



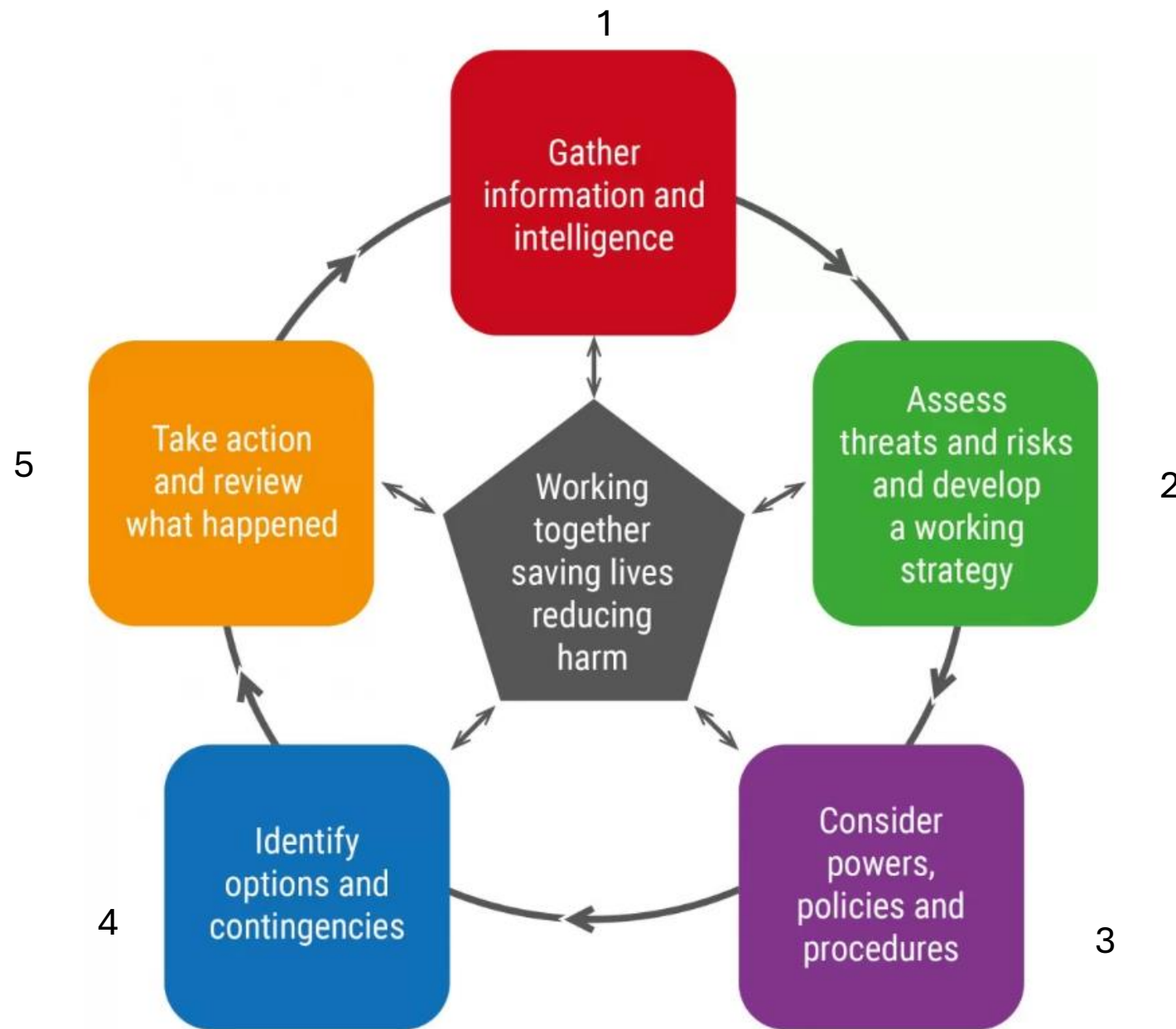
Decision Making & Risk

Extract of slides from decision making and risk session

Background



- On 19th September the Transformation Academy welcomed Superintendent Nick Sparkes along to the Academy to present on how Kent Police deal with decision making and risk.
- The decision making process follows JESIP (Joint Emergency Services Interoperability Programme) which can be converted into any decision making process.
- Because this decision making process is transferable to many situations, Nick Sparkes allowed us to share it with the VCSEF Sector so it can be applied to their decision making processes, in particular with the view on risk.



Kent Police use the Joint Emergency Services Interoperability programme which is a multiagency working strategy to deal with any decision-making process.

Nick Sparkes explained that this diagram, from the box labelled 1 round to the yellow box labelled 5 is how organisations should look at decision making with the central pentagon be key to that decision making process. Your own organisation objectives could be different (as this refers to emergency services)

CO-LOCATE

Co-locate with other responders as soon as practicably possible at a single, safe and easily identified location.

COMMUNICATE

Communicate using language which is clear, and free from technical jargon and abbreviations.

CO-ORDINATE

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

JOINTLY UNDERSTAND RISK

Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards, to agree appropriate control measures.

SHARED SITUATIONAL AWARENESS

Establish shared situational awareness by using M/ETHANE and the Joint Decision Model.

Kent Police use the Joint Emergency Services Interoperability programme which is a multiagency working strategy to deal with any decision-making process.

Nick Sparkes explained that this diagram, further explains how to gather information, intelligence and how to share that with other decision-making partners and individuals.

10 Key Principles of Risk

These principles are about encouraging a more positive approach to risk by openly supporting decision makers and building their confidence in taking risks:

- Uncertainty is an inherent feature of operational decision making
- Fear of being criticised if harm results from a risk decision should not distract the police from their duty to protect the public
- It is in the nature of risk taking that harm, including serious harm, will sometimes occur
- The fact that a good risk decision sometimes has a poor outcome does not mean the decision was wrong. Similarly, it cannot be assumed that a decision was right just because no harm occurred
- A risk decision should be judged by how it was made, implemented and managed rather than by the outcome
- Good risk-making tools can help to ensure quality decision making
- When a risk decision is being reviewed, the full conditions and influences existing at the time should be identified and examined to determine whether the action taken was reasonable in those circumstances
- Decisions must be judged against the standard that existed at the time they were made, not the standard that may exist at the time of a review
- Total agreement between all members of the police service on the most appropriate solution in a risk situation is neither possible nor required. A risk decision does not have to be one that even the majority of officers would make
- Identifying and learning from successful and good risk decisions will help the police service move from a culture of risk aversion
- Where their decisions can be shown to be defensible, decision makers deserve to be actively supported by their organisation, even if harm results from risk decisions

Useful Links

- JESIP Page

[Principles for joint working - JESIP Website](#)

- JESIP JDN

[The Joint Decision Model \(JDM\) - JESIP Website](#)

- APP Risk

[Risk | College of Policing](#)