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## Overview

This standard is about developing readiness, response, and recovery capabilities, arrangements, and plans. It supports practitioners in preventing, controlling, or minimising the impacts of emergencies and establishing frameworks to manage and coordinate response and recovery activities.

The focus is on the collaborative development of an integrated and adequately resourced suite of capabilities, arrangements, and plans, all grounded in assessed risks and their potential consequences. These frameworks should meet organisational and legal standards and be adaptable to dynamic and complex situations.

Additionally, the standard emphasises the importance of evaluating and improving these capabilities, arrangements, and plans, as outlined in related National Occupational Standards (NOS).

## Performance criteria

### *You must be able to:*

1. identify and collaborate with partners and stakeholders in preparedness, updating partnership, engagement and accountability strategies as needed
2. evaluate legislation, duties, sector codes of practice and guidance to identify responsibilities, priorities and approaches
3. use evidenced, detailed, and scaled risk scenarios and profiles to identify potential types and scales of impact and consequences
4. determine the likely needs of people, the protective actions they may take, barriers to action, and the assistance they may need
5. define planning assumptions based on the types and scales of potential impact, consequence, and needs identified
6. apply planning assumptions to determine the type and scale of readiness, response and recovery capabilities required
7. analyse the dependencies of your organisation's readiness, response and recovery capabilities on those of partners to ensure integration
8. contribute to defining and maintaining policies, procedures, and coordination mechanisms for managing readiness, response and recovery
9. determine the resources needed to develop and maintain the required capabilities and advocate for their allocation
10. identify resource gaps in capability and escalate and manage the risks they present
11. document arrangements, procedures, protocols, roles and responsibilities and decision controls associated with readiness, response and recovery capabilities
12. ensure documentation is accessible to those who need it
13. engage with those affected by planned arrangements to raise awareness and manage expectations
14. contribute to evaluating capabilities, arrangements, and plans through testing and exercising
15. apply processes to review and improve capability development, arrangements and plans, in line with legal and organisational standards and lessons learned
16. undertake continuing professional development and share evidence based good and innovative practice in this occupational area

## Knowledge and understanding

### *You need to know and understand:*

1. relevant legislation, regulations, policy, guidance and good practice in capability development and planning
2. the value of and methods for engaging partners and stakeholders in capability development and planning
3. organisational and partnership structures for collective working
4. strengths and weaknesses of the integrated emergency management and planning cycle approach
5. the benefits and limitations of risk scenarios, profiles, common consequences, and how to use them to generate planning assumptions
6. capabilities commonly developed to deliver readiness, response and recovery
7. how to identify and develop capabilities that will enable an organisation to perform tasks and achieve intended outcomes
8. the benefits and limitations of generic and specific emergency plans, and their application in complex and dynamic situations
9. risks associated with unrealistic or under-resourced capabilities, arrangements, and plans, and how to manage them
10. factors that influence early warning lead time, the scope for readiness and early action
11. how capabilities, arrangements, and plans inform training needs analysis and program design
12. how to integrate with public awareness and community engagement programmes to raise the profile of planned arrangements
13. approaches to assessing the impact of preparedness activities and their potential benefits for response and recovery
14. how individuals and organisations should be held accountable for capabilities, arrangements, and plans that meet agreed standards and performance expectations
15. methods for evaluating and improving capabilities, arrangements and plans
16. the role of reflective practice in evaluating performance, identifying areas for improvement and professional development

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## Glossary

### Plan

A document or collection of documents that sets out the overall framework for the initiation, management, coordination and control of personnel and assets to reduce, control or mitigate the effects of an emergency. Plans are developed based on policies and provide the foundation for detailed procedures and protocols.

### Policy

Definition: High-level principles and guidelines that govern decision-making and actions. Policies provide the overarching framework and direction for resilience and emergencies activities. Policies guide the development of plans, procedures, protocols, and arrangements.

### Procedure

Step-by-step instructions on how to carry out specific tasks or actions within an organization. Procedures ensure that actions are performed consistently within the organization and provide detailed guidance on implementing the strategies outlined in the plans.

### Protocol

Defined instructions or procedures that standardise tasks and actions involving coordination between multiple entities. Protocols ensure consistency, interoperability, and effective joint working, especially during complex or emergency situations.

### Capabilities

The collective skills, resources, infrastructure, and systems required to effectively implement response and recovery actions. Capabilities include trained personnel, equipment, procedures, and coordination mechanisms.

### Readiness

The state of being operationally ready to respond to imminent emergencies. Readiness ensures that people, resources, and systems are primed before an incident occurs, enabling rapid action. It is distinct from preparedness, which involves long-term capability development and planning.

### Scenario-based planning

A planning approach that uses realistic, evidence-based scenarios or stories as the foundation for response and recovery plans, ensuring they are adaptable to different emergency situations.

### Integrated Emergency Management

An approach to emergency management that encompasses six key activities:

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anticipation, assessment, prevention, preparation, response, and recovery. It emphasizes collaboration across organizations, sectors, and government to enhance overall resilience.

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Develop response and recovery capabilities, arrangements and plans



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