



**CUMBRIA
RESILIENCE**

Cumbria Local Resilience Forum Debriefing Policy

Version 4.0.0

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1 Introduction

Cumbria Local Resilience Forum recognises that debriefing people when they have been involved in the response to, or recovery from a Major Incident or Exercise is an essential process that provides an opportunity for organisations to continually learn and strengthen their organisational resilience.

For guidance on best practice for Debriefing please see the Cumbria Local Resilience Forum Debriefing Best Practice Guidance.

2 Scope

This policy applies to all agencies within the Cumbria Local Resilience Forum. The Policy will be applied by Cumbria Local Resilience Forum in the follow circumstances:

By Default:

- A Major Incident is declared.
- A Major Incident (Stand By) is declared.
- A Multi Agency Exercise specified in the Proforma this policy would apply.

By Request to, and approval by, Cumbria Local Resilience Forum LRF Manager or Programme Board Chair.

- Any other exercise, incident or pre-incident, which although not declared a Major Incident, has the potential for significant learning for the Cumbria Local Resilience Forum and partnership response.

The incidents falling under the scope of this policy would be generally considered as 'emergencies' as defined within the Civil Contingencies Act (CCA) 2004.

An emergency is defined as:

- An incident or situation which threatens serious damage to human welfare in a place in the UK;
- An incident or situation which threatens serious damage to the environment of a place in the UK; or
- War, or terrorism, which threatens serious damage to the security of the UK.

This Policy only includes the arrangements for multi-agency debriefing, single agency debriefing should be covered by individual agencies Debrief Policies. Any learning from single agency debriefs should be brought to the multi-agency debrief.

Hot Debriefs, undertaken at scene or within a control centre, should also feed relevant Multi Agency learning points into the multi-agency Debrief.

3 Requesting a Multi Agency Debrief

A Multi Agency Debrief can be requested by any agency to the Cumbria LRF Secretariat using crf.secretariat@cumbria.gov.uk.

This request should include:

1. Name, Date and Location of Incident
2. If the Incident
 - a. falls under the Default Scope of this document or
 - b. requires approval and therefore details of what learning can be expected and why the Debrief is requested.

Invitations will be circulated using the Programme Board Contact Group and it is the Programme Board Representatives responsibility to ensure your agency is represented by a suitable responder.

Further Details on the Process can be found in Annex A.

4 Principles

The main purpose of Multi Agency Debriefing is to allow agencies to communicate their experiences of an incident or exercise in a learning environment so that lessons can be identified, recorded, assessed and embedded in a continuous improvement programme.

The processes identified in this policy have been produced to provide all agencies with the opportunity to contribute to the debrief process. Debriefs will be conducted in a manner conducive to promoting organisational learning and encouraging open and honest feedback. The principle of the debrief process is to not look at *who* did what, but *what* was done and *why*.

The processes identified in this policy are produced to specifically address the need to collate information in the most appropriate format and to support organisational learning in the most efficient and effective way.

5 Cumbria Local Resilience Forum Debrief Definitions

Hot Debrief

Each agency is responsible for holding a Hot Debrief for their own staff or participating in a Multi Agency Hot Debrief.

The primary purpose of the hot debrief will be to identify any urgent or time critical lessons that will need to be addressed ahead of any structured debrief process.

Agency Debrief

Each agency is responsible for holding an Internal Level 2 (Structured) Debrief for their own staff.

This should be held ahead of any multi-agency debrief and normally within 28 days of the event or exercise taking place and should address the wider organisational issues rather than just individual

or group concerns. It should look for lessons identified and areas for notable practice as well as ideas for future learning.

Multi-Agency Debrief

All relevant responding/Participating agencies will be invited to attend the multi-agency debrief. The facilitator of the Multi Agency Debrief is encouraged to collate the findings using the Joint Emergency Services Interoperability Programme (JESIP) debrief form (Annex C) or other debrief forms which may be more suitable in certain (further examples can be found in the Cumbria Local Resilience Forum Debrief Best Practice Guidance).

The facilitator of the Multi-Agency debrief will be a representative from the agency who was deemed to be the 'lead agency' for the incident. The 'lead agency' will provide administration support for the debrief.

Cumbria Local Resilience Forum members have signed a Memorandum of Understanding to demonstrate the Cumbria Local Resilience Forum's collective support of the JESIP national learning framework.

All debrief outcomes will be reported to the Cumbria Local Resilience Forum partners and, where relevant, will also be shared nationally via the Joint Organisational Learning mechanism that is managed under the JESIP framework.

The multi-agency debrief arrangements will be proportionate to the size and scale of the incident/exercise.

6 Joint Organisational Learning

Lessons identified and notable practice is shared national between agencies using the JESIP Joint Organisational Learning (JOL) framework.

Cumbria Local Resilience Forum is responsible for nominating a single point of contact or 'JOL lead' and it is this nominated person that will publish Cumbria Local Resilience Forum JOL reports onto the national JOL database for Multi Agency Learning. In addition to this Single Agency Learning will be added to JOL by the relevant Agency JOL Lead.

The JOL lead is part of the Cumbria LRF Secretariat Function (LRF Manager or LRF Secretariat).

7 Post Debrief Reporting

7.1 Debrief Reports

Following a Multi-Agency Debrief, a Debrief Report will be produced on behalf of the facilitator of the multi-agency debrief. Completed incident debrief reports should be circulated to the agencies present at the debrief for final comment, before then being presented to the Cumbria Local Resilience Forum Programme by the facilitator /lead agency of the multi-agency debrief.

Before being issued each learning point and recommendation should be allocated a lead Agency or Sub Group or noted if it is to be referred to Programme Board as part of the delivery plan. Each learning point and recommendation will also need assessing if there is a requirement to add to JOL.

The Debrief Reports will be stored on the Cumbria Local Resilience Forum Resilience Direct pages and will be monitored by the Cumbria Local Resilience Forum Secretariat.

<https://collaborate.resilience.gov.uk/RDSservice/home/630/Debrief-Reports>

Please ensure Debriefs fulfil the following naming convention:

Date - Exercise/Incident Name - Type of Document

7.2 Learning Points and Recommendations Presented to CRF Programme Board

Using the Template in Annex B, identify those Recommendations and Learning Points which need to be presented to Cumbria Local Resilience Forum Programme Board (Guidance on the allocation can be sort from the LRF Manager if required). The Cumbria Local Resilience Forum Programme Board will consider these debrief outcomes. Those outcomes which are to be progressed into the Delivery Plan by Cumbria Local Resilience Forum Programme will be agreed, required actions noted and allocated to the relevant agency or Sub Group; if required Task and Finish Groups may be established.

Cumbria Local Resilience Forum Programme will also allocate appropriate resources to ensure that any lessons identified mature into lessons learned. Any decisions will be captured in the minutes of the meeting so an audit trail can be maintained.

Theses Debrief Action Plans will be stored on the Cumbria Local Resilience Forum Resilience Direct pages and will be monitored by the Cumbria Local Resilience Forum Secretariat. For referencing to the Delivery Plan.

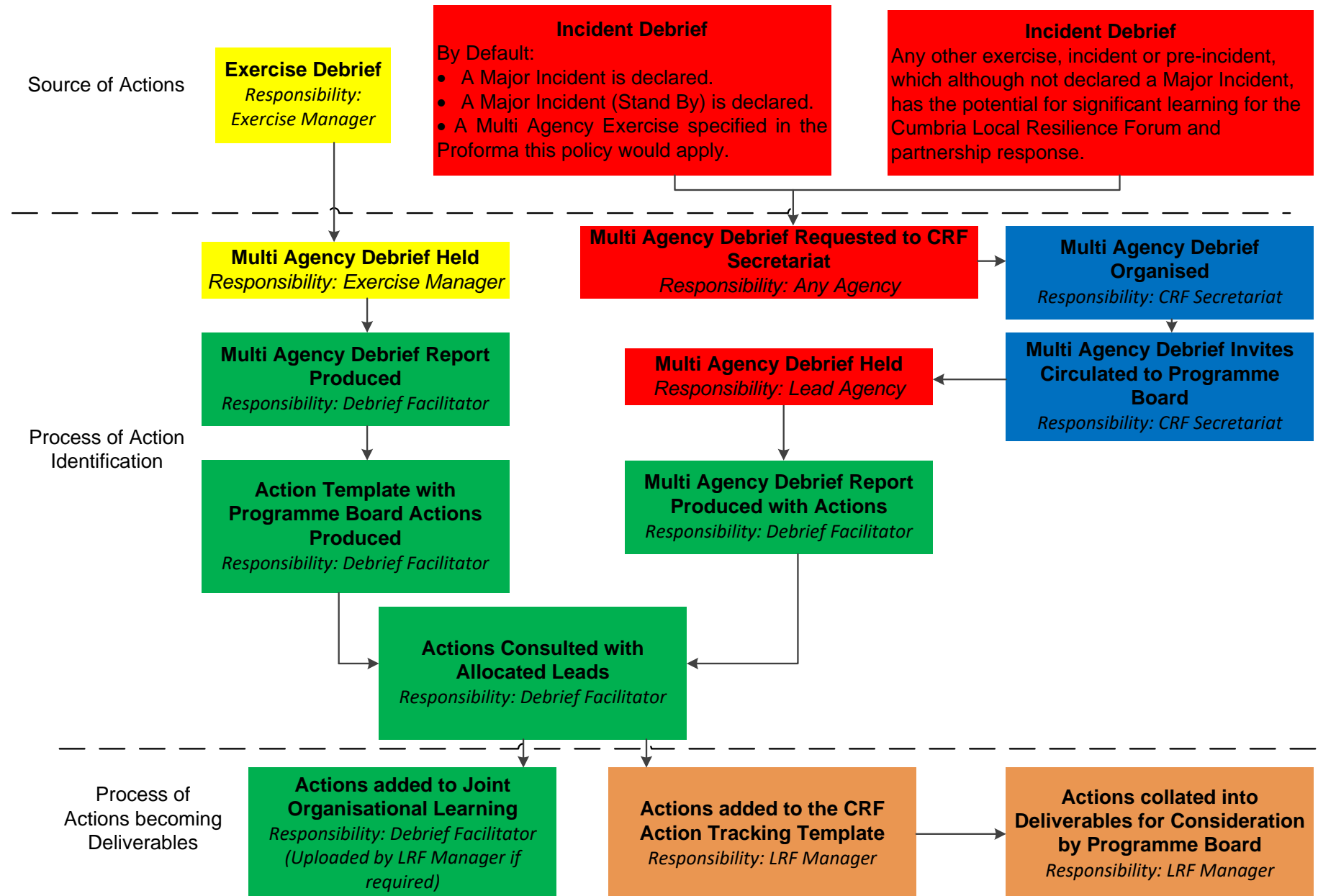
7.3 Learning Points and Notable Practice for Joint Organisational Learning

Debrief authors are responsible for identifying Inputs proposed for JOL and notifying the LRF Manager at crf.secretariat@cumbria.gov.uk. The LRF Manager will provide a summary for the Programme Board Meetings and mark the JOL link on the Debrief Tracking Spreadsheet. Debrief authors are responsible for completing the Input Template within the JOL Process for Cumbria Local Resilience Forum and returning to the LRF Manager at crf.secretariat@cumbria.gov.uk.

7.4 Incident Learning for Risk Assessment

If any points from the incident require inclusion in the Risk Assessment for a specific risk the information (including the Risk Reference) should be sent to crf.secretariat@cumbria.gov.uk where it will be shared with the Risk Assessment Working Group for consideration.

Annex A Debrief Process



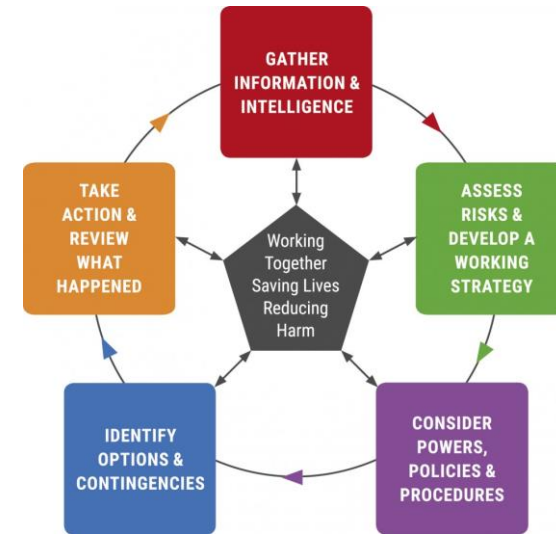
ANNEX C

JESIP Multi-Agency Debrief Template

An aide memoire for debrief facilitators



| | |
|--|--|
| Date of event: | |
| Location: | |
| Type of event (live incident, exercise, other) | |
| Debrief team names: | |



Co-locate

Co-locate with commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.

Were commanders easily identifiable?

What command structures were in place?

Did commanders meet face to face?

Was a Forward Command Post (FCP) established?

Did commanders have timely on-scene briefings?

Communicate

Communicate clearly using plain English.

Was common terminology used?

Was an Airwave interoperability talk group used?

Was relevant information shared across all services and control rooms throughout the incident?

Was METHANE used to pass information to control?

Were effective communications established between:

Operational & tactical commanders/Commanders and control rooms/Emergency service commanders and other responding organisations/Local emergency service control rooms/Emergency service control rooms and national co-ordinating centres

Co-ordinate

Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

Did Commanders use the JDM as single decision model?

Were Capabilities & Responsibilities identified?

Were joint decisions on priorities made and if so, how were the priorities arrived at and agreed?

Were actions joined up and therefore efficient and effective?

Were ALL on scene resources used appropriately?

Was there an understanding of the capability, capacity and limitations of each other's assets?

Did someone take the lead co-ordinators role during Multi-Agency 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.

Were threats and hazards identified, understood and treated different by each emergency service?

Were limitations and capabilities of people and equipment identified?

Was a joint understanding of risk achieved by sharing information about the likelihood and potential impacts of threats and hazards?

e.g. sharing of risk assessments

Shared situational awareness

Shared Situational Awareness established by using METHANE
and the Joint Decision Model.

Did Commanders have a common understanding of what has happened, what is happening now and the consequences of events?

Did each of the emergency services understand their roles in resolving the emergency?

Was M/ETHANE regularly used to provide a Common Operating Picture (COP)

Was the Joint Decision Model utilised identifying:

Situation: What is happening? What are the impacts and risks? What might happen and what is being done about it?

Direction: What end state is desired? What is the aim and objective of the emergency response? What priorities will inform and guide direction?

Action: Were actions decided? What needed to be done to achieve a positive end state?

Submission to JOL Online

| | |
|---|--|
| Do any of the issues raised during this de-brief meet the criteria for submitting to JOL Online? | Yes/ No (delete as appropriate) |
| Who will submit onto JOL Online? (agree with all parties) | |
| Name | Organisation |
| | |
| | |
| | |
| | |

Triggers for submission to JOL Online

The Lesson identified:

- May have an impact on responder agencies interoperability measured against JESIP Principles for joint working;
- May have a national impact;
- May impact on your organisations national standards;
- May impact on effectiveness of your sectors current national operational guidance, approved professional practice or doctrine;
- May impact on effectiveness of current national resilience capabilities;
- Is low impact but high frequency (trend) or;
- You want to share your lessons identified with other emergency responder agencies to promote learning;

This is not a definitive list and if organisations feel that a lesson should be recorded on JOL, they should do so.



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