



JESIP: A MASSIVE TEAM EFFORT ON A NATIONAL SCALE

The first phase of JESIP, during which 10,000 priority emergency service personnel have been trained to work more effectively together at the scene of major incidents, is complete.

The skill, professionalism and sheer effort of JESIP licensed trainers, delivery leads, strategic leads and many others involved in organising JESIP courses and events, has been magnificent.

It has been a massive team effort on a national scale.

As well as training delivered to commanders, thousands more emergency service staff and others from the Category 1 and 2 responder organisations have been exposed to JESIP training products including e-learning packages and awareness presentations.

At the heart of this national programme has been the JESIP team: A group of people brought together from various organisations to pursue one aim – to create and facilitate the execution of a programme designed to save lives.

What they helped deliver was the largest and most ambitious joint training programme ever undertaken by the emergency services.

For some, their work for JESIP is done as the size of the team is slimmed down to manage the transition period prior to the introduction of full legacy arrangements next year.

So, on October 1, JESIP enters Phase Two or transition, which will see a shift of responsibility for driving forward the improvements in interoperability. It is a case

of ‘over to you’ as the central programme team hands the baton to the emergency services and other responder organisations.

With continued support from the JESIP team, the police, fire and ambulance services, plus the wider resilience community, must maintain the momentum achieved and continue to embrace the JESIP principles and ensure they are cemented in normal business.

JESIP’s true long-lasting success will be seen only when its principles and products have touched all operational staff in the emergency services and in other responder organisations. Progress towards that aim will require strong oversight and management into the future.

The future work will be organised around four main areas:

Joint Organisational Learning (JOL) will be at the heart of JESIP moving forward – making sure lessons from incidents and exercises are shared and adopted.

Testing and exercising on a regular basis will contribute to embedding JESIP.

Training will continue apace as new recruits arrive and promotions take place. Over 2,000 control room personnel will undergo training in the next few months.

JESIP joint doctrine will continue to be the bedrock of interoperability and will be updated when necessary.

Key elements of these areas will be explored further in this newsletter.

IN THIS ISSUE

This is a special issue of JESIP News focussing on the future of the programme from October 2014, covering the four main work areas – joint organisational learning, training, testing and exercising and doctrine – supported by communications.

As you might expect, we have a look back over the life of JESIP as well.

MOVING INTO TRANSITION

What is transition? It is the period from October 1 until March 31 2015 when a reduced central JESIP team (from 16 to seven) will further develop and crystallise legacy arrangements, which have already been subject to much consultation. During this period the team, still based in the Home Office, will continue to work closely with organisations as they make their own plans to continue joint working into the future.

What is legacy? This is the embedding within the day-to-day business of all relevant organisations of the JESIP principles and tools. From April 2015 a small central legacy team (details to be agreed early next year) will monitor, co-ordinate and support activity around interoperability throughout emergency services and other responder organisations. The team will report to a Ministerial Board through an Interoperability Board.

THE JESIP LEGACY

This is the vision for legacy agreed by Ministers and JESIP strategic leads:

‘The interoperability capability built by JESIP is embedded, maintained and developed as part of business as usual within the emergency services’.

The aims supporting this vision are:

- joint doctrine on interoperability will be embedded, aligned and supported by single service and specialist doctrine
- joint training on interoperability will be the default position for the emergency services and fully integrated into existing training programmes
- joint testing and exercising will be a permanent fixture within all services
- joint organisational learning will be embedded nationally
- there will be a fundamentally ingrained culture of interoperable working.

JOINT ORGANISATIONAL LEARNING (JOL)

Ultimate aim: To have a joint organisational learning strategy fully embedded, nationally

This is right at the core of JESIP's legacy.

It is not just about identifying and learning lessons; it is about sharing those lessons, adopting them and using them to drive forward improvements in our ways of working.

A report collating the interoperability lessons from a number of inquiries and reviews into major incidents over the past three decades stated: 'lessons identified from the events are not being learned to the extent that there is sufficient change in both policy and practice to prevent their repetition'.

JESIP believes there needs to be a fail safe, resilient process and structure in place to ensure that accusation can never be made again.

The national Joint Organisational Learning process being developed by JESIP will aim to achieve just that.

The team is working closely with a wide variety of interested parties, including representatives from the blue light services, local resilience forums and

DOCTRINE

Ultimate aim: The joint doctrine on interoperable working is fully embedded and aligned with all current and future single service and specialist doctrine

'Joint Doctrine: The Interoperability Framework' was created by JESIP after considerable consultation and is the bedrock for present and future joint working.

It is absolutely key to providing commanders with guidance on what actions they should undertake when responding to major and complex incidents together.

The principles are equally relevant to day-to-day joint operations. Its maintenance is absolutely essential.

colleagues from other government departments to design a simple and user friendly web based tool where interoperability lessons - whether these have been identified from a major incident, exercise, or training - can be quickly (and confidentially) uploaded.

Then they will be carefully reviewed and prioritised by the central JESIP team before work is commissioned to ensure changes are implemented.

This process is much more than just an IT project - it is a mechanism for securing support to resolve recurring lessons and themes that have affected responders in the past.

It will be an invaluable interoperability resource - enabling responders to share best practice and learning with each other so that we are continually improving the way we work together.

The JESIP team is also developing a national strategy for JOL that sets out the aims, objectives and purpose of all this work in more detail.

Our IT developers are currently busy designing a system which will be accessed through Resilience Direct (the Cabinet Office information sharing site) with a view to the JESIP team conducting the first internal 'test run' of the process with the lessons from exercise Joint Endeavour.

We will be providing more detail on all of this soon and you will have the opportunity to feed into this process, and test the system before it goes live in approximately April 2015.

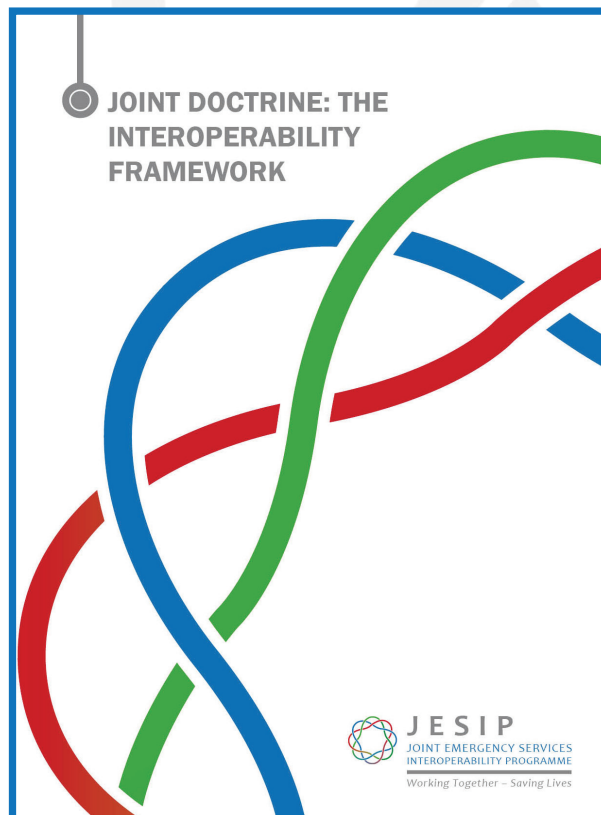
Key targets for this work area include:

- All lessons from interoperable working are captured
- Lessons are analysed and recommendations for change made
- The process used for identifying lessons is used always by local resilience forums and single service agencies
- Decisions to implement recommendations from lessons learnt results in real change on the ground.

A number of review methods will be adopted to ensure that the JESIP JOL processes are working as proposed. These may include 'dip sampling', tri service joint reviews and regular reports.

Key targets in this area include the need to make sure:

- JESIP principles are consistently used across police, fire and ambulance services
- Relevant bodies work together to ensure JESIP principles are reflected in single service doctrine
- Joint doctrine is current and reflects learning from lessons identified
- The lexicon of UK Civil Protection terminology is current and embedded across services.



This work stream will own the JESIP joint doctrine and co-ordinate its review, revision and assurance. It will also be responsible for ensuring that new or existing single-service guidance/doctrines remain aligned to JESIP joint doctrine.

Review processes to ensure these targets are being met will include a tri-service joint inspection/review of all 105 services led by Her Majesty's Inspectorate of Constabulary (HMIC) plus other independent reviews and evaluations.

TRAINING

Ultimate aim: Joint training fully embedded as the default position for the emergency services and integrated into existing training programmes

JESIP has established the first truly multi-agency interoperability training programme for operational staff and commanders, delivered at local level by multi-agency instructors.

JESIP training will never end as there will always be personnel who will benefit from joint training. New recruits will arrive, promotions will take place and commanders will need a JESIP refresh.

This work area will ensure training products are kept up to date and new products are created when appropriate.

Training will continue to be monitored and progress reported to the Interoperability Board.

A number of key targets sit in this area. They include the need to ensure that:

- JESIP principles and models are included in all strategic command training
- All emergency services commanders working at operational or tactical

levels are JESIP trained

- All control rooms use METHANE as the standard way to share incident information internally and with partners
- New entrants receive interoperability training as part of their initial training
- All staff receive a training refresher as part of their annual Continuing Professional Development (CPD).

Success in developing this work area will be measured in a number of ways which may include a national training assessment, 'dip sampling' exercises and independent review.

TESTING AND EXERCISING

Ultimate aim: A joint training and exercising strategy fully embedded in all services

Earlier in the life of JESIP a workforce survey by Skills for Justice identified that joint testing and exercising was a major gap for the emergency services.

Having well trained and exercised commanders on scene in the early stages of a major or complex incident is an essential element in ensuring an effective, joint response.

Local Resilience Forums (LRFs) are the principle mechanism for multi-agency cooperation established by the Civil Contingencies Act. JESIP must build on this existing structure, providing refreshed impetus to ensure that all individuals have the opportunity to take part in testing and exercising.

This work stream will set standards and expectations for interoperability testing and exercising.

A number of key targets sit in this area. They include the need to ensure that:

- A multi-agency calendar of regional and national exercises is kept up to date and used to plan training
- All commanders are tested at an



exercise every three years against the National Occupational Standards for interoperability

- Interoperability objectives are built into all exercises where there is a joint working element
- An exercise tool kit is kept up to date

as a downloadable resource and emergency services are using it.

A number of review processes will be introduced, including 'dip sampling', to make sure these key targets are being achieved and maintained.



@jesip999 now has well over 1500 followers – please join them and don't forget to Tweet your JESIP experiences and photos.

COMMUNICATIONS

Ultimate aim: help ensure success in embedding JESIP by maintaining strong and effective communications

Communications is the lifeblood of JESIP. It is a key reason that JESIP has been able to achieve so much in so little time.

JESIP is recognised as a “people project” which will change the cultures of the emergency services for the better. Maintaining effective communications is essential to pursue this aim.

Strong communications and engagement with the whole raft of organisations embracing JESIP must continue through the transition period and be reflected in the legacy arrangements.

Activities will include maintaining and developing the contacts database, the website, online forum; protecting the JESIP brand and its use; providing communications advice and holding JESIP specific events when appropriate.

Key communications targets will be to develop and maintain:

- A unique and dynamic database of JESIP contacts throughout the emergency service community
- A website which is the central hub for interoperability
- A reputable and trusted brand synonymous with joint working and saving lives.

Communications processes will be regularly reviewed to ensure they are fully supporting progress towards the legacy vision.

WHAT HAVE WE DONE ?

Avid readers of this monthly newsletter will know much about JESIP's achievements.

But for those new to our two-year story, here is a quick bullet point trip through the JESIP journey so far.

Key milestones include:

- Consultation results in creation of Joint Doctrine – the basis of JESIP
- A cadre developed of 500 licensed JESIP trainers
- Some 10,000 priority emergency service commanders, including representatives from other responder organisations, have undergone JESIP training
- A further 10,000 have used the growing library of JESIP training products, the majority of which have been produced in partnership with the College of Policing, Fire Service College and National Ambulance Resilience Unit (NARU).
- More than 20 live-play validation exercises held including the largest national exercise – Joint Endeavour – in Merseyside.
- Execution of a comprehensive communications strategy and creation of ‘The JESIP Community’ – an enormous nationwide database of organisations and personnel touched by JESIP.

WHAT HAVE YOU SAID ?

We have maintained a regular training assurance process and we are delighted to report that feedback has been overwhelmingly positive.

Comments have included:

“I have been a police officer for 25 years and this is the best course I have ever been on.”

“Patient focus and improving patient outcomes is for me the number one benefit of JESIP.”

“It gave me a clearer understanding of the priorities of the two other services at the scene of a major incident. JESIP formalises and puts a structure in place for what is common sense. I cannot believe it has taken so long to get to this stage. It is the right way forward.”

“I start my courses by saying I have been in the service for 22 years and this is the first time I have been in a room training together with police and ambulance – why has it taken so long ?”

JESIP CHANGES ITS NAME... A LITTLE

The two-year programme has finished but JESIP lives on. The word Programme is replaced by the word Principles.

So, welcome to the :

**Joint Emergency Services
Interoperability Principles**

**JESIP contact details
are not changing...**

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