

WILTSHIRE POLICE FORCE PROCEDURE



DEBRIEFING PROCEDURE (CRITICAL INCIDENTS)

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PROCEDURE

PROCEDURE OVERVIEW

Debriefing is an integral part of any organisation's processes and should be embedded into organisational learning and development. The process enables improvements in the way the organisation operates and continuous development of its processes, structures and procedures. It is not about a culture of pointing the finger or apportioning blame but of course may identify weaknesses in an individual's level of knowledge, skills and abilities. Similarly it may also identify weaknesses in organisational systems and processes. It should promote open and honest discussion but should not compromise any ongoing investigation.

Essentially it is a process by which lessons can be identified, discussed, analysed and incorporated into organisational thinking and learning thereby creating good practice for the future.

In essence the debriefing process looks for answers to the following three questions;

- How well prepared were we?
- How well did we perform?
- What can we achieve better in the future?

This document is intended to encourage all members of the Force to look for opportunities to learn from experiences and self develop. It also provides a structure for those tasked with implementing debrief procedures to ensure lessons are captured in a timely and effective manner.

Whilst the guidance is predominately for the debriefing of Critical Incident Management (CIM) it can be applied to any incident or indeed used for planning of events or exercises. Nothing in this document should affect current processes that already exist for debriefing of Firearms Incidents or Critical Reviews of Major Crime Investigations.

Neither should the process affect any Professional Standards investigation or other enquiry that may result as a consequence of the incident.

GLOSSARY OF TERMS

Term	Meaning
CID	Criminal Investigation Department
CIM	Critical Incident Management
COP	College of Policing
DMM	Daily Management Meeting
FOI	Freedom of Information
IPCC	Independent Police Complaints Commission
JESIP	Joint Emergency Services Interoperability Principles
JOL	Joint Organisational Learning
LRF	Local Resilience Forum
MCIT	Major Crime Investigation Team
NIM	National Intelligence Model
OFC	Operational Firearms Commander
OHU	Occupational Health Unit
ORB	Organisational Review Board
PIM	Post Incident Manager/Management

PSU	Police Support Unit
RTC	Road Traffic Collision
SCG	Strategic Coordinating Group
SCT	Senior Command Team
SFC	Strategic Firearms Commander
SIO	Senior Investigating Officer
SMT	Senior Management Team
TFC	Tactical Firearms Commander
TRIM	Trauma Risk Incident Management

RELATED POLICIES, PROCEDURES and OTHER DOCUMENTS

This document should be read in conjunction with the Force Critical Incident Procedure.

In producing this procedure reference has been sought from the following sources;

- [Critical Incident Procedure](#)
- APP Critical Incident Management Guidance
- Hampshire Police Force Debrief Document
- Emergency Planning Officers Handbook (Brian Dillon 2009)
- Joint Emergency Services Interoperability Programme Doctrine

AUTHORISED PROFESSIONAL PRACTICE AREAS ASSOCIATED WITH THIS PROCEDURE

This procedure should be read in conjunction with the [Critical Incident Management](#) section of APP.

DATA PROTECTION

Any information relating to an identified or identifiable living individual recorded as a consequence of this procedure and the Debrief Form ([appendix A](#)) will be processed in accordance with the Data Protection Act 2018, General Data Protection Regulations and the [Force Data Protection Policy](#).

FREEDOM OF INFORMATION ACT 2000

This document has been assessed as suitable for public release.

MONITORING and REVIEW

This procedure will be reviewed every two years by the Major Incident Planning team which will ensure updated processes and identified good practice are incorporated into the document.

WHO TO CONTACT ABOUT THIS PROCEDURE

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TYPES OF DEBRIEFING

There are several different types of debriefing which are detailed below ;

Hot Debrief

Hot debriefs occur immediately after an incident to capture key issues. This is particularly important if Health and Safety issues are evident. For Critical Incidents the facilitator is likely to be the Response Inspector or supervisory officer at the scene. The comments should be captured and written down in whatever process is considered the most appropriate for the circumstances.

This will also allow an opportunity for individual personal reflection.

Where exercises or pre planned events have taken place this may be in the form of an evaluation sheet.

Other options include seeking a scribe to record the key points or use of a tape recorder for which a transcription can be provided at a later time.

Single Agency Debrief

This is self explanatory and in most cases Critical Incidents will only involve Wiltshire Police. However some incidents may involve other agencies which would then require a multi agency approach to debriefing. This is evident in exercise planning where all major exercises are subject of a multi agency debrief by the Wiltshire and Swindon Local Resilience Form (LRF) , Training and Exercising sub group.(e.g. Exercise Equinox 2009, Exercise Red Kite 2013)

Internal Debrief

An internal debrief may occur whereby a Critical Incident or other incident affects or has the potential to affect the reputation, staff or procedures of Wiltshire Police. An example of this may be the arrest or prosecution of a member of staff which is subject to the spotlight of the media or an Independent Police Complaints Commission (IPCC) investigation into the Force handling of an incident. This may require the advice and presence of the Professional Standards department.

Alternatively internal debriefs will occur where a multi agency incident has occurred and it is important to identify issues relevant to the Police before engaging in a multi agency debrief.

Multi Agency Debrief

Where a multi agency incident has occurred this will be the culmination of the debrief process and may occur many weeks after the event.

In these circumstances it is important to establish who will deliver the debrief, in what format, who will be represented from each organisation and in what manner it will take place. Under the Joint Emergency Services Interoperability Principles (JESIP) there now exists a capability to capture national learning via the Joint Organisational Learning (JOL) process. This is accessible via the Resilience Direct site which is available to a multi agency audience. This is only accessible to a handful of Wiltshire Police staff but the Major Incident Planning team have access and where issues affect the JESIP principles and opportunities for National learning these can be captured.

Formal Debrief

Any debrief surrounding a Critical Incident should be a formal process with identified outcomes. It should be chaired or facilitated by an appropriate individual within the organisation and supported by a structured debrief trained member of staff or external debriefer if considered appropriate.

Cold Debrief

This is similar to the formal/internal debrief and is the opportunity to review the incident after a period of time when all the facts are available (including those from the hot debrief). The cold debrief should be properly facilitated, attended and with formal recording of all the issues from which a final debrief report with recommendations can be produced.

This will often result in an action plan to enable the recommendations to be progressed with SCT/ORB oversight where necessary.

BENEFITS OF DEBRIEFING

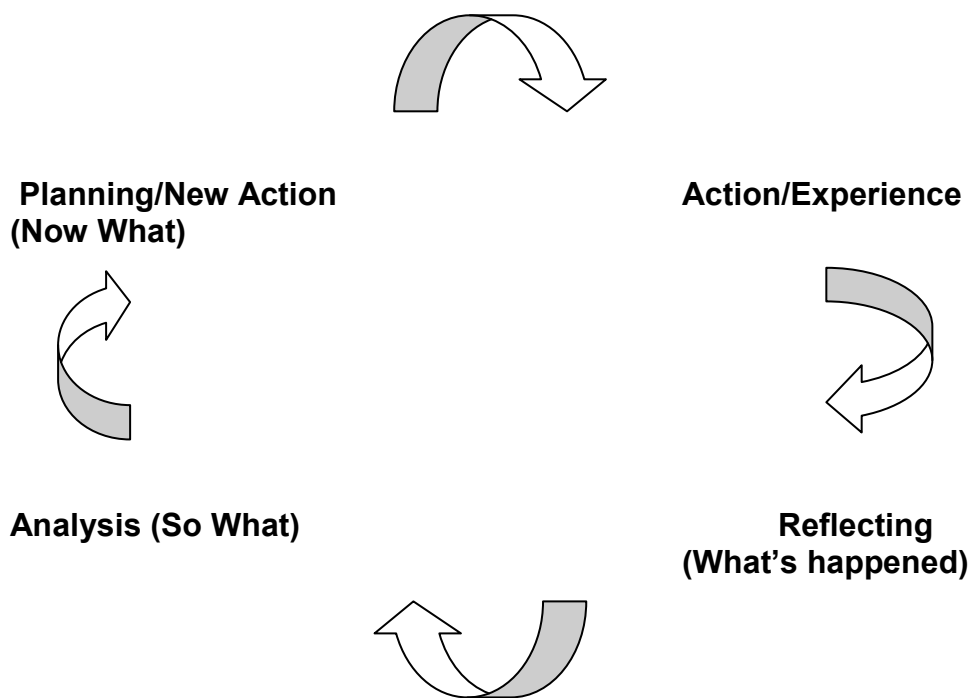
Debriefing allows individuals, departments and the wider organisation to examine their strengths and weaknesses and in the case of the Force to refine its planning and procedure processes.

Personal Reflection

One of the benefits of debriefing is the opportunity for individuals to examine their own behaviour and use the opportunity for reflective practice. Such a principal can become embedded into organisational thinking which in turn leads to a more effective workforce.

It is widely accepted that the most effective way of learning as an adult is by following the stages of the experiential learning cycle shown in the diagram below.

Experiential cycle



The **action stage** is the activity that has been undertaken for which the process will revolve around. (Incident)

The **reflecting stage** is the opportunity to examine the incident, reflect on the response and recall the details.

The **analysis stage** is the opportunity to evaluate the actual events and identify what went well and what could be improved.

The planning/new action stage is the process of delivering those improvements to ensure there is no repetition in the future.

The challenge of the above process is the implementation of the cycle to ensure organisational learning across the board. This may take a number of different mediums to achieve through direct learning, distance learning or delivery of specific training to the Force or individuals.

DEBRIEFING PROCESS

Critical Incidents

The process for debriefing a Critical Incident is key to ensuring that lessons are identified, recorded and implemented in respect of organisational learning. The chart at **Figure 1 below** provides a transparent process that will ensure when Critical Incidents are declared they are properly managed and debriefed within a given timescale.

Critical Incident Reviews

All Critical Incidents will be subject of ongoing review and monitoring to ensure they are being progressed and managed in a timely and efficient way. Such reviews are likely to receive SCT oversight and therefore need to be managed at an appropriate level of Command as identified within the Critical Incident Procedure.

Such reviews will help shape the debriefing process particularly where the incident is protracted.

Major Incidents

Major Incidents may in themselves be classed as Critical Incidents. They will have defined Command and Control structures implemented at an early stage and therefore subject of ongoing review through the Strategic Coordinating Group (SCG).

Major Incidents should always be subject of a debriefing process however this may take place through a number of different mechanisms via Public Enquiries, Boards of Enquiries and the like. These may of course therefore be Government rather than agency led and may lead to multiple debrief processes.

Daily Intelligence Debriefing

In line with the National Intelligence Model (NIM) debriefing should become a routine element of everyday policing and should normally occur at the end of every tour of duty. However it is accepted that the pressures of operational policing may make this impractical in which case the debrief should be held as soon as possible. For example, conducting the debrief the next day or the next available shift. Such debriefs are usually held by the team supervisor.

The pressure on operational staff can lead to debriefing being overlooked. This should not be allowed to happen as effective debriefing will ultimately minimise bureaucracy, streamline current procedures and reduce demands on operational staff.

The primary purpose of a daily intelligence debrief is to pass on information obtained from patrol activities, neighbourhood policing or other operation, investigation or crime reduction initiative. It is acknowledged that the structure within operational policing does not always allow the team debrief however officers should make full use of the Niche process for recording of intelligence information.

Firearms Debriefing

The Force as part of the Tri Force arrangements uses the Chronicle database which enables recording of all Firearms incidents and the reports from the various Strategic Firearms Commanders (SFC), Tactical Firearms Commanders (TFC) and Operational Firearms Commanders (OFC). Chronicle allows a search for organisational learning to be identified. Through the TFC meeting process incidents can be discussed and debriefed as appropriate.

Near Misses

Near misses are not generally recorded unless they involve a Health and Safety element in which case they can be referred to the Health and Safety department for analysis. This however does not identify the near miss in respect of a Critical Incident. Where such instances occur and they are identified early on these should follow the same process of review as for Critical Incidents.

Such incidents may be monitored and referred retrospectively.

Role of Senior Command Team

The Force has a Senior Command Team which is made up of the Chief Officer team and whose remit is to monitor Strategic issues and risk within the Force. This group allows oversight into any Critical Incident. It is from this group that recommendations may be made back to the Geographic area or department for implementation.

Professional Standards

In some circumstances, particularly internal Critical Incident's there may be a need for the Professional Standards department to have an input into the debriefing process. It may due to the circumstances be inappropriate to hold an immediate debrief. Advice can be sought from the Head of Professional Standards for any Critical Incident which may lead to a complaint against the Force or individual officers.

Post Incident Procedures

The Force has identified Post Incident Procedures in place to manage the aftermath of a Critical Incident. This involves the appointment of a Post Incident Manager (PIM) to support those directly involved in the incident. This is particularly relevant to the Firearms arena.

Roads Policing Debriefs

All Fatal Road Traffic collisions are graded from A to C. All category A and B incidents are immediately referred to the on call Roads Policing Inspector (Tri Force) for review. As the case file progresses it will be subject of a regular review by the SIO and Roads Policing Manager (Tri Force) who will instigate a formal debrief if required.

Any pursuit is also subject of review at the conclusion. This will be both by the SIO to identify any learning points by the ground units and also in tandem will be a debrief conducted by the CIM to identify any communications issues.

The debrief information will be captured on Wiltshire Police form 530.(or Tri Force arrangements)

Custody

Any incident within Custody is reported by way of a Form 477 (Custody Adverse Incident Form) which is completed by the Custody Sergeant. This could relate to any incident ranging from a defendant caught smoking in the cells to an attempted suicide. There is an audit process with the matter referred to the duty Inspector for investigation after which the report is forwarded to the relevant Custody Inspector who will deal with any staff issues arising. The matter is then referred to the Strategic Custody Group for discussion and recommendations. Any health and safety or training issues are referred to Health and Safety or Learning and Development as necessary.

Any death in custody will involve both a Professional Standards and IPCC investigation. A Death and Adverse Incident in Custody Protocol exists for the guidance of all staff in such an event. The result of any such incident would be likely to have far reaching consequences for the Force and any lessons identified addressed through the Strategic Custody Group.

Major Crime Review

All major crimes are subject of a debrief and review procedure which is captured within the Force Peer Review Policy. Following any major crime e.g Murder or Kidnap an initial assessment of the investigation will take place within 24 to 72 hours by a senior manager from CID/Major Crime Investigation Team (MCIT). This will be followed by a Peer or Mature assessment seven days into the investigation by an independent SIO within Force particularly if the incident remains undetected at that stage.

After 28 days a further review of the case may be carried out and if the investigation is a Category 'A' (Stranger murder or other high profile case) this review will be conducted externally by another Force.

All of the above processes will be under the scrutiny of the Force Crime Review Officer and ultimately by the Crime Performance and Strategy review group who will review Policy and make recommendations as necessary.

The review will focus on three specific areas;

- Organisational
- Incident Specific
- Procedural

Those with an Organisational or Procedural element will involve a review by the Major Crime Review officer. The review report will be submitted to the Brunel Head of the Major Crime Investigation Team and the ACC Chair of the Organisational Review Board (ORB).

Evidence and Disclosure

Where officers involved in the incident are themselves witnesses it is vital that their initial account is recorded prior to any debriefing process. This is to avoid any later suggestions of manipulation or rehearsed evidence.

The whole point of a debrief process is to allow honest and open discussion about the way the incident was handled. This could where there may be discipline issues arising, provide a conflict between ascertaining the facts and individual officers not wanting to engage in the process. It is important that in such circumstances safeguards are in place to protect individuals whilst allowing the natural debrief process to take place.

It should be remembered that any debrief is potentially subject of disclosure where a criminal investigation is likely or where the Freedom of Information Act (FOI) applies. The content of this material will fall within the ambit of the Criminal Procedure and Investigations Act 1996.

Therefore it should be recorded on the MG file system and or referred to the disclosure officer in the case where a Criminal Investigation is started.

Risk Assessment

Where any Health and Safety issues (including near misses) are identified these should be referred to the Health and Safety department immediately (after the hot debrief). If appropriate a representative of the Health and Safety department should be invited to take part in any formal debrief process

Trauma Risk incident Management (TRiM)

The TRiM process must be considered as part of the debriefing process following any critical incident. TRiM does not replace the need for operational debriefs which are undertaken by managers.

The TRiM process assesses the need for psychological support after a critical incident. It is a tool to assist with early identification of problems that may lead to sickness absence, and works by using set factors and questions to assess an individual's response to a particular situation or incident, thereby providing a structured and consistent approach for management to apply.

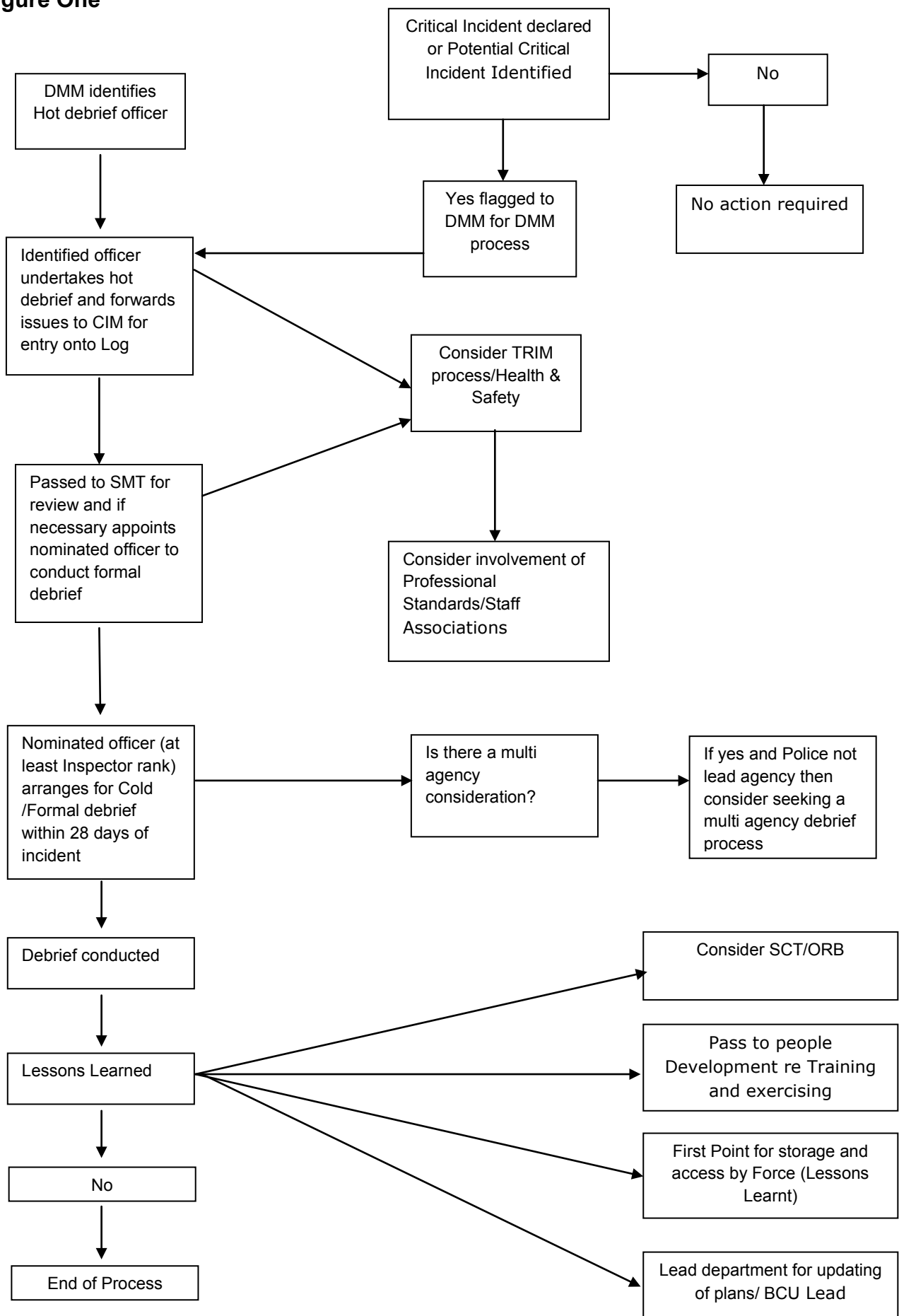
Post traumatic illness cannot be prevented but can be successfully managed if identified at an early stage. Additionally, it may be that effective and active people management after traumatic events can assist personnel who are finding the post incident period difficult. Where proactive management is applied it is clear that moral and general team cohesion is improved.

Trained personnel exist within the structure of the service that can be mobilised to facilitate the risk assessment process with an individual, shift or group of people. This will be generated through the TRiM planning process and generally within 72 hours, the initial TRiM process will be undertaken. Contact can be made via the TRiM co-ordinator (OH Department) or via individual contact points / TRiM team leaders. Further guidance regarding TRiM procedure can be found on first point

Organisational Review Board

The Force has in place an Organisational Review Board, chaired by an Assistant Chief Constable and attended by Superintending ranks and other key individuals. This group oversees incidents and debriefs and makes recommendations as appropriate.

Figure One



Debriefing Process

Where a Critical Incident is declared a Command and Control process will be initiated. This will allow Strategic oversight of the policing response. Part of this Strategic oversight should be to ensure that the process of debriefing begins at the conclusion of the incident.

The Response Inspector in most cases will undertake a hot debrief of staff at the conclusion of the event and ensure the points captured are recorded on the Command and Control log as well as the debrief form as shown at [Appendix 'A'](#). In other cases another scene supervisor or even the Force Critical Incident Manager (CIM) could undertake this action. However it will be for the relevant DMM to ensure that this debrief is undertaken.

Where the incident is protracted and may overlap several shifts or Response Inspectors then information via a hot debrief may occur more than once.

In addition this is an opportunity for referral of any issues to the Health and Safety department or for referral of officers for the Trauma Risk Incident Management (TRiM) process.

By declaring an incident as a Critical event this will ensure the relevant Command and Control log will feature on the Risk Management Portal on First point which will ensure SCT and Daily Management Meeting (DMM) oversight. This will enable the process for debrief is identified and instigated.

The incident will normally be reviewed by the Daily Management briefing which will ensure that if relevant a formal debrief process is implemented. An officer normally of at least Inspector rank (from the area concerned) will be appointed to conduct the formal debrief process with 28 days of the incident occurring. This does not mean the officer themselves will undertake the debrief but merely oversee the process. It will involve identifying a suitably trained officer to undertake the actual debrief process and gather all the information necessary, to ensure it can be undertaken and attended within the given timeframe. Any delays in undertaking the debrief process should be referred back to the relevant SMT for extension and or approval. Throughout the process the debrief form will follow the process to allow sight of progress.

A number of members of staff within the organisation are trained in formal debriefing techniques and information on those individuals can be obtained from the Critical Incident Firstpoint site or People Development.

The actual debrief will need to consider a number of factors. For example the numbers of persons to be debriefed, the type of incident involved and whether the incident involved the use of any special tactics (e.g. Firearms, PSU). In this case it may be advisable to engage a Firearms or PSU tactical advisor to support the process.

Careful consideration should be given when selecting those to contribute towards the debriefing process. For large debriefs there should be a broad section across all Command levels (Strategic, Tactical and Operational) including a representation of the various roles involved.

Once the formal debrief has occurred the findings should be provided in a written report, produced by the lead debrief officer, to the Force for consideration of the contents and recommendations for the best way to capture these and inform organisational learning and good practice. **This should be forwarded to the Senior Command Team or ORB (if applicable) who will make any recommendations and refer back to the SMT for action.**

Dependent on the nature of the incident the findings of the debrief may inform part of a wider enquiry or investigation and therefore may be disclosable. For example an IPCC investigation or a Public Enquiry.

The formal debrief report may need to be considered for referral at various internal stages such as Senior Command Team (SMT), Senior Management Team (SMT) or may simply sit with the Geographic Superintendent.

Where necessary the findings may need to be referred to other departments in order to ensure organisational learning is captured such as People Development, Health and Safety or Major Incident Planning. These departments will need to update Force plans or consider exercising particular aspects of the report. Similarly the Force may need to refer aspects of the report for inclusion on the Force Risk Register.

In some cases, it may due to the nature of the incident, be necessary to publicise the findings of the report or to brief individuals who may have been affected as a consequence of the police actions at the initial Critical Incident. Such actions are only likely to occur with the agreement of SCT or the Senior Investigating Officer (SIO) of the incident.

Identifying when a Critical Incident has occurred

Critical Incidents are not a regular occurrence. However identifying when one has occurred and ensuring the process outlined is implemented is key to effective management and analysis of the event.

A Critical Incident that is declared at the outset will be captured on the Risk Management portal and therefore be identified at an early stage. Where a structured debrief occurs this will also be clearly evidenced and information made available via the DMM process. It is imperative that when a Critical Incident occurs this is recorded so that the Force is aware and can in due course analyse the findings of the incidents and debrief process. This is particularly the case where an incident is retrospectively declared a Critical Incident.

College of Policing Debriefing

The College of Policing (COP) offers a debriefing service for police forces involved in an Emergency or Major Incident. The service ranges from consultancy on force debriefs to a bespoke service covering aspects of post incident feedback. The COP OUS can conduct debriefs for UK police forces if the incident meets any of the following criteria

- Events of a National significance
- Events which have a force wide impact
- Events with unique operational features

Similarly they may be able to offer advice on debriefing of Critical incidents or provide examples of good practice through the Polka website.

OVERARCHING DEBRIEF CONSIDERATIONS

The following considerations form the basic principles underlying the debriefing process. This will apply equally across the range of types of debrief.

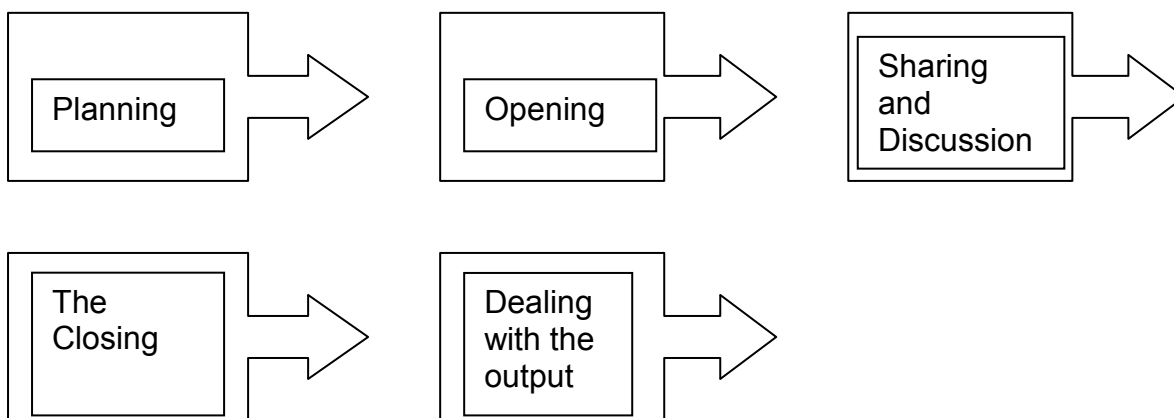
- Debriefing should be tailored to the group involved and the type of operation.
- The goal of debriefing should be to facilitate personal, group and organisational learning and improvement. Essentially, debriefing requires the individual and/or group to recall and reflect on information and experience so that meaning can be drawn and learning facilitated. Recall can be encouraged in numerous ways using writing, drawing, thinking and talking within the context of the meeting.
- Debrief facilitators should aim to create an atmosphere where individuals feel able to be open and honest without fear of reprisal. Debriefs should not be used to apportion blame or to criticise individual behaviour. It should be recognised that everyone has the potential to make mistakes and with hindsight is always possible to see alternative methods of achieving results. A successful debrief will allow those present to critically analyse their own actions and constructively contribute to a discussion about all other elements of the event.
- The debrief facilitator should adopt a neutral stance in relation to the event or operation in order that the end product comes from the group being debriefed.
- The debrief facilitator should familiarise themselves with an overview of the incident, those attending and any issues that have already been identified. They should use this information to plan a broad structure for the debrief. This may include viewing the Command and Control log or other supporting material.
- Debriefs should be conducted in a manner that will encourage an open and honest debate which is supportive, constructive and conducive to learning.
- The objectives of the incident should be listed and a discussion promoted to assess whether the objectives were achieved.
- It is best to go through events in a manner that is easily understood by all participants. Generally most debriefs will be conducted in a chronological order, so participants can follow the sequence of events. This is usually broken down into three stages. Pre Event, During the Event and Post Event.
- The debrief needs to be controlled, directed and to the point. It should not be allowed to descend into a free for all.
- The process should be exploratory and should aim to find the reasons and thought process behind actions.
- The sequence of events should be discussed with the staff concerned for each task performed. Questions should be asked to make sense of events.
- Praise and encouragement should be given whenever individuals have performed with skill and competence.
- Health and Safety issues should be highlighted and action required for improvement identified and assigned to an individual.
- Where individual competence has not been demonstrated to acceptable standards it is important that their training needs are identified and addressed either personally or through line management. It is important that such discussion is made outside of the debrief process so as not to cause embarrassment or invite personal criticism.

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- The aim of the debrief is to examine team performance and not that of individuals. Great care must be taken to ensure that the debriefing process does not attribute blame to any individual or cause any participant to feel uncomfortable.
 - Questions should be managed throughout to ensure an equal level of understanding and that all participants have an opportunity to contribute.
 - Sufficient time should be allowed for the debrief to ensure it is not rushed and meets its objectives.
 - All visual aids should be considered and utilised as necessary.
 - Refreshments should be provided as appropriate.
 - The facilitator should aim to conclude the meeting with a summary of the learning identified throughout the debrief.
 - The outcomes of the debrief must be suitably recorded and where the learning would benefit other members of the force disseminated into organisational learning as appropriate.

SUGGESTED STRUCTURE FOR DEBRIEFING PROCESS

The suggested structure for debriefing is shown in **figure 2** below

Figure Two



The Planning Stage

It is important to spend time to plan the details of the debriefing process prior to the actual meeting to ensure the maximum benefit is gained.

The first stage is to decide that a debriefing is to be held and to allocate roles. There are four main roles as identified below. These could be performed by one individual or broken down into several roles.

- **Initiator** – The person who requests and is ultimately responsible for the debriefing process (Inspector/Other)
- **Planner** - The person who plans the debriefing process based on key areas and questions (Debriefers)
- **Facilitator**- The person who chairs and guides the debrief.
- **Participants** – Those who are invited and take part in the debrief process.

The following table may be used as an aide memoir when considering the key areas and questions that need to be considered in the planning stage;

Key Area	Questions
Purpose	<ul style="list-style-type: none"> • What is the aim of the debrief? • What event is being reviewed? • What period of time is to be covered?
Authority Issues	<ul style="list-style-type: none"> • What additional role does the initiator wish to adopt? • Will anyone in a position of authority be taking part or wish to be present? • Confirm the level of disclosure or confidentiality of the material required during the debrief meeting.
Participants	<ul style="list-style-type: none"> • Are the participants aware of the debrief? • Are they willing to take part? • What experience do they have of debriefing? • Consider questions they may ask.
Numbers	<ul style="list-style-type: none"> • How many people were involved in the event? • How many people are keen to take part in the debrief?
Time	<ul style="list-style-type: none"> • What is the minimum and maximum time available for the debrief? • When does the debrief report have to be completed?
Location	<ul style="list-style-type: none"> • Where is the best place for the debrief to be held in the circumstances?
Leader	<ul style="list-style-type: none"> • Who will lead the debrief? • What experience does the facilitator have of debriefing?
Resources	<ul style="list-style-type: none"> • What maps, charts, photos, reports etc should the facilitator and/or participants have access to both before and during the debrief? • Visual aids required?
On the day	<ul style="list-style-type: none"> • Room set up • Resources in place?

The Opening

As with all meetings debriefs need to be opened in such a manner as to place those present at ease and create a safe learning environment. The following is an example of a planned opening for a formal debrief;

- Welcome
- Brief overview of incident
- Overview of debrief aims
- Overview of the debrief method, including potential actions following the debrief. i.e what written outcomes will be produced and how will the recommendations be acted upon.
- Opportunity for the participants to introduce themselves and their role in the incident.
- Ground rules for the debriefing process.

Sharing and Discussion

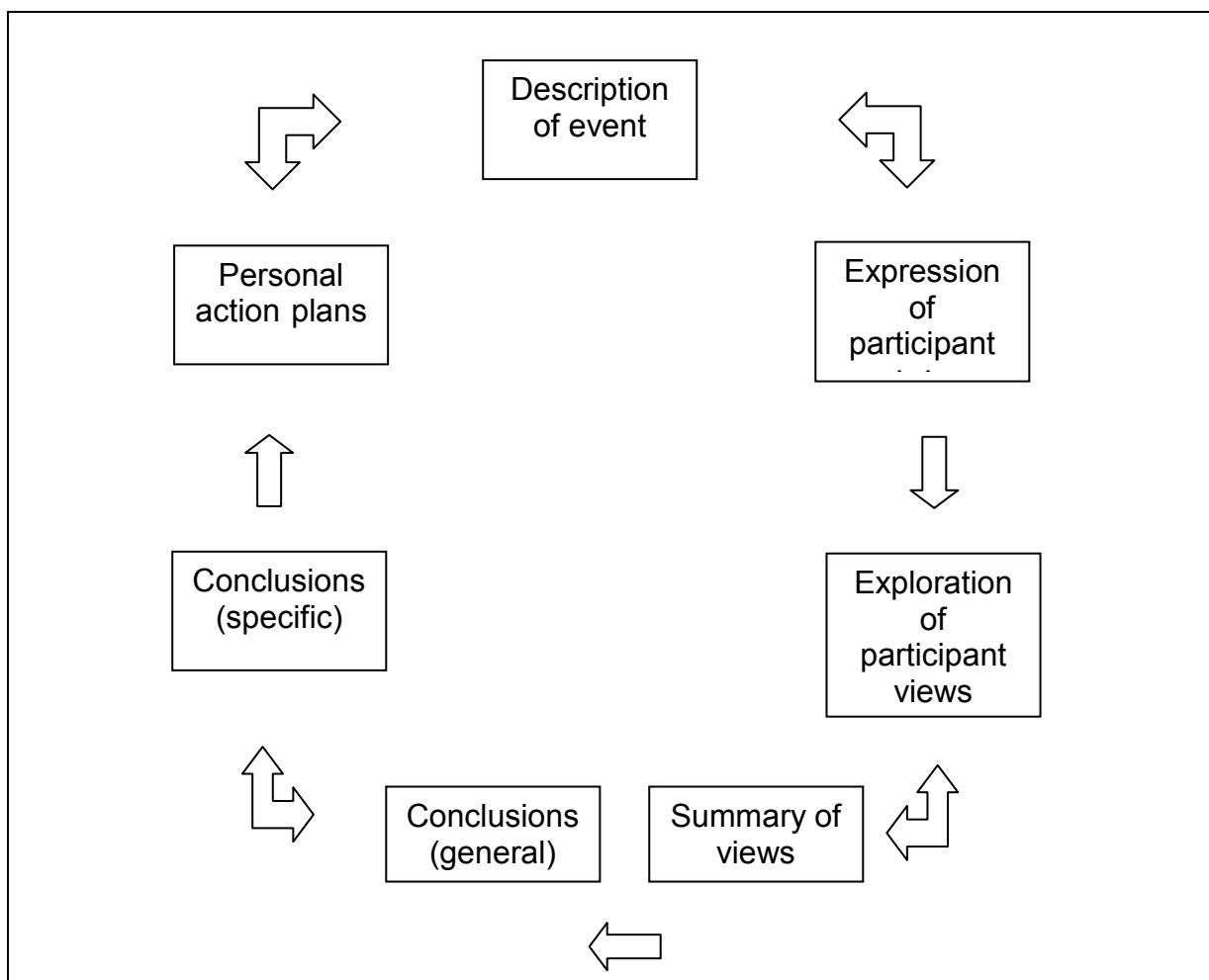
Events should be gone through in a chronological manner which all participants can follow using the three stages of Pre Event, During Event and Post Event. It may be helpful to have a prepared timeline or flow chart to assist This can be used to prompt the memory of the participants and encourage a greater range of view points.

There are different ways of achieving the discussion;

- By asking participants to share their thoughts on post it notes which can then be collated together for group discussion.
- Using a flip chart or whiteboard to raise and record issues.
- Breaking into groups to discuss aspects of the incident being debriefed.

The following model may be used for the basis of the debriefing meeting

Figure Three



Description of Event – This stage should be used to examine the chronology of the event.

Expression of Participant Opinions – Having established the Chronology of the event participants should be given the opportunity to reflect on their experiences for a couple of minutes.

Exploration of Participant Views - This stage should be used to allow the participants to discuss those elements of the incident that were a success and/or required improvement.

Summary of Views – After all participants have had the opportunity to explore both the positive and negative elements of the incident it is important to take time to summarise the views and identify any common themes.

Conclusions (General) – This stage should be used to draw any general conclusions from the incident. These will usually be in the form of recommendations.. This may involve breaking into a group phase.

Conclusions (Specific) – This stage should be used to draw conclusions about individual actions or events during the incident that went well or required improvement.

Personal Action Plans – Time should be allowed for participants to reflect on their own experiences and feedback to allow them to develop action plans for similar incidents in the future.

These should follow the SMART principles;

SPECIFIC
MEASURABLE
ACHIEVABLE
REASONED
TIME BASED

The Closing

After the participants have been given sufficient time to complete their action plans it is important to allow any remaining questions to be asked before bringing the meeting to a close.

RECORDING OUTCOMES AND ORGANISATIONAL LEARNING

The primary purpose of any debriefing is to identify areas from which lessons can be learnt, identifying good practice and to implement procedures for improvement. Such outcomes must be captured and reviewed in a structured and timely manner to ensure that all those affected can benefit from the learning.

The outcomes from all debriefs will need to be recorded in written format. It may be prudent to have a minute taker present to record the information or to video or tape record the process to ensure accuracy.

Once the written outcome (debrief report) is completed it should be circulated with those who attended the debrief and within the wider Force if necessary. The SCT/ORB or SMT will then make and or implement recommendations from this process.

Forms

As already identified a number of Forms exist for capturing information to support the debriefing process. Any hot debrief issues can be captured either within the Command and Control log or by the debrief form as at [Appendix 'A'](#) or other means as identified which should be kept as part of the debriefing and investigation process. This ultimately will be available to the SCT/ORB or SMT in order to allow oversight and make recommendations where necessary.

Capture of information for Organisational Learning is key and should be made available where appropriate to the wider Force. This should be achieved by the provision of an identified first point site which can be accessed by the whole organisation.

Training and Exercising

A system of training is being rolled out across the Force by People Development for key managers and supervisors. This is key to effective management and early identification of Critical Incidents.

Where identified, lessons learnt will be used to inform the future training needs of the Force and incorporated in exercising plans.

The aim of the debrief sheet: To find out what we can learn from today that can improve our future performance when dealing with similar incidents. This document should be used to capture the hot learning from the police's actions, and can be used to debrief any incident; however it is essential to debrief Critical Incidents.

A Critical Incident is defined as: Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family, and/or the community. Declared by the FIM, reviewed by the Supt.

Effectiveness – this is a measure of the professionalism, competence and integrity evident in the police response to an incident.

Significant impact – significant should be interpreted as being particular to each incident but critically relates to the impact on the individual, family or community.

Confidence – this is a reference to long-term confidence in policing – of victims, families and communities.

SECTION 1 To be completed by the Response Inspector following hot debrief of staff

Inspector Name		Force Identifier	
Type of Incident		Geographic Area	
Date of Incident		Time of Incident	
Exact location of the incident and log number			

Brief details of the incident ...

Before answering the questions below, think about the policing intentions of the incident ...

1. What were the issues and challenges for you and your staff today?
2. What went badly for you and your staff today?
3. What went well for you and your staff today?
4. What are your ideas for it to be better next time -

For specific roles?

For the event generally?

Any other comments for consideration?

SECTION 2 DMM Comments / Recommendations

Cold / Formal Debrief being arranged? YES / NO (within 28 days of incident.

Comments:

<i>Name</i>	<i>Force Identifier</i>	<i>Time and Date</i>
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ACTION: - Now email this form for review by SCT/SMT/DMM if necessary

SECTION 3			SCT/ORB/SMT or DMM recommendations		
<i>Name</i>		<i>Force Identifier</i>		<i>Time and Date</i>	
ACTION: - Now copy this form to the appropriate groups below for action / information, then file.					

SECTION 4			DMM/SMT to forward to the following for information / action		
Risk Management Board / SCT/ORB			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
People Development re training and exercising			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Firstpoint for storage (Lessons learnt)			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Lead Department for updating plans / BCU Lead			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
H&S Manager			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
OHU Manager			<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Other <i>(please specify)</i>					

SECTION 5			Brief summary of action taken by group in Sec 4		
<i>Name</i>		<i>Force Identifier</i>		<i>Time and Date</i>	
ACTION: - Now forward this form to the Critical Incident First point site for filing					

DOCUMENT ADMINISTRATION

Ownership:

Department Responsible: Major Incident Planning
Procedure Owner / Author: Supt Dave Minty / Mr Bob Young
Technical Author: Mr Bob Young
Senior Officer/Manager Sponsor: ACC Operations

Revision History:

Revision Date	Version	Summary of Changes
Jan 2010	1.0	Original Document and updates (1.2 to 1.3)
May 2011	1.4	Review and update
May 2015	1.5	Review and update
June 2017	1.6	Review and Update

Approvals:

This document requires the following approvals:

Name & Title	Date of Approval	Version
Continuous Improvement Team	N/A	
Senior Command Team/ACC/ACO (Delete as appropriate)	N/A	
JNCC (Not required for all procedures)	N/A	

Distribution:

This document has been distributed via:

Name & Title	Date of Issue	Version
E-Brief	N/A	
Email to relevant affected Staff/Officers	N/A	
Other: Policy and Procedure First Point	June 2017	1.6

Diversity Impact Assessment:

Has a DIA been completed? If no, please indicate the date by which it will be completed. If yes, please send a copy of the DIA with the procedure.	X Yes Date: 21 st June 2017
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Consultation:

List below who you have consulted with on this procedure (incl. committees, groups, etc):

Name & Title	Date Consulted	Version
Sgt Dave Hall ARG	12.05.15	1.5
Mr Guy Turner, Major Crime Review Officer	21.06.17	1.6

Implications of the Procedure:

Training Requirements

There should be no training requirements with this procedure. A number of staff are trained in debriefing techniques and additional support may be obtained via the College of Policing or through multi agency partners within the Wiltshire and Swindon Local Resilience Forum (LRF)

IT Infrastructure

Firstpoint only