

**SKILLS for JUSTICE**

*Developing skills for a safer and fairer society*

# Emergency Services Interoperability Research

Wave 2  
Executive Summary



**JESIP**  
JOINT EMERGENCY SERVICES  
INTEROPERABILITY PROGRAMME  

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*Working Together – Saving Lives*

**Sfj RESEARCH**

# Introduction

## What is the Joint Emergency Services Interoperability Programme (JESIP)?

The Joint Emergency Services Interoperability Programme (JESIP) was established to bring about changes at the operational level that lead to the emergency services working together more effectively in response to major incidents.

The JESIP Joint Doctrine sets out five principles for improved joint working:

1. Co-location (in order for Commanders to better perform the functions of command, control and co-ordination)
2. Joint understanding of risk (sharing information and understanding about the likelihood and potential impact of risks and the availability and implications of potential control measures)
3. Communication (clear, unambiguous and timely information relevant to an emergency situation)
4. Shared situational awareness (understanding of the circumstances and immediate consequences of the emergency and an appreciation of the available capabilities and the priorities).
5. Co-ordination (integration of the priorities, resources, decision making and response)

Over the last 2 years, JESIP has instigated an ambitious joint training programme across the emergency services. It was designed to help the emergency services better understand each other's expertise and ways of working so they can improve how they can jointly deal with an emergency.

## Working with Skills for Justice

In 2012, JESIP commissioned Skills for Justice to conduct the first Interoperability Workforce survey (Wave 1) which sought to understand the attitude and appetite for joint working across the Ambulance, Fire and Rescue and Police services.

Over a year later with over 10,000 commanders having received JESIP commander training, over 22,000 personnel completed the all staff e-learning package and 24 validation exercises having been held across the country, further research was commissioned in order to measure the extent of JESIP's reach and its impact on individuals within the organisations involved.



# Wave 2 Research - Executive Summary

## Rationale

Skills for Justice conducted the first wave of research in 2013, focusing on the interoperability of personnel within the three emergency services – Police, Ambulance services and Fire and Rescue services.

Responses to an online workforce survey were collected between 29 May and 22 July 2013 which was widely circulated across the three services.

The online survey was distributed to all 105 services across England and Wales in 2013. 1,923 respondents completed the survey. The sample consisted of Commanders (all levels) and Control Room staff and managers from all three emergency services. This informed the JESIP delivery and implementation strategy and schedule.

The Joint Emergency Services Interoperability Programme (JESIP) has continued to deliver a targeted programme of training designed to support the three emergency services work better together to ensure responses to major incidents are more organised, structured and practiced.

JESIP's delivery model ensures that the outputs from the programme are delivered to a national standard but meets local needs. The programme combined three distinct phases:

- Programme Development (Phase 1)
- Delivery and Implementation (Phase 2)
- Legacy and Sustainability (Phase 3)

## JESIP programme highlights:

- Over 10,000 commanders have received JESIP commander training
- Over 22,000 personnel have completed the all staff e-learning package
- 24 validation exercises have been held across the country

JESIP has successfully delivered this training programme at a time when all three emergency services have been stretched due to the resource implications of public sector cuts in funding.

In 2014, the JESIP team commissioned Skills for Justice to undertake further research (Wave 2) in order to measure the extent of JESIP's reach and its impact on individuals within the organisations involved.

# Methodology

The second wave of research commissioned by JESIP took place in July this year (2014).

There were two-strands to this study:

1. A follow-up survey which was again circulated to all emergency services across England and Wales. In addition to Ambulance, Fire and Rescue and Police personnel, this survey was extended to cover other Category 1 and Category 2 responders.
2. Carry out six in-depth interviews with personnel from each of the three emergency services as case studies to highlight levels of interoperability.

As with the first-wave survey, it was decided to use convenience sampling to target participants. This is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

It is particularly useful for its ease of engagement and for allowing researchers to obtain basic data and trends and determine relationships without the complications of using a more complicated (and time-consuming) sampling techniques.

The second strand of the research involved Skills for Justice Research working with JESIP to identify and target a representative sample of individuals who had been personally involved in the JESIP training and validation exercises to test the training. Six case studies were conducted over the telephone using a semi-structured interview technique. These case studies help to add richness and depth to the research, enabling a better understanding of complex issues and adding strength to the findings from the quantitative survey. They are contained within this report with the permission of the individuals involved.

1,621 individuals responded to the survey, with 25.7% of these also having completed the Wave 1 survey (416 individuals). The survey took place between August and September 2014.

# Key Findings

## Overview

The research findings enable a clear understanding of not only the different views between the three services but also the different views within each of the three services.

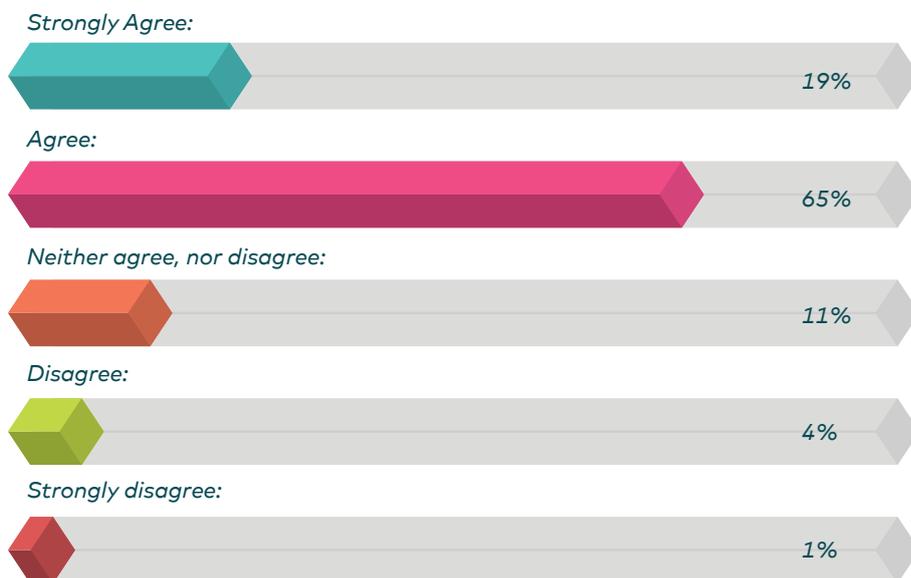
For example, the responses of different levels of command. The survey indicates that overall, respondents who work in commanding roles feel confident in their organisation's level of interoperability – this highlights the success of JESIP focusing on commander training.

## Working Together

The great majority of commanders feel their organisation's ability to work interoperably has improved over the past year. The Ambulance Service has experienced the greatest change with 83% of Commanders recognising improvement. Within the Police, 67% of Commanders have seen their interoperability improved and 80% in Fire and Rescue services.

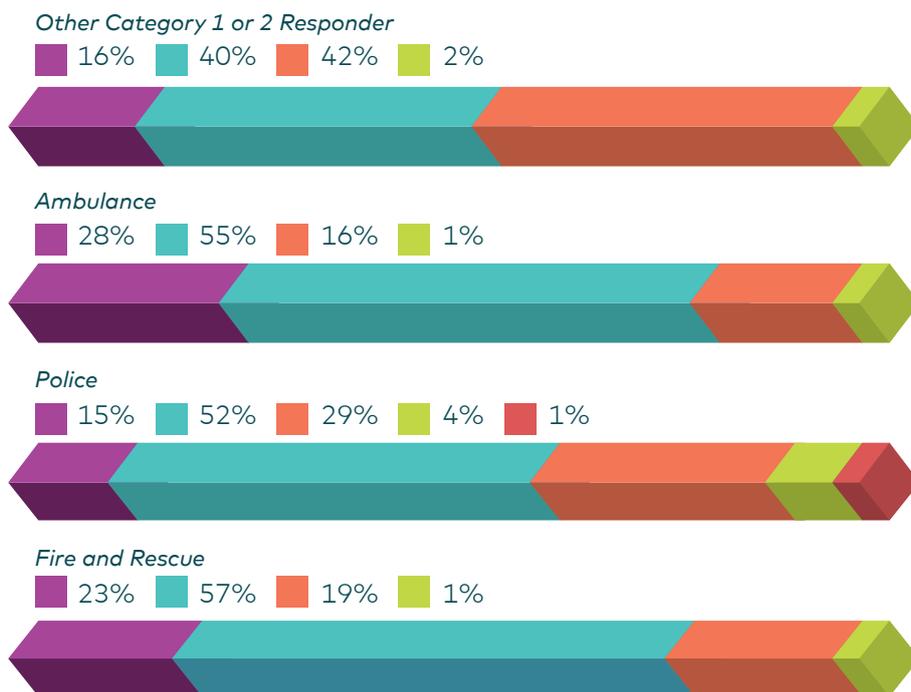
Across the three services, Commanders within the Fire and Rescue Service feel the most confident in their organisation's level of interoperability, with 86% of them agreeing or strongly agreeing with the statement: "my organisation is interoperable with the organisations within the area I work". 76% of Police Commanders also agree or strongly agree with this statement. However, the same strength in numbers is not as apparent at non-commander level, with only 53% of non-Commander Police respondents agreeing or strongly agreeing.

*Responses to the question my organisation is interoperable with the organisations within the area I work (all respondents)*



*Changes in organisation's ability to work interoperably per service (in %)*

- Significantly Improved
- Slightly Improved
- No Change
- Slightly Worsened
- Significantly Worsened

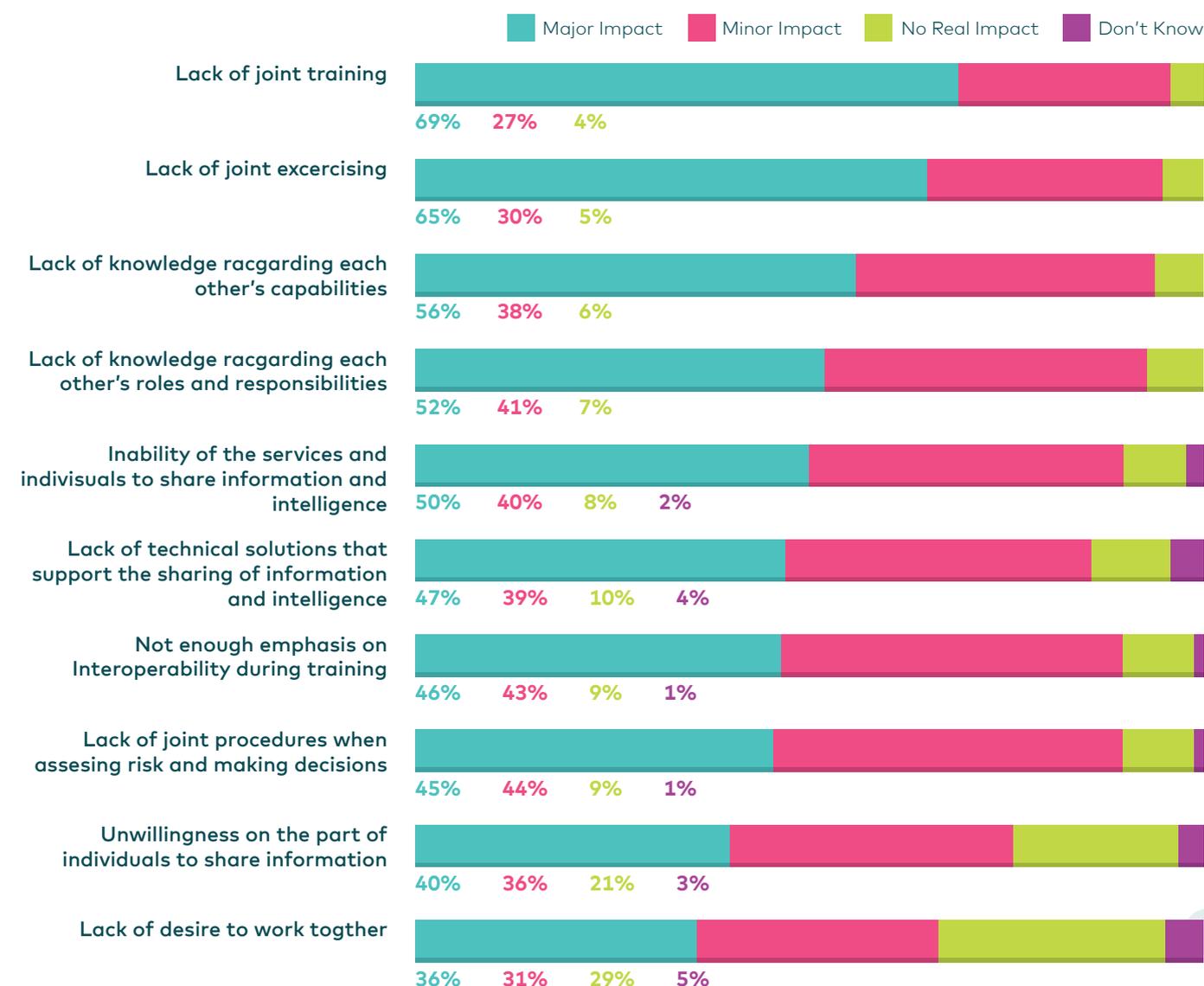


## Barriers to Interoperability

As with the first wave survey, the lack of joint training and exercising appears to be the biggest single barrier to interoperability. More than 60% of respondents believe this to be a major issue. Following this, the lack of IT solutions to share information and intelligence and lack of shared understanding of each other organisation's

capabilities, roles and responsibilities were also particularly highlighted by commanders. Interestingly, organisational differences between services (e.g. command structures, cultural barriers), support from senior managers or frontline resources were not perceived as significant barriers having a minor or no real impact on interoperability.

### Most significant barriers to interoperability (all respondents)



## Being Interoperable – Comparison Wave 1 and 2

In comparing responses to both surveys (Wave 1 and Wave 2), it is clear that the appetite for and the experience of interoperability is greater in Wave 2. In the second survey, 83.1% of respondents state that their organisation is interoperable with other emergency services. This figure was 79.2% in the first survey.

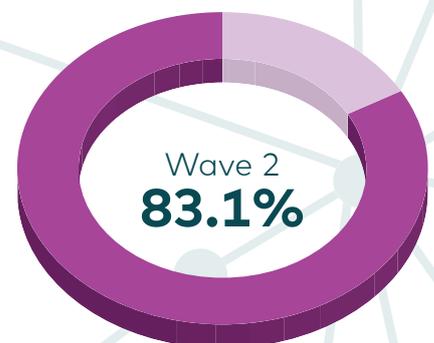
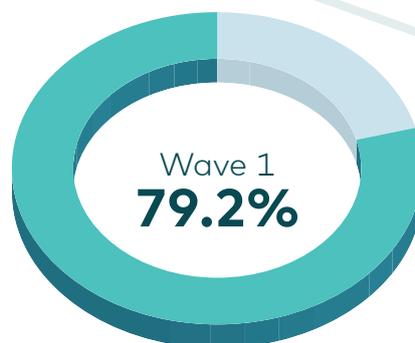
A greater proportion of respondents in Wave 2 have rated a range of barriers as having a major impact on interoperability compared to in Wave 1. This is a positive signal which indicates that those who responded to both surveys are more aware of the benefits of interoperability. This is probably due to

the fact that they have engaged with the concept to a greater extent than Wave 1 respondents and therefore have become more attuned to the implications of barriers and their impacts.

In Wave 1, over a third of respondents felt that, with regards to interoperability during major incidents, their training needs had not been met and this impacted on their confidence levels. By Wave 2 the figure had reduced by nearly 20 percentage points indicating that JESIP training has made a real difference, supporting respondents to gain increased levels of confidence.

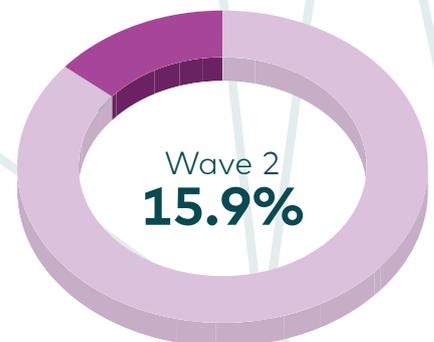
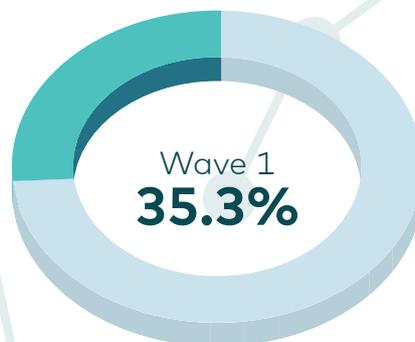
### *Interoperability between own service and others*

*Respondents who agree with the statement: "my organisation is interoperable with the other emergency services within the area I work"*



### *Insufficient training regarding Blue light Interoperability during major incidents*

*Respondents who state that they have not received sufficient training regarding Blue light Interoperability during major incidents to feel confident in their emergency role*



## Measuring the Success of JESIP

A key factor in JESIP's success has been its marketing and PR. 45% of respondents have seen references to JESIP on an intranet or been sent related material by others in their organisation. Around 44% of respondents are aware of the JESIP doctrine/newsletter and 40% have seen the JESIP promotional film.

The use of METHANE has been particularly successful. Just over 80% of respondents feel that METHANE has effectively assisted in information gathering. A high proportion of respondents feel that the JESIP principles, the Joint Decision Making Model and METHANE should form part of the response to all Single-Agency incidents.

## Marketing and PR activity

Attended a JESIP Operational Commander Course	15.9%
Read JESIP Newsletter	44.3%
Read JESIP Doctrine	44.3%
Seen the JESIP Promotional Film	40%
Seen a JESIP presentation at a conference	14.6%
Attended a JESIP stand at an exhibition	3.5%
Visited the JESIP Website	42.4%
Seen references to JESIP on your organisation's intranet	45.3%
Been sent material on JESIP by colleagues/managers within your organisation	44.9%

Respondent views on the implementation of JESIP Principles indicate that more work needs undertaking in this area. For example, only 26.9% of respondents felt that the Joint Decision Model had been fully implemented and embedded within their organisation.

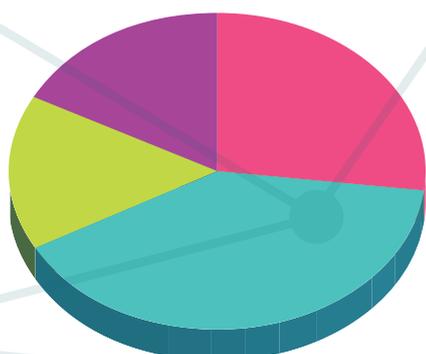
Nearly half of respondents feel that the JESIP principles are occasionally implemented but not fully embedded with around a third of respondents stating that the three models have not been successfully implemented within their organisations. This indicates that there is a pressing need to continue the role out of JESIP to ensure that the principles are embedded further.

## Respondent views on the Implementation of JESIP Principles

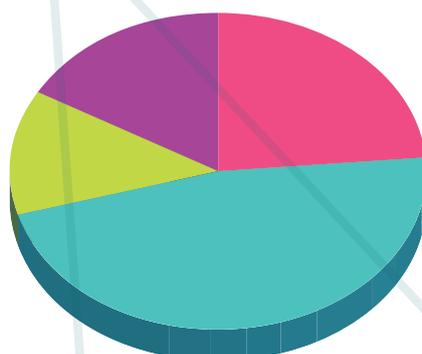
■ Fully implemented and embedded  
■ Occasionally implemented, but not fully embedded

■ Widespread awareness but no implementation  
■ No awareness of implementation

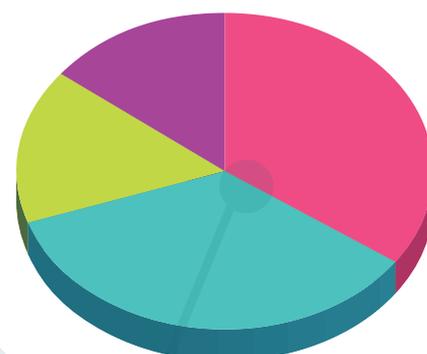
### JESIP Principles



### Joint Decision Model



### METHANE



■ 26.9% ■ 40.0% ■ 15.7% ■ 17.4%
 ■ 23.5% ■ 47.0% ■ 12.7% ■ 16.8%
 ■ 34.5% ■ 35.2% ■ 15.6% ■ 14.7%

**Skills for Justice** and **SfJ Research** are part of **JSSC group**, which is an independent, employer-led charity enabling employers and employees across the world to develop skills for success. **JSSC group**

is the **Sector Skills Council (SSC)** for the UK justice, frontline services and professional services sectors. This report has been prepared and authored by **Jon Parry, Sophia Verhaeghe & Sabina Enback**

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