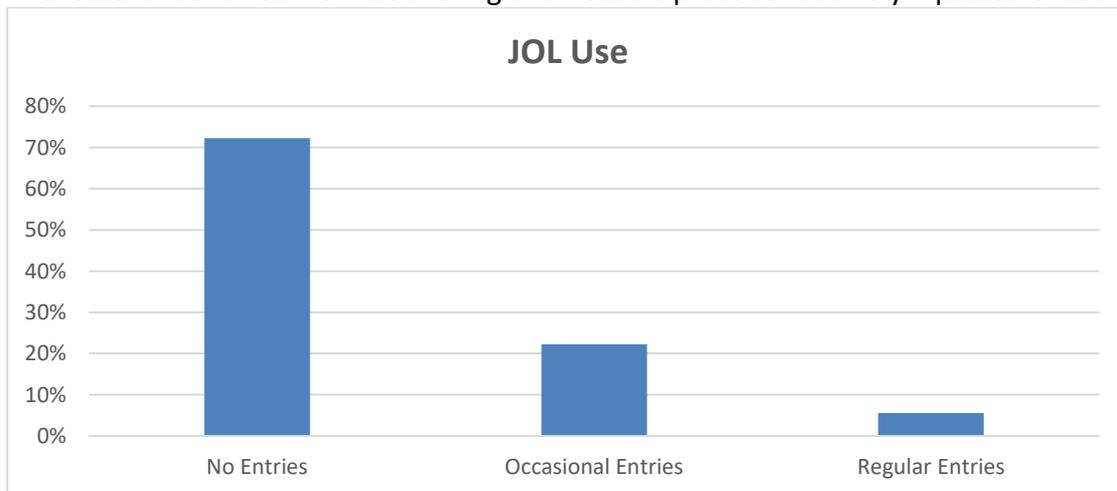
k) Are Multi-agency debriefs carried out as a matter of routine.



l) Is there a single debrief model or process in use?

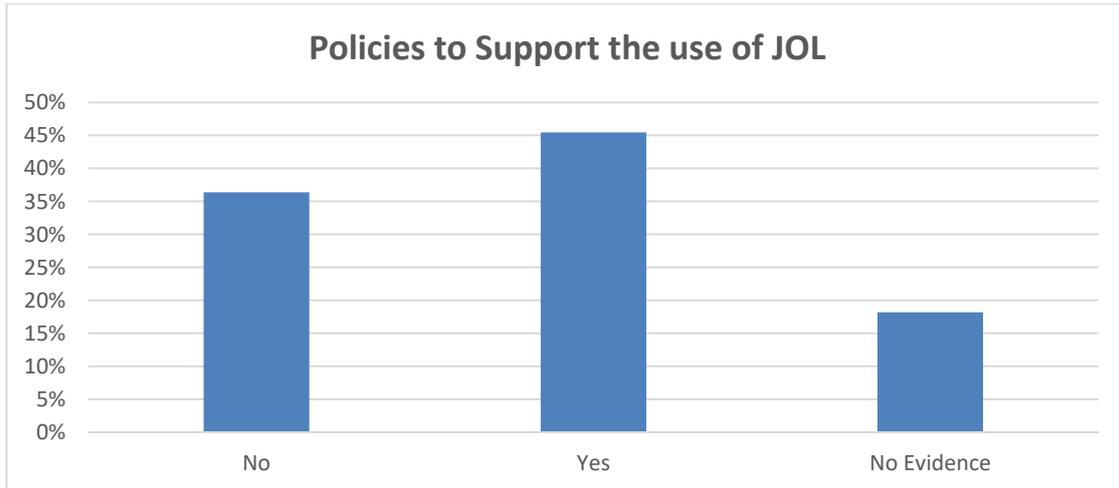


m) Are lessons identified from debriefing and notable practice routinely inputted onto JOL.



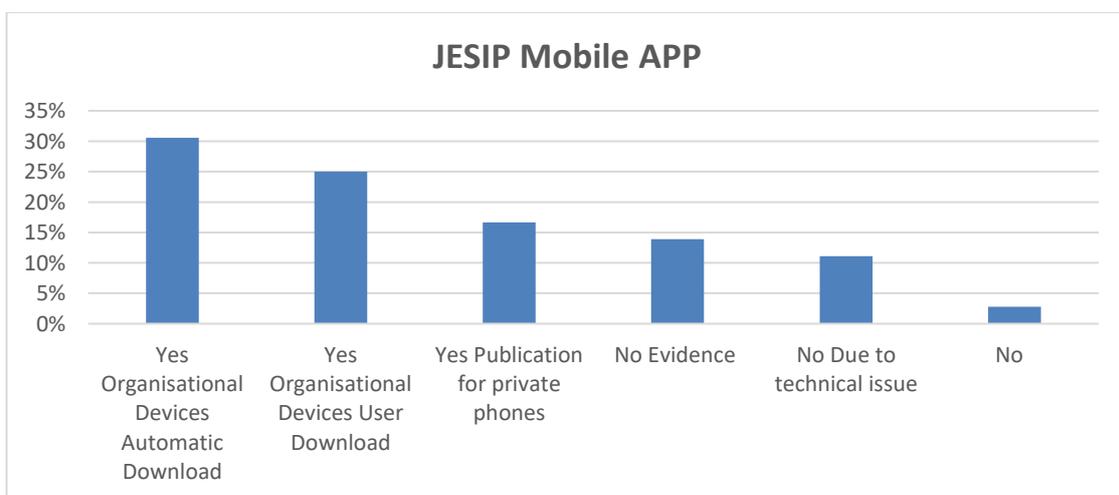
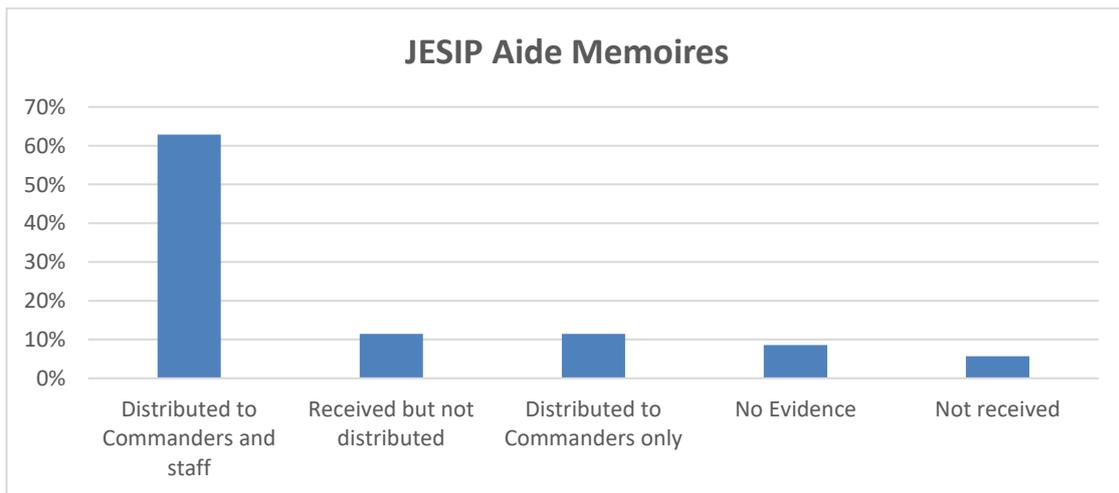


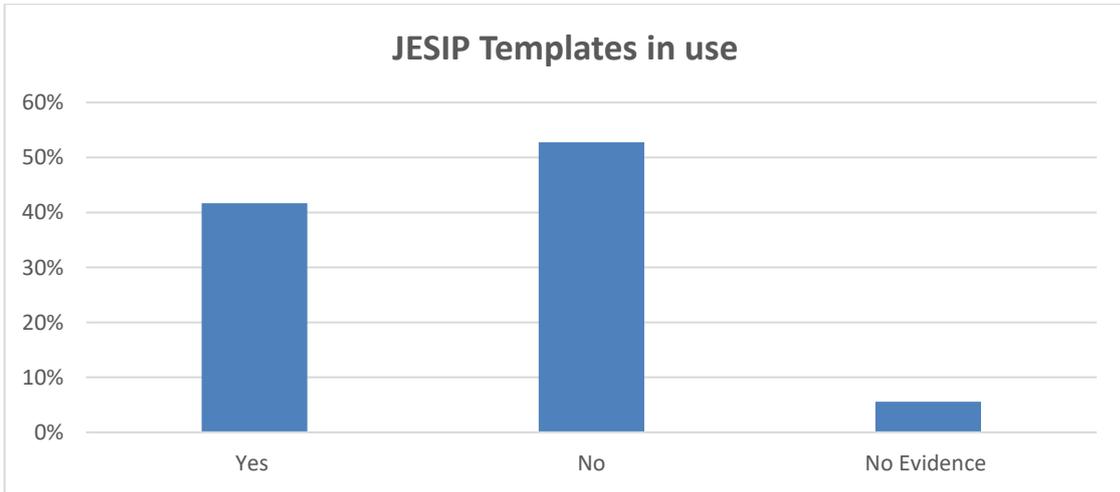
n) Do local policies support the use of JOL.



Use of JESIP Supporting Materials

o) Have JESIP aide Memoires been distributed, if so to who? Is the JESIP mobile APP in use and does the service make use of the JESIP templates?







Annexe Two

Fire - Single Sector Findings

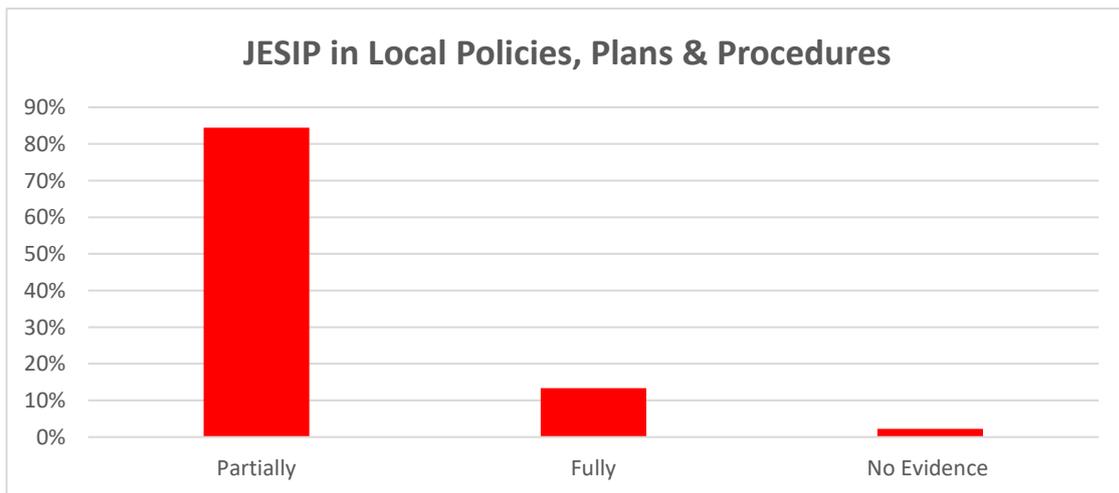
Assurance visits were completed with 46 of the 47 Fire and Rescue Services in England and Wales. West Sussex FRS was not visited.

Single Point of Failure



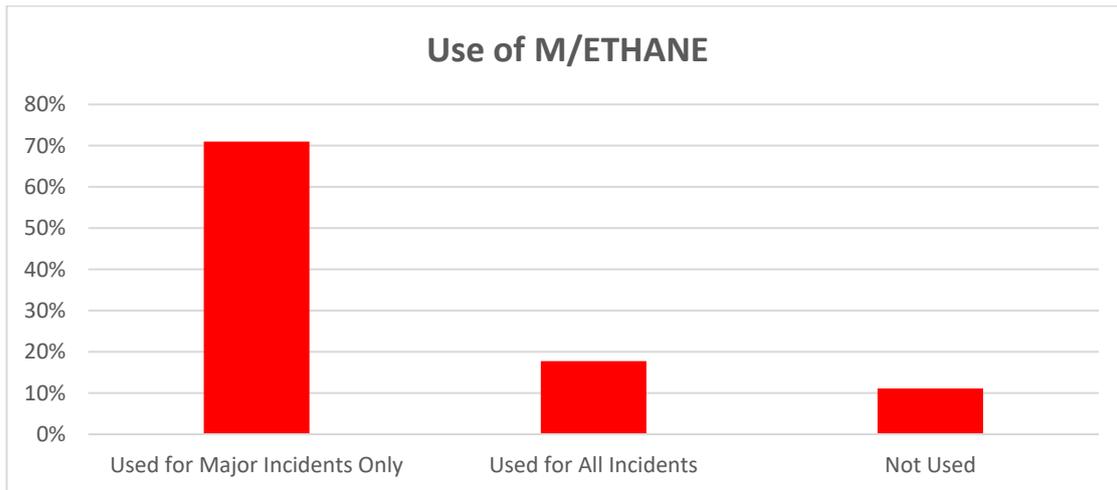
Doctrine

a) JESIP Models used in Local Policies, Plans and Procedures

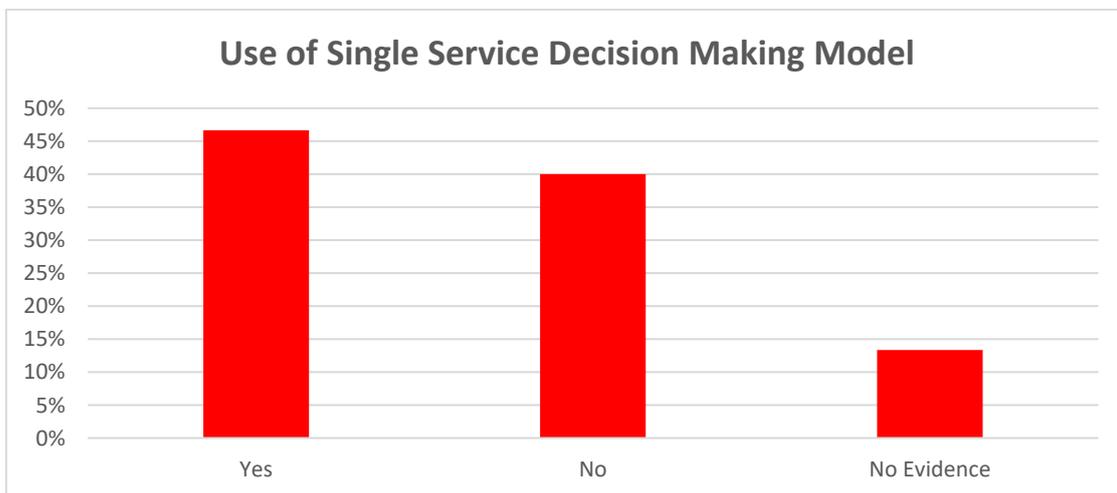




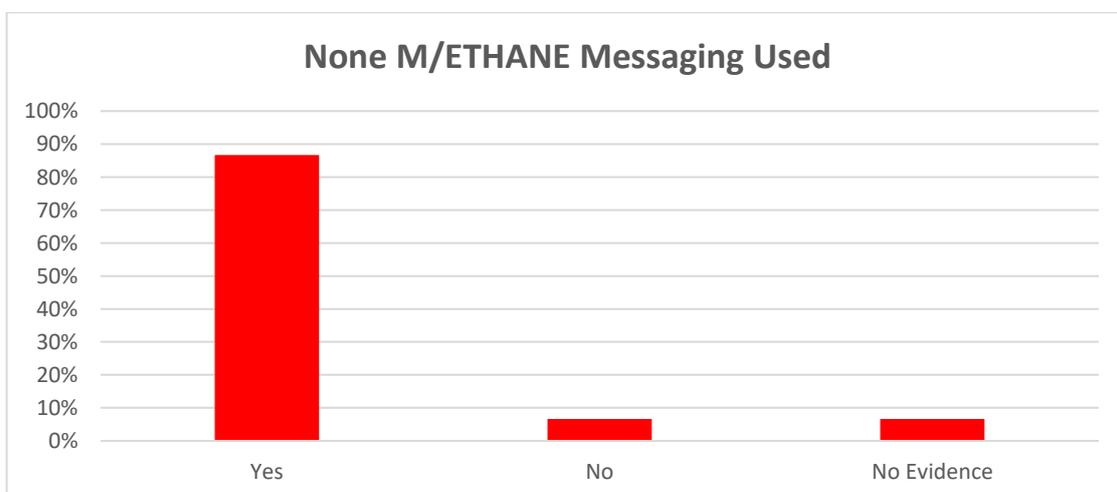
b) Use of M/ETHANE



c) Use of Single Service Model for Decision Making (Excluding the NDM and DCP)

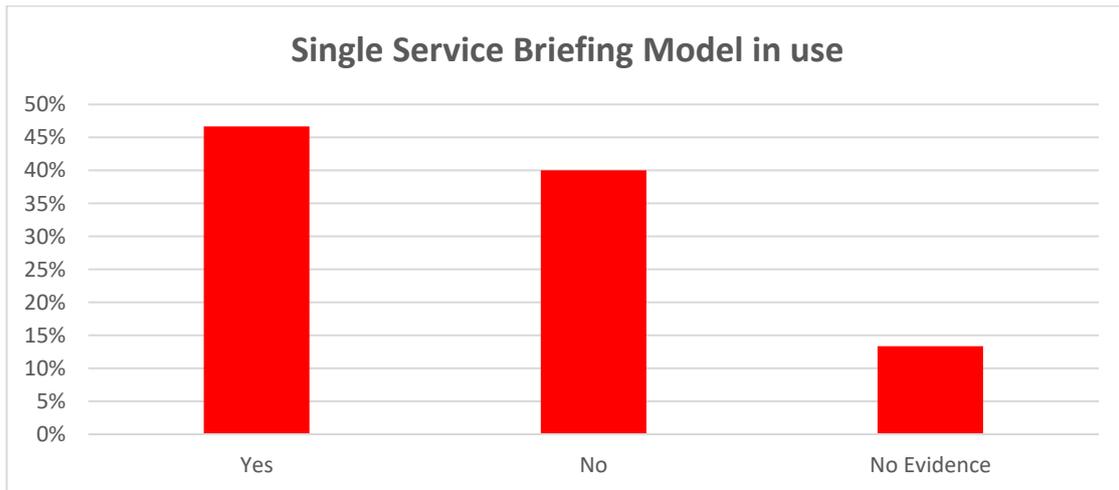


d) None M/ETHANE message used for reporting





e) Single Service Model used for briefing

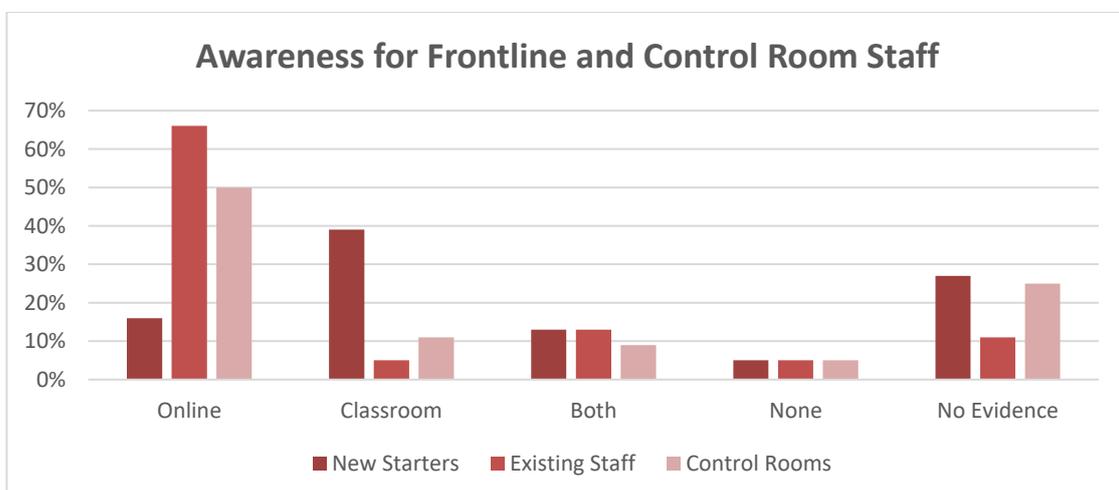


Training and Awareness

f) Commander training, including refresher.



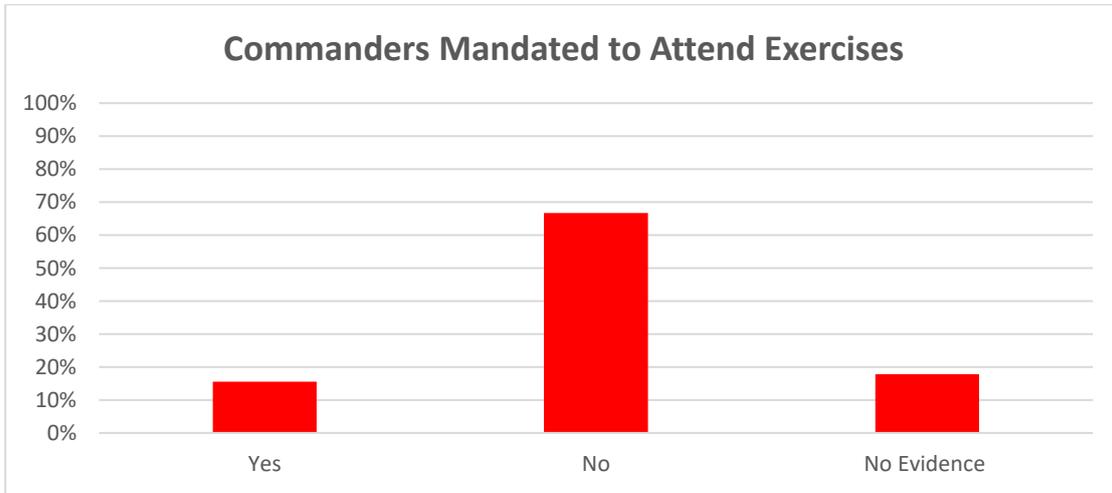
g) Awareness for all frontline staff, including new starters, existing staff and Control rooms.



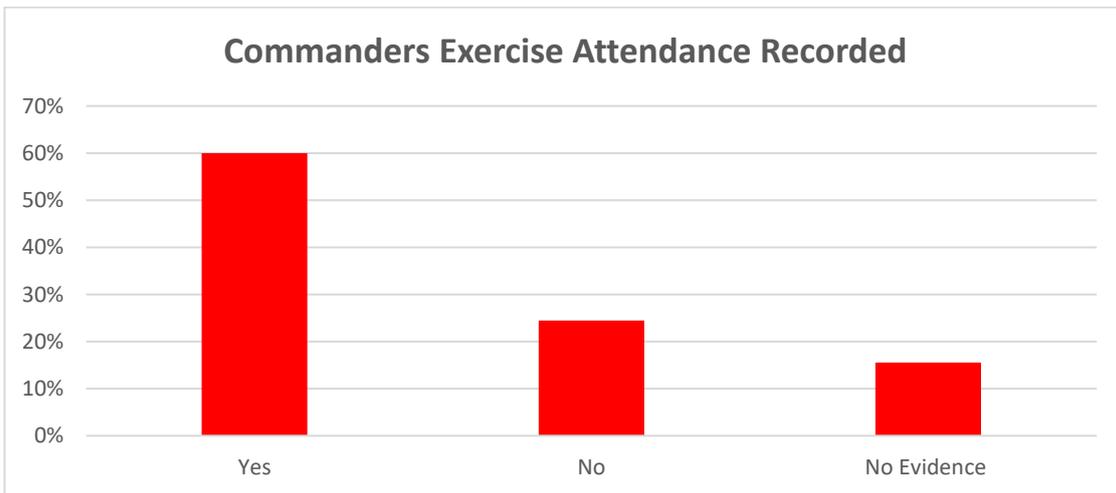


Exercising

h) Commanders mandated to attend exercise to practice their JESIP knowledge.

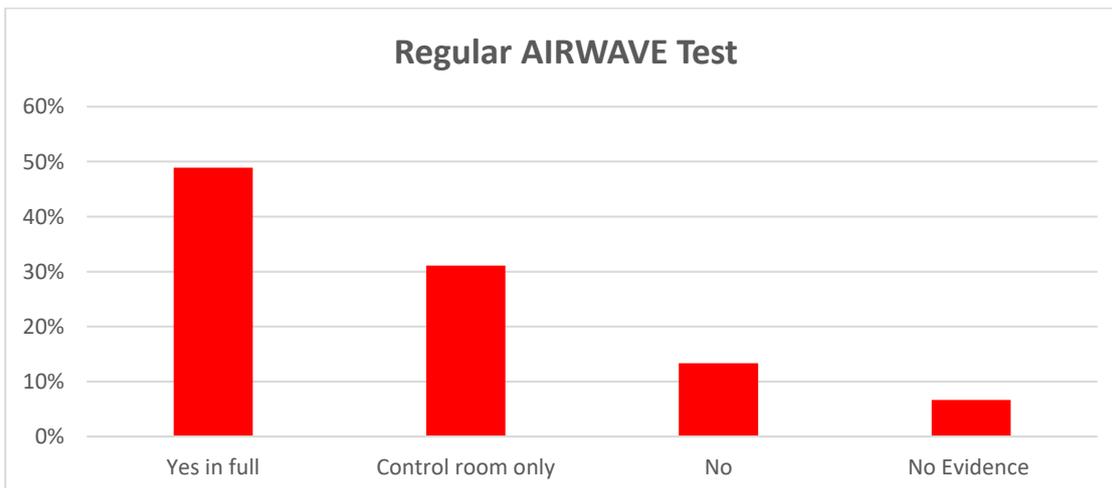


i) Commanders exercise attendance recorded.



AIRWAVE Regular Test

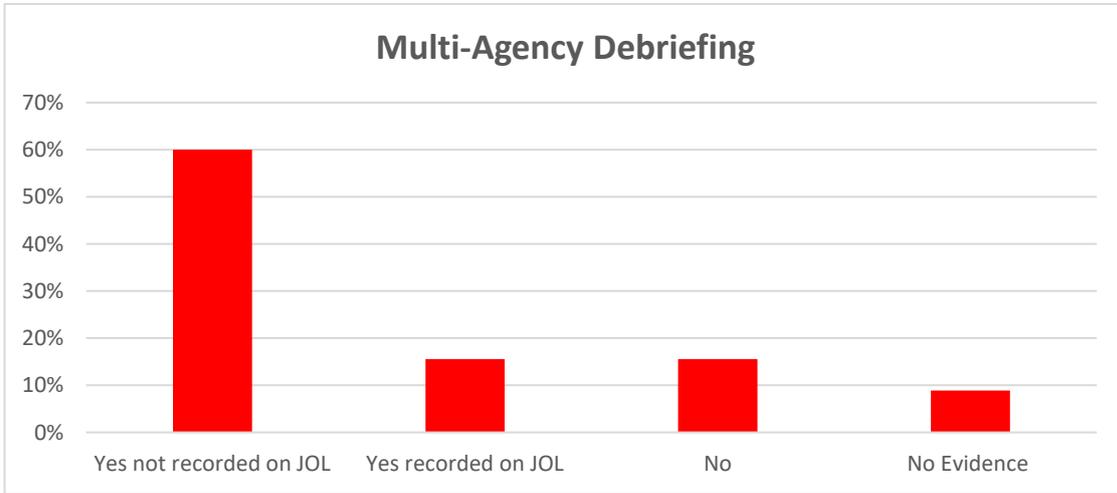
j) Regular AIRWAVE test conducted in accordance with the JESIP procedure.



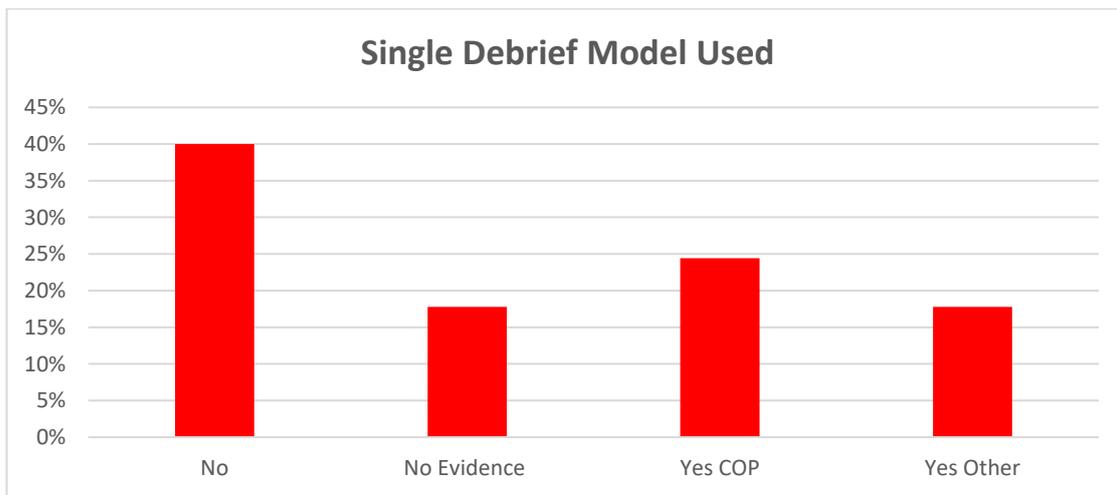


Multi-Agency Debriefing and Joint Organisational Learning

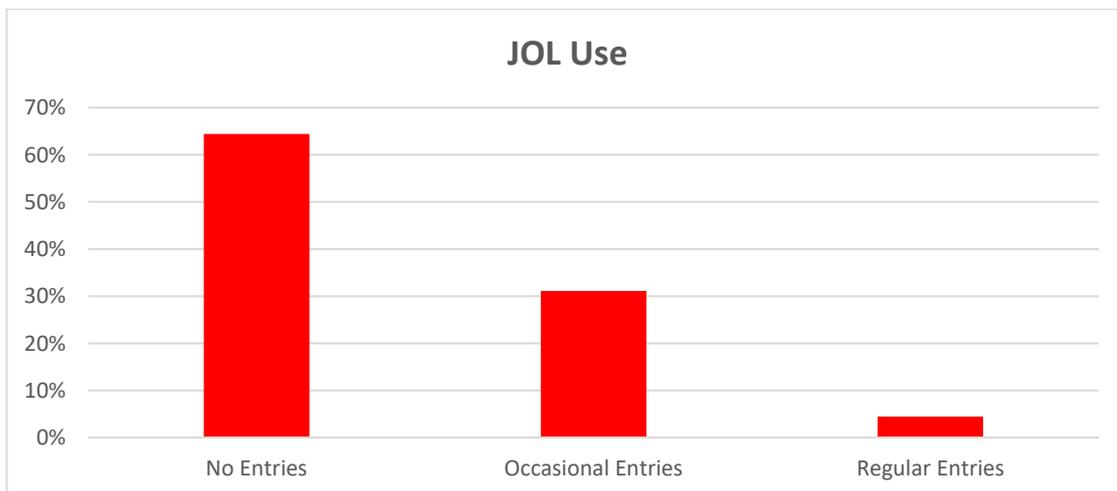
k) Are Multi-agency debriefs carried out as a matter of routine.



l) Is there a single debrief model or process in use?

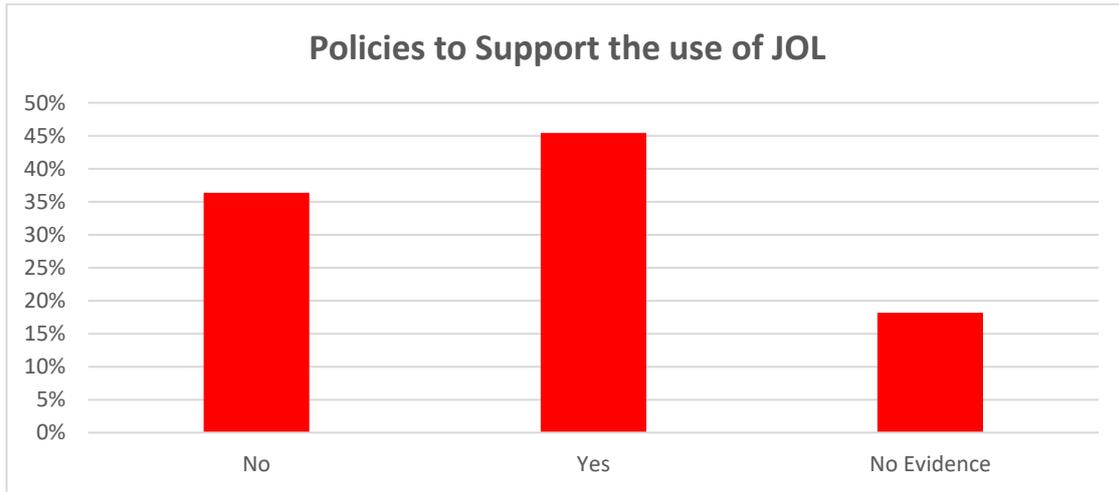


m) Are lessons identified from debriefing and notable practice routinely inputted onto JOL.



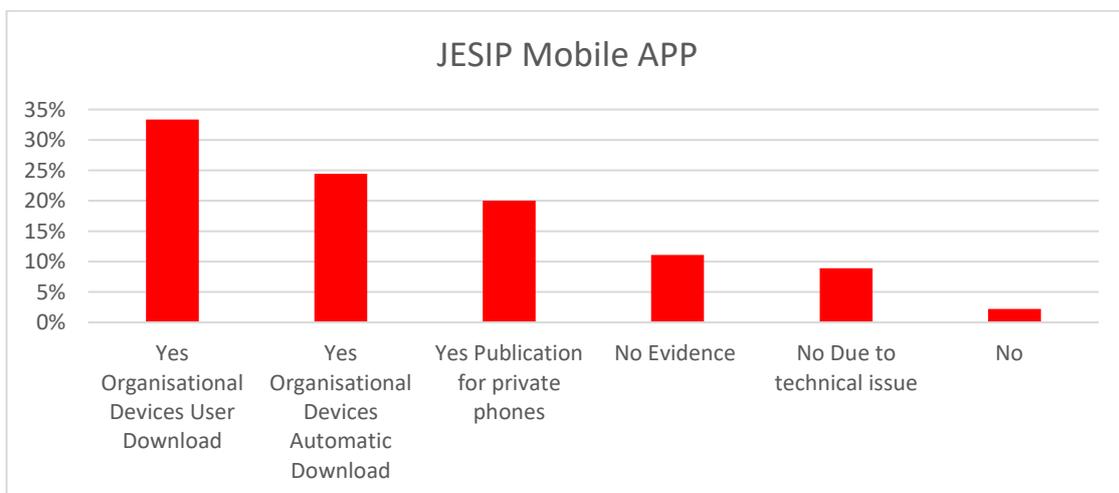
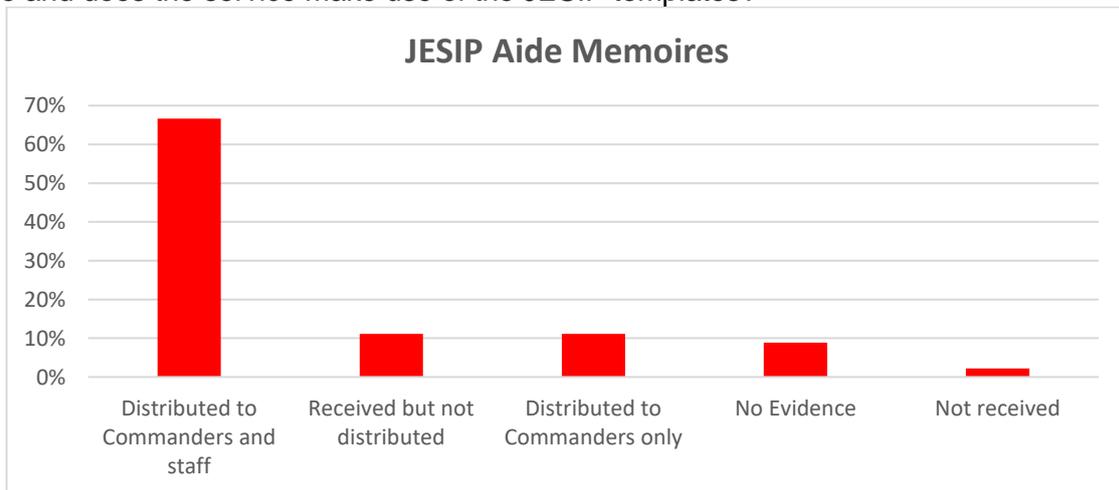


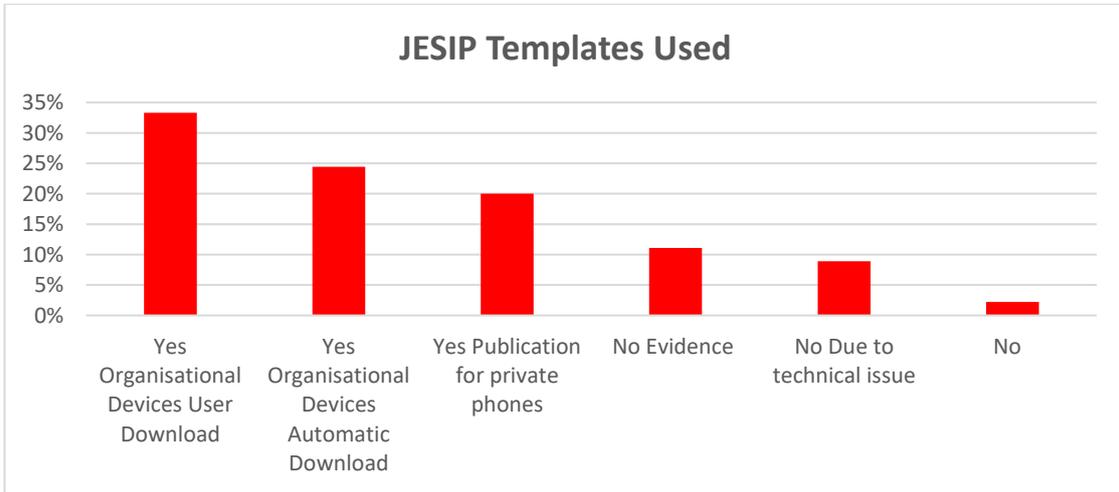
n) Do local policies support the use of JOL.



Use of JESIP Supporting Materials

o) Have JESIP aide Memoires been distributed, if so to who? Is the JESIP mobile APP in use and does the service make use of the JESIP templates?





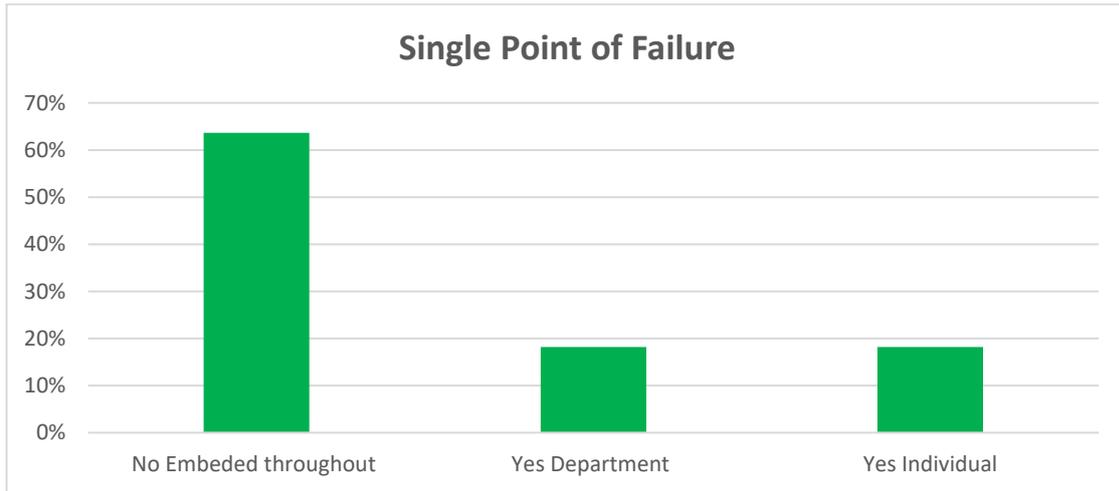


Annexe Three

Ambulance - Single Sector Findings

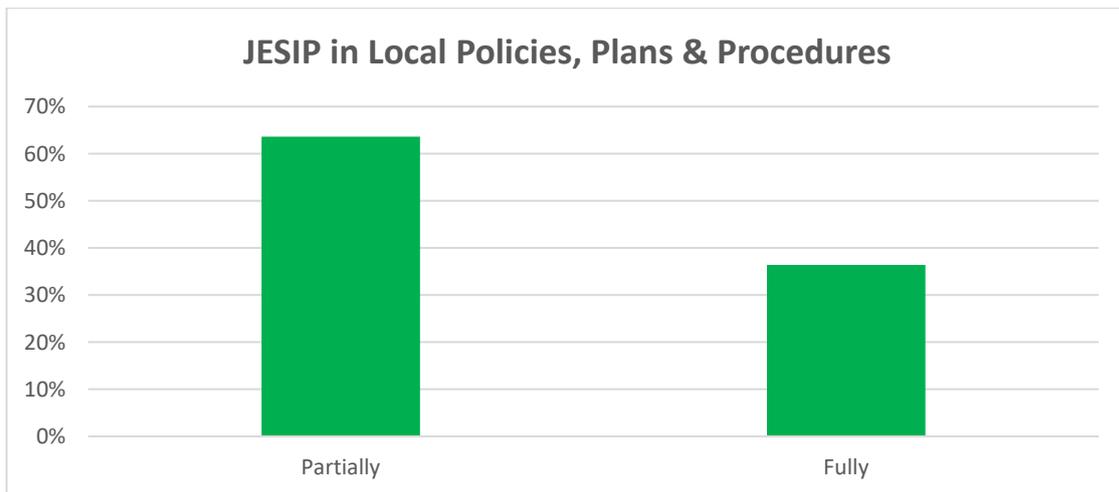
Assurance visits were completed with 11 of the 12 Ambulance Trusts in England and Wales. The Isle of Wight was not visited.

Single Point of Failure



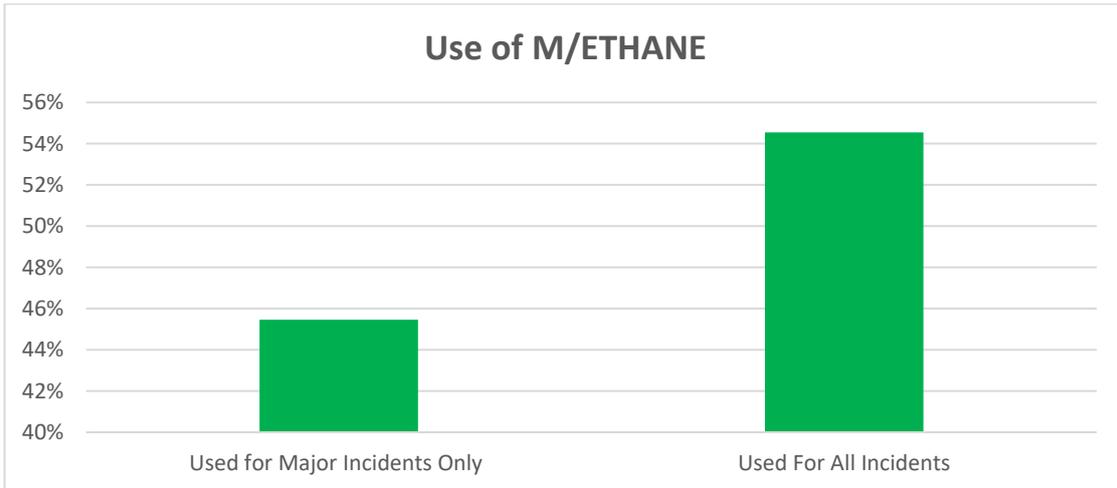
Doctrine

a) JESIP Models used in Local Policies, Plans and Procedures

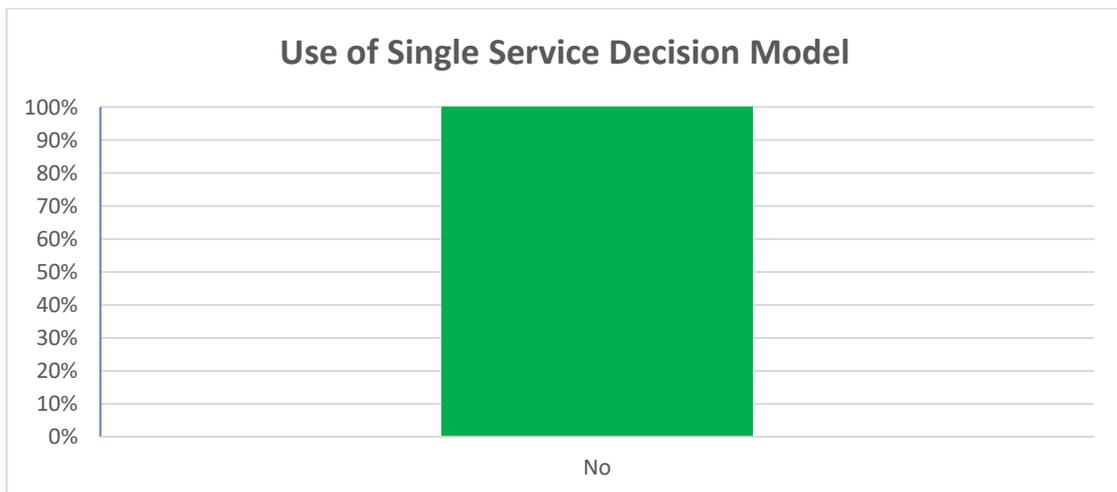




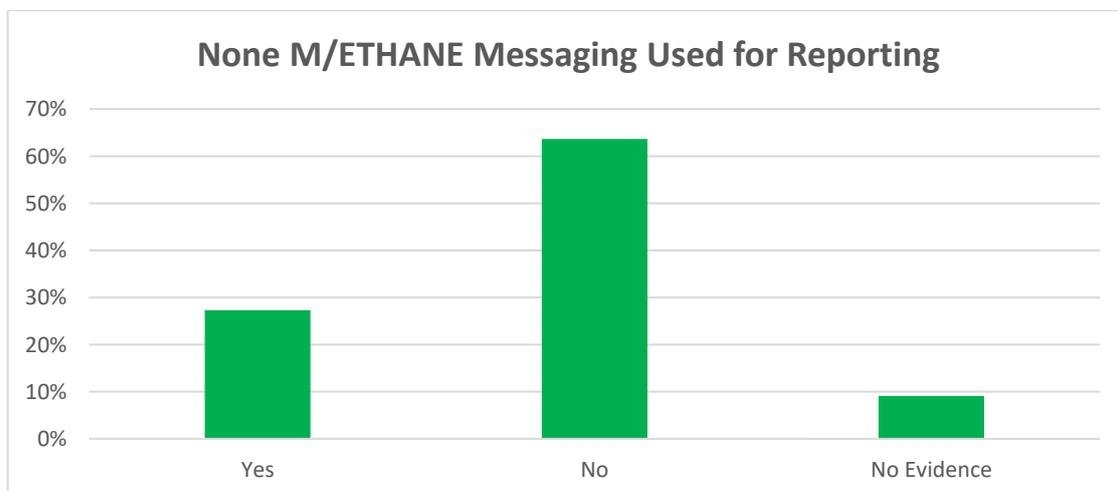
b) Use of M/ETHANE



c) Use of Single Service Model for Decision Making (not including the NDM and DCP)



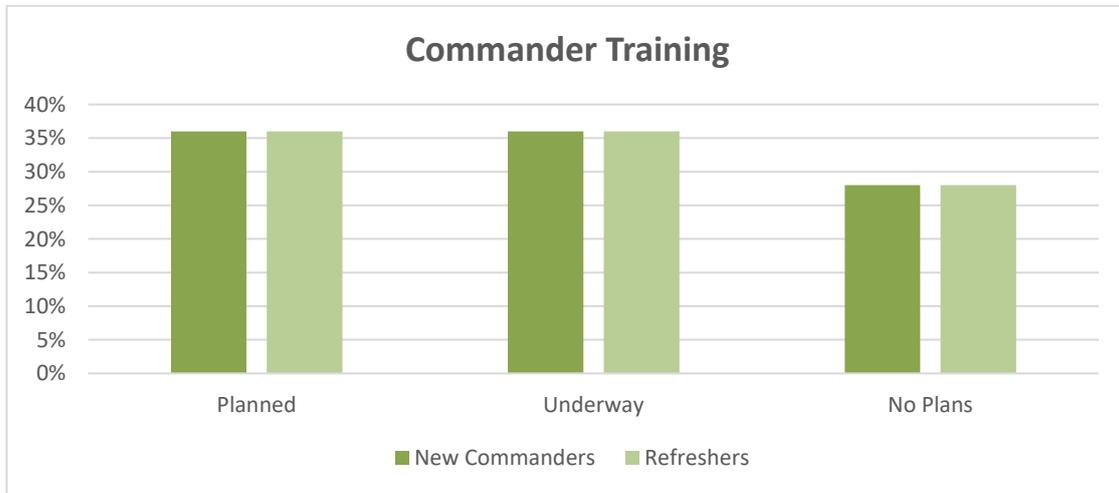
d) None M/ETHANE message used for reporting



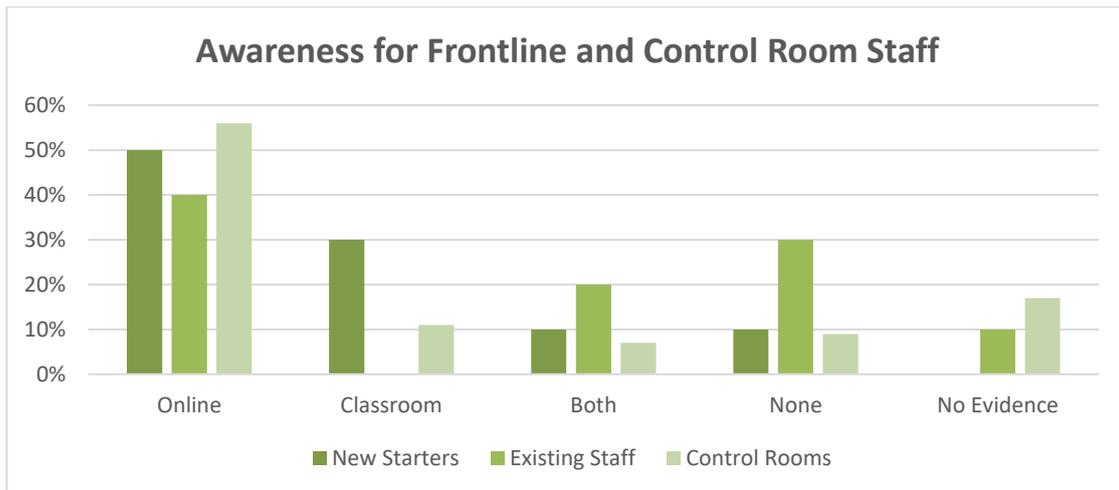


Training and Awareness

e) Commander training, including refresher.

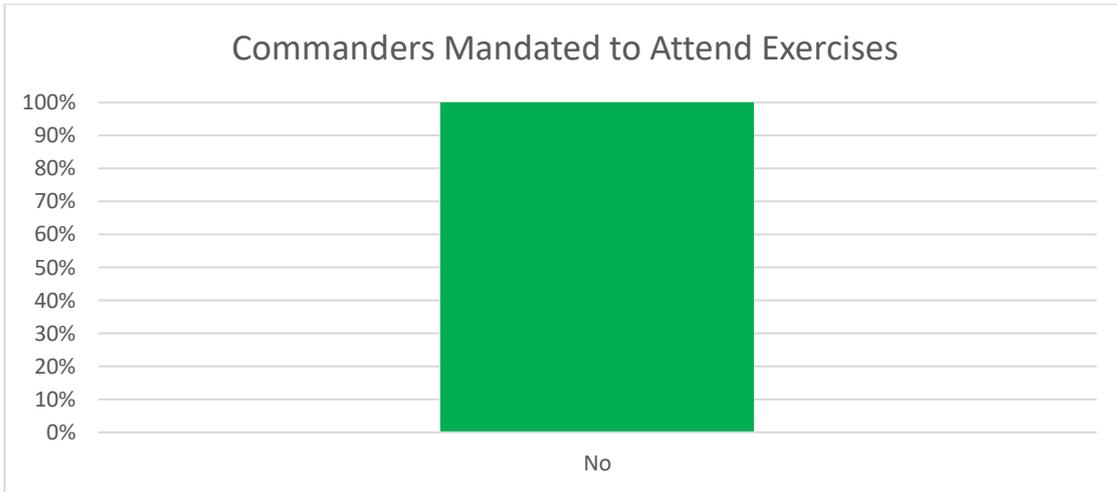


f) Awareness for all frontline staff, including new starters, existing staff and Control rooms.

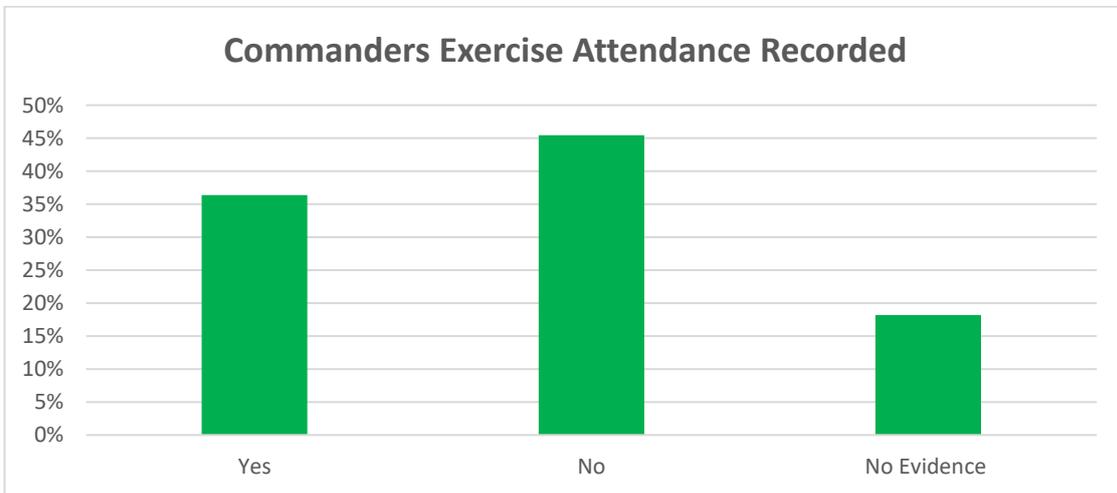


Exercising

g) Commanders mandated to attend exercise to practice their JESIP knowledge.

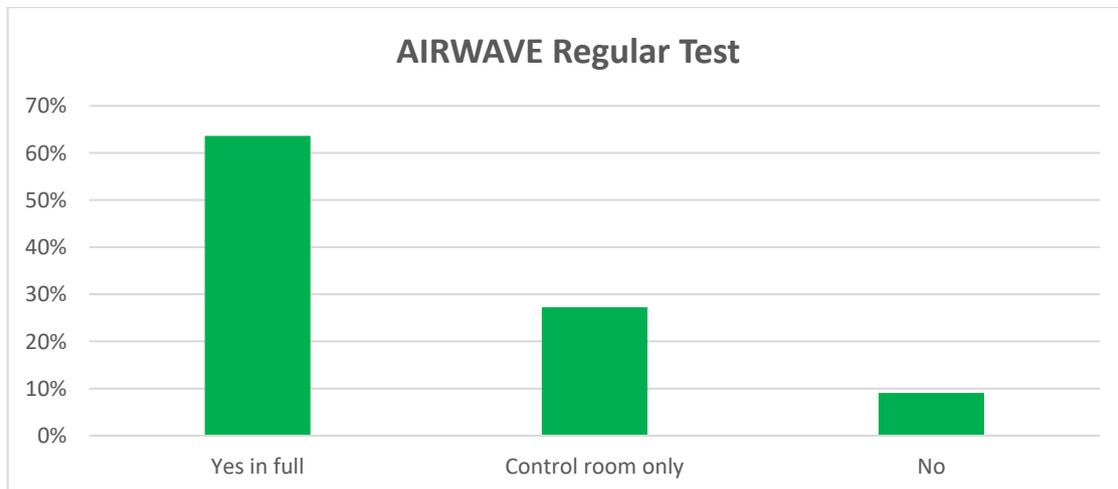


h) Commanders exercise attendance recorded.



AIRWAVE Regular Test

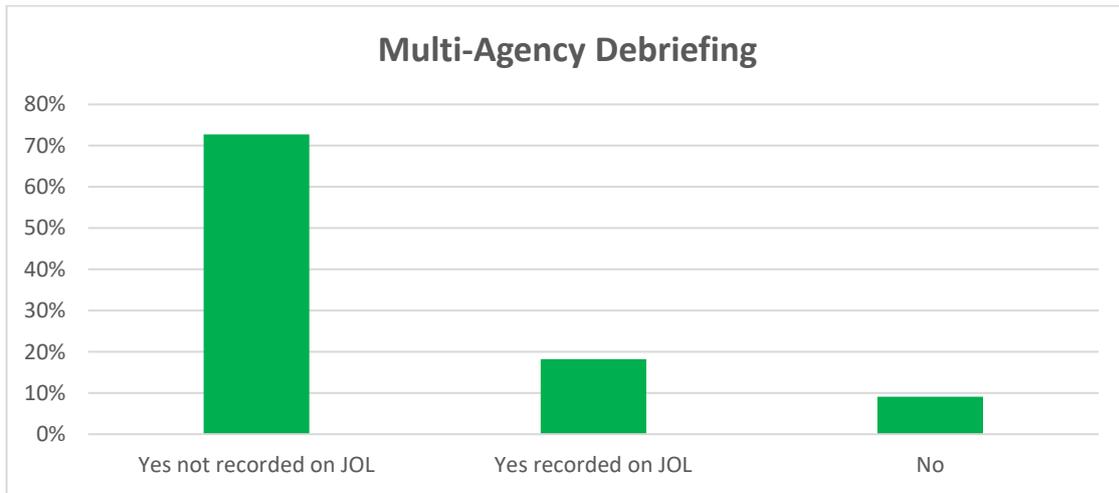
i) Is the AIRWAVE regular test conducted in accordance with the JESIP procedure?



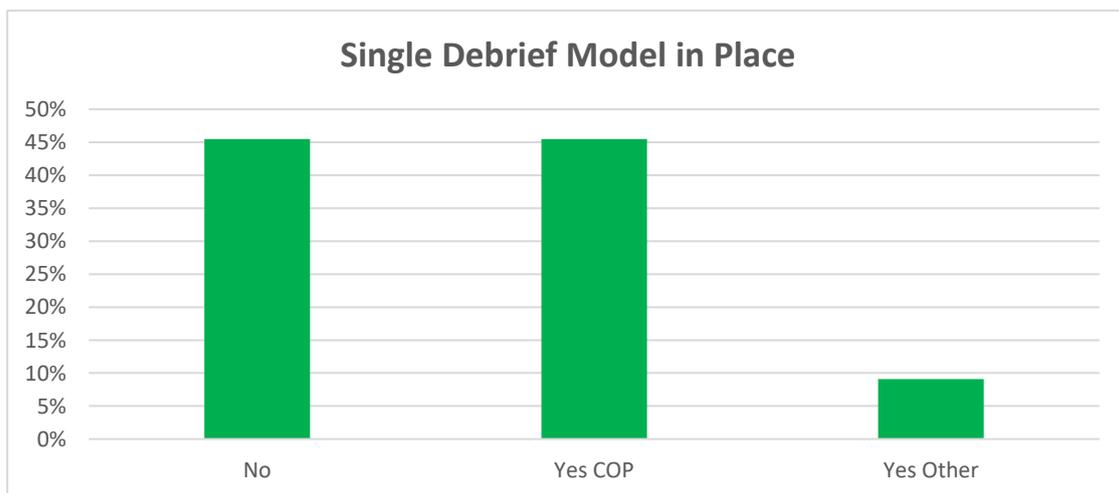


Multi-Agency Debriefing and Joint Organisational Learning

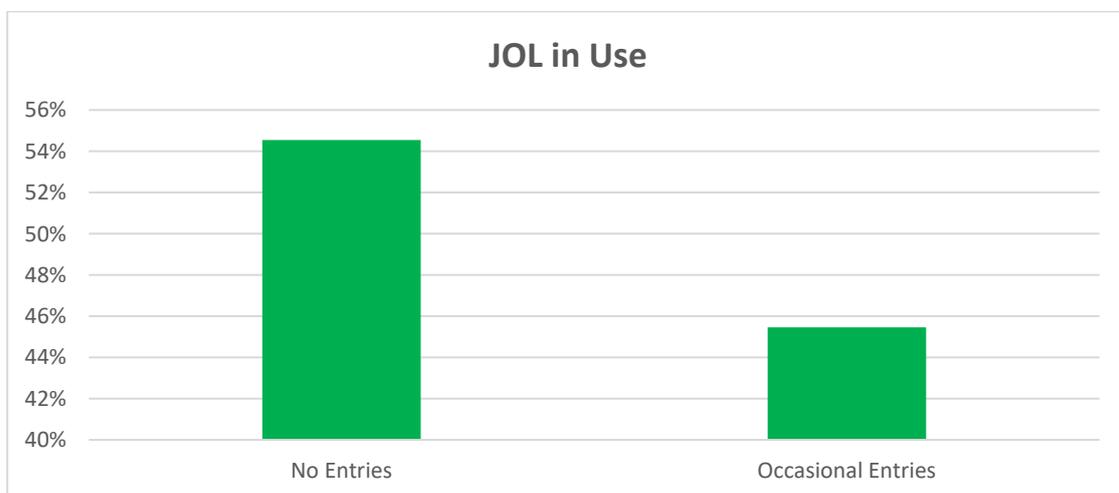
j) Are Multi-agency debriefs carried out as a matter of routine.



k) Is there a single debrief model or process in use?

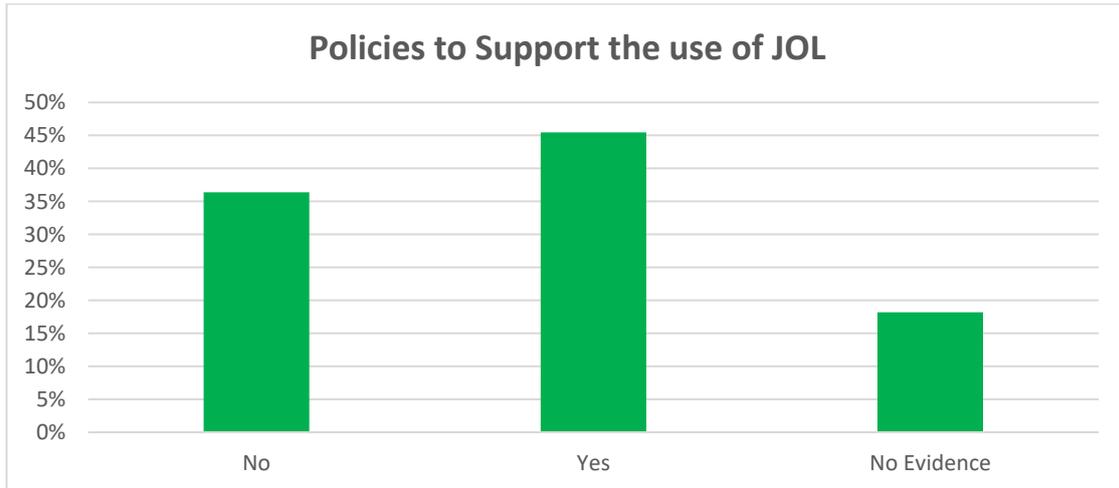


l) Are lessons identified from debriefing and notable practice routinely inputted onto JOL.



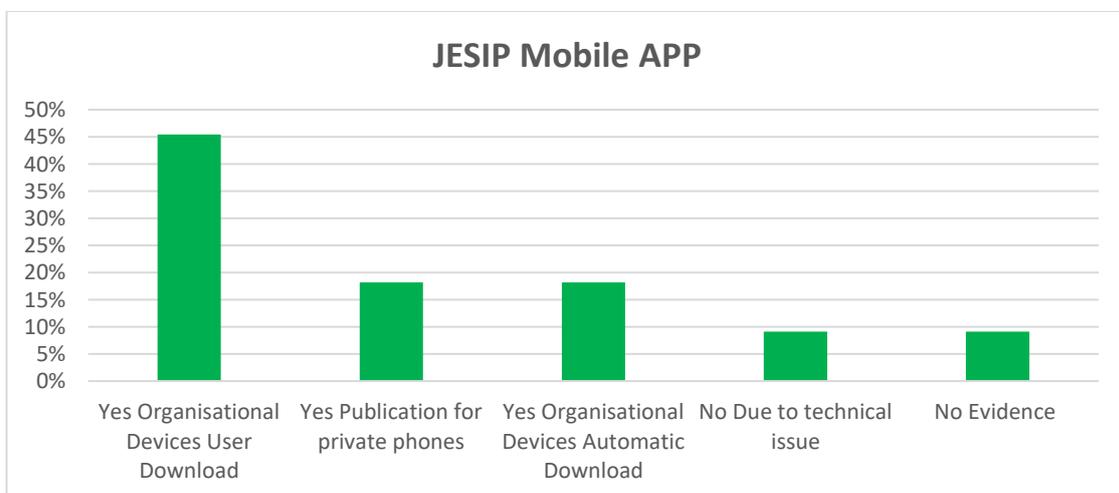
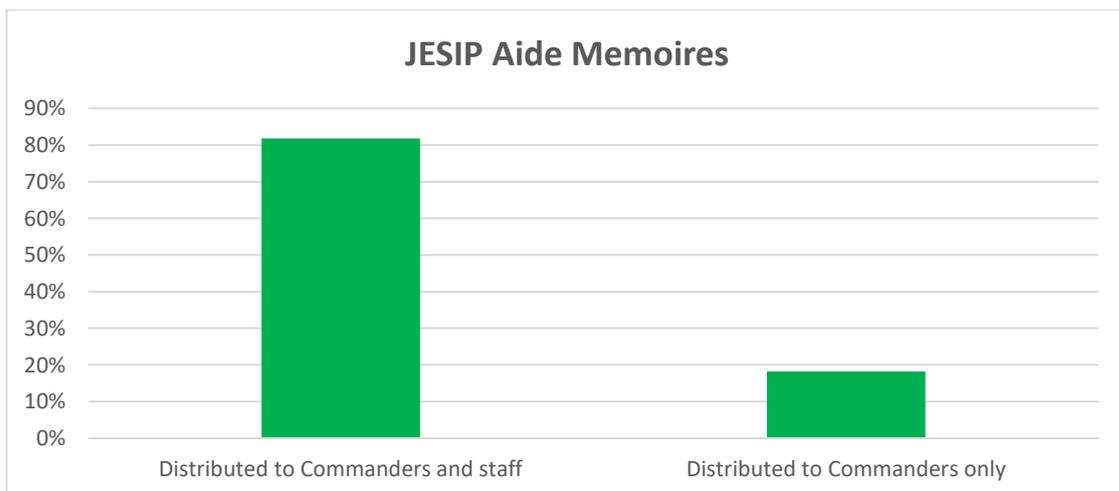


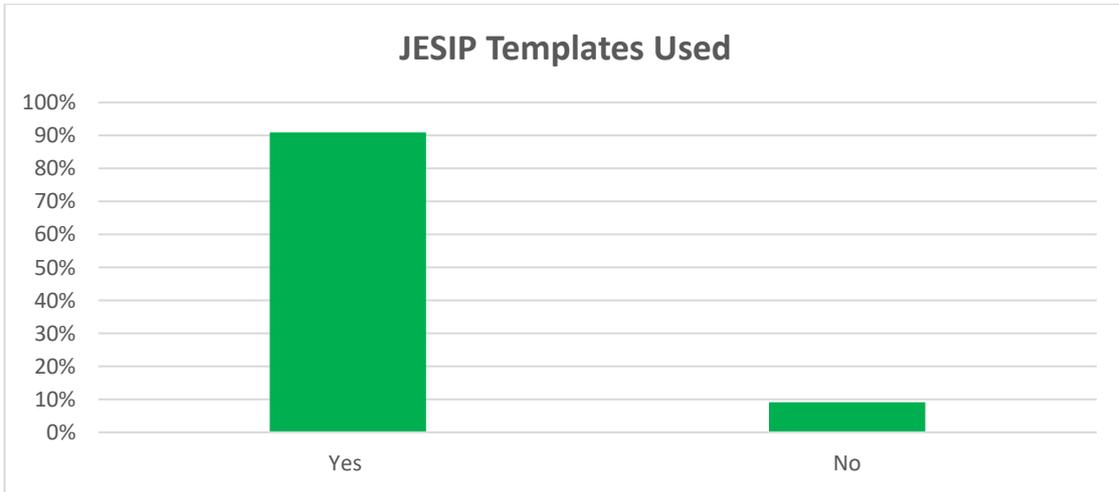
f) Do local policies support the use of JOL.



Use of JESIP Supporting Materials

g) Have JESIP aide Memoires been distributed, if so to who? Is the JESIP mobile APP in use and does the service make use of the JESIP templates?







Annexe Four

Notable Practice identified from assurance visits

Doctrine - Policies and Procedures	Training, Testing and Exercising	JOL	AIRWAVE & COMMS	Other Areas
<p>South Central Ambulance Service have created an excellent TCG agenda. This template has also been shared across the LRF.</p>	<p>Inclusion of JESIP models and principles, particularly M/ETHANE into police officer annual safety training. South Wales, Cheshire and Kent</p>	<p>West Mids FRS: The development of a de-brief form matched with information requested on the JOL database to allow easier capture and transfer of lessons supported by training provided to commanders.</p>	<p>Use of specific Airwave talkgroups (e.g. ES3 and ES5) which are constantly monitored to allow the police control room to easily share stay safe messages with other control rooms, this has also improved confidence in use of Airwave. (West Midlands FRS & Greater Manchester Police, FRS and NWS)</p>	<p>West Mids FRS: Driven by learning from multi-agency response to motorway incidents and working with Highways England, a regional MOU with multiple partners has been established to clarify roles, responsibilities and to ensure all agencies support each other at incidents.</p>
<p>During the planning phase for pre-planned operational incidents, plans are built around the JESIP principles and models to assist a joint response (Warwickshire and West Mercia Police).</p> <p>Site specific plan written around the principles for joint working (Kent Police)</p>	<p>Inclusion of voluntary aid societies and the business sector in JESIP awareness sessions, helps to build resilience and understanding to aid a more robust and joint response. (Cleveland and Avon & Somerset Police)</p>	<p>There is a twice daily control room command pan London conference call to generate shared situational awareness across London.</p>	<p>Regular Airwave test which includes a M/ETHANE message and use of the JDM by commanders. (North Wales Police)</p>	<p>Shropshire FRS have now adopted M/ETHANE as the model for all informative messages.</p>



<p>Staffordshire FRS have developed a command handover sheet which incorporates IIMARCH, to ensure that all relevant information is captured and passed on.</p>	<p>A locally developed presentation which is delivered during the incident command refresh on an annual basis from crew manager to group manager, this offers an excellent opportunity to continually refresh commanders in JESIP principles and models and their application. (South Yorkshire FRS)</p>	<p>Distribution of JOL action notes via an auditable system which requires the recipient to confirm that they have read and understood the content. (Humberside FRS)</p>	<p>The inclusion of other responder groups in the regular Airwave test, as well as commanders some services include partners such as Highways England and the Coast Guard, some FRSs also include NILOs. (North Wales Police, SWAST, South Yorkshire and Essex FRS)</p>	<p>Bedfordshire, Cambridgeshire and Hertfordshire Police have applied M/ETHANE dashboard stickers to all service vehicles to encourage responders to use the model when attending incidents.</p>
<p>Hereford & Worcester FRS: Self-reflection and external review undertaken with Staffordshire FRS using the JESIP Embedding checklist.</p>	<p>A one hour input is provided to new recruits including questions at the end of the command assessment which are specifically about JESIP (West Yorkshire FRS)</p>		<p>Daily conference calls across partner agency control rooms. This interaction allows control room managers to provide information on any events/activities being undertaken or planned for the day. This ensures up to date shared situational awareness across control rooms. (South West Services and London)</p>	<p>Avon & Somerset Police had devised some innovative and interactive ideas for providing awareness of JESIP (these were shared in the December 2018 JESIP newsletter).</p>
<p>Incident specific Operational Aide Memoires include JESIP which underpin tactical operational guidance (East Sussex FRS)</p>	<p>Fire services are including JESIP content in the command assessments and reflecting this in operational assurance processes too. (Cornwall, South Wales,</p>		<p>Regular Airwave training that involves navigating around the different talk groups to improve knowledge and confidence of the handsets. (Tyne & Wear FRS)</p>	<p>Lancashire FRS had a Peer review of their Multi-agency training. Hereford & Worcester FRS had a peer review by</p>



	Greater Manchester and West Yorkshire FRS).
E Sussex FRS: The embedding of JESIP into operational risk assessments including failure to adopt the principles was a great example of embedding JESIP into core operational business.	Inclusion of Police officers on the local NILO course to improve awareness of the role and promote information sharing and joint working (Tyne & Wear FRS)
Surrey FRS: Inclusion of JESIP content in level 1 training and subsequent exams, reinforces JESIP knowledge.	The "7 at 7" briefings which have been used to provide a short introduction to JESIP for operational staff is a very good idea and the concept and format. (Merseyside Police)

	Staffordshire FRS to assess the embedding of JESIP locally, this was carried out using the embedding checklist.
In the South Central/Thames Valley area an agreement is in place between the services that allows any Airwave Tactical Adviser from either of the services to provide advice to partners.	Essex Resilience Forum "Working on Tuesdays" day which pulls key LRF practitioners to one site one day a week, not necessarily for formal meetings, but to conduct their mainstream tasks alongside colleagues promoting informal working and streamlining the meeting process.
	Cleve Pol: The force has a robust method of tracking which officers attend which exercises and in what roles.



<p>Multi-agency handbooks have been developed which incorporate JESIP models and principles. These reinforce the application of JESIP by commanders at incidents. Specific examples were found in Derbyshire, North Yorkshire, Northamptonshire, Suffolk and Staffordshire.</p>	<p>Incident notebooks and documents to include M/ETHANE which encourages its use at incidents. (FRS command board, police pocket notebooks and Ambulance service logbooks)</p>			<p>Established JESIP groups which meet regularly and are underpinned with terms of reference, these could be county or regional groups. (Yorkshire, Greater Manchester and Essex).</p>
<p>N Wales Police: The “Need to Know Bulletin” is excellent</p>	<p>A review of Commander deployments to incidents is captured through the CPD system (Cheshire Police)</p>			
<p>Local Gap analysis completed and associated action plans developed (Cumbria Police and Northumberland FRS)</p>	<p>eLearning rollout to out to Local Resilience Forum and wider responders. (Bedfordshire FRS)</p>			
<p>Cleveland FRS: The Incident Command Operational Guide has the JDM and M/ETHANE within it which is national notable practice.</p>	<p>Newly promoted Sergeants receive a three-day operational command course. Day two of this course is the JESIP national command course attended by Fire and Ambulance. (North Yorkshire Police)</p>			



<p>JESIP content is being applied to Operational Orders, other organisations should consider this course of action (Lancashire Police)</p>	<p>Probationers get a half day input on major incidents with an exercise based on a chemical suicide, this is used to provide awareness of JESIP. (Durham Police)</p>			
<p>When distributing Aide Memoires, a short brief on JESIP and its the importance was included. (Surrey and Sussex Police)</p>	<p>MTFA EXERCISE with simulated live calls and surge demand for control rooms. (Durham, Dyfed Powys Police and Kent FRS)</p>			
<p>The use of the JESIP embedding checklist to assess specific capabilities, MTFA, IOR and COMAH (Greater Manchester FRS)</p>	<p>Inclusion of JESIP content in level 1 commander training and subsequent exams, reinforces JESIP knowledge. (Surrey FRS)</p>			
<p>A M/ETHANE message checklist created for commercial companies to use when reporting issues at industrial sites. (Cleveland Police)</p>				

