Multi-Agency Information Cell (MAIC) Guidance

JESIP

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Contents

Introduction

This Guidance is intended to support Local Resilience Forums in developing their own Multi-Agency Information Cell (MAIC) Protocol. During this guidance MAIC protocol is used to describe a local plan, guidance or protocol to establish, resource and run a MAIC.

It expands upon JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021, which sets out some detail of the Multi Agency Information Cell (MAIC) in section 8.4 (p30).

This guidance aims to add to that introduction to support LRFs in considering their MAIC development and construction.

This guidance sets out:

- Why have a MAIC

- What a MAIC does

- Delivering a MAIC

Why have a MAIC

Legislative requirements

Managing information to enhance the coordinated response to emergencies, major incidents and pre-planned events is a challenge for all responder organisations. The duty to share information is explicit in the Civil Contingencies Act 2004, however the method in which information is shared can be complex.

A Multi-Agency Information Cell (MAIC) will improve the collation, assessment and dissemination of information to support joint decision making by a Strategic Coordinating Group (SCG), for which there is a Statutory duty.

The resilience standards for interoperability, strategic coordinating groups and strategic coordinating centres *specifically highlight the establishment of a Common Operating Picture, including the use of ResilienceDirect as one of the tools for achieving this.*

This guidance suggests that the most effective way to develop a Common Operating Picture (COP) is by having an agreed approach to MAIC operation in an LRF through a MAIC protocol.

Shared Situational Awareness

In an incident, whether that is rising tide or rapid onset, the common understanding of the situation is critical to multi-agency response. This is highlighted in JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021, section 4 (p11-14)

In smaller scale incidents this may happen face to face with responders on scene and through coordinated control rooms. In larger scale incidents this can be undertaken through the MAIC.

Purpose of a MAIC

The MAIC, in whatever form, should be able to manage multi-agency information. This information management produces a Common Operating Picture (COP) which will enable informed joint decision making in a response.

The purpose of a MAIC, JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021, is to *'provide shared situational awareness by gathering information, analysing and then delivering it in an intelligible and recognised product, referred to as the Common Operating Picture (COP)'* (p.30-31)

The COP is a common overview of an incident that is created by assessing and fusing information from multiple sources, and is shared between appropriate command, control and co-ordinating groups to support joint decision-making JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 (p18). The advantage to a COP is it builds a picture across agencies, rather than being a single agency view.

Figure 1: Fusing of information in a Common Operating Picture (COP)

Agency SitReps

Cell SitReps

Other Sources
of information

Open Source
(media)

Government information

**COMMON
OPERATING
PICTURE
(COP)**

COP disseminated
to the Command
Structure and
all partners
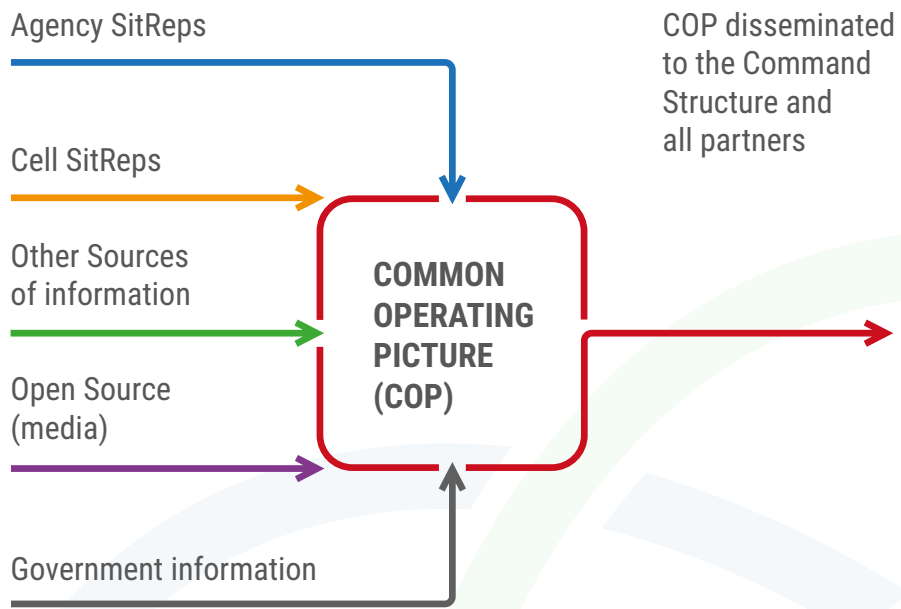
What a MAIC does

The MAIC
The information management of a MAIC requires the ability to Identify, Obtain, Analyse, Display and Disseminate multi-agency information during a response.

Figure 2: Information Management through a Multi-Agency Information Cell (MAIC)

Diagram adapted from Information and Shared Situational Awareness EPC Occasional Paper 12 (p11) incorporating Perception, comprehension and projection Endsley's model of situational awareness

Identify
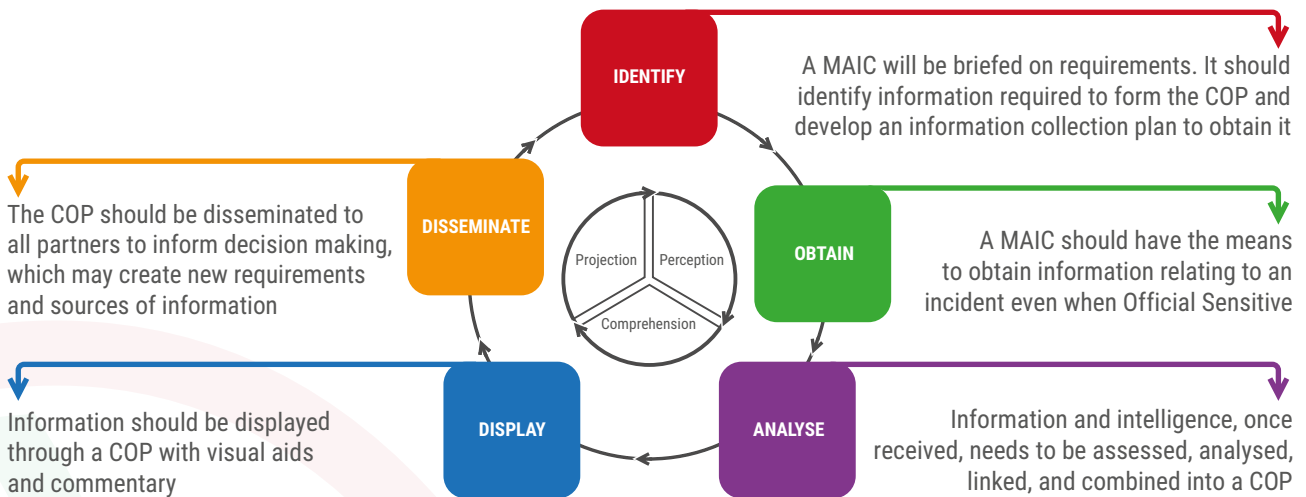In simple terms, the COP is the shared picture generated from Situation Reports (SitReps) from cells and organisations contributing to the response. However, the MAIC should not simply be a passive collator of the information provided by partners. It should receive direction on information requirements and priorities from Strategic/Tactical Co-ordinating Groups and responder organisations and will need to identify how to respond to these by gathering information from responders and other sources.

The MAIC should formally record information requirements from Strategic/Tactical Co-ordinating Groups and other users of the COP. These requests are likely to require analysis by the MAIC to determine the specific information elements needed to answer the question and the options for obtaining it. It is good practice to capture the information required as a 'collection plan'.

A collection plan is a document (generally a spreadsheet or table) that holds details of what information needs to be collected by the MAIC, who will provide that information, and how the information can be used and shared. This is the opportunity for Strategic/Tactical Co-ordinating Groups to set the direction for collecting and sharing information across the response.

The main purposes of an agreed collection plan are to document:

- The response information requirements

- Which organisations will input information to meet each requirement

- The expectation of how the information will be used

- The output flows for sharing that information.

The collection plan will also support the questions asked by Strategic and Tactical Coordinating Group (SCG/TCG) Chairs and members along with the COP requirements. It will need to be updated as the incident and the response develop and should be available to SCGs, TCGs, other response cells and responder organisations as well as the MAIC. The collection plan along with other MAIC documentation will be retained for debriefs and potential inquiries.

Pre-identified initial collection plans for an LRF's very high risks can be created in advance and activated when required. A MAIC can start bringing together information in advance of any agreed collection plan, through the use of a COP.

Obtain
The MAIC needs to be able to obtain information from responder organisations and other places, to produce a COP to give shared situational awareness.

The expectation is any impacted responder organisation and any active response cell will be feeding their information into a MAIC to form shared situational awareness.

Figure 3: Role of organisations in information sharing
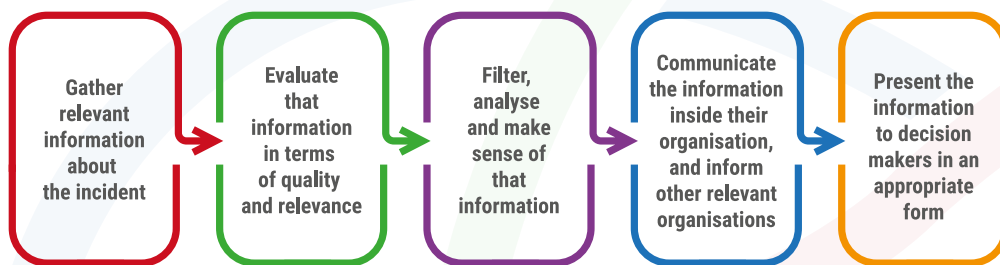
Diagram from *JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 (section 8.2 p29)*

Partners should be willing to share information during an incident, **using a principle of sharing by default** rather than restricting by default. Information can be shared between partners up to Official Sensitive using ResilienceDirect.

MAIC Officers should be able to easily access information to create the COP. The collection plan can form part of the response information sharing agreement. Developing and exercising pre-identified collection plans for LRF very high risks can identify, and potentially resolve, any barriers to information sharing.

What a MAIC does (cont).

On occasions the MAIC will need specialist information. Such as:

- Met Office forecasting and predictions in weather events, but also for the potential impact of weather on other incidents.

- The Environment Agency, alongside providing organisational information, can provide details of flooding that is predicted and where impacts may occur.

- Police may provide intelligence on protest activity or the likelihood of disorder.

- National Highways may be able to provide detailed information on traffic flow and disruption.

- Voluntary Sector partners maybe able to update on their activities at a greater granularity than other partners.

- Government Departments including Department for Levelling Up, Housing and Communities (DLUHC) may be providing guidance and responding to frequently asked questions that can inform situational awareness.

- Response cells such as Scientific and Technical Advice Cell (STAC), which could be providing information on airborne hazards, spread of disease or contamination of flood waters.

- Response cells such as Death Management Advice Cells may be providing information on mortuary capacity, flow and management.

- Community intelligence, such as through a Community Impact Assessment (CIA) can also be considered.

MAIC operations should consider how this regular specialist information can be collated and used to inform understanding.

There is always an advantage in the providers of specialist information also being invited to the SCG/TCG to inform partners face to face, to respond to questions and give the most up to date information. The inclusion of information into a COP should not inhibit attendance and discussion from partners.

There may also be specialist information and analysis required for multi-agency decision-making that is not the responsibility of existing agencies, multi-agency response cells or Government Departments. In these circumstances MAIC protocols should include processes to collate specialist information and analysis to be used by the multi-agency response structure. This could mean engaging with wider partners to develop bespoke disease or traffic monitoring or working with private sector partners such as ports and airports to understand their traffic flows.

Analyse
The MAIC will require a mechanism to register and collate information received from a range of sources on an ongoing basis. Depending on the nature and format of the information this may involve updating a log, filing a document, or marking a map.

Simply collating information and presenting it is not the purpose of the MAIC. That information has to be drawn together and analysed to provide shared situational awareness.

In the simplest terms, information relates to raw, unverified and unevaluated data gathered from numerous sources, while, intelligence refers to processed, evaluated and perspective-driven data that is gathered from trusted sources. Analysis turns information into intelligence.

After collating information, the MAIC should make an informed judgement on its:

- Relevance: In the current situation, how well does the information meet the needs of the end user?

- Accuracy: How well does the information reflect the underlying reality? This should include consideration of:
   - Source reliability: Does previous experience of this source indicate the likely quality of the information?
   - Credibility: Is the information supported or contradicted by other information?

- Timeliness: How current is the information?

Source reliability and credibility can be further strengthened by the providers of the information being invited to Strategic/ Tactical Coordinating Groups to answer questions and verbally update.

Figure 4: Three Dimensions of Information Quality

Diagram adapted from Information and Shared Situational Awareness EPC Occasional Paper 12 (p12)

The 'raw' information received by the MAIC will require analysis and integration to form the COP. Each input should be reviewed, the key information extracted and placed in the context of the other information available to the MAIC to generate an integrated assessment.

The presentation of this information, through a COP, to responder organisations should make it clear if it includes information, such as from social media reports or mainstream reporting, which may not be accurate. This may be included in the COP but clearly marked as an untrusted data source. Ideally all information should be verified but in a fast-moving incident this may not be possible and unverified information may still be appropriate for decision makers.

Validation of accurate information can be complicated but can be considered relating to the source of the information and whether it is from a trusted responder. MAIC operations should consider having more than one officer so as a minimum a second consideration before release of the COP takes place.

As a minimum, the COP should seek to answer these questions based on relevant, timely and accurate information being analysed:

- What is happening now and what is being done about it?

- So what does all of that mean and what effects will it have?

- What might happen next or in the future? (if possible these judgements should have time periods)

What a MAIC does (cont).

The MAIC will need officers who are able to draw together information from a variety of sources and consider it and answer collectively the bullets above.
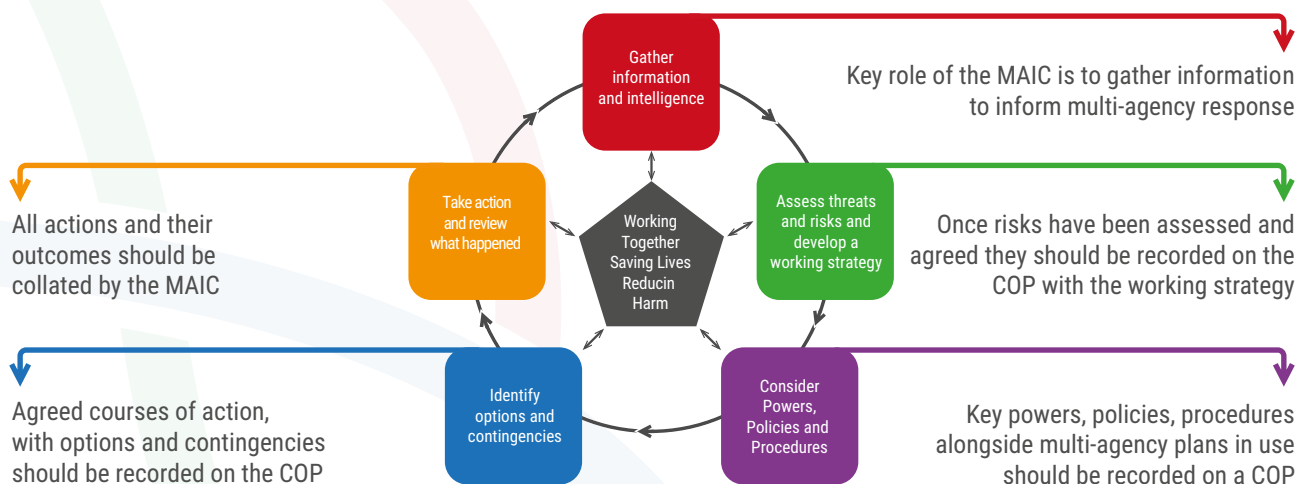
Though the MAIC considers these questions and produces the COP Strategic/Tactical Co-ordinating Groups should still be continuing to consider these issues collectively and their discussions, usually through the meetings, should continue to inform the COP going forward.

Display

Once a MAIC has identified, sourced and analysed the information relevant to a multi-agency response it needs to make responder organisations aware of that intelligence.

As a minimum, and in accordance with the Joint Decision Making Model (JDM), multi-agency response meetings should initially focus on gathering information and intelligence. This may mean MAIC officers giving an overview of the COP at the outset of a SCG and/or TCG and allowing further information and intelligence to be provided by those responder organisations attending.

Figure 5: MAIC role alongside the JDM

Key role of the MAIC is to gather information to inform multi-agency response

Once risks have been assessed and agreed they should be recorded on the COP with the working strategy

Key powers, policies, procedures alongside multi-agency plans in use should be recorded on a COP

Agreed courses of action, with options and contingencies should be recorded on the COP

All actions and their outcomes should be collated by the MAIC

How information is displayed is an important consideration. In response, attention needs to be paid to the length and content of a written COP, noting that partners need to be informed clearly and quickly of critical information.

Evidence (Moskowitz, 2008; Cowan, 2010) shows people cannot absorb more than five new pieces of information at one time, into their working memories. Consideration should be given on highlighting the most important aspects of new information or summarising those important parts early in a COP.

Any new information, especially in a long-running incident, should be easily identifiable in a COP. This can be done by highlighting or different text colours, or simply prefixing with 'new'.

Sometimes the display of information can change the understanding or decision making. MAIC officers need to consider how data is presented and the commentary that goes alongside it, whether written or reported in person, to give the best understanding possible.

Where an assessment of probability needs to be made it is important to ensure that the originators and the recipients of information have a shared understanding of the terminology used. The Professional Head of Intelligence Analysis (PHIA) Probability Yardstick provides a common set of terms that can be used in assessments. The Yardstick could be included in the MAIC documentation – for example as an annex - to allow recipients to refer to the meaning of specific terminology.

Figure 6: Probability Yardstick

Probability range	Judgement terms	Fraction range
≤ ≈ 5%	Remote chance	≤ ≈ 1/20
≈ 10% to ≈ 20%	Highly unlikely	≈ 1/10 to ≈ 1/5
≈ 25% to ≈ 35%	Unlikely	≈ 1/4 to ≈ 1/3
≈ 40% to <50%	Realistic possibility	≈ 4/10 to < 1/2
≈ 55% to ≈ 75%	Likely or probably	≈ 4/7 to ≈ 3/4
≈ 80% to ≈ 90%	Highly likely	≈ 4/5 to ≈ 9/10
≥ ≈ 95%	Almost certain	≥ ≈ 19/20

Professional Head of Intelligence Analysis Probability Yardstick*, available from* *https://www.college.police.uk/app/ intelligence-management/analysis/delivering-effective-analysis#communicating-probability**. Key: ≈ approximately equal to; ≥ is greater than or equal to; ≤ is less than or equal to; < is less than.*

Information and intelligence are best supplemented by graphics; maps, pictures, diagrams and graphs to aid understanding and MAIC operations should consider the resources and skills to include these in COPs.

Graphs and diagrams, while useful, can be misunderstood and there should be consideration of the accompanying explanation of what the data is showing.

Disseminate
Once a MAIC has identified, sourced, analysed and displayed the information it needs to be shared effectively to all partners, through dissemination.

There should be consideration of sharing beyond the LRF boundaries to neighbouring, or further, LRFs. Neighbouring and other LRFs should have a route into the MAIC, usually through a generic email, in case they have information which has an impact on the shared situational awareness.

Dissemination, by whatever means, should involve all partners if possible, so all local partners are informed of incidents and impacts, even if they do not have any initial direct impact.

A common information sharing platform is the means to share and manage information collaboratively to support joint decision-making. Any commonly understood, effective system can be described as a common information sharing platform. These are further enhanced where organisations have in place agreements to use such platforms.

There are considerable advantages to using an electronic system. For example, automating aspects of sourcing, combining, analysing and displaying data will be much more useful and efficient for those using the data collected.

What a MAIC does (cont).

The precise form of a common information sharing platform will reflect local requirements and existing capabilities, but responder organisations should consider ResilienceDirect, a widely used and secure platform with a range of functions to support joint working. ResilienceDirect is provided to all responder organisations by the government. JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 (section 8.3 p29 sets out common information sharing platforms)

Consideration should be given to organisations that are unable to access the required information on ResilienceDirect, by using alternative ways to share common information with them. All Officers of Category 1 or 2 responder agencies can access ResilienceDirect, through a secure log in which can be obtained from their Emergency Planning leads.

Consideration should also be given to incidents and responder organisations that span LRF boundaries. Attention should be paid to ensuring there is access to information dissemination through ResilienceDirect or other means.

ResilienceDirect has the capability to store and disseminate information up to Official Sensitive. It has default 'response' pages and documents can be 'notified' to contacts on the system without significant administrative maintenance of those contacts.

MAIC operations should consider the use of ResilienceDirect as part of the dissemination of information and the COP, unless there is a separate agreed common information sharing platform available to the majority of responder organisations.

Bespoke common information sharing platforms can be advantageous and many were developed and used during Covid-19 however the development of these will take significant time and are unlikely to be useful in an acute response.

Information products of a MAIC: Common Operating Picture (COP)
The Common Operating Picture (COP) is the common overview of an incident that is created by assessing and fusing information from multiple sources, and is shared between appropriate command, control and co-ordinating groups to support joint decision making. JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 (section 7 p18)

In the early stages of an incident a M/ETHANE or Agency or Cell Situation Reports (SitReps) may form the totality of COP, but as further information becomes available the COP will develop as a common reference point, and may include graphics, maps and contextual information.

There is no set format for the COP, which will reflect local requirements and practices, but whatever is developed should be user-friendly and easy to navigate and geared to the requirements of busy decision makers who are under pressure. Most decision makers will require headline issues to make decisions and take actions, in consultation with partners through a multi-agency group.

MAIC Protocols are encouraged to have templates / formats for COPs to allow understanding for partners and create common expectations across incidents. You may want to consider accessibility. In particular, the useability of your COP template, electronically and hard copy, for a variety of reasonable adjustments (visual, audible, neuro-divergence, comprehension, IT applications) for the specific needs of individuals.

MAIC Protocols may want to consider the JESIP joint decision-making model in development of COP templates. JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 Joint Decision Making Model (section 7.1 p19)

Agency Situation Reports (Sitreps)

An Agency Situation Report (SitRep) is produced, outlining the current state and potential development of an incident and the response to it for the responder organisation.

In most cases SitReps will be specific to each responder organisation and will relate to the single organisational response to a multi-agency incident, these are considered as Agency SitReps.

At its simplest the Agency SitRep can be the RAG status and any commentary on a multi-agency response from an organisational representative.

Figure 7: Agency SitRep RAG status

RED

SITUATION: The incident is having a strategically significant impact; normal community business has been significantly affected.

RESPONSE: The response is at or has exceeded the limits of capacity or capability, and further resources are required.

FORWARD LOOK: The situation is expected to either get worse or remain at this level for the short to medium term.

AMBER

SITUATION: The incident is having a moderate impact with issues of strategic concern; normal community business has been affected, but the situation is being effectively managed.

RESPONSE: The response is being managed, at this time, within current resources and through the activation of local contingency plans or co-ordinated corrective action; mutual aid might be required in the short to medium term.

FORWARD LOOK: The situation is not expected to get any worse in the short to medium term although some disruption will continue.

GREEN

SITUATION: There is limited or no strategic impact from the incident; normal community business has largely returned or is continuing.

RESPONSE: Ongoing response is being managed locally, and within the capacity of pre-planned resources.

FORWARD LOOK: The situation is expected to improve with residual disruption being managed.

Diagram from JESIP Joint Doctrine: The Interoperability Framework Edition 3 October 2021 Figure RAG status approach (section 8.4 p31)

ResilienceDirect has an inbuilt facility for Agency sitreps on response pages. Some agencies, such as National Highways and NHS England, use SitReps to inform their internal response, and these can be key sources of information to the MAIC.

MAIC Protocols may want to outline how Agency SitReps are collated by MAIC and the expectations on partners. Expected nil responses for green impacts is a way this resource intensive activity can be maintained by a MAIC. MAIC Officers may want to determine specific issues to identify in an Agency SitRep such as sickness absence or access to types of fuel, dependant on the incident response.

Not every incident will require specific Agency SitReps, detailing the organisational impacts, so template Common Operating Pictures (COPs) should be flexible on the required content.

Action and decision reporting from active response cells (Cell SitReps)

During a response the MAIC takes responsibility for understanding what is going on, as far as possible, and producing the COP.

A significant part of understanding the response comes from the established response cells including Strategic Coordinating Groups (SCGs), Tactical Coordinating Groups (TCGs), Warning and Informing Cells, Scientific and Technical Advice Cells (STAC), Logistics Cells, Mutual Aid Cells, Death Management Cell, Voluntary Sector Cell, Cyber-Technical Advice Cells (C-TAC), and Severe Weather Advisory Group (SWAG).

MAICs should have agreed procedures, much like Agency SitRep requirements, for how the chairs and members of each of these cells will report into the COP through the MAIC.

As a minimum the understanding of actions and decisions by all active response cells should be part of the MAIC's role. Those actions and decisions should actively inform the COP.

Maps

Maps enable situational awareness for an incident in a way other data cannot. They allow decision makers to see the proximity of the incident to other features, like residential areas, major roads, power lines, rivers and so on. They also can get across the scale of a problem in a way having something in writing cannot. A simple location map of an incident can provide context to a discussion. With more time, analysis showing locations of key features can add intelligence to decision making.

Many responses will have a physical dimension that can be mapped. Part of the role of the MAIC is to understand if mapping capability will benefit the response and ensure that mapping can be shared. Those maps should be included in COPs but may also be standalone products linked to the COP.

ResilienceDirect has a mapping function that can be utilised by partners. Ordnance Survey also have a Mapping for Emergencies response role available. Many LRFs will have responder organisations who have mapping skills that could be utilised as part of a MAIC.

Government reporting / Delta

As well as providing local shared situational awareness through a COP it is likely MAICs will have to supply reporting to Government through the Department of Levelling Up, Housing and Communities (DLUHC) especially in a significant or wide-ranging incident, sometimes via the Cabinet Office Briefing Room (COBR)

Multi-agency response structures may be asked to provide a SitRep to DLUHC/COBR in order for a national COP to be developed. SCG Chairs may also be asked to report directly to COBR and in this circumstance MAIC Officers should provide a briefing, which may be the COP.

Ministerial requests may be sent into the MAIC where the MAIC officer will work with the SCG or TCG Chair to ensure a timely return.

In recent wide-ranging incidents (EU Exit and Covid-19) DLUHC utilised a reporting system 'Delta' to compile an overview of multi-agency response across all LRF areas. If Delta or another Government reporting system is utilised it is a role of the MAIC to be accessing and updating that system.

Specific analysis / supporting information

On occasions there will be the bringing together of information outside of the COP. This could be detailed information on options, or a specific briefing to SCG on an element of response, or potentially the recordings and transcripts of meetings.

Where this specific information is used to inform decision making it should be referenced in the COP and ideally held on a common information sharing platform, such as ResilienceDirect.

Developing a MAIC

Developing a MAIC protocol

As with all LRF based plans, the ideal process is through a multi-agency group to consider, develop or review, the MAIC protocol. This should involve those who will provide resources (including specialist resources) to the MAIC. There may be the option to work beyond the boundaries of the LRF in considering the function and operation of a MAIC and therefore those partners should also be drawn into the MAIC protocol review group.

Format and style

The format and style of a MAIC protocol should be determined by the LRF and any working group. It is most likely that a MAIC protocol should sit alongside the multi-agency major incident plan (or equivalent) and could be a simple appendix. The MAIC protocol should be set out clearly with ease of navigation. If a single organisation provides the MAIC function in an LRF it may be that the MAIC protocol is an internal document and only requires reference in the generic multi-agency response plan.

Contents of a MAIC protocol

The below sections are the expected minimum that would be included in a MAIC Protocol, but these could be covered in the Multi agency major incident Plan so may not all need to be included.

Purpose and scope

At the outset, the MAIC protocol should include why it is needed and if it supersedes other previous plans; setting out broadly what the plan includes and excludes and its intended audience(s), thinking beyond LRF boundaries.

Aim and objectives

What the plan is seeking to achieve. For instance, what successful implementation of the plan would look like. The production of a COP or providing shared situational awareness as examples.

Figure 8: Suggested Aim and Objectives

The Aim of this protocol is to set out how a Multi-Agency Information Cell (MAIC) will produce Shared Situational Awareness through the production of a Common Operating Picture (COP) in a multi-agency response.
Objectives
• Identify when a MAIC will be established and who will activate • Determine who resources a MAIC • Provide templates for COPs

Developing a MAIC (cont).

Related plans

Cross references to other related and interdependent plans, or a brief diagram / list showing the plans and linkages between them. MAIC protocols should not duplicate detailed information that is already available elsewhere so cross referencing is encouraged. It is likely that a MAIC protocol will have strong links to the multi-agency major incident plan.

It may be that other specific plans include information for a MAIC. As an example, COMAH or site-specific plans could include a template M/ETHANE message which would be shared with MAIC, or multi-agency flood plans might include map annexes that are expected to be utilised by a MAIC. Other generic response plans, such as warning and informing plans might have reference of how they might provide information on media reporting or social media. Mass casualties planning might make it clear on the responsibility of reporting on fatality and casualty numbers. If these references are known they should be included in the related plans section.

Triggers and activation

The MAIC Protocol should include triggers for when a MAIC is required and how a MAIC is activated.

As the MAIC is linked to multi-agency response it is likely the triggers will relate to the establishment of response structures.

The triggers could simply be linked to a declaration of a major incident, or the establishment of a SCG. Triggers could be linked to lower levels of response, through TCG or at the request of any chair of a response cell.

There could be the consideration of a MAIC, more likely for rising tide incidents, with no response structure, such as animal disease, potential strike action or predicted weather impacts, allowing the production of shared situational awareness through a COP.

Once a clear trigger system for a MAIC has been determined the protocol should explain how to activate the MAIC. This could be activation through agreed and established organisational roles, or through usual activation of response cells.

Figure 9: Suggested Trigger and Activation Table

Trigger	Activation
On declaration of a major incident, the MAIC will provide a COP	The agency declaring the major incident should compile a COP (which may just be the M/ETHANE) and share it on ResilienceDirect, ideally within 2 hours of declaration, with an action at the first SCG to determine the resourcing of a MAIC
On the establishment of a Strategic Coordinating Group (SCG) the MAIC will provide a COP	The agency or Cell requesting the SCG activation will determine the resourcing of a MAIC and the production of a COP. The initial COP should be available on RD before the first SCG meeting. Future COPs and MAIC resourcing will be determined at the SCG
At the request of any multi-agency Cell Chair a MAIC can be established, if that Chair determines that shared situational awareness would aid the response	The Cell Chair should determine the MAIC resource and initial COP

Figure 9: Suggested Trigger and Activation Table (cont.)

Trigger	Activation
There is a need for Government activation, engagement and reporting to and from Ministers or local MP briefings.	Directed by the SCG chair, where MP briefings or reporting lines are required into another department outside of DLUHC (i.e. DfT, DEFRA)
A 'rising tide' event, such as protests, industrial action, avian flu, or infectious disease, requires coordination of information before multi-agency responses structures are established (note this trigger may be held in the relevant plans)	The LRF Secretariat/Manager consults with partners on the requirement for a COP and arranges the input of information and shar-ing of the COP (likely through ResilienceDi-rect)

Resourcing and operation of a MAIC
As with any multi-agency response cell a MAIC requires a trained and dedicated resource.

The resourcing and operation of a MAIC should be based on the needs of the incident and be flexible according to need. There should be consideration of whether MAIC officers are working in the MAIC full time and covering what shifts/hours, or if it is possible to undertake MAIC functions alongside other work or response roles.

A simple or short-lived incident may only require one or two officers to collate information and disseminate a COP. A longer, more protracted, or complicated incident may require a much larger MAIC resource, especially if there are multiple response cells feeding into situational awareness or requirements for specialist information analysis.

The MAIC will require a sufficiently senior officer to provide some elements, such as securing resources and working with the most senior response structure chair (likely the SCG chair) to determine the frequency and content of the COP.

Within the MAIC you will require people with information management and analysis skills, to identify, source, analyse, display and disseminate information. If you are utilising ResilienceDirect or another common information platform you will need people with skills of using the platform within the MAIC. You may also need people with mapping skills and analytical skills. In a smaller scale response, it is advantageous to have people who are skilled in more than one element allowing them to cover more roles.

There are advantages to MAIC construction which incorporate multi-agency partners as officers, as this allows potentially easier access to a wider variety of information sources, however local arrangements may determine a MAIC is best held as the responsibility of one agency. Where the MAIC function is held exclusively by one agency to support multi-agency response there should be clear arrangements for other agencies to input into shared situational awareness. These should be established in advance as part of the MAIC protocol. The resourcing and staffing of a MAIC is down to local discussions and determinations

Developing a MAIC (cont).

MAIC operation should consider:

- How partners and response cells are expected to feed into the MAIC (this could be through generic emails, information systems or notifications on ResilienceDirect as examples). Pre-agreed initial collection plans can be developed for LRF top risks.

- How and when COPs will be shared (before key meetings, at the end of each day, before meetings start in the morning, regularly during the incident, via ResilienceDirect or through other means)

- How other information will be shared (Agency situation reports (SitReps), action lists, Cell Situation Reports (SitReps) briefings, specialist information)

Figure 10: Suggested MAIC Roles

MAIC Role	Duties
MAIC Lead Officer / Manager / Chair	• Liaise with the Multi-Agency Response Structure Chair(s) to determine the resourcing of the MAIC • Liaise with the Multi-Agency Response Structure Chair to determine the dissemination of the COP • Identify specialist or additional resource • Sign Off / Agree the COP before dissemination • Liaison with Government Departments on information requirements • Liaison with Multi-Agency Response Group Chairs on the information required in the response and to inform the COP
MAIC COP Compiler / Coordinator	• Analyse information provided to the MAIC • Produce a COP • Seek additional information to inform the COP • Report to Government Departments as appropriate for the response • Develop information collection plans relevant to the response
MAIC RD Officer (or other Common Information Sharing Platform)	• Establish and maintain an RD response page • Collate and notify relevant information • Maintain a timeline of the event and curate the information on RD for debrief / inquiry requirements
MAIC Information Management Officer	• Obtain and collate information from Agencies (Agency SitReps) and existing Cells and provide to COP Compiler / Coordinator • Complete Government reporting • Obtain additional information from information collection plans
MAIC Mapping Officer	• Compile and disseminate maps relevant to the response
MAIC Intelligence Officer	• Compile and disseminate specialist information required for the response

Training, exercising and continuous improvement

The skills required for your MAIC Officers will be determined by your MAIC Protocol. Most MAIC roles will require skills in information management, analysis and intelligence, and it may be appropriate to have officers with those skills from organisations in your MAIC or train response staff to undertake the role.

It is recognised there is a pressure on response roles and maintaining a level of competence outside of response is challenging, especially for these MAIC roles. Some areas maintain a business as usual information sharing multi-agency team to keep these skills active, however that will not be appropriate everywhere.

In line with all emergency plans it would be expected to train those who undertake response roles, including MAIC Officers, and then exercise the plans using suitably trained officers. Training can include eLearning, classroom training and/or shadowing those with the skills required.

This guidance advises exercising MAIC during each appropriate exercise.

Any activation of your MAIC Protocol, whether during exercising or for an incident or event, should lead to the identification of learning through debriefing. This should lead to improvements in your arrangements. Lessons identified which have an impact on JESIP principles or would lead to improvements in this national guidance and MAIC practice should be submitted via Joint Organisational Learning (JOL) Online. For further information on this contact your organisation's JOL Single Point of Contact (SPoC) or contact the JOL Coordinator at jol@jesip.org.uk.

As with all multi-agency plans the expectation would be a review of the MAIC protocol every three years as a minimum, with the option for more frequent review if risks or learning determines, and more rapidly changing elements, such as contact details being reviewed more frequently.

JESIP

Working Together – Saving Lives

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