

OFFICIAL

JESIP - Exercise Assurance Framework v1.0



JESIP

JOINT EMERGENCY SERVICES
INTEROPERABILITY PRINCIPLES

Working Together – Saving Lives

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1. Introduction

1.1 JESIP context

The Joint Emergency Services Interoperability Programme (JESIP) was established to promote the emergency services working better together to save lives and reduce harm.

The *Joint Doctrine: The interoperability framework* was published in 2013 and ongoing training in the use of the five Principles of joint working, METHANE and the Joint Decision Model (JDM) across emergency services is being delivered in line with this.

Multi-agency exercises provide commanders with the opportunity to apply what is learnt through training in a realistic environment.

1.2 Purpose of this document

This JESIP Exercise Assurance Framework has been designed to support emergency services in the joint planning and delivery of multi-agency exercises, either live play or table top.

It provides a simple and cost effective method for emergency services to test their commanders against the aims and objectives in line with the Joint Doctrine and as detailed on page 6. The framework also aims to bring a degree of standardisation to multi-agency exercising, no matter where or when the exercise takes place.

This document describes how the exercise may be delivered and managed, including how it can be evaluated.

1.3 How to use this document

This framework can be used as a template for exercise planners who can follow the steps laid out and insert local information where appropriate. It is not a mandatory document but aims to provide a structure and guidance for those services wishing to run either a multi-agency live play exercise (similar to the JESIP Validation Exercises which took place during 2013/14), or a multi-agency table top exercise.

The template begins from the following page and contains the basis for an exercise planning document including guidance notes and examples. Text can be replaced by exercise planners in line with local requirements. The colour coding is as follows:

- text in green provides exercise planners with guidance;
- text in red are examples based on the scenario detailed on page 12 which exercise planners can both consider and replace with information relevant to their exercise.

This framework is designed to allow services to plan an exercise scenario that can be re-set a number of times during a day to allow several sets of Commanders from all three services to be tested for approximately the initial hour of the incident.

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Exercise **[name / identifier]**

Ambulance – [enter name of organisation(s) involved]

Fire & Rescue - [enter name of organisation(s) involved]

Police – [enter name of organisation(s) involved]

Wider Responders - [enter name of organisation(s) involved]

Location and date of exercise

[Enter date and location here]

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1.4 Exercise Aims, Objectives and Learning Prompts

1.4.1 Overall Exercise Aim:

This exercise tests the interoperability of emergency services and responding partners at the operational and tactical command levels in response to a multi-agency incident.

1.4.2 Exercise Objectives:

- To test how effectively the emergency services commanders co-locate in order to support joint working;
- To test whether relevant information is effectively communicated across the emergency services throughout the incident;
- To test the effective co-ordination of emergency service activity;
- To test whether, collectively and individually, the 3 emergency services effectively manage risks associated with the incident;
- To test whether a common ‘situational awareness’ is shared across the emergency services in their response to an incident; and,
- To debrief and capture lessons identified and where appropriate upload those lessons onto the JESIP Joint Organisational learning (JOL) App on Resilience Direct.

1.4.3 Exercise Learning Outcomes by Principle:

Principle: Co-location	Principle: Communication
<p>Objective: To test how effectively the emergency services Commanders co-locate when arriving at the incident and at regular intervals afterwards.</p>	<p>Objective: To test whether relevant information was effectively communicated across the emergency services throughout the incident.</p>
<p>Learning prompts:</p> <ul style="list-style-type: none"> – What command structure was in place? – Was the Command structure communicated to the relevant people and did all service Commanders know who the Incident Commanders from each service were? – Did an RVP get established and communicated? – Did an FCP get established and communicated? – Are the key commanders co-located? – Did all responding agencies know the above? And agree with it? – Did that get documented in a single agency or a multi-agency log? 	<p>Learning prompts:</p> <ul style="list-style-type: none"> – Was the sharing of information unambiguous, in plain English, free of acronyms and understood by all? – Where appropriate common symbols and terminology used? – Was the information captured in the control room shared with the other control rooms and ultimately the responding agencies commanders? – At the point of mobilisation of resources, did each control room have the same picture? Did any consider declaring a major incident? – If so, what were their actions? – Was METHANE used to report the incident? – If so by who (Commander/Control Room/ First Resource on scene)? – Were Airwave Interoperability Talk Groups used? – Was technical communications advice sought if necessary – e.g. Airwave Tactical Adviser?

Exercise Learning Outcomes by Principle continued

Principle: Co-ordination	Principle: Joint Understanding of Risk
<p>Objective: To test the effective co-ordination of emergency services resources.</p>	<p>Objective: To test whether, collectively and individually, the emergency services effectively manage risks associated with the incident.</p>
<p>Learning prompts:</p> <ul style="list-style-type: none"> - Where Commanders readily identifiable through the use of tabards (or, in a public order incident, through other identifying markings such as coloured epaulettes) and accessible to their counterparts? - Did regular co-ordination meetings take place? - Was the JDM used as the agenda for the meetings? - Were joint decisions on priorities made using the JDM and if so, how were the priorities arrived at and agreed? - Are the actions joined up and therefore efficient and effective? - Do they reflect the priorities of each individual service, or more importantly do not cause insurmountable problems for any one agency? - Did one service act as 'lead' and how was this arrived (was it a joint decision) and was the leadership effective? 	<p>Learning prompts:</p> <ul style="list-style-type: none"> - Were all threats and/or hazards identified and shared with other services? - Was a joint assessment of risk undertaken? - Did gaining a joint understanding of risk allow the commanders to deploy appropriate resources or put appropriate control measures in place? - If so where all options considered and did all commanders agree on the course of action? - Were control measures applied and understood by all? - What was the impact of the risk assessment on the overall tactics and priorities and also individual services plans?

Principle: Shared Situational Awareness
<p>Objective: To test whether a common understanding of the incident (situational awareness) was agreed between commanders and then shared across the emergency services in their response to the incident.</p>
<p>Learning outcomes:</p> <ul style="list-style-type: none"> - What was considered for individual service on-scene information gathering? - Was the approach structured (if so what was the structure) or was the approach ad-hoc (if so, what drove the initial Incident Commander to gather that particular information)? - Did commanders and control rooms have a common understanding of what had happened and did a METHANE message get constructed and shared? Did it get updated from the initial one? - Was there an understanding of the consequences of events, what has to be done and each of the emergency service's roles in resolving the emergency? - Was the JDM used to support achieving shared situational awareness? - Did commanders understand the capability, capacity and limitations of each other's organisation/response and were the available resources utilised appropriately?

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2. Outline Exercise Structure and Scenario

[Enter the scenario here which should provide a brief statement of what has happened, where, when, how many casualties known at present and what is involved]

[What resources have been mobilised to the scene from each respective control room?]

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3. Exercise management

3.1 Roles and Responsibilities

3.1.1 Directing Staff

Staff may be provided by the host service(s). This team will control the submission of injects and maintain the momentum of the exercise, be available to answer questions from role players and delegates and to support the safety officer as and when required.

3.1.2 Exercise Director

The Exercise Director has overall responsibility of the assurance exercises. The Exercise Director will be continually informed by Directing Staff of the situation at both Operational and Tactical levels. If it is identified at END EX that multi-agency meetings by Commanders are ongoing either on scene or at the Tactical Co-ordination Group, the Exercise Director has the flexibility to allow these meetings to come to a natural close. This will enable these commanders to continue to develop their working strategy and maximise the opportunity for them to achieve their aims and objectives.

3.1.3 Deputy Exercise Director

The Deputy Exercise Director will support the Exercise Director and deputise where appropriate.

3.1.4 Safety Officer

The Safety Officer will be responsible for the health safety and welfare of personnel associated with the assurance exercise. The Safety Officer will be supported by a team of safety support staff. All safety staff will be wearing Safety Officer tabards.

The Safety Officer will deliver a safety brief to all personnel (*See - **Error! Reference source not found.***).

All respective Risk Assessments will be completed, approved and provided for the exercise by [enter who is responsible].

3.1.5 Umpires

The primary role of the umpires is to evaluate whether the exercise aims and objectives have been met and to record and report all observations to support the exercise debrief. Umpire tabards will be worn by all umpires. (*See Appendix F – Umpire Evaluation Sheet*)

3.1.6 Logistics Officer

The Logistics Officer will have responsibility for ensuring appropriate personnel; equipment, vehicles have been booked and that the set-up of the exercise is as-required to run the exercise. *See Section 5 Administration* for more details of logistics and administration duties.

3.1.7 Briefing/Debriefing Officers

Briefing for the exercises will be carried out in a location remote from the scene of the exercise to ensure Commanders are able to discuss any relevant issues before the exercise begins.

On completion of the exercise, the briefing /debriefing officers will be responsible for capturing any interoperability lessons identified from the de-brief. The multi-agency debrief template (*See Appendix G- Multi Agency De-Brief Form*) should be used to help establish any interoperability lessons.

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Services involved should agree on any Lessons Identified or Notable Practice to be input onto the JESIP Joint Organisational Learning (JOL) Application (hosted on ResilienceDirect). Those involved in the exercise should agree which services Single Point of Contact for JOL will register the Lesson Identified on the JOL App within 14 days of the exercise being completed.

3.1.8 Site Liaison

Should the exercise site be one with levels of security or safety, the logistics officer will be responsible for site liaison and may appoint another member of staff or carry out this role. **See Section 5 Administration** for more details of requirements.

3.1.9 Observer chaperone

Where observers attend the assurance exercises and require assistance during their time on site, a chaperone will be appointed during the planning phase.

3.1.10 Observers

Observers attending should provide their own PPE. However, where previously agreed the host service(s) may provide suitable PPE where required. Observers must ensure their attendance and approval has been authorised by the exercise planning team. Any restrictions will apply and identified during the briefing process.

Failure to don appropriate PPE will result in observers being denied access to the exercise site.

3.1.11 Support staff

Support staff may be provided by the host service(s). This team will have responsibility for physically setting the exercises throughout the day which will include making up of equipment and replenishing stocks of consumables used during the exercises. They will be required to attend the day in good time to ensure exercise start time can be met and remain post exercise until all activities are completed.

3.1.12 Role Players

Role players will facilitate the exercise and add realism. Some examples of role players used for exercises may be members of voluntary organisations, further educational establishments or staff provided by the host service(s). Their role playing will provide a scene that is representative of a real multi-agency incident, with injuries conducive to the type of incident. Whilst the exercise is primarily designed to test commanders it is expected that many role players will gain valuable insight and experience of a multi –agency response to incidents. **(See Appendix I – Role Players)**

3.1.13 Control Room Staff

Services may use notional or live control rooms to support the exercise where appropriate. Control room staff may be live players to ensure communications and a battle rhythm are maintained throughout the exercise, this will also allow for an opportunity to further enhance the realism of the exercise.

3.1.14 Casualties

Some live casualties may be required to ensure an element of realism is maintained throughout the exercise. Host service(s) may utilise the support of professional simulated casualty organisations or other pre-arranged voluntary organisations.

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3.1.15 Initial Emergency Services Responders

Each respective service will provide assets to support the initial stages of the exercise (incident). These assets will be in the form of initial responders, vehicles and supervisors.

3.1.16 Command Support

To ensure realism in the exercise, services may provide an element of command support for their respective Commanders. This may be in the form of loggists or tactical advisors if deemed appropriate.

3.1.17 Other (dependent on scenario)

Additional role players may be required to take on the role of other agencies or responsible persons. This will be dictated by the scenario and will be confirmed by the exercise planning team.

3.1.18 Delegates

3.1.18.1 Operational Commanders

One Operational Commander will be provided from police, fire & rescue and ambulance for each time the exercise scenario is re-set. The Operational Commanders must have attended the respective JESIP one days training. They will be required to attend the venue with appropriate PPE and other equipment (e.g. radios) that they would personally have available when attending a real incident. Each Commander will receive a full safety and exercise brief prior to deployment to the exercise.

3.1.18.2 Tactical Commanders

One Tactical Commander will be provided will be provided from police, fire & rescue and ambulance for each time the exercise scenario is re-set. The Tactical Commanders must have attended the respective JESIP one days training. They will be required to attend the venue with appropriate PPE and other equipment (e.g. radios) that they would personally have available when attending a real incident. Each Commander will receive a full safety and exercise brief prior to deployment to the exercise.

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4. Scenario detail

Enter a more detailed account of the scenario based on the outline in *Section 2* -

Outline Exercise Structure and Scenario. This may be a detailed storyboard of the incident which may be similar to the example below:

A stolen car pursued by Police has collided with a train after running the barriers at the level crossing and has come to rest in a ditch adjacent to the rear carriage. There is one conscious casualty suffering unknown injuries still in the vehicle with two unconscious casualties in the rear passenger seats. The driver has fled the scene. The extent of injuries from the passenger may suggest the driver has significant injuries and needs to be located.

The derailed coach collided with a LGV and early indications state the driver is in the vehicle suffering unknown injuries. But, the mechanisms of injury and the visible signs of impact would dictate injuries may be severe.

Police are in attendance with Officers who are overcome by the number of walking wounded who have alighted the three rail coaches. Fire & Rescue service have attended within 10 minutes and are in liaison with Ambulance and Police. Further information will follow from their respective control rooms. This will increase the weight of response and automatically mobilise Operational and Tactical Commanders to scene and to a Tactical Co-ordinating Group (TCG).

The single carriageway road leading to the level crossing is now backed up with traffic. Approximately 13 vehicles are preventing emergency service vehicles getting close to the scene, thus making the movement of specialist heavy equipment problematic.

The train driver is in the derailed coach and other rail staff still remain on the train, whereabouts unknown.

The Overhead Line Equipment 25Kv (OLE) has been damaged in the collision and a length of cable is strewn through the incident and is draped over coach B.

Scene on arrival of Operational Commanders

The initial responders are on scene in the form of:

- *1 x Paramedic RRV and 1 x Ambulance*
- *3 x FRS pumps*
- *Police 1 x Sgt and 3 x Officers.*

The first responders are already at work on the scene. BTP are en-route but will be in attendance in approximately 45 minutes. Network Rail has dispatched a Rail Incident Officer (RIO) who will be on scene within 30 minutes.

Air Ambulance have been requested - ETA 25 minutes

The scene is chaotic with consistent demands from walking wounded to rescue people trapped in the coaches.

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4.1 Running the Exercise

The exercise scene will be ‘set’ and initial responders briefed and deployed to the scene.

Operational and Tactical Commanders will be briefed prior to their deployment to the incident and provided with information that would conform to what they would receive when mobilised to a live incident.

Initial responders will be required to handover to the respective oncoming Operational Commanders and inform them of decisions made and situation to date (**See Appendix B1 – Initial Responders Briefing by Directing Staff**). It will then be up to the Operational Commanders to respond to the situation they will find.

Exercise Director will mobilise Tactical Commanders with information and location of a Tactical Coordinating Group (TCG). Deployments will be ‘staggered’ based on assumed realistic timescales and information received from control rooms.

The exercise will run in ‘live play’ primarily driven by information from the scene. Additional Injects will be initiated by Directing Staff as required (**See Appendix K – Injects**). Directing Staff will simulate other inputs or indicate they are notional where required.

It is expected each exercise will last for no more than 1 hr 15 minutes and will need to be re-set prior to next exercise. For detailed timings See Appendix C – Exercise Timeline)

The Exercise Director will be responsible for calling “END EX” on each exercise. At this point Operational and Tactical Commanders will be invited to a hot debrief with a Debrief Officer. Debrief Officers MUST capture lessons identified for review and if they meet the requirements as laid out in the JOL process, they must be uploaded onto the JOL App via resilience direct.

4.1.1 Safety Code Words/Actions

START EX	Initial responders to commence work on the scene.
REST	Staff cease activities so directing staff can advise a course of action. This may be confined to a specific task and not whole incident.
STILL	STOP immediately as there is a safety issue. This may be confined to a specific task and not to stop the whole incident.
NO DUFF	Real casualty requiring attendance. All stop may follow.
ALL STOP	All personnel stop activities – this will be supported by intermittent whistle blasts. Directing staff will provide additional advice as required.
END EX	End of Exercise.

4.1.2 Contingencies

4.1.2.1 Inclement weather

During inclement weather, the exercise will be expected to run as planned. However, as part of the exercise planning a risk assessment covering any extreme weather conditions will be carried out by the Exercise Director and Safety Officer. The result of this would provide guidance as to whether the exercise should be suspended or cancelled. Continuous assessments will be made to ensure all personnel are protected from weather regardless of severity including extremes of heat or cold. Additional welfare arrangements are identified in **Section 5 Administration**.

4.1.2.2 Delegate Absence

As part of the exercise planning, those services nominating Commanders to attend as delegates must commit to the availability of their staff as part of their continued professional development or ongoing training. It is understood that for various reasons delegates may not be available at short notice. This may be because of sickness, accident or injury, mobilising to incidents or other exigencies of their respective service. In these circumstances, services should provide a substitute Commander who can be made available to attend the exercise. It is the responsibility of the services to ensure that this Commander be made aware of their requirement to attend the exercise at short notice. Where capability exists, it may be advisable that substitute Operational and Tactical Commanders from each service are identified during the planning stage and informed accordingly.

4.1.2.3 Operational Communication Failure

A full and comprehensive radio check will be completed prior to commencement of the exercise to ensure a suitable and sufficient communications system is in place and working. In the event of an Airwave communications/talk group failure, best endeavours will be made by directing staff and the Exercise Director to change talk groups. However, where a total failure of Airwave occurs, Commanders will have the opportunity to react as reasonably as possible. Examples may include the use of UHF or VHF radios or mobile phones.

4.1.2.4 Live Incidents

In the event of a 'live' incident which involves resources from the exercise to be mobilised by their respective control rooms, the exercise director will make a decision on the impact this may have on the successful outcomes of the exercise and either continue, suspend or cancel the exercise.

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4.2 Evaluation of Exercise

4.2.1 Umpire role

Umpires will be provided by each of the emergency services. Their role is to observe, evaluate and note whether the exercise aims and objectives have been met. Umpires will be provided with an umpire evaluation sheet (***See Appendix F – Umpire Evaluation Sheet***) on which they should note any observations. All Umpire Evaluation Sheets should be collated by the Exercise Director on completion of each exercise.

4.2.2 Debrief

Debriefing of both Operational and Tactical Commanders will be carried out post exercise. Debriefing Officers will be provided by the emergency services. Some services may have specific de-briefing facilitators from their Local Resilience Form who could be utilised. Debriefing of the exercises will be carried out in a location separate to the exercise scene to ensure Commanders are able to be able to freely share their experience from the exercise. To help Debrief Officers more easily capture Lessons Identified, JESIP have provided a multi-agency debrief template which will aid the debriefing process in capturing lessons linked directly to the JESIP principles. (***See Appendix G – Multi-agency De-brief Form***)

4.2.3 Capturing Interoperability Lessons for the JOL App

Any issues affecting the interoperability of the emergency services that meet the requirements as laid out in the JOL process should be identified during the de-brief process.

The Multi-Agency De-brief Form has been designed to aid this process and is focused on the exercise objectives and JESIP Principles.

Services involved in the exercise must agree in advance how they will coordinate any Lessons Identified being input to the JESIP JOL App. This should be in liaison with the local JESIP Lead Officers and JOL Single Point of Contacts.

Any Lessons Identified as part of the de-brief process **must** be inputted onto the JOL system with 14 days of the exercise taking place.

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5. Administration

5.1 Location

[Insert the location for the exercise here, this may include information required to gain access to secure sites such as vehicle registrations, photographic ID passes required.]

5.2 Timings

Timings for the exercise(s) should be detailed as per the example in **Appendix C – Exercise Timeline**

5.3 Communications

Primary operational communications for incident ground Command and Control is Airwave. Other operational communications used on the incident ground may be utilised in the form of VHF and/or UHF. Mobile phone communications on the incident ground or between Commanders is not advisable; however this is at the discretion of respective Commanders and may be subject to an Airwave failure.

Police may bring spare Airwave (IBIS) radios to exercise and sign out to individuals where necessary throughout the day.

Radio Earpieces are strongly recommended for all staff, including those operating the exercise control room.

An Interoperability talk group will be identified and reserved as part of the exercise planning. If Commanders request an Interoperability talk group from control rooms, then they will be assigned the reserved one.

In order to facilitate the smooth running of the exercise Directing Staff/ Umpires will also require radio communication.

Prior to the exercise the Logistics Officer (or whoever they have nominated) should check:

- The availability of the interoperability talk groups within the Police service (maybe other incidents or exercises taking place)
- Any associated issues with Airwave capacity
- Use of Airwave sets on a military site (if military site in use as exercise site)

A list of assigned radio channels and talk groups is shown at **Appendix J – Radio Channels**

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5.4 Logistics

5.4.1 Site Requirements

[Enter details of the site requirements based on the chosen scenario here]

Site requirements should be such that the design and implementation of a multi-agency incident can be successfully achieved. It is advisable that any chosen exercise site security means that unauthorised access is not permitted.

Exercises that are planned to take place off-site (not on an emergency service premises), should be suitably risk assessed and approved by the planning team and the Exercise Director.

An example of the facilities required may include:

- Classrooms
 - 1 x room for control room staff
 - 1 x room for Tactical Coordinating Group (TCG)
 - 1 x room for briefing role players and Commanders
 - 1 x room for DS and Umpires
- Dining hall or feeding station
- Escort from main gate to site
- Transport from exercise site to canteen/ staff welfare location (if required)
- List of Names of expected attendees for site security / Reception
- Vehicle registration details for Security

5.4.2 Appliances, equipment and personnel

All equipment requirements (including additional PPE for role players) for the preparation and delivery of the exercise have been agreed by the exercise planning staff.

Often equipment can be provided by the host service but sourcing should be done in liaison with the other services involved as there may be resources available to aid the hosts.

5.4.3 Example Resources

In the example scenario of the train collision within this template, assuming the core components such as the train carriages are provided by the host site, a sample of other general resources required includes:

- *6 x mannequins*
- *5 x vehicles to restrict access to train*
- *Airwave handsets (IBIS) Commanders should bring their own where possible.*
- *Police Tabards*
- *A1 poster for Control room (METHANE)*
- *JESIP Aide memoirs for commanders and control room*

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A sample of the Service assets committed to the exercise may include:

FIRE

- Directing Staff x 2
- Appliances + crews (5 x fire appliances, 1 C&C vehicle)
- Control room staff
- Role players
- Support staff for resetting of exercise
- Command support staff (for Tactical Commander) (1)

POLICE

- Directing Staff x 2
- Vehicles + staff (Operational on scene) 1 Sgt, 6 x officers 3 x vehicles
- Control room staff x 2
- Role players - 10
- Support staff

AMBULANCE

- Directing Staff x 2
- RRV, Appliances + crews (Operational on scene) 6 x Ambulance crews
- Control room staff x 1
- Role players 2 x live casualties
- Support staff for resetting of exercise
- Command support staff (for Tactical Commander)

5.4.4 Access/parking

[Enter details of parking arrangements here]

Access and parking facilities should be provided on site for the directing staff, exercise delegates, players and approved visitors/observers. Where no facilities on site are available alternative access parking should be sought and instructions provided prior to the exercise.

5.4.5 Staff Welfare

[Enter details of staff welfare here]

As a minimum staff welfare facilities should be available on site and provided by the host service(s) which will include:

- Toilet and washing facilities for male & females
- Shelter from inclement weather between scenarios with heating (weather dependant)
- Male and female changing room facilities
- Hot and cold drinks available throughout day to ensure hydration levels are maintained
- Suitable and sufficient first aid facilities and staff

Ensure there is appropriate catering for all those attending the exercise throughout the day and ensure there is a location in which it is available.

Ensure all those involved are aware of the catering / staff welfare area.

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5.5 Briefing

Briefings will be carried out by host service(s) for all staff including, role players, observers, umpires and delegates. All briefings should include:

- Introduction and purpose of the exercise
- Individuals role
- Administration
- Safety Brief
- Detail of scenario
- Debriefing arrangements

It must be made clear that this framework will support the continued professional development of commanders in their application of JESIP

See the following Appendices for further details and examples for briefing staff

Appendix A – Exercise Safety brief

Appendix B – Initial Responders Briefing by Directing Staff

Appendix B1 – Operational Commanders Briefing by Directing Staff

Appendix B2 – Tactical Commanders Briefing by Directing Staff

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6. Appendices

Appendix A – Exercise Safety brief

Appendix B – Initial Responders Briefing by Directing Staff

Appendix B1 – Operational Commanders Briefing by Directing Staff

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To be read out prior to exercise

- This safety brief is to be used in conjunction with existing risk assessments;
- Appropriate PPE must be worn at all times when within the exercise area. This must include where applicable; Helmets, Eye Protection, Ear Protection, High Visibility Jackets, Gloves;
- Be aware of reduced visibility and impaired hearing whilst wearing PPE, particularly if wearing Breathing Apparatus;
- Be constantly aware of slips, trips and fall hazards;
- Be constantly aware of sharp edges, snags and uneven ground;
- Constantly be aware of the principle of DRA (Dynamic Risk Assessment);
- Ensure adequate water is consumed prior to and during the exercise (Be Aware Hand To Mouth Contamination);
- Be aware of de-hydration and heat stress issues caused by working and wearing PPE;
- When conducting heavy workloads consider the current weather conditions and environmental factors;
- Manual handling procedures and correct lifting techniques must be complied with;
- Sharps if used must be disposed of in identified sharps bins;
- Clinical waste (even though simulated) must be disposed of in clinical waste bags. Ensure all clinical waste is collected at the end of the exercise;
- Genuine casualties are to be identified by the term “NO DUFF”;
- If required the exercise can be halted or aborted in order to deal with the “NO DUFF” casualty;
- Is everyone fit and able to take part in the exercise;
- Are there any safety specific questions at this stage?

At this stage it is worth mentioning the debriefing arrangements, for example where they go, who will be carrying out the de-brief, what the debriefing form looks like and the importance of capturing their input to help identify any lessons that may need to be recorded on JOL.

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SAFETY CODE WORDS/ACTIONS

START EX	Initial responders to commence work on the scene.
REST	Staff ceases activities so directing staff can advise a course of action. This may be confined to a specific task and not whole incident.
STILL	STOP immediately as there is a safety issue. This may be confined to a specific task and not to stop the whole incident.
NO DUFF	Real casualty requiring attendance. All stop may follow.
ALL STOP	All personnel stop activities – this will be supported by intermittent whistle blasts. Directing staff will provide additional advice as required.
END EX	End of Exercise.

All respective Risk Assessments will be completed, approved and provided for the exercise by exercise planners

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Appendix B – Initial Responders Briefing by Directing Staff

Examples of what the brief for initial responder may look like:

Select 3 x FRS crews, 3 x Police Officers and one Ambulance staff (RRV). They will be the initial response. The remaining assets will be available when called for or mobilised by Exercise Director/Directing Staff depending on scene dynamics.

Select on-scene commander of each of the initial responders and give them the following brief:

- *This is a passenger train of three Coaches. It has collided with a car at a level crossing in the Bagshot area on Long Road. The train is a Greater Anglia from Liverpool St to Norwich. The train is electric and runs via a pantograph and OLE.*
- *Estimated that there are approximately 100 people on the train, but not confirmed.*
- *Coach “A” has numerous casualties with wide ranging injuries; people physically trapped some with critical injuries and confirmed fatalities.*
- *Coach “B” has seemingly been evacuated but this is not confirmed. The OLE is draped over the top of the coach and running along the ground. Assume this is live!*
- *Coach “C” has been derailed, is on soft ground with reports of shifting whenever there is a large amount of movement inside the coach. There are unknown numbers of casualties inside the coach with a variety of injuries, many are critical and others physically trapped inside. Fatalities are suspected but not confirmed.*
- *1 x car in ditch with 1 person trapped in passenger seat and 2 fatalities in rear. This was a stolen car and the driver has absconded. Ambulance staff are concerned the driver may have injuries he is unaware of and could collapse within 200m of the incident.*
- *1 x LGV that collided with coach “C”. Driver in seat suffering suspected spinal injuries and head trauma falling in and out of consciousness*

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Appendix B – Initial Responders Briefing by Directing Staff

FRS BRIEFING

- *Initial Officer in Charge has liaised with police and ambulance and prioritised crew activities towards the derailed carriage. OLE is considered live and awaiting further information from Fire Control. An initial Dynamic Risk Assessment has been carried out.*
- *I have requested all trains are stopped.*
- *Sectorised coaches in the following order:*
 - *Coach A – nearest to level crossing – up to 10 casualties with varying levels of injuries*
 - *Coach B – evacuation ongoing*
 - *Coach C – Derailed coach – up to 12 casualties with varying levels of injuries*
- *Crews are also working with paramedics and assessing the condition of passengers in vehicle in ditch and extrication options*
- *There is also a LGV which has been involved in a collision and the male driver is still in the cab, his injuries at present are unknown*
- *No RVP identified yet for oncoming resources*
- *No specialist assets requested yet - for example USAR*

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Appendix B – Initial Responders Briefing by Directing Staff

POLICE BRIEFING

- *Control room has deployed you to a report of an RTC at the Bagshot level crossing on Long Road. It is believed that a car has hit a train on the crossing and there is a car in a ditch adjacent to the crossing.*
- *There are a number of passengers on the train including school children, some of whom are reported injured.*
- *Ambulance and Fire are on scene. BTP and Network rail have been informed and have advised the control room that this is an overhead electrified line and at this time they have not confirmed that the power has been isolated and earthed.*
- *Control have informed me that children have been using their mobile phones and calling parents and friends! Service Media department is already receiving calls from local media and there is a significant increase in twitter usage.*
- *You have arrived and have put a cordon in place and have been assessing the situation. There are passengers and children wandering around, some with varying degrees of injuries trying to find other family and friends around the scene.*

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Appendix B – Initial Responders Briefing by Directing Staff

AMBULANCE BRIEFING

- *We declared a Major Incident 15 Minutes ago. There has been a collision between a train and a car. The car is in the ditch alongside with one passenger and two possible fatalities in the rear. There is also lorry involved with the driver still in the cab. I have sent an initial METHANE message.*
- *We are unsure of the number of casualties but it is looking like a significant number possibly up to 80 and there are some reports of fatalities in the train although we have been unable to gain access to the whole train at this time. There are school children on the train who were on a school trip and we believe that some of them are seriously injured.*
- *We have requested all trains to be stopped but not sure if this has been done yet.*
- *Police and fire are here but I haven't really had much chance to speak with them. We are trying to triage those that have evacuated the train but haven't started to triage those on the train.*
- *I have requested Air Ambulance and ETA is approximately 25 minutes*
- *HART are on their way and I've asked control to let our Tactical Commander know.*

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Appendix B2 – Operational Commanders Briefing by Directing Staff

Separate the Operational Commanders from Tactical Commanders; consider providing a copy of the Aide Memoire and offer the Police Operational Commander the chance to take the Police Incident Commander Tabard.

Provide the briefing to Operational Commanders, **an example is below:**

At 15.00hrs on Friday 7th xxxx, 20xx a fully loaded (approx. 100 passengers) passenger train of three Coaches has collided with a car at a level crossing in the Bagshot area on Long Road.

The train is a Greater Anglia from Liverpool St to Norwich. As the Train was at speed at the time, the impact has caused at least one carriage to de-rail.

Calls to the incident have come into all control rooms and all three services are mobilising resources to the incident.

No specific details are available at present however; there have been a significant number of calls from the public so far indicating multiple persons trapped.

Initial responders have been dispatched to the Scene. You have been dispatched as Operational Commander for your service.

Any questions?

Despatch each service individually. Leave a short gap between each.

On completion of their aims and objectives they will be guided to a debrief room. Here they will undertake a hot debrief where Directing Staff will capture lessons identified via the multi-agency debrief form.

Ensure you have provided delegates with de-briefing instructions / information and remind them at END EX.

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Appendix B3 –Tactical Commanders Briefing by Directing Staff

At the same time as the Operational Commanders are receiving their briefing (or shortly afterwards) briefing for Tactical Commanders will commence, **example below**:

At 15.00hrs on Friday 7th xxxx, 20xx a fully loaded (approx 100 passengers) passenger train of three Coaches has collided with a car at a level crossing in the Bagshot area on Long Road.

The train is a Greater Anglia from Liverpool st to Norwich. As the Train was at speed at the time, the impact has caused at least one carriage to de-rail.

Calls to the incident have come into all control rooms and all three services are mobilising resources to the incident.

No specific details are available at present however; there have been a significant number of calls from the public so far indicating multiple persons trapped. Initial responders have been dispatched to the scene and Operational Commanders are en-route.

You have been requested as Tactical Commander for your service on this incident. You have been asked to attend a TCG. Your first priority will be to make contact with your Operational Commander for a situational update and co-locate with other emergency service tactical commanders

Hand them a copy of the Aide Memoire.

They should then be dispatched separately to the room allocated for this purpose (TCG). They can be provided with an Area Map, weather reports and an interoperability talk group on either Airwave or VHF (if it has been requested and approved by Police control).

Once the exercise Director has declared End Ex they will be guided to a debrief room.

Here they will undertake a hot debrief where Directing Staff staff will capture lessons identified via the multi-agency debrief form.

Ensure you have provided delegates with de-briefing instructions / information and remind them at END EX.

Incident on arrival of Tactical Commanders

Tactical Commanders arrive at scene or TCG furnished with information en-route from their control rooms only. Updates from Operational Commanders must be a priority.

- *Will respond to information received from incident ground and TCG. Directing Staff will provide guidance to ensure momentum and battle rhythm of incident is maintained.*
- *Inform Operational Commanders that RIO will be 15 minutes and will attend scene.*
- *BTP attendance will be approx. 10 minutes.*

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Appendix C –Exercise Timeline

[Use the example below and overwrite with timings in line with your local exercise planning. As this framework is designed for services to be able to test multiple batches of Commanders in one day, the time line below allows for three batches of Commanders to take part in the exercise (Batch 1, Batch 2, Batch 3).]

Timings approximate

Time	Activity
0830	Set up exercise
0930	Brief role players and initial responders for 'Batch 1' and put into position. Brief Commanders separately
0945	Exercise start - 'Batch 1'
0950	Operational Commanders arrive on scene
1000	Tactical Commanders arrive at TCG
1100	ENDEX Debrief commanders + Re-set exercise Welfare for role players, crews etc
1135	Brief role players and initial responders for 'Batch 2' and put into position Brief Commanders separately
1145	Debrief Batch 1 ends Exercise start – Batch 2'
1150	Operational Commanders arrive on scene
1200	Tactical Commanders arrive at TCG
1300	ENDEX Debrief commanders + Re-set exercise Welfare for role players, crews etc
1315	LUNCH
1345	Debrief Batch 2 ends
1415	Brief role players and initial responders for 'Batch 3' and put into position. Brief Commanders separately
1430	Exercise start - 'Batch 3'
1435	Operational Commanders arrive on scene
1445	Tactical Commanders arrive at TCG
1545	ENDEX Debrief commanders Welfare for role players, crews etc
1600	Make up of equipment, wash up and debrief of role players and support staff
1630	Debrief Batch 3 ends
1630 - 1700	Exercise planners debrief – handover site

[Insert any relevant photos of the exercise site here if required]

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[Insert exercise site map here]

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Appendix F - Umpire Evaluation Sheet

[The following pages can be printed for use by umpires at exercise and this text deleted]

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Co-location</u></p> <p>What command structure is in place?</p> <p>Do Commanders meet face to face?</p> <p>Has a FCP been established?</p> <p>Do Commanders identify timely on-scene briefings?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Communication</u></p> <p>Is common terminology used?</p> <p>Is Airwave interoperability talk group used?</p> <p>Is relevant information shared across all services and control rooms throughout the incident?</p> <p>Were commanders easily identifiable?</p> <p>Were tabards worn?</p> <p>What was each other's organisation/response?</p> <p>Was METHANE used to pass information to control?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Co-ordination</u></p> <p>Have joint decisions on priorities been made and if so, how were the priorities arrived at and agreed?</p> <p>Are the actions joined up and therefore efficient and effective?</p> <p>Was duplication of effort negated?</p> <p>Were ALL on scene resources used appropriately?</p> <p>Was there an understanding the capability, capacity and limitations of each other's assets?</p> <p>Does someone take the lead co-ordinators role?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Joint Understanding of Risk</u></p> <p>Where threats and hazards identified, understood and treated different by each emergency service?</p> <p>Where limitations and capabilities of people and equipment identified?</p> <p>Was a joint understanding of risk achieved by sharing information about the likelihood and potential impacts of threats and hazards?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Shared Situational Awareness</u></p> <p>Do Commanders have a common understanding of what has happened, what is happening now, the consequences of events, what has to be done and each of the emergency service's roles in resolving the emergency?</p> <p>Was the Joint Decision Model utilised identifying:</p> <p>Situation:</p> <p>What is happening?</p> <p>What are the impacts and risks?</p> <p>What might happen and what is being done about it?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Shared Situational Awareness continued</u></p> <p>Was the Joint Decision Model utilised identifying:</p> <p>Direction:</p> <p>What end state is desired?</p> <p>What is the aim and objective of the emergency response?</p> <p>What priorities will inform and guide direction?</p> <p>Action:</p> <p>Where actions decided?</p> <p>What needed to be done to achieve a positive end state?</p>		

Appendix F - Umpire Evaluation Sheet

UMPIRE NAME:	LOCATION:	DATE:
OBJECTIVES	Operational/Tactical <i>Delete as appropriate</i>	
<p><u>Control Room information</u></p> <p>At the point of mobilisation of resources, did each control room have the same picture?</p> <p>Throughout the incident, was a common operating picture clearly identified?</p> <p>Did informative messages from each service have conflicting information?</p> <p>When Major incident was declared did Commanders utilise METHANE mnemonic?</p>		

Have you identified anything that negatively impacted on the joint response of the services involved?

If yes, please ensure the details of the issue are entered onto the JESIP Joint Organisational Learning (JOL) Application either via your local JOL Single Point of Contact or the JESIP team.

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Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
<p>JESIP Principle - Co-location</p> <p>Were commanders easily identifiable? (Tabards)</p> <p>What command structures were in place?</p> <p>Did commanders meet face to face?</p> <p>Was a Forward Command Post (FCP) established?</p> <p>Did commanders have timely on-scene briefings?</p>	<p>Details</p>	

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
<p>JESIP Principle - Communication</p> <p>Was common terminology used?</p> <p>Was an Airwave interoperability talk group used?</p> <p>Was relevant information shared across all services and control rooms throughout the incident?</p> <p>Was METHANE used to pass information to control?</p> <p>Were effective communications established between:</p> <ul style="list-style-type: none"> • 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 		

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
<p>JESIP Principle – Co-ordination Did Commanders use the JDM as single decision model?</p> <p>Were Capabilities & Responsibilities identified?</p> <p>Were joint decisions on priorities made and if so, how were the priorities arrived at and agreed?</p> <p>Were actions joined up and therefore efficient and effective?</p> <p>Were ALL on scene resources used appropriately?</p> <p>Was there an understanding of the capability, capacity and limitations of each other’s assets?</p> <p>Did someone take the lead co-ordinators role during Multi-Agency meetings?</p>		

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
<p>JESIP Principle – Joint Understanding of Risk</p> <p>Were threats and hazards identified, understood and treated different by each emergency service?</p> <p>Were limitations and capabilities of people and equipment identified?</p> <p>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</p>		

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
<p>JESIP Principle - Shared Situational Awareness</p> <p>Did Commanders have a common understanding of what has happened, what is happening now and the consequences of events?</p> <p>Did each of the emergency services understand their roles in resolving the emergency?</p> <p>Was METHANE regularly used to provide a Common Operating Picture (CoP)</p> <p>Was the Joint Decision Model utilised identifying:</p> <p>Situation:</p> <p>What is happening?</p> <p>What are the impacts and risks?</p> <p>What might happen and what is being done about it?</p>		

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
<p>JESIP Principle - Shared Situational Awareness continued:</p> <p>Direction:</p> <p>What end state is desired?</p> <p>What is the aim and objective of the emergency response?</p> <p>What priorities will inform and guide direction?</p> <p>Action:</p> <p>Were actions decided?</p> <p>What needed to be done to achieve a positive end state?</p>		

Appendix G - Multi-Agency Debrief Form

DEBRIEF TEAM NAMES:	LOCATION:	DATE:
	INCIDENT TYPE: (Exercise, Live Incident, Other)	
OBJECTIVES	LEARNING/RECOMMENDATIONS – Record observations below	
Any other information/issues:		

Appendix H - Contacts/Staff list

	<u>Name</u>	<u>Organisation</u>	<u>Contact</u>	<u>Role</u>	<u>Location</u>	<u>Car Reg</u>
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						

Appendix I - Role Players

[Insert role players below in line with your scenario]

	Role	Provided by - Organisation	Briefing	Location
1.	BTP officer	BTP	In attendance after 30 mins	Incident ground
2.	Injured passenger in car	Host service	Injuries dictate no FRS eqpt required for extrication 2 x mannequins – fatalities in rear of car	Vehicle on side in ditch, adjacent to Coach A
3.	Police initial on scene commander	Police	See appendix B1 As incident develops incident ground DS will insert injects	Incident ground
4.	FRS initial on scene commander	FRS	See appendix B1 As incident develops incident ground DS will insert injects	Incident ground
5.	Ambulance initial on scene commander	Ambulance	See appendix B1 As incident develops incident ground DS will insert injects	Incident ground
6.	Role players with briefing on type and nature of injuries	Volunteer group	live role players (unconscious with serious injuries) P1 Conscious, not trapped requiring stabilisation and evacuation. P2 2 x mannequins – fatalities	Coach A
7.	Role players with briefing on type and nature of injuries	Volunteer group	4 x confirmed fatalities (mannequins)	Coach C
8.	Lorry (LGV) driver	Host service (staff)	1 x Live role player	Adjacent to coach C
9.	50 plus 2 x adults as live casualties	College students	Walking wounded and a number placed in and around rail coaches with varying injuries	Walking wounded around scene

Ambulance service planners will provide tags to place on live and simulated casualties identifying injuries

Appendix J – Radio Channels

[Insert details here in line with your scenario]

From	To	VHF	Airwave	notes
<i>FRS</i> <i>Operational Commander</i>	<i>Fire Control</i>	<i>Incident ground comms only</i>	<i>FRS Control room to determine</i>	<i>Incident ground comms will be via vhf radio channel 1 and 3</i>
<i>Police</i> <i>Operational Commander</i>	<i>Police Control</i>		<i>Police Service Control room to determine</i>	<i>Incident ground comms will be via by airwave</i>
<i>Ambulance</i> <i>Operational Commander</i>	<i>Ambulance Control</i>		<i>Ambulance Service Control room to determine</i>	<i>Incident ground comms will be via by airwave</i>
<i>FRS</i> <i>Tactical Commander</i>	<i>Ops Commander</i>	<i>May utilise vhf depending on location and geography of incident</i>	<i>Police Service Control room to determine interoperability talkgroup</i>	
<i>Police</i> <i>Tactical Commander</i>	<i>Ops Commander</i>		<i>Police Service Control room to determine interoperability talkgroup</i>	
<i>Ambulance</i> <i>Tactical Commander</i>	<i>Ops Commander</i>		<i>Police Service Control room to determine interoperability talkgroup</i>	

Appendix K - Injects

May include:

- Social Media reports fed into TCG
- Social Media comments from unknown passengers stating they are trapped
- Request from Strategic Coordinating Group for updates
- Contact from other Category 1/ 2 responders asking if their services are required on scene
- Prompts on wider threats e.g. traffic disruption in area
- Wider consequence management issues:
 - Community reassurance
 - Investigations from relevant bodies
 - Immediate recovery issues

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7. Document Control

Active date	Review date	Author	Role	Publisher
	12 months from Active Date	Brian Welsh	JESIP Senior User	JESIP

Amendment History

Version	Date	Reason for change	Amended by
V1.0		First version of framework issued to all services.	B Welsh

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