



**Developing  
National Occupational Standards for  
Civil Contingencies**

**Milestone 3  
Final Report**

**April to September 2008**

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# 1. Introduction

This report aims to provide a concise summary of the work undertaken to develop National Occupational Standards (NOS) for Civil Contingencies. The key outcomes of the project (e.g. the Functional Map and NOS) are available as separate documents.

## 2. Project partners and stakeholders

### 2.1 *Emergency Planning College (EPC) and Emergency Planning Society (EPS)*

In developing the NOS for Civil Contingencies, Skills for Justice has been working in partnership with the Emergency Planning College (EPC) and the Emergency Planning Society (EPS). In 2006 the EPC and EPS announced their intention to develop a core competences framework for civil protection professionals. The EPC/EPS project included a questionnaire survey of those involved in civil protection work, a review of possible competence frameworks and development of a draft competence framework.

### 2.2 *Project Working Group*

The development of the NOS was supported and informed by a Project Working Group comprising expert practitioners from a wide range of agencies involved in responding to civil emergencies such as police, fire and rescue services, health services and local authorities, Environment Agency, utility and transport companies, security firms and the not-for-profit agencies such as the Red Cross. The Project Working Group was chaired by Ken Lawson, Director of learning and doctrine at EPC. Project Working Group meetings are shown in the table below.

<b>Project Working Group meetings</b>	<b>Venue</b>
17 <sup>th</sup> October 2007	Emergency Planning College, Easingwold
28 <sup>th</sup> November 2007	Emergency Planning College, Easingwold
19 <sup>th</sup> December 2007	Cabinet Office, Admiralty Arch, London
16 <sup>th</sup> January 2008	Skills for Justice, Sheffield
12 <sup>th</sup> & 13 <sup>th</sup> February 2008	Emergency Planning College, Easingwold
14 <sup>th</sup> May 2008	MWB Cavendish Square, London
11 <sup>th</sup> June 2008	Emergency Planning College, Easingwold

A list Project Working Group members can be found in **Appendix 1**

### 2.3 *Stakeholder Group*

Due to the high level of interest generated in this project, the Project Working Group was over-subscribed. Therefore, a Stakeholder Group was also created, whereby individuals who did not attend Project Working Group meetings were kept involved in the project. Members of the

stakeholder group received all project documents and were also invited to contribute feedback and comments to the development process via telephone and email.

A list Stakeholder Group members can be found in **Appendix 2**

## **2.4 Project Steering Group**

An overarching Project Steering Group (comprising senior representatives of the partner SSCs) was established to provide a steer and co-ordinate management of the project. The Project Steering Group was chaired by Sue Hunter, Standards, Qualifications and Frameworks Manager at Skills for Justice. Project Steering Group meetings to date are shown in the table below.

<b>Project Steering Group meetings</b>	<b>Venue</b>
15 <sup>th</sup> January 2007	Skills for Justice, Sheffield
16 <sup>th</sup> November 2007	SkillsActive, London
6 <sup>th</sup> March 2008	Skills for Justice, Sheffield
2 <sup>nd</sup> July 2008	Skills for Justice, Sheffield

A list Project Steering Group members can be found in **Appendix 3**

## **3. The Development Process**

### **3.1 Desk research**

Phase 1 of the project (June to October 2007) involved desk research to identify and review existing relevant resources including reports, guidelines, codes of practice, competences, qualifications and awards. Most of the documents identified were from the UK, although the research included some 'international benchmarking' to review existing competence frameworks from overseas. The desk research also included the identification of key stakeholder organisations. At the end of Phase 1 a desk research report was produced, which included a summary of the key organisations and documents identified.

Although the majority of the initial desk research took place in phase 1, some further relevant organisations and documents continued to be identified as the project progressed in phases 2 and 3.

### **3.2 The Functional Map**

The draft Functional Map identifies the functions which are core to planning for, and responding to civil contingencies, which were developed as NOS in this project. It also identifies those functions which are applicable to civil contingencies, but specific to other occupational sectors; these functions are within the remit of other SSCs or other standards setting bodies.

An initial draft of the Functional Map was developed as a result of the desk research. Subsequently, the Functional Map continued to be developed and refined at Project Working Group and Steering Group meetings.

As the relevant functions were identified, it was always the policy to identify any existing NOS which were fit for purpose before attempting to develop new NOS. Existing NOS were identified through

reference to the NOS Directory, Skills for Justice Functional Map and through consultation with colleagues from other sector skills councils (e.g. members of the project steering group).

### **3.3 The draft National Occupational Standards (NOS)**

Following the first Project Working Group meeting in October 2007, the first drafts of the new National Occupational Standards (NOS) were developed. At subsequent Project Working Group meetings, the draft NOS continued to be reviewed and amendments recorded (shown in 'track changes') for discussion and refinement at future Project Working Group meetings. The need for additional new NOS was also identified by the Project Working Group as the project progressed.

In addition to the functions which are core to planning for, and responding to civil contingencies, other relevant NOS have been identified on the Functional Map including those from Management and Leadership, Learning and Development etc. Approval to import the relevant NOS from other SSCs was obtained during May and June 2008.

A summary list of all the new and imported NOS can be found in **Appendix 4**

## **4. Awareness Raising**

### **4.1 Project Information Briefings**

At regular intervals, Project Information Briefings were produced to provide a concise summary of the project and its progress. These were circulated to members of the Project Working Group, Steering Group, Stakeholder Group and to any other individuals or organisations requesting further information about the project. The following Project Information Briefings were produced:

- May 2007
- September 2007
- November 2007
- December 2007
- February 2008
- May 2008

### **4.2 Skills for Justice web site**

The Civil Contingencies project has a dedicated page on the Skills for Justice web site, providing background information about the project. Documents produced during the project (e.g. Desk Research Report, Functional Map, Project Information Briefings etc) have been available for download from this site throughout the project: [www.skillsforjustice.com/civilnos](http://www.skillsforjustice.com/civilnos)

### **4.3 Skills for Justice Ebriefing**

Up-dates on the project have been featured in the Skills for Justice Ebriefing throughout the life of the project. The Ebriefing is produced fortnightly and is distributed by email to approximately 4,500 individuals.

### **4.4 Links from other organisations web sites**

Partner organisations including other SSCs and members of the Project Working Group have been invited to include links from their own web sites to the project web site. For example, links to the project were included on the web sites of

- Skills for Health
- Government Skills

- UK Resilience
- SkillsPlus (skills partnership for local government)
- Office of the First Minister and Deputy First Minister (Northern Ireland Executive).

**4.5 Emergency Planning Society Road Show**

In parallel with this project, the Emergency Planning Society organised a national road show of workshops to promote and consult on the work to develop core competences for civil protection practitioners. These workshops were used to raise awareness of the NOS project and to obtain comments on the draft NOS. Workshop dates and locations are shown in the table below:

EPS workshops	Location
27 <sup>th</sup> November 2007	Preston Council Offices
3 <sup>rd</sup> December 2007	Cardiff County Hall
4 <sup>th</sup> December 2007	Plymouth Council Offices
6 <sup>th</sup> December 2007	London
7 <sup>th</sup> December 2007	Winchester
12 <sup>th</sup> December 2007	West Midlands
10 <sup>th</sup> January 2008	Sunderland
11 <sup>th</sup> January 2008	East Midlands

**4.6 Communication with the Local Response Gateway**

In accordance with their communications protocols, the Civil Contingencies Secretariat of the Cabinet Office wrote to their stakeholders to provide updates on the project and to clarify how it links with the EPC Competency Framework. The distribution list for the Local Response Gateway covered the following departments:

- Association of Chief Police Officers
- Department for Business, Enterprise and Regulatory Reform
- Department for Communities and Local Government
- Department for Culture, Media and Sport
- Department for Environment, Food and Rural Affairs
- Department for Transport
- Department of Health
- Environment Agency
- Government Office London
- Greater Manchester County Fire Service
- Home Office
- Ministry of Defence
- Northern Ireland Office
- Office of the First Minister and Deputy First Minister, NI
- Scottish Government
- Welsh Assembly.

## 5. The Consultation Process

### 5.1 *Functional Map and NOS*

As a result of the development process, drafts of the Functional Map and new NOS were produced ready for wider consultation and posted on the Skills for Justice web site.

The Functional Map and the new and imported NOS are available from:

[www.skillsforjustice.com/civilnos](http://www.skillsforjustice.com/civilnos)

### 5.2 *Consultation Questionnaire*

A consultation questionnaire was developed to capture comments and feedback on the draft NOS. This included specific questions designed to clarify any unresolved issues from the development process, and more open questions inviting any comment or feedback to further refine the Functional Map and NOS. The consultation questionnaire is available from: [www.skillsforjustice.com/civilnos](http://www.skillsforjustice.com/civilnos)

### 5.3 *Promoting the consultation*

Details of the consultation process were emailed directly to all members of the Project Working Group, Steering Group and Stakeholders. All these project partners were also encouraged to share information about the consultation with other colleagues and partner organisations.

In addition, the consultation was featured in the fortnightly Skills for Justice Ebriefing.

As part of the consultation, the project was promoted at events across the UK. For example:

- Resilience Advisory Board for Scotland in Perth on 27<sup>th</sup> February 2008 (presentation provided by the project technical consultant).
- NOS for Civil Contingencies consultation workshop, Office of the First Minister and Deputy First Minister (Northern Ireland Executive) on 21<sup>st</sup> May 2008 attended by 20+ delegates (workshop facilitated by project manager and technical consultant).
- Beacon Event (Emergency Planning Society Scotland) in Edinburgh on 22<sup>nd</sup> May 2008 attended by 60+ delegates (presentation provided by a member of the project working group).

Members of the Project Working Group were invited to suggest other events where the project could be promoted and to support this process, a presentation pack (including a power point presentation and handouts) was provided for use by members of the Project Working Group.

Following the consultation period, Skills for Justice were invited as exhibitors to the Emergency Planning Society conference and exhibition on 16<sup>th</sup> and 17<sup>th</sup> June 2008 (attended by 300+ delegates). Skills for Justice was represented at this event by the project manager and the project technical consultant. This was primarily intended to promote the awareness of the NOS for Civil Contingencies and also resulted in a great deal of very positive feedback about the NOS including many examples of where they were already being used in organisations for a wide range of workforce development applications.

### 5.4 *Consultation feedback*

The main consultation process took place over three months, from the beginning of March to the end of May 2008.

A total of 53 completed questionnaires were received as follows:

On-line responses	32
Email responses	20
Post responses	1

Many of these questionnaires provided the combined feedback from a number of individuals within an organisation.

Other detailed feedback was received by email and through telephone discussions (e.g. from organisations such as the Cabinet Office, Department of Culture, Media and Sport, North East Resilience Forum and the British Red Cross).

All the comments and feedback received through the consultation were reviewed and collated in a summary document. This was circulated to members of the project working group and the necessary amendments were then discussed and agreed at the final project working group meeting on 11<sup>th</sup> June 2008.

In addition to general feedback on individual NOS, the consultation provided clarification on a number of issues i.e.

- 60% of respondents confirmed their support for the project title as “NOS for Civil Contingencies”.
- 74% of respondents confirmed their agreement with the key purpose statement
- 74% of respondents agreed that there should be separate NOS to describe addressing the needs of individuals affected by emergencies (in addition to embedding this function into other NOS)
- 72% of respondents agreed that the imported NOS appear to be relevant to civil contingencies
- 86% of respondents answered ‘yes’ or ‘possibly’ to the question ‘Is there a need for nationally recognised standards-based qualifications for Civil Contingencies?’

72% of respondents felt that the Functional Map appeared to cover the required range of activities, but there were also some potential gaps identified. Following further discussion with the project working group, it was therefore agreed to develop two additional NOS. Drafts of these new NOS were circulated to all members of the project working group, steering group and other stakeholders and a further month was allowed for consultation and feedback.

As a result the two further NOS were confirmed as:

- CC AA3 Manage information to support civil protection decision making
- CC AE3 Conduct debriefing after an emergency, exercise or other activity

The feedback also confirmed those functions applicable to civil contingencies which are within the remit of other SSCs/SSBs. However, it was observed that the maritime and coastguard occupational area plays a key role in civil protection and is not clearly represented by any specific SSC/SSB.

## 6. Proposals for qualifications

### 6.1 *Proposals for qualifications*

As noted above, the outcome of the consultation showed strong support for the development of qualifications i.e. 86% of respondents answered ‘yes’ or ‘possibly’ to the question ‘Is there a need for nationally recognised standards-based qualifications for Civil Contingencies?’

This development of standards-based qualifications was strongly endorsed by the project working group and was seen as a key part of the recognition and professionalisation of civil protection work. A number of options were explored and supported by the project working group including:

- Full S/NVQ (or equivalent)
- Continuing Development Awards/Development Awards (or equivalent)
- Academic qualifications delivered through Work-Based Learning.

The development of qualifications based on the NOS is now being taken forward in a number of areas including:

- **The Emergency Planning College (EPC) and the University of Leeds**  
Approximately 6,000 people go through EPC courses every year – with approximately 300 achieving accreditation through Leeds University. The EPC has now started the process of mapping all its courses to NOS including those leading to work-based academic qualifications delivered at Leeds University.
- **Scottish Resilience Development Service**  
In Scotland, the Professional Development Award (PDA) for Civil Contingency Practitioners has been in development since 2007. This is now being referenced to the NOS for Civil Contingencies.
- **The Emergency Planning Society (EPS)**  
The EPS is progressing work to derive a syllabus from the NOS and is looking at options for developing qualifications including full qualifications and CPD awards. In addition, the EPS is using the NOS framework as the basis for their professional membership standards.

### 6.2 *Evidence requirements*

Where the NOS are used as S/NVQs and related awards, the project working group provided recommendations for the use of simulation as follows:

AA1 to AF2 – simulation would not be allowed as these NOS describe functions covering functions such as planning and communicating, which can be organised in advance.

AG1 to AH2 – simulation would be allowed as these NOS describe functions covering response and recovery (which cannot be controlled in terms of timing, and where the nature of the work may present high levels of risk to candidates and others).

### 6.3 *Key and Core skills mapping*

The NOS for Civil Contingencies were mapped to Key and Core skills – this is available as a separate document.

## 7. Letters of support

Letters of support providing confirmation that the NOS have been developed in consultation with key stakeholders, and are fit for purpose, have been received from the following organisations:

- British Red Cross – Chair of the Voluntary Sector Protection Forum
- British Red Cross – Head of Emergency Planning and Response
- Cabinet Office, Emergency Planning College – Chief Executive
- Cabinet Office, Civil Contingencies Secretariat - Director
- Construction Skills – Head of Education, Training and Qualifications
- Cornwall County Council – County Emergency Planning Manager
- Derbyshire Constabulary – Deputy Chief Constable
- Environment Agency – Regional Emergencies Officer
- Government Skills – NOS Liaison Manager
- National Policing Improvement Agency (NPIA) – Training Design Officer
- Plymouth City Council – Civil Protection Officer
- Scottish Government – Head of Scottish Resilience Development Service
- Skills for Health – Director (Standards and Qualifications)
- Standards Setting Body for Explosives, Munitions & Search Occupations – Chairman
- UK Workforce Hub – Learning and Skills Project Manager

In addition, the following sector skills councils have provided letters confirming approval for importation of their selected NOS into the NOS for Civil Contingencies:

- ENTO
- Lifelong Learning UK
- Management Standards Centre
- UK Workforce Hub

## Appendices

### ***Appendix 1 Project Working Group members***

Simon Adams, Head of Community Leadership Planning, Worcestershire County Council

Martin Annis, Emergency Planning Officer, British Red Cross

Kevin Arbutnot, Head of Command & Control, Strategic Development, Fire Service College

Glen Austin, Customer Service Safety Manager, Virgin Trains

Jeannie Barr, Training and Development Officer, Emergency Planning Society (Scotland)

Julie Benson, Research & Development Officer, Skills For Justice

Paul Bishop, Curriculum Development Manager, Police National CBRN Centre

Debbie Brooker-Evans, Civil Protection Officer, Plymouth City Council

Steve Burrige, Deputy Head of Training, Police National CBRN Centre

Eve Coles, Leeds University Business School Liaison, Emergency Planning College

Patrick Cunningham, Consultant, Emergency Planning College

Alan Gardner, Managing Director, Emergency Planning Solutions Ltd (Northern Ireland)

Susan Hatt (eader for Kerry Williams), Policy Advisor Civil Contingencies Act & Local Response Capability Team

Graeme Hemsall, Contingency Planner, Anglian Water

Nicola Heppenstall, Head of Contingency Planning, West Yorkshire Police

John Hetherington, Civil Contingencies Coordinator, London Borough Waltham Forest

Ian Hoult, Chairman, The Emergency Planning Society

Nigel Humphreys, ACPO Staff Officer, HM Inspectorate of Constabulary, England

David Jones, Regional Staff Officer (Emergency Planning and Special Operations), Welsh Ambulance Service NHS Trust

Richard Jones, Wales Country Manager, Skills For Justice

Peter Kendal, Regional Health Emergency Planning Advisor, Health Protection Agency

Paul Kudray, Assistant Director Emergency Preparedness, North West Ambulance Service NHS Trust

Ken Lawson, Director Training and Doctrine, Emergency Planning College

Gregor Lindsay, Scottish Resilience Development Service

Nigel Lyndsey, Emergency Planning Solutions

Gary Locker, Association of Chief Police Officers

Simon McNamara, Regional Incidents & Emergencies Planning Manager, Environment Agency

Stuart Merton, Head of Security Training & Transitional Coordinator, H M Prison Service

Peter Metcalfe, Inspector, Cleveland Police

Bob Overy, Consultant, Leeds City Council

David Owens, Inspector, Operational Support Services, South Yorkshire Police

Martin Rawling, Emergency Planning Officer (West), Cornwall County Council

Jacqui Semple, Chair, Emergency Planning Society (Scotland)

Bob Simpson, Dstl Business Continuity

Debbie Spargo, Principal Civil Protection Officer, Vale of Glamorgan Council, Wales

Roy Taylor, Director's of Adult Social Services

June Thompson, County Emergency Planning Officer, Essex County Council

Allan Todd, Learning & Development Coordinator, Scottish Resilience Development Service

Andy Trowsdale, East Sussex Fire & Rescue Service

Kerry Williams, Policy Advisor , Civil Contingencies Secretariat

Bob Wilson, North Wales Fire and Rescue Service

David Winterborne, Dstl Corporate Affairs, Dstl

Moya Wood-Heath, Civil Protection/Emergency Planning Advisor, British Red Cross

Colin Wright, SFJ Inspection NOS Consultant, Colin Wright Associates Limited

#### Virtual Group Members

Nick Berry, Senior Safety Advisor, Environmental, Health and Safety, Pfizer Limited

Clive Brooks, Disaster Management Team, NPIA

Chris Chambers, Resilience Manager, South Western Ambulance Service NHS Trust

Stewart Mashiter, Head of Civil Contingences and Insurance, Blackburn and Darwent Borough Council

Andy Nixon, Senior Scenes of Crime Officer, West Midlands Police

Susan Sawyer, Senior Informatics Officer, Adult Health & Community Wellbeing

Sue Storey, Emergency Planning Manager, Nottinghamshire County Council

Judith Youll, Head of Emergency Planning / ECC manager , Durham

**Appendix 2 Stakeholder Group members**

David Adamson, Committee Management, BSI

Robin Arbuthnot, Northern Ireland Court Service

Clare Austin, Contingency Planning Manager, Suffolk Constabulary

Ian Baguley, University of Lincoln

Stephen Beamon, Managing Director, E-J-C Consultancy Ltd

Richard Bedford, Director, RJB Associates

Vic Citarella, Associate Consultant LGA, Skills for Care

Denise Clark, Denise Clarke Ltd

Gavin Clayton, Chartered Occupational Psychologist, Scottish Prison Service College

Hannah Crawley, Higher Psychologist, NPIA

Angela Currie, Women's Royal Voluntary Service

Peter Diplock, Civil Contingencies Secretariat

Richard Diment, Ambulance Service Association

Anne Eaton, Skills for Health, Associate Director - Programmes

Carl Evans, Acting Area Operations Manager, Maritime & Coastguard Agency

Anne Eyre, Trauma Training

Maggie Fish, Catalyst Training Solutions LTD

Martin Fenlon, Emergency Planning College

Alan Goodwin, ACPO – Derbyshire Constabulary

Tom Griffin, Director, INVERGARVAN LIMITED

Alison Haines, District Emergency Planning Manager, Borough Council of Kings Lynn & West Norfolk

Jacqui Harris, Community Safety Manager, Northamptonshire Police

Gerard Harvey-Howson, Police National CBRN Centre

Emma Hawkings, Department for Culture, Media and Sport

Mark Heath, Derbyshire Constabulary

Patricia Hindley, Department for Culture, Media and Sport

Tony Irwing, Inspector and OCU Diversity Champion, West Midlands Police

Brendan Johnstone, Chief Executive, Northern Ireland Social Care Council

Sandra Keating, ACM Training

Neil Langridge, Royal Marines Police

Eleanor Layfield, Social Care Institute for Excellence

Judy Leveasley, Skills for Care & Development

Tony Lewis

Principal Education Officer, Chartered Institute of Environmental Health

Graham Manser, Rochford District council

Alan Murray, Emergency Planning Officer, Preston City Council

Rosie Murray, The Emergency Planning Society

Don Norris, Civil Contingencies Manager, Welsh Local Government Association

Des Pritchard, Chief Fire Officer & Chief Executive, East Sussex Fire & Rescue Service

Richard Diment, Ambulance Service Association

Geoff Rivers, Society of Local Authority Chief Executives

Christopher Scott, Emergency Planning Officer – Force Operations Department, West Mercia Constabulary

Cliff Sear, Deputy County Fire Officer and Director of Community Protection, West Sussex Fire and Rescue Service

Bernadette Smith, Regional Adviser, Go Skills

Rod Stafford, Head of Civil Contingencies, London Borough of Waltham Forest

Michael Warner, Gloucestershire County Council

Susan Warner, Senior Advisor First-Aid, Metropolitan Police Service

Ian Watkins, Emergency Planning Officer, Lincolnshire Police

Simon Webb, RFF Policy & Operations Officer, Civil Aviation Authority

Helen Wenman, General Social Care Council

Suzanne Wilkie, Learning and Development Co-ordinator, Scottish Government

Wayne Williams, Business Continuity Officer, Business Continuity Emergency Preparedness Solutions

**Appendix 3 Project Steering Group members**

Kevin Arbuthnot, Head of Command & Control, Strategic Development, Fire Service College

Vicky Ball, Director of Workforce Development, Go Skills

Jill Blacklin, Standards & Qualifications Reform Manager, Energy and Utility Skills

Eve Borseley, Standards and Qualifications Manager, Government Skills

Michael Burke, Director of Research & Development, Skills for Security

Nigel Capel, Chief Executive, Royal School of Military Engineering

Julie Cooper, Energy and Utility Skills

Scott Cooper-Groom, Standards and Qualifications Manager, Construction Skills

Niall Daly, E Skills

Penny Dawson, Head of Standards and Qualifications, Asset Skills

Jane Fox, Senior Quality Assurance Co-ordinator, Skills for Health

Kerrie Fuller, Council For Administration

John Glasgow, Construction Skills

Nick Gooderson, Construction Skills

Anne Marie Graham, Skills and Qualifications Adviser, The National Centre for Languages (CiLT)

Sue Hunter, Standards, Qualifications and Frameworks Manager, Skills for Justice

Ruth Linden, Language Skills Consultant, Regional Language Network Yorkshire & The Humber

Frances Macleod, Head of Unit, Department for Culture, Media and Sport

Kevin Merchand, Go Skills

Ruth Oliver, Standards Development Officer, Skills for Security

Anna Payne, Deputy Head of Unit, Department for Culture, Media and Sport

Mathew Scarff, Qualifications and Curriculum Authority

Cliff Sear, Deputy County Fire Officer and Director of Community Protection, West Sussex Fire and Rescue Service

Andy Tilden, Skills for Care

Fiona Turton, Local Government - Employers Organisation

David Winterborne, Deputy Explosives Control Officer, DSTL Business Continuity

## **Appendix 4 Summary of NOS for Civil Contingencies (September 2008)**

### **New**

#### **Civil Contingencies NOS**

- CC AA1 Work in co-operation with other organisations
- CC AA2 Share information with other organisations
- CC AA3 Manage information to support civil protection decision making
- CC AB1 Anticipate and assess the risk of emergencies
- CC AC1 Develop, maintain and evaluate emergency plans and arrangements
- CC AD1 Develop, maintain and evaluate business continuity plans and arrangements
- CC AD2 Promote business continuity management
- CC AE1 Create exercises to practice or validate emergency or business continuity arrangements
- CC AE2 Direct and facilitate exercises to practice or validate emergency or business continuity arrangements
- CC AE3 Conduct debriefing after an emergency, exercise or other activity
- CC AF1 Raise awareness of the risk, potential impact and arrangements in place for emergencies
- CC AF2 Warn, inform and advise the community in the event of emergencies
- CC AG1 Respond to emergencies at the strategic (gold) level
- CC AG2 Respond to emergencies at the tactical (silver) level
- CC AG3 Respond to emergencies at the operational (bronze) level
- CC AG4 Address the needs of individuals during the initial response to emergencies
- CC AH1 Provide on-going support to meet the needs of individuals affected by emergencies
- CC AH2 Manage community recovery from emergencies

### **Imported**

#### **Managing Volunteers NOS (UK Workforce Hub)**

- D1 Plan, organise and monitor volunteering activities
- D2 Lead and motivate volunteers

#### **Learning and Development NOS (Lifelong Learning UK)**

- L6 Develop training sessions
- L7 Prepare and develop resources to support learning
- L10 Enable learning through presentations
- L13 Enable group learning

#### **Managing Justice Services NOS (Skills for Justice)**

- HG4 Develop and manage multi-agency partnerships
- HF14 Plan, implement and manage systems for the exchange of sensitive information, data and intelligence
- HF23 Ensure an effective approach to project and process evaluation

**Management and Leadership NOS**

- ML A1 Manage your own resources (SfJ HA1)
- ML A2 Manage your own resources and professional development (SfJ HA2)
- ML A3 Develop personal networks (SfJ HA3)
- ML B1 Develop and implement operational plans for your area of responsibility (SfJ HB1)
- ML B2 Map the environment in which your organisation operates (SfJ HB2)
- ML B3 Develop a strategic business plan for your organisation (SfJ HB3)
- ML B6 Provide leadership for your area of responsibility (SfJ HB6)
- ML B8 Ensure compliance with legal, regulatory, ethical and social requirements (SfJ HB8)
- ML B9 Develop the culture of your organisation (SfJ HB9)
- ML B10 Manage risk (SfJ HB10)
- ML B11 Promote equality of opportunity and diversity in your area of responsibility
- ML D3 Recruit, select and keep colleagues (SfJ HD3)
- ML D4 Plan the workforce (SfJ HD4)
- ML D5 Allocate and check work in your team (SfJ HD5)
- ML D7 Provide learning opportunities for colleagues (SfJ HD7)
- ML D9 Build and manage teams
- ML D11 Lead meetings
- ML D12 Participate in meetings
- ML E1 Manage a budget (SfJ HE1)
- ML E3 Obtain additional finance for the organisation (SfJ HE3)
- ML E8 Manage physical resources
- ML E9 Manage the environmental impact of your work
- ML E11 Communicate information and knowledge
- ML F1 Manage a project (SfJ HF1)
- ML F2 Manage a programme of complementary projects (SfJ HF2)
- ML F3 Manage business processes (SfJ HF3)
- ML F12 Improve organisational performance (SfJ HF12)

**Health and Safety NOS (ENTO)**

- HSS 1 Make sure your own actions reduce risks to health and safety
- HSP6 Identify, assess and control health and safety risks
- HSP10 Develop and implement health and safety emergency response systems and procedures

**Governance NOS**

- XA1 Interrogate and use management information to inform board decisions
- XA3 Review and support the management of risks for the organisation

**Appendix 5 Quality criteria for the development and content of NOS**

**New or revised NOS must be submitted for approval against the criteria listed below**

	Criterion	Evidence as to how the SSC/SSB has met each criterion
1	The organisation checks that there are no other suitable NOS before developing new NOS	As relevant functions were identified, it was the policy to identify any existing NOS which were fit for purpose before attempting to develop new NOS. Existing NOS were identified through reference to the UK NOS Directory, Skills for Justice Functional Map and through consultation with colleagues from other sector skills councils (e.g. members of the project steering group).
2	The organisation systematically gets, manages and uses feedback on NOS to ensure they can be used across the UK	<p>The development of the NOS throughout the project was led by the project working group and project stakeholder group. These groups included current practitioners from England, Scotland, Wales and Northern Ireland.</p> <p>In addition, the draft NOS were subject to UK-wide consultation over a 3 month period. The draft NOS and a consultation questionnaire were available for download from the Skills for Justice web site and this was widely promoted across the UK.</p>
3	The organisation undertakes research to ensure that NOS are up to date and reflect effective industry practice	The first phase of the project (June to October 2007) involved desk research to identify and review existing resources which reflect industry practice. Subsequently the Functional Map and draft NOS were developed and refined through working closely with the project working group and stakeholder group comprising current civil protection practitioners from across the UK. This development work was also carried out in partnership with the Emergency Planning College and the Emergency Planning Society.
4	NOS describe consistent performance in terms of what an individual needs to do, know and understand in a way that can be measured	The NOS comply with SSC requirements for content and presentation to ensure that they describe the measurable outcomes of competent performance, and the underpinning knowledge and understanding. This was continually reviewed throughout the project, particularly by the project steering group which represented partner SSCs.
5	The wording and content of NOS is free from direct or indirect discrimination against an individual or groups of individuals	The NOS have been widely consulted upon and adhere to Skills for Justice discrimination policy. The NOS are free from content or terminology that could unfairly discriminate against individuals or groups.
6	NOS are suitable for a wide range of users and uses, written in plain English and clearly structured	<p>The NOS are drafted with the aim of being clear and concise. Plain English is used as far as possible and a glossary of frequently used terms and how they should be interpreted in the context of Civil Contingencies is included in each NOS. Any acronyms and abbreviations appear in full when first used in each NOS.</p> <p>Feedback received from the consultation, and from the project working group and steering group confirmed that the NOS were clearly written, easy to understand and unambiguous.</p> <p>The Skills for Justice website contains instructions for increasing the font size of text to make reading on screen easier and also has free 'Browsealoud' software to enable the content on the site to be read aloud.</p>