Joint Emergency Services Interoperability Programme

Paul Kudray  MSc MEPS
Director of Resilience
NWAS NHS Trust
Why is JESIP important?

Good practice exists and joint working is not ‘broken’ but…….

<table>
<thead>
<tr>
<th>2005</th>
<th>2007</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/7 Bombings</td>
<td>Floods</td>
<td>Cumbria Shootings</td>
</tr>
<tr>
<td>Complexity of the event caused difficulty in identifying locations, hazard assessments and location of RV Points and Command Posts.</td>
<td>Difficulties in understanding the infrastructure under threat and the scale and combination of resources deployed.</td>
<td>Communications failings between the police and ambulance caused delays</td>
</tr>
</tbody>
</table>
2012 London Olympics

• Proved we can do interoperability
• Brought many services together successfully for pre-planned event

But......
• Interoperability across the country is inconsistent

However....
• JESIP has built on success and best practice to establish a national standard
• It is the most ambitious training programme for the emergency services
Skills for Justice Survey

An Emergency Services Interoperability Survey of over 2000 Operational Commanders in September 2013 found:

• **93%** of respondents stated that a **lack of joint exercising** was a barrier to effective interoperable working.

• **95%** of respondents stated that a **lack of joint training** was a barrier to effective interoperable working.

• **91%** of respondents stated that a **lack of practices, protocols, training and exercising** was the most significant barrier to effective **sharing of information**.
The bottom line....

“the biggest challenge is collectively understanding what is important information / intelligence. What may be critical information for one service may be of no interest to another”

Police respondent – Operational Commander
Skills for Justice Workforce Survey
The JESIP Vision:

“Working Together – Saving Lives”

Aim of the Programme:

“To ensure that the blue light services are trained and exercised to work together as effectively as possible at all levels of command in response to major or complex incidents so that as many lives as possible can be saved”
JESIP Objectives

• To establish joint interoperability principles & ways of working (doctrine)

• To develop greater understanding of roles, responsibilities and capabilities amongst tri service responders

• To improve communication, information sharing and mobilisation procedures between services including their control rooms

• To establish joint testing & exercising arrangements for all levels of command to ensure lessons identified progress to learning and procedural change (organisational learning)
An Effective Programme

• Overarching Joint Doctrine

• Underpinned by Training and Raised Awareness

• Tested and validated by Joint Exercising
What will success look like?

**Interoperability**
- Joined up and common application of doctrine to supporting joint working
- Joint approach to situational awareness, decision making and risk awareness
- Improved use of mobile communications with common strategy for use
- More effective and coordinated deployment of resources at major incidents
- On-going effective governance structure for interoperability
- Shared understanding of roles, responsibilities and capabilities

Working Together – Saving Lives
## JESIP Governance

### Ministerial Oversight Board (6 monthly)
Chair - Home Secretary Theresa May

<table>
<thead>
<tr>
<th>Government Departments Ministers</th>
<th>Police, Fire &amp; Ambulance</th>
<th>HMIC CFRA</th>
<th>JESIP Representation SRO</th>
</tr>
</thead>
</table>

### Strategic Board (Quarterly)
Chair – JESIP Strategic Lead, Roy Wilsher

<table>
<thead>
<tr>
<th>Government Departments Directors</th>
<th>Police, Fire &amp; Ambulance</th>
<th>Local Government &amp; Devolved Administrations</th>
<th>JESIP Representation SRO &amp; DSRO</th>
</tr>
</thead>
</table>

### Programme Board (Monthly)
Chair - Senior Responsible Officer – Charlie Hall

<table>
<thead>
<tr>
<th>Government Departments Representatives</th>
<th>Police, Fire &amp; Ambulance</th>
<th>Devolved Administrations</th>
<th>JESIP Representation DSRO &amp; Team</th>
</tr>
</thead>
</table>
Parameters of JESIP – England & Wales

- Initial response to major incidents but can apply to all joint incident response
- Emergency Services primarily but other agencies can adopt principles
- Not about structural changes / mergers
- Not delivering technology changes
Challenges

• Over 100 organisations impacted

• Recognition of scale of change to culture, attitudes and behaviour

• Differing Governance structures and funding arrangements makes delivery model complex

• Reducing budgets and impact on local capacity and priorities

• Timescales and Ministerial Expectations
What have we done....

✓ The Joint Doctrine & Aide Memoir
✓ National network of JESIP trainers
✓ New Website – central hub for information
✓ JESIP DVD produced for opening courses and more
✓ Engagement events with 105 services
✓ Commander training started
What is still to do....

• Continue to support services in completing training
• Commander Tabards for Police
• Complete remaining training products
• Interoperability validation exercises
  – 22 across 11 areas
  – 1 major exercise - Merseyside
• JESIP legacy arrangements – what happens after September 2014?
• Ensure there is continued national organisational learning and improvement in response
JESIP Training Products

Operational Staff
- Operational Staff E-Learning Package
- Interoperability Training Presentation

Operational Commanders
- Operational Commanders Course
- Pre-Course E-Learning Package

Tactical Commanders
- Tactical Commanders Course
- Pre-Course E-Learning Package

Strategic Commanders
- Multi Agency Gold Incident Commander (MAGIC) Training
  (this is not a JESIP product, however it is being aligned to the Joint Doctrine to ensure a golden thread through all training)

Control Room Supervisors
- Control Room Supervisors Package

All other Cat 1 & 2 responders can observe the command courses and access an awareness presentation
Courses are based on the “role” a commander takes at an incident, not their substantive rank.

Peer to peer contact on courses is essential, especially in desktop scenario sessions.

Peers from different services need to work together to better understand their respective roles, relationships and capabilities.

A mix of “roles” on courses does not achieve learning outcomes for either set of commanders.
Where does Joint Doctrine fit?

Law (Civil Contingencies Act)

Emergency Preparedness and Emergency Response & Recovery (ERR Chapter 4)

Joint Doctrine: the interoperability framework

Specialist eg. CBRNe

Joint SOPs and Aide Memoires

Single Service Materials
Joint Doctrine – the basics

**Five Principles for Joint Working**

- **Co-locate**: Co-locate with commanders as soon as practically possible at a single, safe and easily identified location near to the scene.
- **Communicate**: Communicate clearly using plain English.
- **Co-ordinate**: Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.
- **Jointly understand risk**: Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.
- **Shared Situational Awareness**: Shared Situational Awareness established by using METHANE and the Joint Decision Model.
Joint Doctrine – the basics

- The Joint Decision Model (JDM)
- To enable commanders to make effective decisions together
Joint Doctrine – the basics

Shared Situational Awareness
In the initial stages, pass information between emergency responders and Control Rooms using the METHANE mnemonic.

- **M** Major Incident declared?
- **E** Exact Location
- **T** Type of incident
- **H** Hazards present or suspected
- **A** Access - routes that are safe to use
- **N** Number, type, severity of casualties
- **E** Emergency services present and those required

One model for information sharing
What will emergency services need to do?

- Jointly deliver Commander training and Control Room training
- Plan to incorporate JESIP “products” locally
- Review local operational policies and procedures against Joint Doctrine
- Involve wider partners through LRF – observers can attend command courses
- Refine local testing and exercising plans – collaborate!
We all play a part, being truly interoperable will maximise our effectiveness
Thank You & Any Questions?

www.jesip.org.uk
jesip@homeoffice.x.gsi.gov.uk
Twitter @jesip999