

# Operational Response and Resilience Unit

## Incident Management Learning Bulletin

Issue 09: May - August 2023

### Introduction

Welcome to the Summer edition of the ORRU Incident Management learning bulletin, in which we look to provide useful insight into incident management. We hope the information and learning contained within the bulletin highlights useful intelligence about the current incident landscape and, as always, would appreciate your feedback to improve future publications.

In this edition, James Lambert describes his experiences as a team leader with the National Tactical Response Group. We also have summaries for the Spring 2023 period for telephone reported incidents, ORRU operations deployment and Gold Command suite openings as well as an update on current Tornado figures and learning points from recent incidents.

### A day in the life of a National Instructor Manager

As a NTRG Team Lead based at NTRG Kidlington, we have a varied and fulfilling role to undertake as part of our duties.

We work a cycle of 2 weeks on operational call followed by 2 weeks on training delivery, which includes the management of the centre. We also manage and support Band 4 National instructor supervisors who form part of two operational divisions.

Whilst on call I am responsible and manage the deployment of NTRG specialist resources to operational incidents/emergencies for HMPPS, public and private sector prisons, immigration centres and secure training centres. NTRG Team Leads, support the silver and gold command structure by providing operational plans and giving tactical advice for the safe resolutions of incidents. This includes Concerted indiscipline, Hostage incidents, Working at Height incidents, Ballistic controlled removals, Barricade, or any incident which requires national resources and support.

One thing you don't realise prior to joining NTRG is the number of miles you can potentially cover in a 2 week on call period, I now can recite every service station from Leicester to Dartmoor. Fast food can quickly become a key ingredient in a national instructor's diet whilst on call!

## OFFICIAL - SENSITIVE

At Kidlington we cover a large area from the midlands, to the southwest and Wales, all the way over to Kent and the Isle of Wight. During a busy on call period, we regularly cover over 3000 miles.

Whilst on our operational 2 weeks when we are not responding to incidents it is the team leaders responsibility to ensure that all members of the team are working to the highest standards to be able to carry out their duties when requested to give operational support to establishments. A two-week training plan published by the Team leader covers current trends based on incidents that we may have encountered at establishments, while also heavily focusing on our 3 specialist areas of Working at height, Method of entry and Intervention.

When we finish our on-call period the work continues when we switch our role to training and delivery. We pride ourselves at NTRG that what we do in our operational deployment and what we learn is fed back into our training and delivery role.

As a team leader my role includes the management of Use of Force training for the public and private sector prisons, site health and safety, security, and staff wellbeing. We are also responsible for overseeing the training of staff, in the specific use and delivery of the Use of Force syllabus and the effective supervision, deployment, and development of its application in the custodial setting. This includes the direct delivery of training.

Team leaders are regularly asked to provide subject matter advice for investigations, quality assurance, and local use of force Governance. Alongside the management of the centre, we manage projects which may involve research and development of technologies or specialist equipment which are use of force related. Some of the current projects we are looking at as a team are GST, Less lethal technologies and Ballistic shield designs and drills.

As you can see the role of NTRG team leader is a busy, enjoyable and varied role, but with a common denominator in making our staff and prisons safer for all who and live work there.

James Lambert

NTRG

## Learning from incidents

***‘The beautiful thing about learning is that no one can take it away from you.’***

***BB King***

An assurance approach has been created within ORRU; the purpose of which is to draw out good practice and learning following complex incidents. The aim is to critically review the complete process of incident management including reporting, resourcing, strategic oversight, planning and execution of tactical plans, evidence collection and preservation and cross organisational briefing. It is then fed into policy updates, used to strengthen training that underpins command response and practice and to bridge capability gaps. We also use the opportunity to recognise where ORRU staff have done exceptional work and to evaluate the effectiveness of our equipment and tactics in the live environment. Finally, the exercise often generates points of learning that individual members of the command team (e.g. NTA, Team Leaders, Staff Officers, Silver and Gold commanders) welcome.

### **HMP Bedford – Firearms search – 17/03/2023**

#### **Summary of Incident**

The incident began with intelligence that a firearm was in the possession of 2 prisoners located in a double cell. Gold opened after having been informed that the intel received was reliable and there was a high probability of a firearm (pen gun) present. NTRG carried out moving and searching of 19 prisoners from their cells on C wing to B wing (temporarily during the search) under ballistic control. NTRG delivered medication to prisoners around midnight under ballistic control. The 19 prisoners were identified as those who had contact with the suspected prisoner in possession of the firearm (or had it for a short period of time). The incident was handed over to be concluded by the regional PGD.

#### **Good Practice and Learning Observations**

1. Shadow Gold – The guidelines for the “standing up” of the shadow Gold team are to be reviewed.
2. Gold opening – More clear guidance on the opening of the Gold command suite is to be reviewed to allow a more consistent approach when a firearm is suspected of being present in an establishment.
3. Searching Strategy – Silver and Gold commanders should be aware of the armed police protocol.
4. Medication Management – Gold commanders should consider the use of a health advisor when necessary. This is to be added to the Gold Commander checklist.
5. Ballistic PPE – Consideration to the operational value and cost of ballistic PPE to be issued to DST and/or local staff for incidents such as this.

## IRC Yarls wood – Concerted indiscipline/escape – 28/04/2023

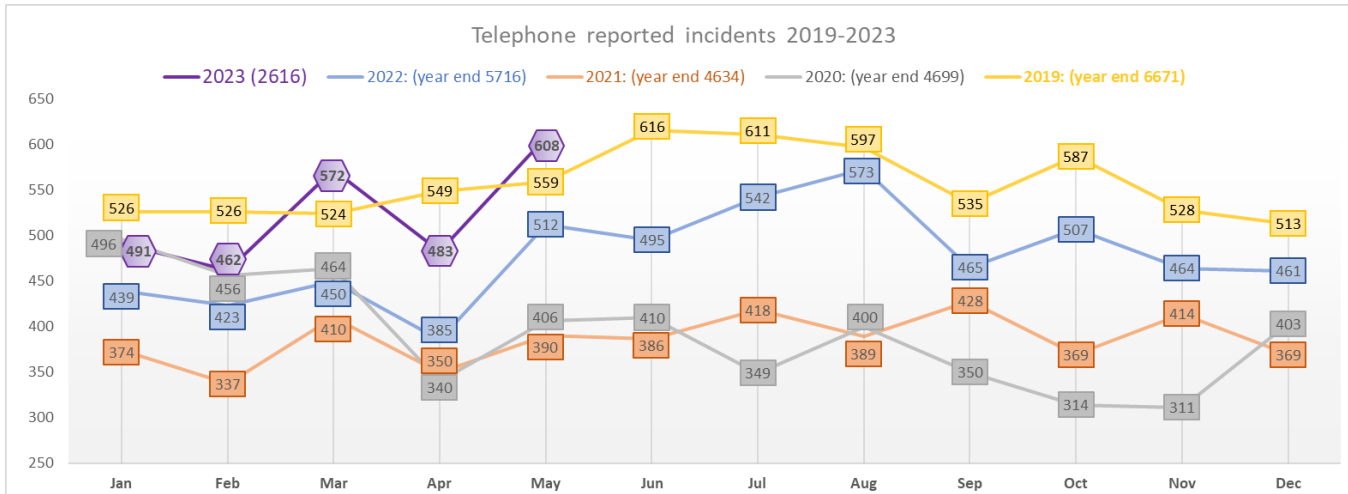
### Summary of Incident

At 21:20hrs detainees within the gym covered cameras and denied staff access to the area. The detainees then breached the door leading to the outside areas. Following this a hole was breached in the perimeter fence where an estimated 15 detainees escaped. Police apprehended 5 detainees and returned them to the establishment with a further 2 returning to the establishment themselves. The remaining 36 detainees then returned to the gym area where they became passive and requested to surrender. The surrender of those detainees began at 02:18hrs. Surrender from Gym was complete at 03:36hrs. Roll correct minus 8 unlawfully at large at 04:08hrs.

### Good Practice and Learning Observations

1. It was difficult to raise the number of tornado staff that were requested due to the time of night contact was made. Whilst in this instance it was unavoidable it was noted that calls to tornado should be made as early as possible.
2. The senior co-ordinator was unable to contact the press office. Contact information to be checked and updated as necessary.
3. Teams worked well for briefings in this instance especially with so many interested parties (HMPPS Gold, Private Gold, Home office Gold, Police Gold).
4. Arrangement for operation within private immigration to be clarified and consideration be given to more time being spent covering this on the Gold command course.

## Telephone Reported Incidents: 2023 at a glance



### Telephone Reporting Trends: Top 5 Reported Incidents Jan-May 2019-2023:

2019: Jan-May = 2684		2020: Jan-May = 2162		2021: Jan-May = 1861		2022: Jan-May = 2210		2023: Jan-May = 2616	
Assault (P/P)	688	Assault (P/P)	485	Assault (P/P)	330	Assault (P/P)	391	Assault (P/P)	483
Incident at height	419	Assault (P/S)	351	Assault (P/S)	286	Incident at Height	275	Incident at Height	375
Assault (P/S)	408	Incident at Height	317	Incident at Height	204	Assault (P/S)	273	Assault (P/S)	331
Key/ Lock Incident	260	Key/ Lock Incident	226	Key/ Lock Incident	195	Key/ Lock Incident	202	Key/ Lock Incident	184
Death in Custody (N/C)	85	Death in Custody (N/C)	93	Death in Custody (N/C)	141	Drone Sighting	132	PAVA Drawn/ Discharge	170

## Tornado trained staff figures

We continue to monitor Tornado resilience across the estate, through requests for fortnightly returns from establishments:

Tornado availability as of 15/06/2023					
	Staff total	Total Units available	% against target		
Target commitment	2068	148	100		
Number of Staff currently trained in Advanced Tactics	1499	107	72		
Staff Available for deployment and in date for C&R Basic (as per criteria)	1381	99	67		
Tornado Availability by Group Directorate					
Region	Target	Trained	Available	% Available/Target	% Available/Trained
Avon & South Dorset	72	45	41	57	91
Bedfordshire, Cambridgeshire & Norfolk	119	75	73	61	97
Contracted Estate	296	244	237	80	97
Cumbria & Lancashire	99	55	51	52	93
Devon & North Dorset	72	51	45	63	88
East Midlands	90	66	52	58	79
Greater Manchester, Merseyside & Cheshire	119	99	91	76	92
Hertfordshire, Essex & Suffolk	65	55	55	85	100
Kent, Surrey & Sussex	137	74	73	53	99
London	180	116	84	47	72
North Midlands	66	53	52	79	98
South Central	191	117	110	58	94
North East	108	97	90	83	93
Wales	65	45	36	55	80
West Midlands	135	105	99	73	94
Womens estate	47	38	38	81	100
Yorkshire	207	164	154	74	94
<b>Totals</b>	<b>2068</b>	<b>1499</b>	<b>1381</b>		

**OFFICIAL - SENSITIVE**

There has been an increase of Tornado staff available (1381 – increase of 54). In terms of Tornado staff available against the target this has increased from 64.2% to 66.8%.

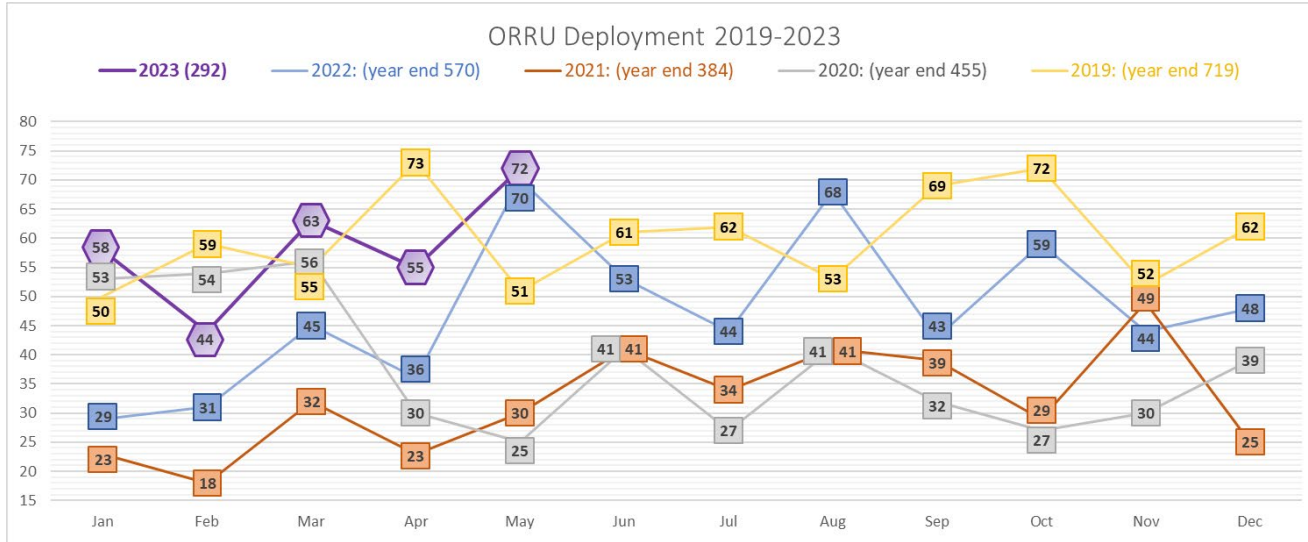
There have been 9 Operation Tornado deployments so far this year-

<b>Date</b>	<b>Establishment</b>	<b>Type of incident</b>	<b>Number of units</b>	<b>Outcome</b>
24/01/2023	HMP Wandsworth	Concerted Indiscipline	4	Surrender
09/04/2023	HMP/YOI Wetherby	Concerted Indiscipline	4.5	Surrender
15/04/2023	HMP/YOI Wetherby	Concerted Indiscipline	3	Intervention
28/04/2023	IRC Yarls Wood	Concerted Indiscipline	3.5	Surrender
29/04/2023	IRC Yarls Wood	Stability support	3	N/A
13/05/2023	HMP/YOI Werrington	Concerted Indiscipline	3	Intervention
28/05/2023	HMP Downview	Hostage	0.5	Surrender
25/06/2023	IRC Heathrow	Concerted Indiscipline	3	Surrender
26/06/2023	HMP/YOI Werrington	Incident at Height	3.5	Surrender

According to data from L&D released on 23/05/2023, there are currently 660 trained negotiators across the custodial estate, an increase of 11 from 28/04/2023.

## ORRU operations data

Management Information: Please do not share outside of HMPPS



### ORRU Deployment Trends: Top 5 ORRU Deployments Jan-May 2019-2023:

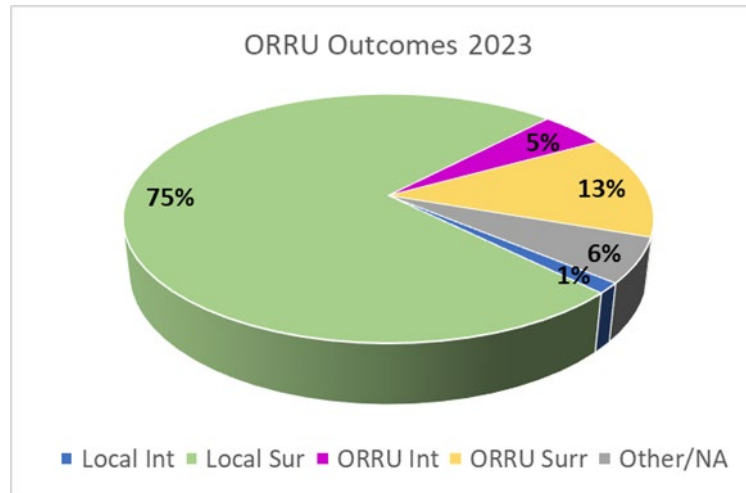
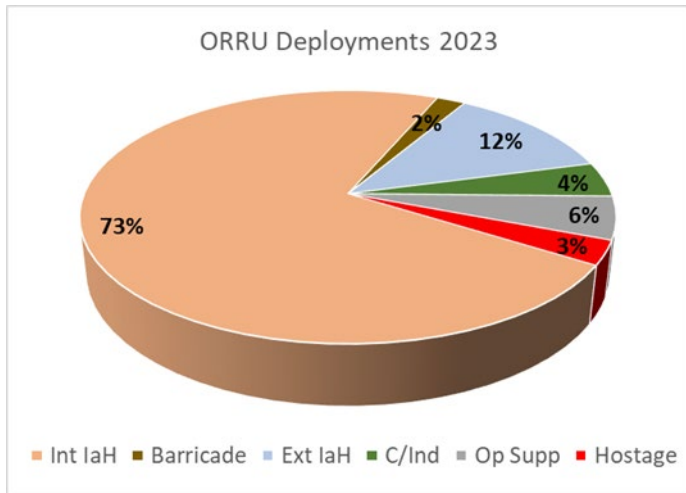
2019: Jan-May = 288		2020: Jan-May = 218		2021: Jan-May = 126		2022: Jan-May = 211		2023: Jan-May = 292		May	Total
laH (Internal)	212	laH (Internal)	179	laH (Internal)	102	laH (Internal)	159	laH (Internal)	49	49	212
laH (External)	34	laH (External)	13	laH (External)	10	laH (External)	23	laH (External)	8	8	36
Hostage	17	Hostage	12	Hostage	6	Op Support	12	Op Support	9	9	16
Barricade	10	Barricade	5	Op Support	3	Barricade	8	Concerted Ind	3	3	13
Concerted Ind	4	Concerted Ind	3	Barricade	2	Hostage	7	Hostage	3	3	9



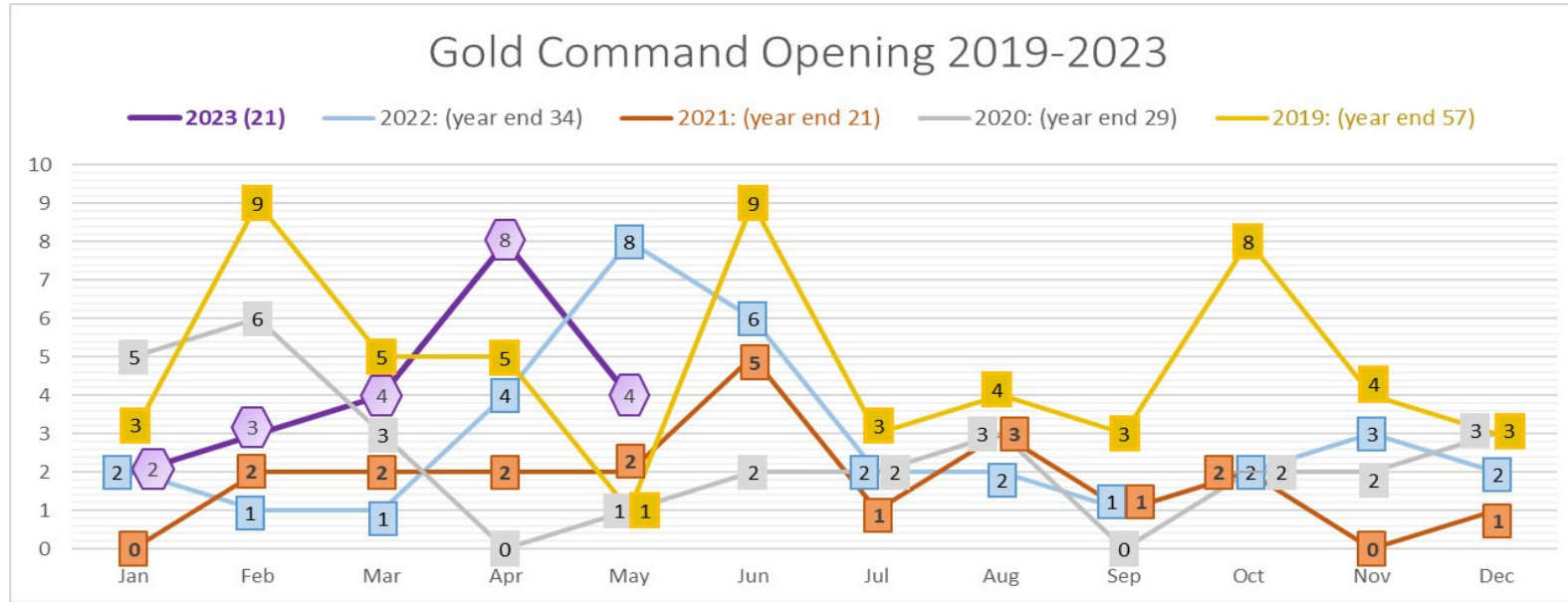
**Key Points:**

- The combined ongoing total for deployments from Jan-May 2023 (292) have now exceeded the pre-covid figure for the same reporting period from 2019 (288).
- There were 3 deployments in response to hostage incidents during May, two of which required Gold support, both incidents concluded by an ORRU surrender.
- There were 3 deployments to Concerted Indiscipline incidents, two of which required Gold support. One of those deployments activated Op Tornado staff.
- 57 (or 79%) of those deployments in May were in response to internal (49) and external (8) Incidents at Height.
- The combined deployment response to IaH from Jan-May equates to 85%.
- 88% of all ORRU deployments during 2023 concluded by surrender.

**ORRU Deployment Incident Outcome**



## Gold command suite openings



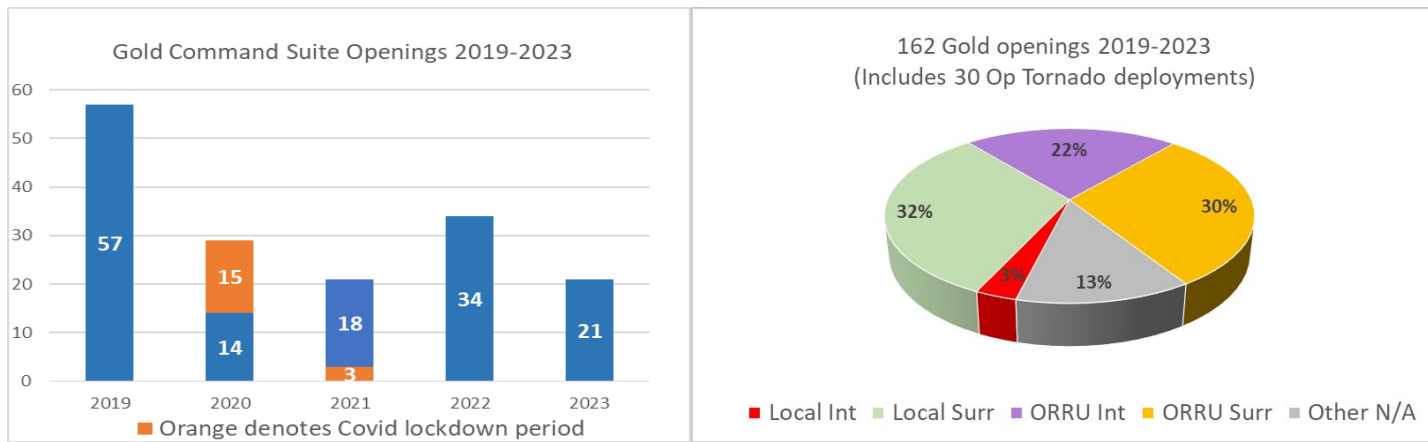
## Gold Command Openings Jan-May 2019-2023

2019: Jan-May = 23		2020: Jan-May = 15		2021: Jan-May = 8		2022: Jan-May = 16		2023 Jan-May = 21		May	Total
Hostage	15	Hostage	8	Hostage	4	Hostage	6	Con/ Indiscipline	2	10	
Con/ Indiscipline	3	Con/ Indiscipline	3	Suspect Package	1	Con/ Indiscipline	4	Hostage	2	6	
Inc at Height (Ext)	3	Terrorist Inc (Ext)	1	Barr/Hostage	1	Loss of Service	3	Barricade		1	
Industrial Action	1	Misc/Protest	1	Inc at Height (Ext)	1	Barricade	1	Firearm Search		1	
Barricade	1	Illness/Injury	1	Con/ Indiscipline	1	Firearm Search	1	Bomb/ IED Threat		1	
		Inc at Height (Ext)	1			Miscellaneous	1	Inc at Height (Ext)		1	
								Industrial Action		1	

**Key Points**

- There have been 10 (or 47.5%) openings for Concerted Indiscipline incidents in 2023. The highest number of Gold openings for these type of incidents since 2005 was 19 openings in total for the year recorded in 2014.
- The remaining Gold openings this year remain comparable to records from 2019-2022 with the exception of hostage incident from 2019
- 33% of Gold openings in 2023 were in response to incidents reported from the Youth Custody Estate

**Gold support and conclusions 2019-2023**



**Key Points**

- From the Gold openings recorded from 2019, most incidents, 100 (or 62%), were concluded by surrender.
- A smaller portion, 41 (or 25%), required physical intervention.
- 21 (or 13%) were where services were restored, prisoner(s) located or recaptured, searches conducted, where information required collation (terror incidents), or where found devices were made safe.

## Gold commander training

ORRU continue to offer a 5-day course to Governing Governors, aspiring Gold commanders and those undertaking Gold command duties. As of April 2022, those who have not undertaken this training will not be able to fulfil roles within the Gold command suite.

The dates for the 2023 & 2024 Gold command courses (all held at Newbold Revel) are as follows:

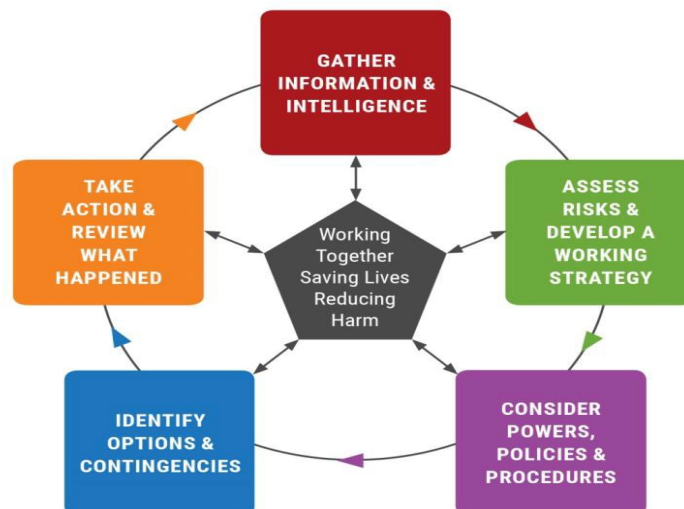
- 6<sup>th</sup>-10<sup>th</sup> November 2023 – almost full
- 26<sup>th</sup> Feb – 1<sup>st</sup> March 2024
- 10<sup>th</sup>-14<sup>th</sup> June 2024
- 9<sup>th</sup>-13<sup>th</sup> September 2024

Please contact [glenn.manley@justice.gov.uk](mailto:glenn.manley@justice.gov.uk) and [Michelle.O'Driscoll@justice.gov.uk](mailto:Michelle.O'Driscoll@justice.gov.uk) if you would like to reserve a space on a course.

## Silver refresher/upskill sessions

National Incident Management Unit are continuing to offer a one-day refresher/upskill session to all Silver commanders. The aim of these sessions is to provide an understanding of the new Gold command training and arrangements in relation to JESIP. Silver commanders will also receive presentations from a Negotiation Advisor (on negotiation tactics and useful insights into what is essential to be aware of during negotiated incidents), National Tactical Advisor (covering the capabilities of NTRG and NDTSG when they attend incidents in establishments), and they will be provided with a deeper comprehension of the armed police protocol.

Please contact [glenn.manley@justice.gov.uk](mailto:glenn.manley@justice.gov.uk) and [Michelle.O'Driscoll@justice.gov.uk](mailto:Michelle.O'Driscoll@justice.gov.uk) to book a session(s) within your Prison Group Directorate. These sessions are suitable for all Silver commanders, ranging from Deputy Governors to Band 7s, who have previously attended the Silver commander training course.



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