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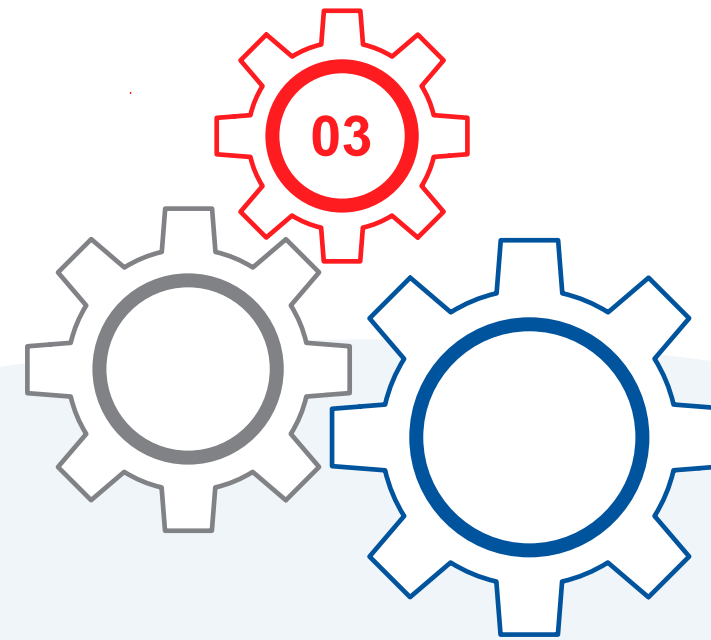
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Overview

The NFCC Enabling Development of Competence Project (formerly the Review of NOS Project) is in the early stages of developing a common approach and format for competence frameworks. A national community risk management planning strategic framework whose aim is to improve consistency in practice across the sector has already been agreed.

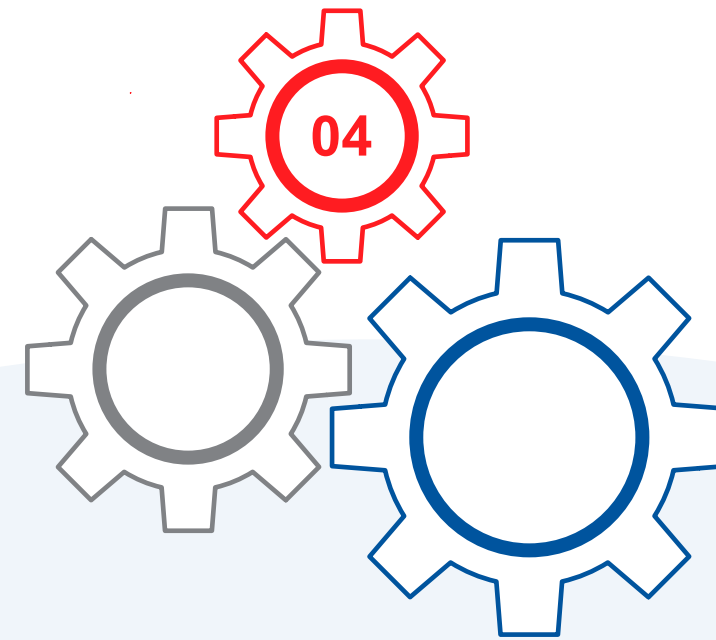
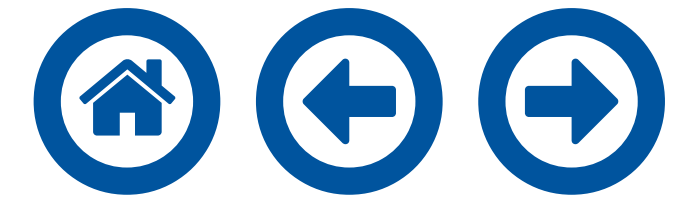
This paper sets out an initial draft of two separate but linked competency frameworks for community risk management planning. It is likely that at some stage soon, these frameworks will be subsumed within the national suite of competency frameworks currently under development.

Our objective is to have evidence-based, high quality and consistent risk management plans that encompass all aspects of service deployment and delivery, including issues of local risk, ensuring they are resilient to national risks and threats including terrorism. Community risk management planning is arguably the most important element of FRS governance.

The community risk management plan is owned by the FRS governing body and is the commitment between each governing body and the communities served by each FRS.

Starting with its first round of inspections during 2018/2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) repeatedly identified risk management planning as an area for improvement in FRSs across England. The sector itself has identified risk management planning as an area of focus for improvement. One of the six strands of the NFCC's change programme is the [Community Risk Programme](#).

[Read more](#) 

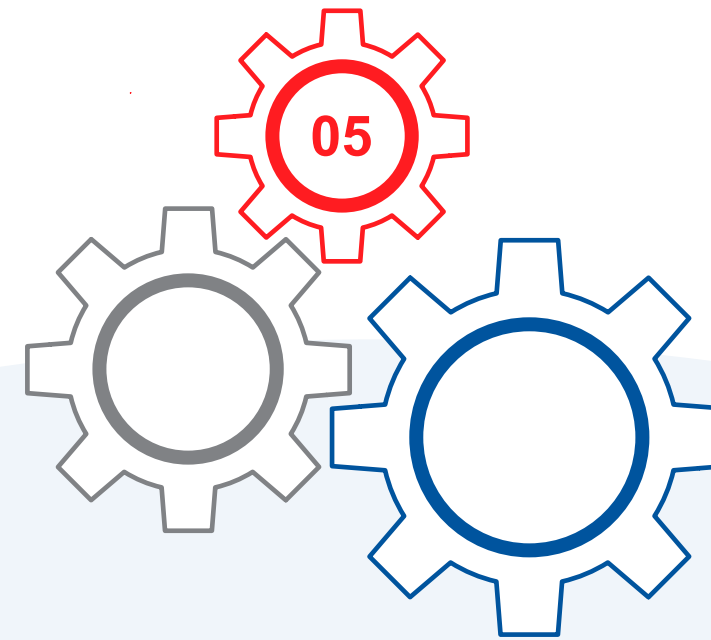
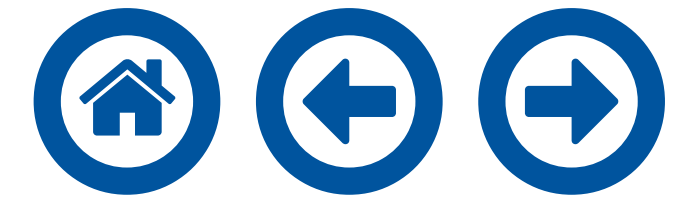


Overview (cont.)

The community risk management planning Competency Frameworks is part of the first phase of a longer-term NFCC programme to support FRSs in improving their approaches to community risk management planning. Having clear and understandable competencies linked to the community risk management planning processes is crucial.

The frameworks will provide a first step to agreeing and articulating the competencies (behaviours, skills, knowledge, experience, and techniques) needed to develop and oversee an effective community risk management plan. They will also give FRSs a template against which to audit themselves and to identify any gaps in their current workforce capabilities, either at senior leadership level or at the level of risk analysis, they need to address, either through training, recruitment, or some other collaborative approaches.

[Read more](#) 



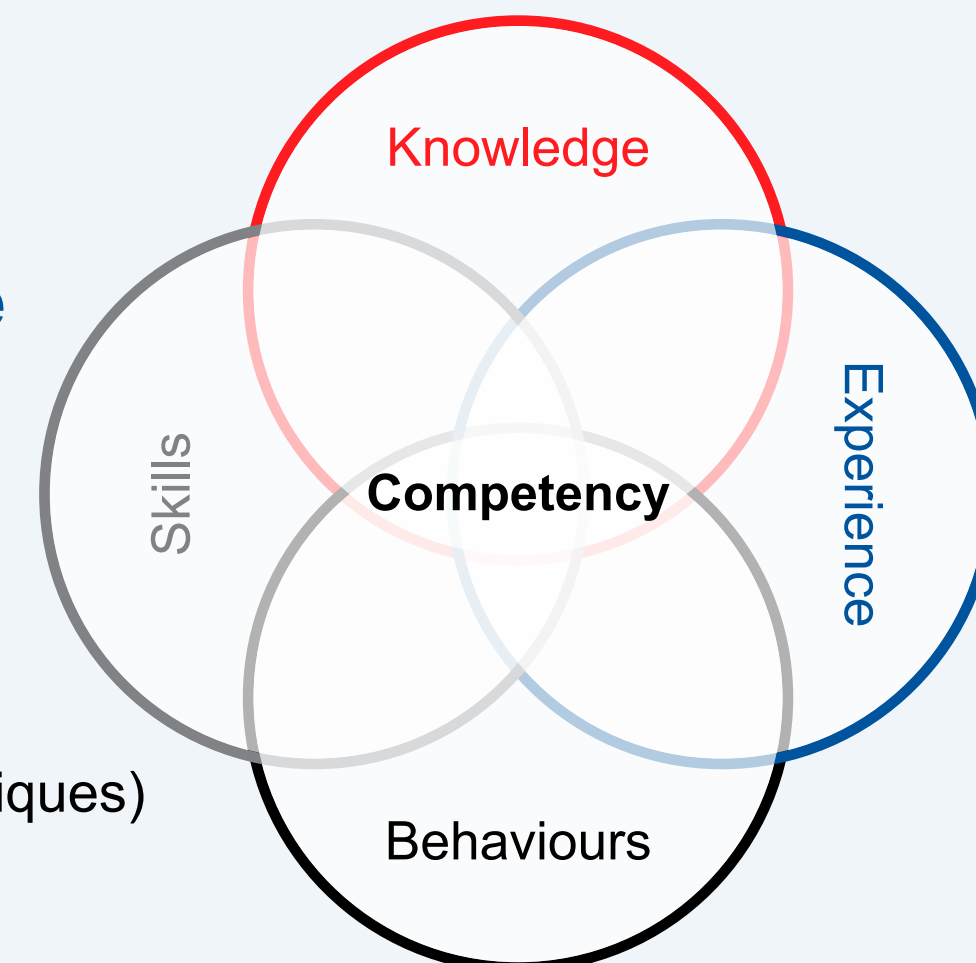
Overview (cont.)

The aim of NFCC's review of NOS is for FRSs to be able to maximise their investment in the selection, training, and development of employees to maintain, support and improve their skills and knowledge throughout their careers. The foundation for this would be to create a framework of occupational standards and supporting competencies that can be used across FRSs to select, recruit, train and promote. Currently the role maps and NOS are intrinsically linked, and the current NOS contain both performance criteria (occupational standards) and knowledge and understanding (supporting competencies). This blurs the line between the role and supporting *competencies*.

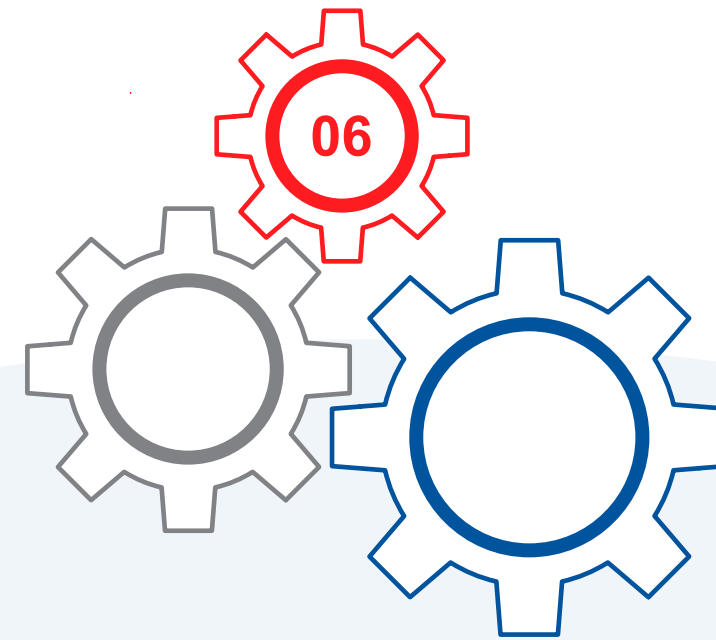
Current state

- Pay and conditions
- Role maps + NOS (Performance criteria + knowledge and understanding)
- Training and development
- Pay and conditions
- The role (performance criteria)
- Competency frameworks (Behaviours, skills, knowledge, experience, and techniques)
- Select, recruit, develop, promote

Desired state



[Read more](#) ➔

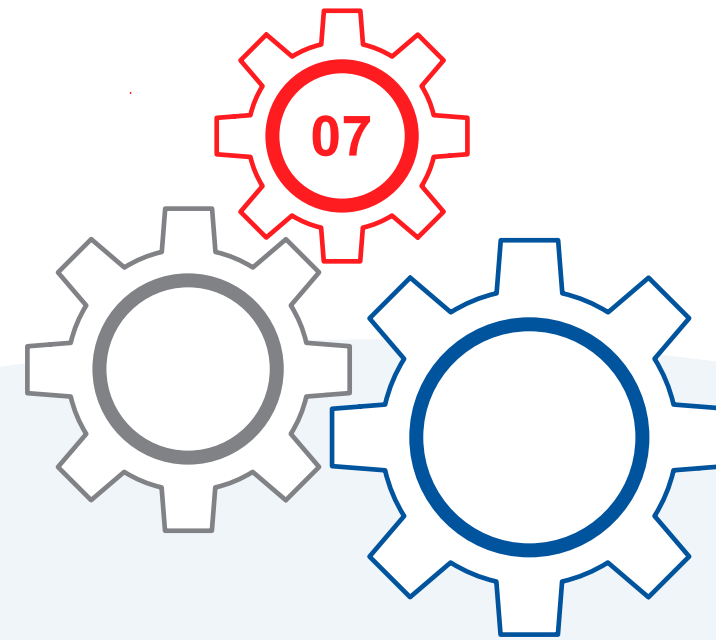
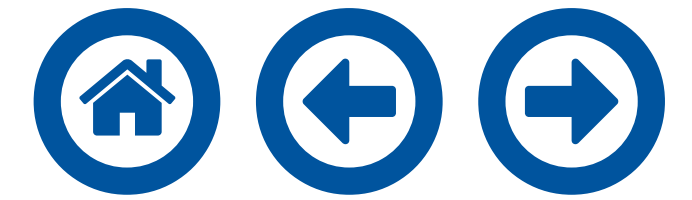


Overview (cont.)

For an individual to be considered competent, CRMP-specific competency frameworks should require that individuals have the appropriate skills, knowledge, and experience, combined with appropriate behaviours and techniques, to be able to fulfil their defined role, function or activity and carry out appropriate tasks.

Competency in CRM planning is not limited to technical or theoretical matters. Individuals leading and working across the CRMP process are frequently involved in highly complex activities involving partnerships, public consultation and organisation-wide team working. Successful outcomes require collaborative leadership and communication, a range of interpersonal and digital skills, and adherence to five ethical principles in the [Core Code of Ethics for England](#) or your service values in Scotland, Wales, and Northern Ireland.

In assessing competency, FRSs should be able to evidence across all relevant roles involved in CRM planning that they have access to the full range of competencies they need to undertake effective CRM planning. With those individuals involved demonstrating how knowledge and understanding developed from experience are put to practical use through the application of skills.



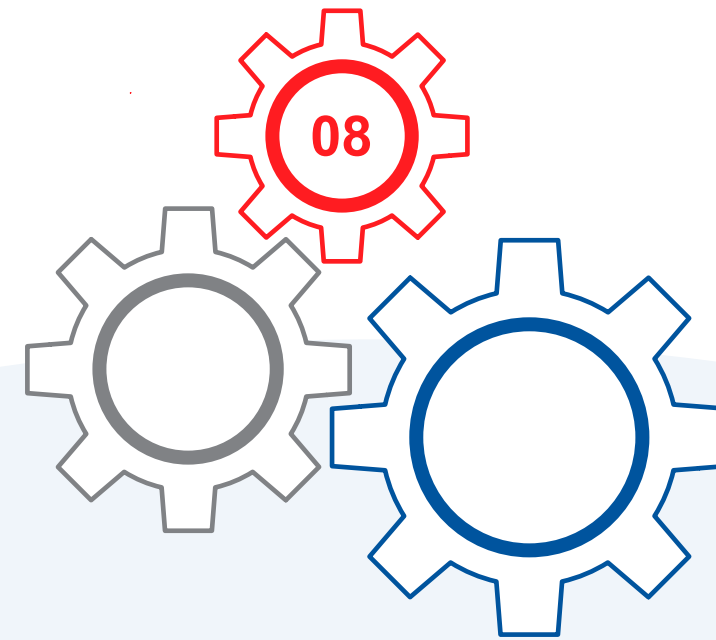
Section 1: Introduction

The delivery of effective community risk management planning is key to keeping the public safe, enabling FRSs to:

- Identify and manage the risks faced by their communities.
 - Prioritise their activities.
- Allocate the right level of resources to each area of their services; and
- Evaluate the outcomes of their activities and incorporate this learning into future planning.

The quality of planning and governance depends on the competency of the professionals who undertake the work. Common competence standards, underpinned by a robust development process, are essential to developing effective strategic decision makers and risk planners and contributing to effective delivery.

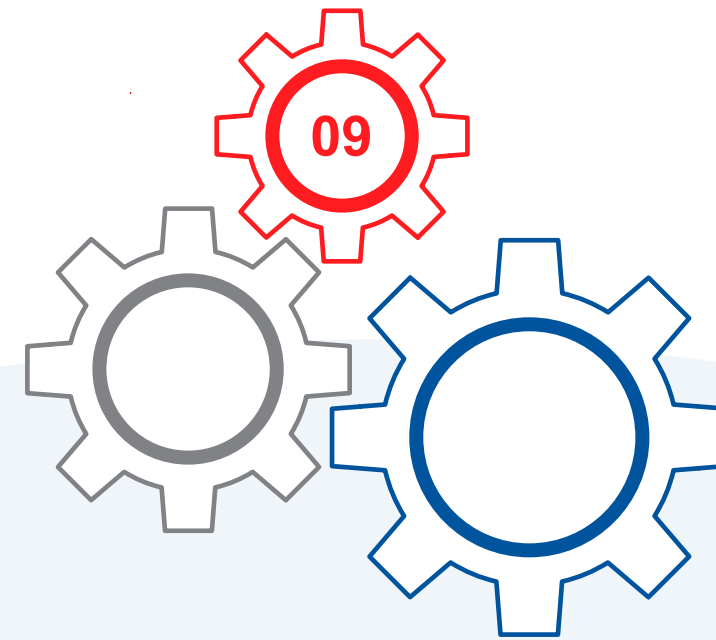
This document provides all UK Fire and Rescue Services with a structure to support effective community risk management planning. The frameworks should be used alongside the NFCC suite of [community risk management planning guidance](#) and the [Fire Standard](#). Together, they are intended to guide FRSs to achieving a standardised approach to community risk management planning activities. They are not designed as a wholly prescriptive approach, and while the aim is to achieve a consistently high-quality process, they can be added to and refined to make them complementary to each FRS's own vision, values, policies, and procedures. The framework is not intended to advise services how to mitigate or manage risk and does not seek to prescribe appropriate levels of risk tolerance or appetite within a service.



Section 2: Scope of the Competency Frameworks

The community risk management planning competency frameworks document provides frameworks for the selection, appointment, development, demonstration, and continued development of staff competence of those people who are involved at every stage in the community risk management planning process and its governance. They are aimed at supporting the competence-based assessment elements of recruitment, selection and staff development, rather than defining detailed qualification requirements and accreditations. Candidates and existing post holders may of course also have these in addition to being able to show evidence of the competency description at interview during recruitment, selection and on-going development processes.

This document splits the competency requirements into two distinct but linked frameworks: one for those engaged in risk analysis and planning; and one for those involved at a more strategic level in decision making, stakeholder engagement and overview. It clarifies the definition of the two different tiers of community risk management planning and provides guidance as to what level of competency is required for each of them.

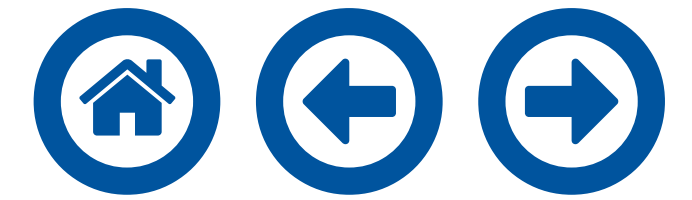
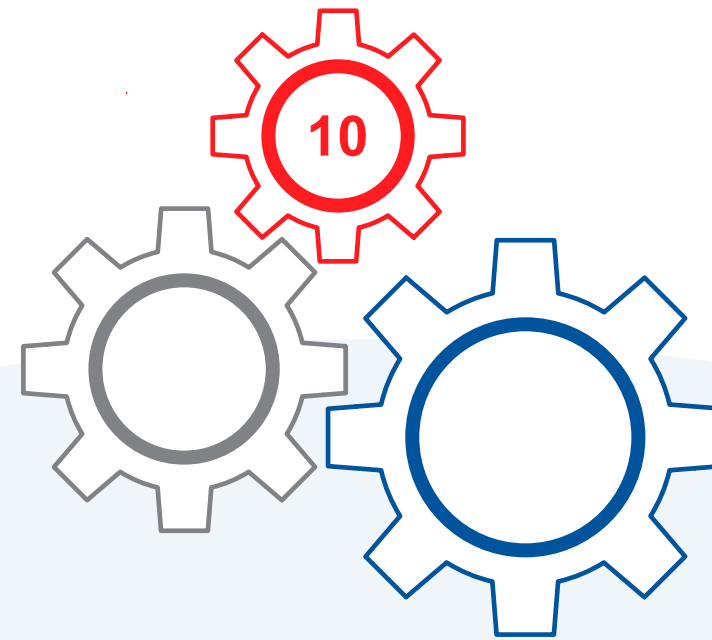


Section 3: Benefits of the Competency Frameworks

This document provides the two linked but discrete frameworks for FRSs to use to achieve, maintain and demonstrate appropriate and consistent standards of competency for those involved in community risk management planning.

This document also provides a framework to support external inspection, by, for example, HMICFRS, peer reviews and auditing and evaluation processes and promotes improved quality in performance of community risk management planning, resulting in an effective community risk management plan to keep the public safe.

[Read more](#) 



Section 3: Benefits of the Competency Frameworks (cont.)

Benefits for the individual

Enables individuals and their line managers to identify gaps in knowledge, skills, experience, and behaviours; learning and development needs for current and future roles can therefore be prioritised.

-

Ensures individuals align their values and behaviours to the five ethical principles in the Core Code of Ethics.

-

Assists in meeting the individual's key development objectives by providing evidence to support individual development planning / plans.

-

Ensures access to suitably experienced and qualified mentors to support development.

-

Provides greater opportunities to improve professional and personal standing.

-

Improved professional and career development planning.

-

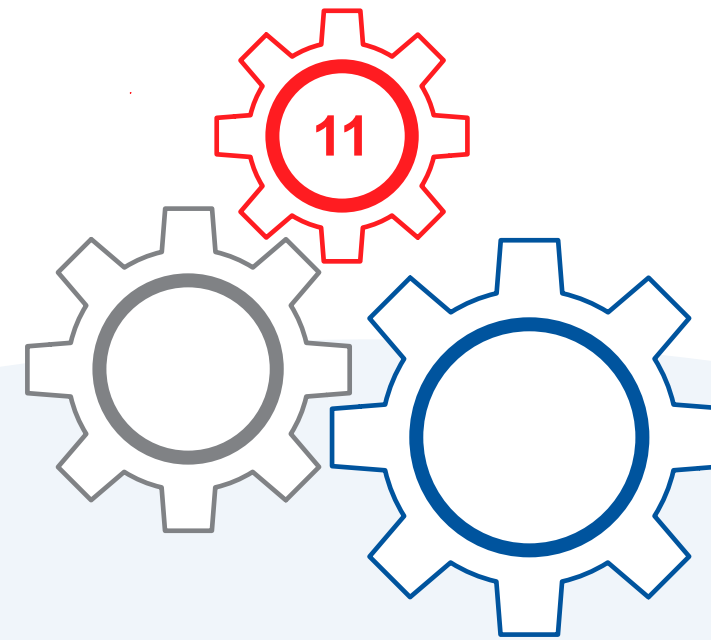
Makes a significant contribution to continuous personal improvement.

-

Ensures that those involved in community risk management planning have the requisite development, skills, knowledge and understanding necessary to be deemed competent.

-

Reduces individual risk to challenge within the Judicial or Coronial court environment by ensuring the most up to date and relevant training and development opportunities are planned and provided and relevant information is accessible to individuals to enable them to meet their statutory duties, whilst seeking to maintain an agreed level of competence.



Section 3: Benefits of the Competency Frameworks (cont.)

Benefits for the FRS

Promotes quality and consistency in community risk management planning practices throughout the UK, providing a national approach with improved standardisation.

-

Allows FRSs to achieve, maintain and demonstrate appropriate standards of competency within their workforce to support organisational and individual effectiveness and performance.

-

Each FRS can understand the competency of their staff, deploy them effectively and can succession plan for workloads defined in their community risk management plans, or other planning approaches used in the devolved administrations.

-

Helps to improve planning to meet workforce development.

-

Presents a common framework for the development and training of those involved in community risk management planning that is simple to understand and provides a consistent language across FRSs.

-

Provides the basis for measurable and standardised people management processes which enhances the employee experience.

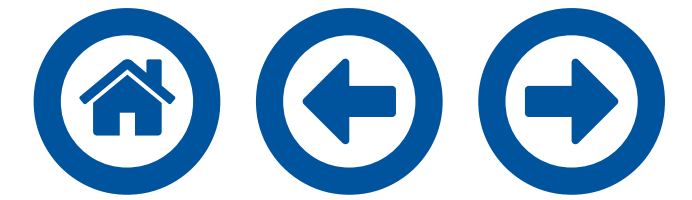
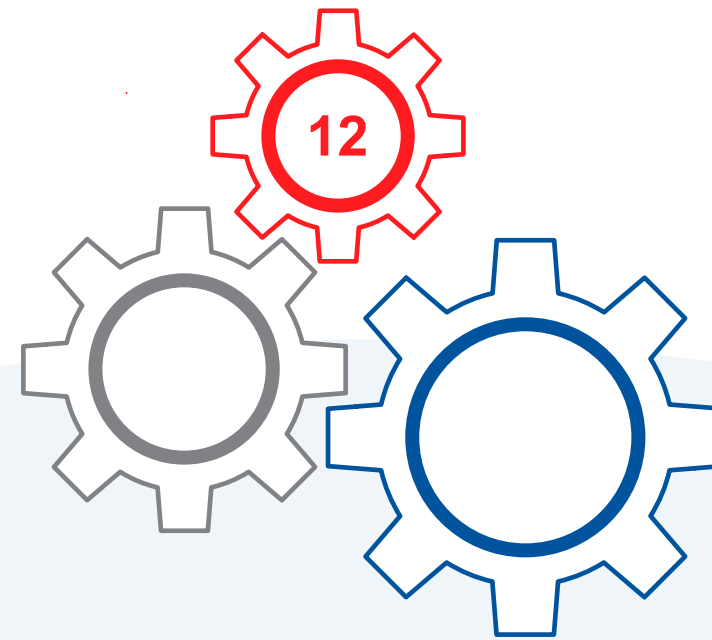
-

Supports the selection and development of people with the right skills, values and behaviours for the roles involved.
See the [Talent Management Toolkit](#) and the [Core Code of Ethics](#).

-

Provides a foundation for developing staff with responsibilities for undertaking community risk management planning.

[Read more](#)



Section 3: Benefits of the Competency Frameworks (cont.)

Benefits for working in partnership

Promotes quality and consistency in the application of stakeholder engagement and wider community risk planning activities.

-

Provides a level of assurance that FRSs are competent to perform their role and makes partnership working more productive.

-

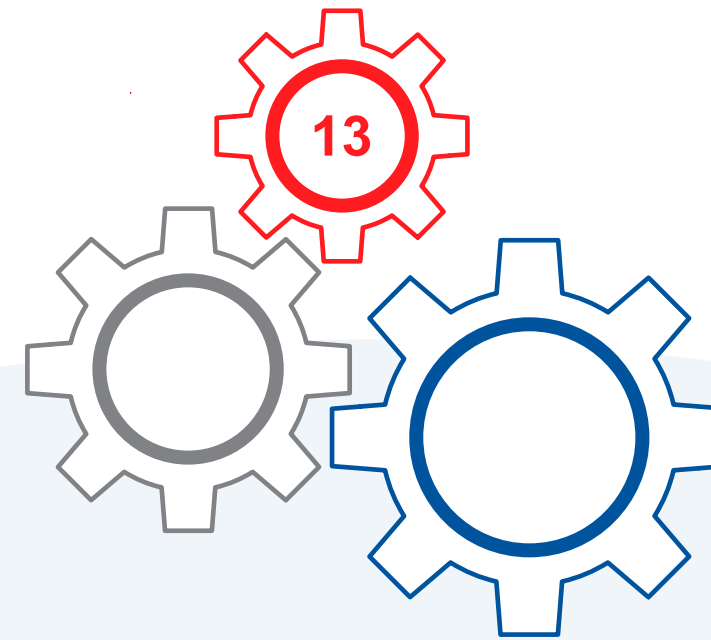
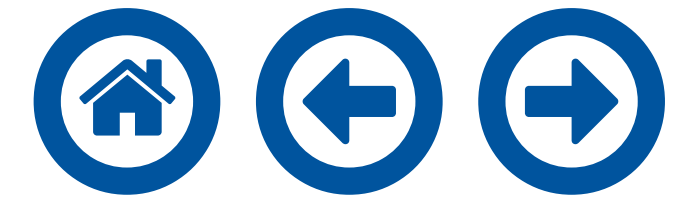
Provides assurances that FRS staff involved are consistently competent, and the evidence provided is of a reliable quality to agree joined up priorities and best use of collective resources.

-

Provides an increased opportunity for efficiencies and greater effectiveness of outcomes by enabling constructive collaborative planning and risk mitigation.

-

Ensures FRSs align to the commitment of the [Core Code of Ethics](#): Putting our communities first: I work collaboratively with colleagues and partners to improve the service to the public.



FIRE
STANDARDS
BOARD

COMMUNITY RISK MANAGEMENT PLANNING

Why?: Community Risk Management Planning – Fire Standard

In April 2021, the Fire Standards Board published the [Community Risk Management Planning Fire Standard](#). It aims to achieve consistency and drive improvement in how FRSs develop their risk management plans, allowing services to make better evidence-based decisions in allocating resources in line with the risks and needs of their local communities.

The desired outcomes are that FRSs will assess foreseeable community related risks and use this knowledge to decide how those risks will be mitigated. Each service will:

Be able to demonstrate how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents to reduce the impact on its communities (including Business), firefighters and to promote economic wellbeing.

-

Effectively consult and engage (in line with its governance arrangements) with communities, FRS staff and stakeholders at appropriate stages of the community risk management planning process.

-

Use a robust risk analysis process (giving due regard to existing and emerging local, regional, and national hazards) to support evidenced, transparent, and inclusive decision-making regarding resource deployment.

-

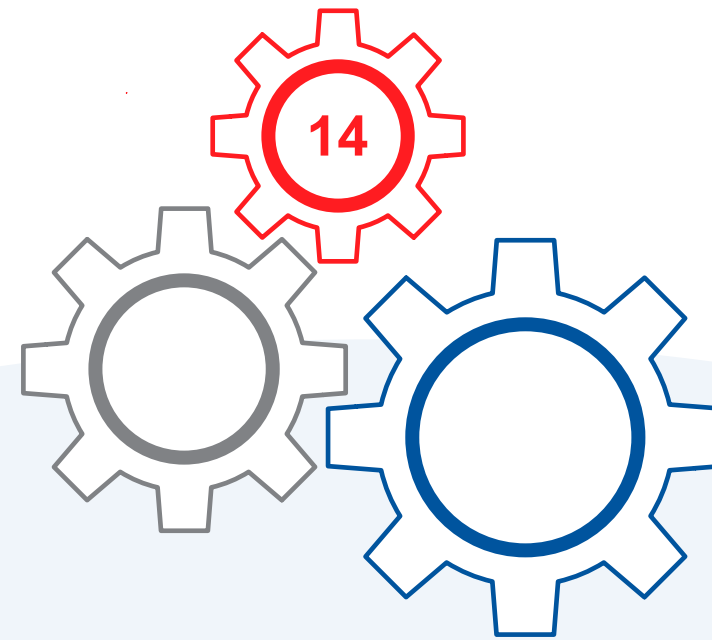
Ensure resource deployment decisions are balanced against an assessment of internal and external resource availability (including collaborative and cross-border working opportunities and via National Resilience) and other key organisational influences that inform the overall strategic planning process; and

-

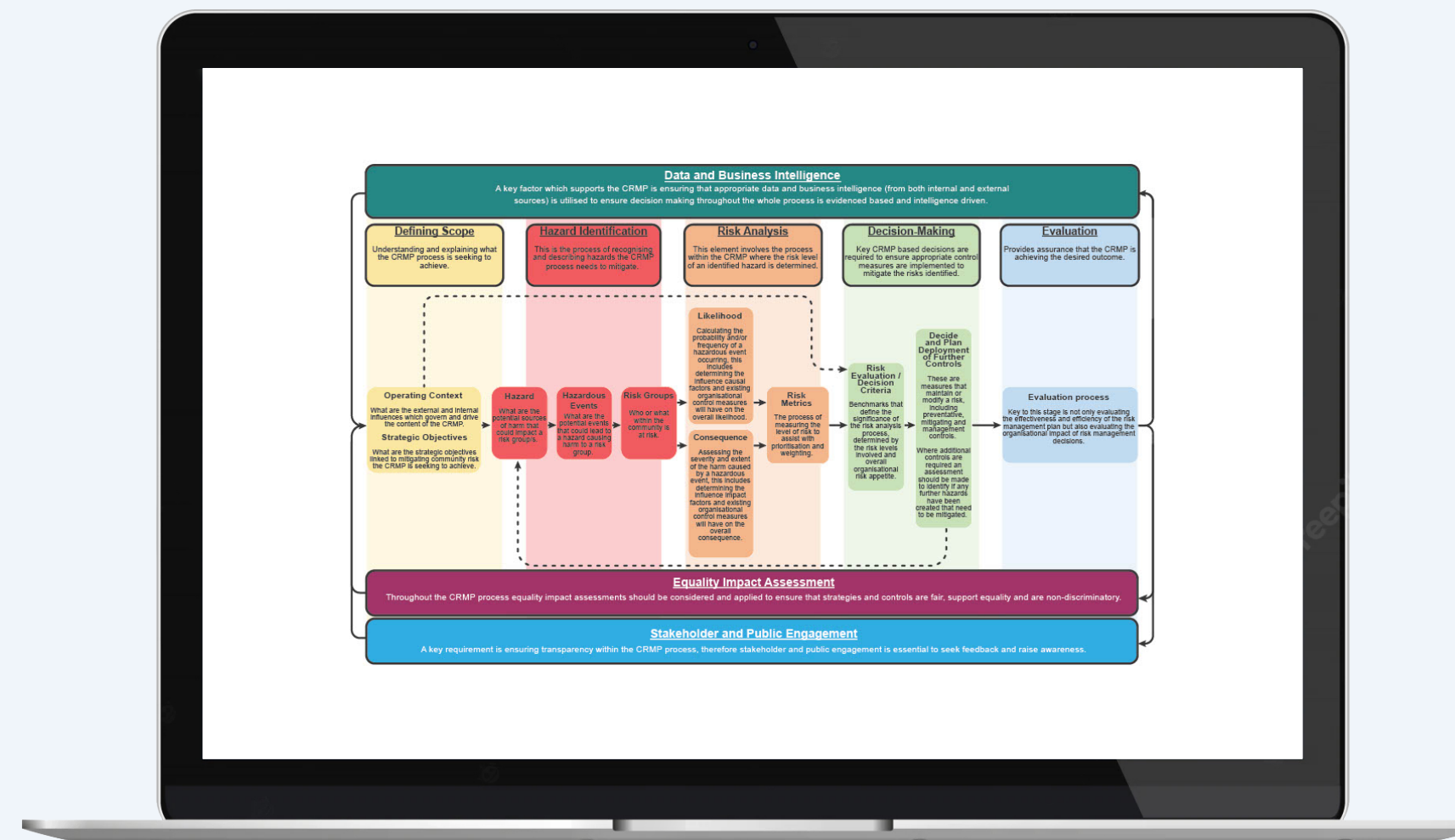
Create, and be able to evidence, its community risk management plan in line with a nationally approved structure which involves the key components detailed within this standard.



NFCC
National Fire
Chiefs Council

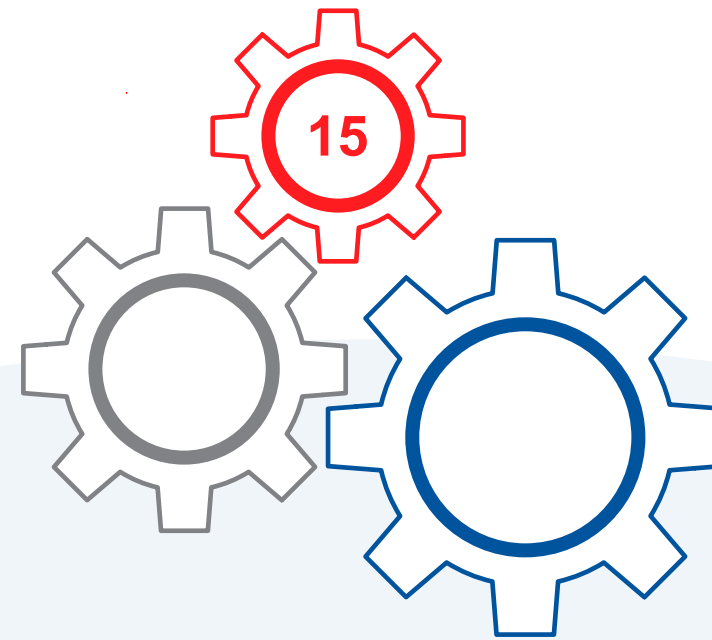


What?: Community Risk Management Planning Strategic Framework



[View Community Risk Management Planning Strategic Framework Graphic on NFCC website](#)

[Read more](#)

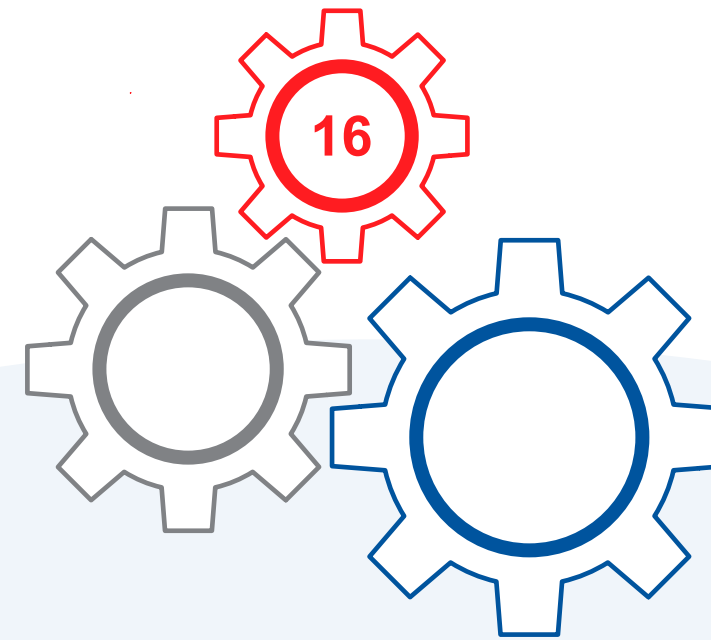
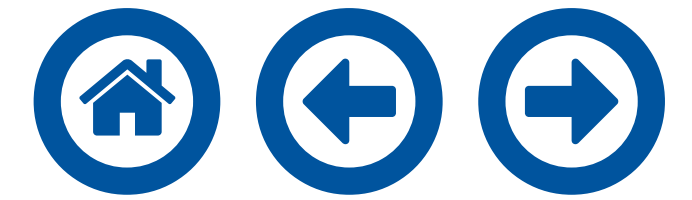


What?: Community Risk Management Planning Strategic Framework (cont.)

It is envisaged all FRSs will eventually adopt this Strategic Framework as the basis for their own community risk management planning process. In doing so it will also help with aligning to the content and requirements detailed in the Community Risk Management Planning Fire Standard as the framework has been used as the foundation for its development.

Developing and maintaining a community risk management plan helps an FRS to assess all foreseeable fire and rescue related risks, while ensuring it is fulfilling the legislative requirements placed upon it. The overall objective is to ensure available resources aligned to Prevention, Protection, and Response activity are allocated and used in the most efficient manner that will mitigate risk and improve community safety.

For the community risk management planning process to succeed, each FRS may need to assess its organisational structure. For each element of the framework, each theme and component, the FRS needs assurance that all of them are being considered and implemented in the best way possible. Most FRSs will have strategic leads for, by example, equality and diversity, ICT, data and business intelligence, and partnership working etc. Where there is no existing provision for a strategic leader role in the FRS's community risk management planning process or access to a senior leader from elsewhere, it may be useful for the FRS to consider how best to ensure there is appropriate direction and accountability. It is vital also that the leads for Prevention, Protection and Response are engaged effectively in the FRS's community risk management planning process.



How?: Community Risk Management Planning Competency Frameworks

Themes

**Data & Business
Intelligence**

[Read more](#) ↻

**Equality Impact
Assessment**

[Read more](#) ↻

**Stakeholder &
Public Management**

[Read more](#) ↻

Components

**Defining
Scope**

[Read more](#) ↻

**Hazard
Identification**

[Read more](#) ↻

**Risk
Analysis**

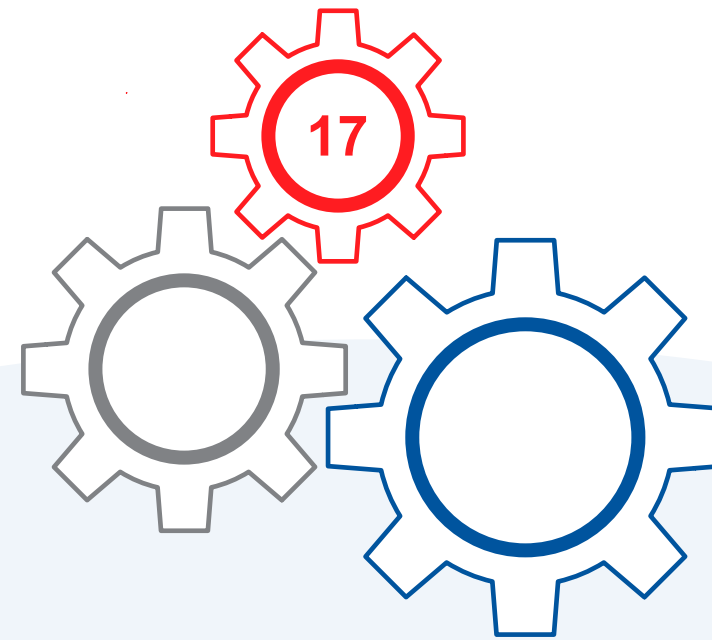
[Read more](#) ↻

**Decision
Making**

[Read more](#) ↻

Evaluation

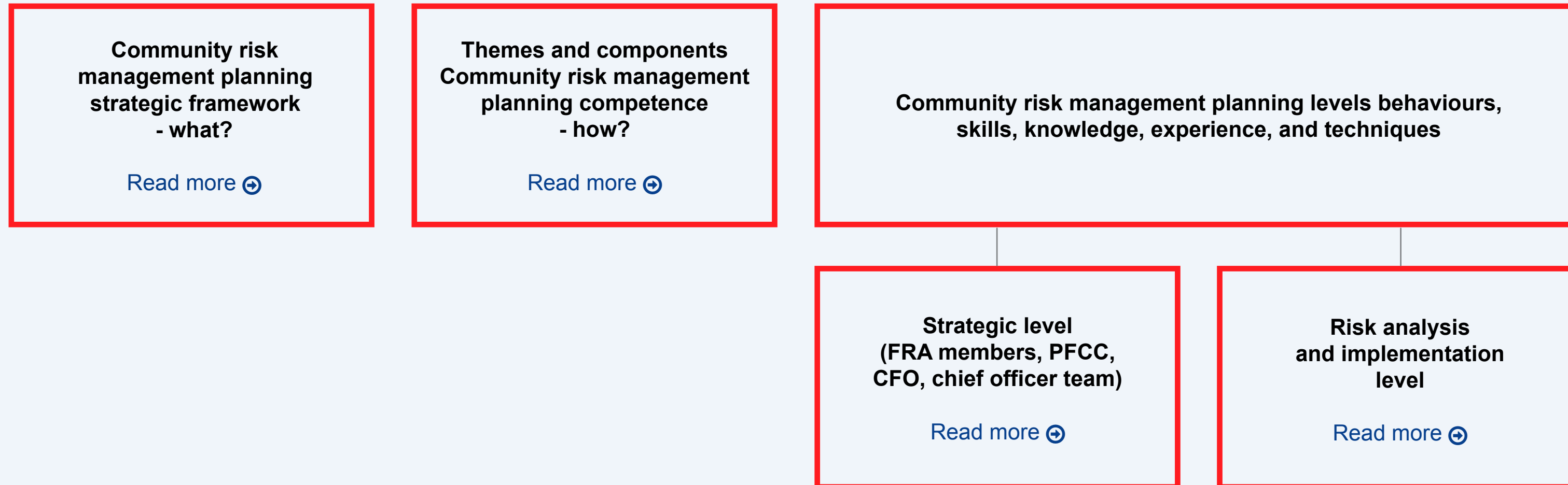
[Read more](#) ↻

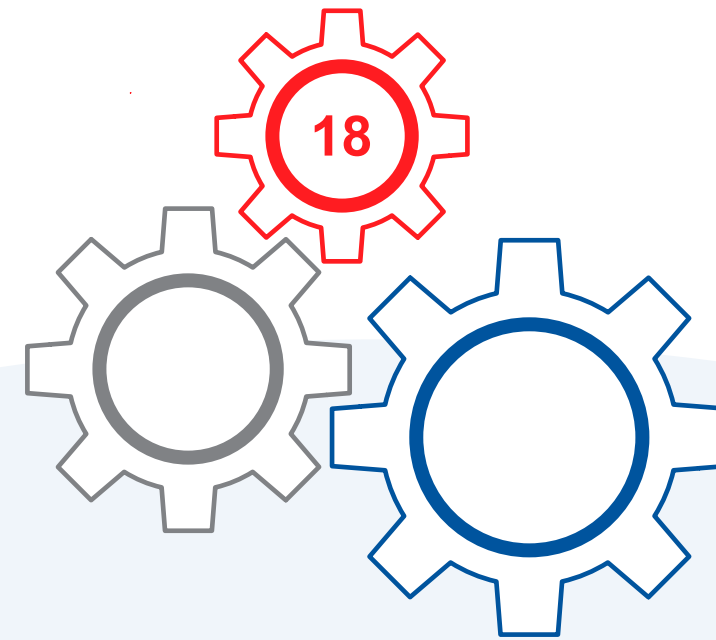


How?: Community Risk Management Planning Competency Frameworks

Data and Business Intelligence

A key factor which supports the CRMP is ensuring that appropriate data and business intelligence (from both the internal and external sources) is utilised to ensure decision making throughout the whole process is evidence based and intelligence driven.





How?: Community Risk Management Planning Competency Frameworks

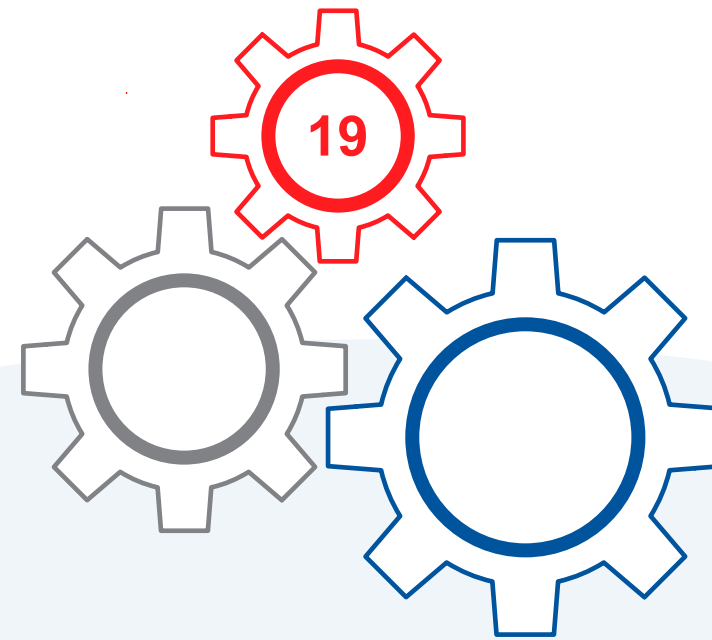
Data and Business Intelligence > **Community risk management planning strategic framework - what?**

Theme

The use of data and other intelligence to inform a community risk management plan from development to implementation.

[NFCC Data and Business Intelligence Guidance](#)

[Back to Data and Business Intelligence menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Data and Business Intelligence > Community risk management planning competence - how?

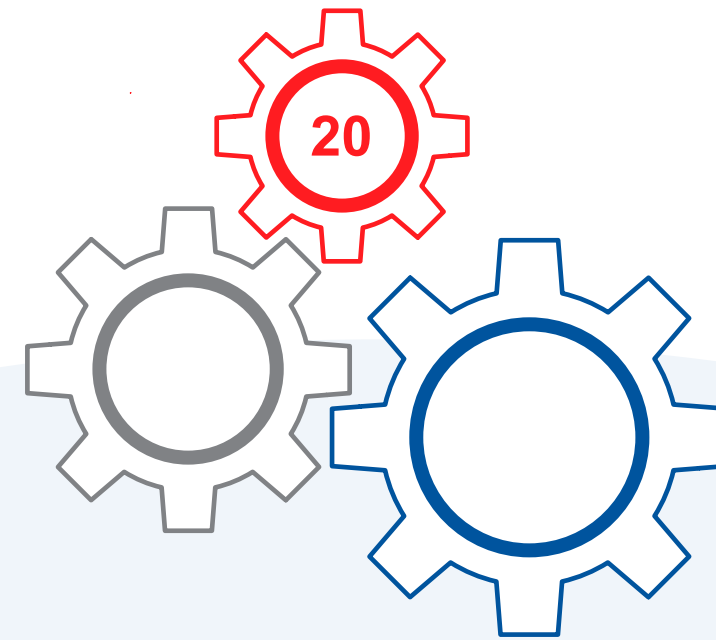
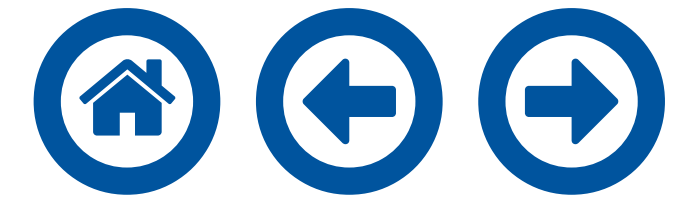
Information is used throughout the process to ensure that it is evidence based, and intelligence driven.

Continuous assessment and evaluation of what worked and what did not work in previous plan.

Intelligence gathered needs to consider, represent, and reflect communities and stakeholders.

Consistent and methodical approach to gathering data across the process to ensure accuracy so that the resulting plan is fit for purpose.

[Back to Data and Business Intelligence menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Data and Business Intelligence >

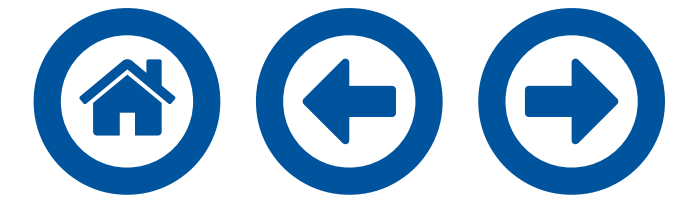
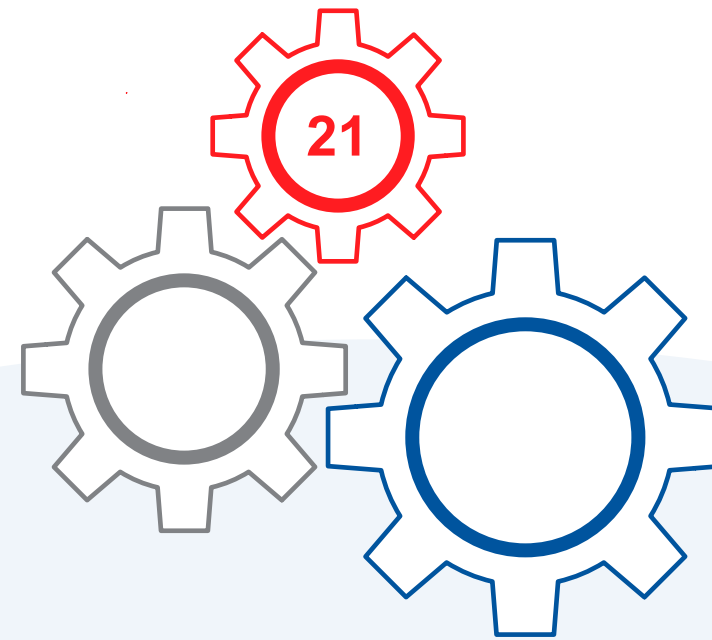
Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >

Strategic level (FRA members, PFCC, CFO, chief officer team)

Proven ability to develop strategic partnerships and collaborative opportunities to support information sharing, obtaining community risk intelligence and the use of shared resources.

Effective leadership to make sure that appropriate data and business intelligence (from both internal and external sources) informs decision making throughout the whole process, so that it is evidence based and intelligence driven.

[Back to Data and Business Intelligence menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Data and Business Intelligence >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques > Risk analysis and implementation level

Good understanding of the need to create a robust evidence base that underpins the community risk management plan.

Proven ability to interpret complex data and risk intelligence, with thorough understanding of how this can influence community risk management plan decision making and aid effective risk horizon scanning.

Demonstrate a good understanding of the need to take a consistent and methodical approach to gathering data across the process to ensure accuracy so that the resulting community risk management plan is fit for purpose.

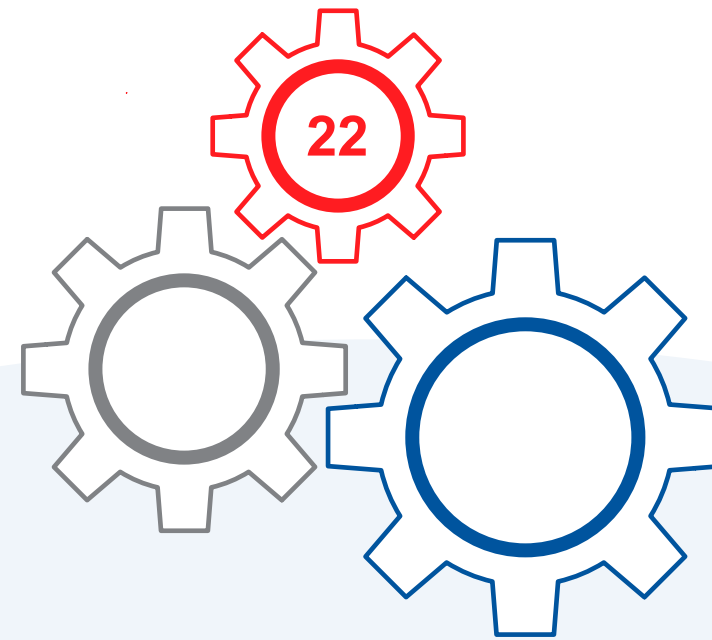
Works effectively in cross-team, crossfunction, and cross-organisational working.

Works effectively with partner agencies to obtain and/or share data and business intelligence.

Ability to develop and manage technological and digital solutions to handle and support the community risk management planning processes effectively and efficiently.

Ability to identify relevant data sources and gather and store appropriate data and information.

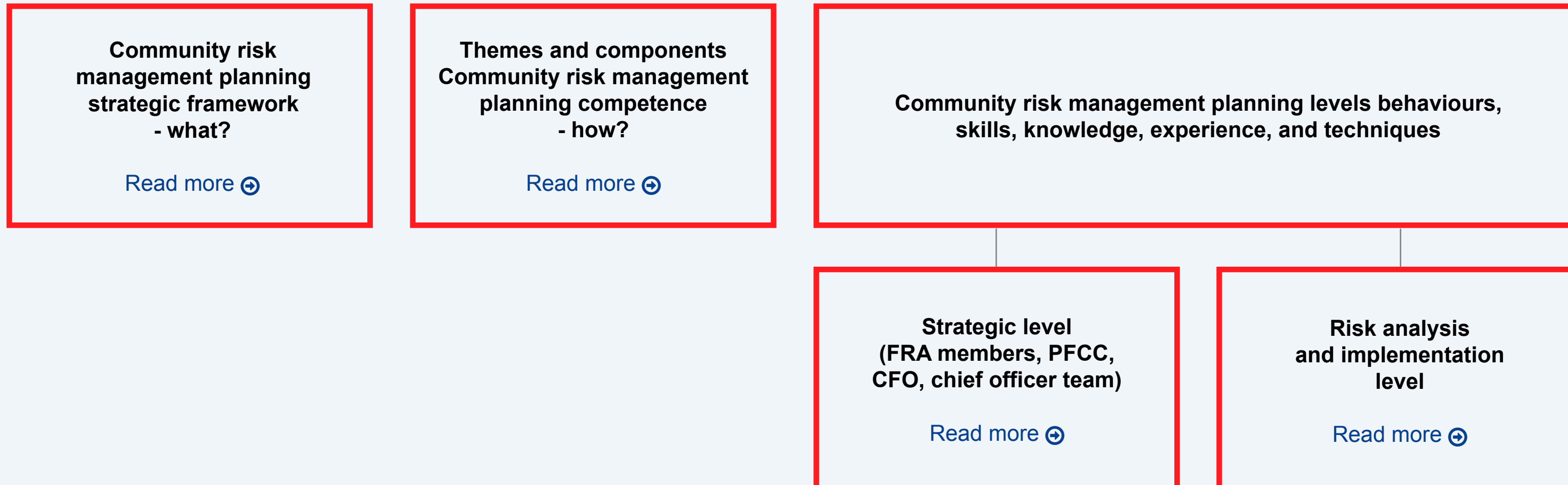
Knowledge and understanding of FRS's responsibilities under GDPR legislation and training in policy and procedures.

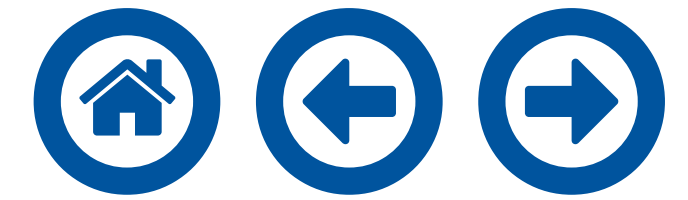
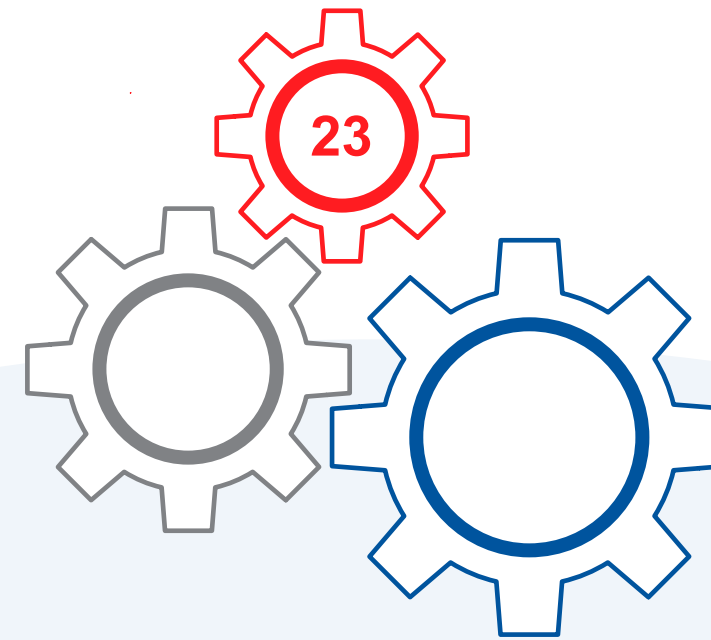


How?: Community Risk Management Planning Competency Frameworks

Equality/People Impact Assessment

Throughout the CRMP process, equality assessments should be considered and applied to ensure that strategies and controls are fair, support equality and are non-discriminatory.





How?: Community Risk Management Planning Competency Frameworks

Equality/People Impact Assessment > **Community risk management planning strategic framework - what?**

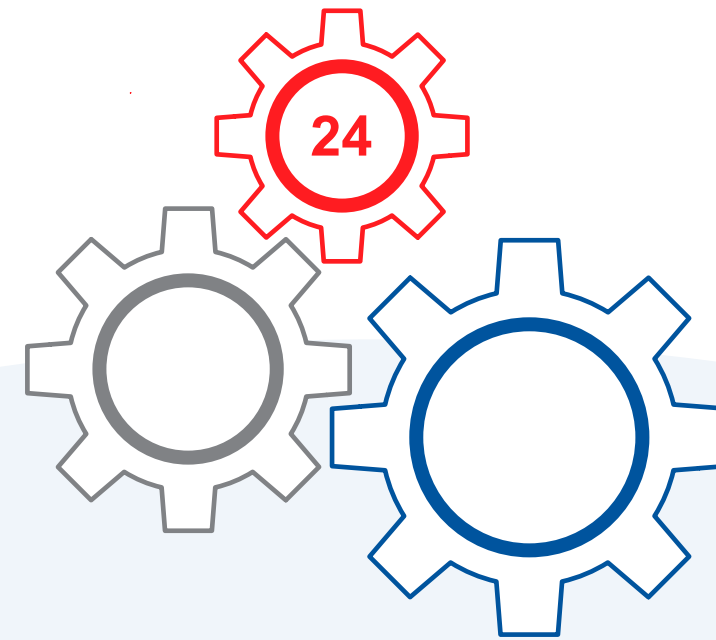
Theme

Supports each of the other community risk management planning components through a continuous process of systematically assessing FRS and its activities to ensure that:

- the communities it serves (both externally and internally) are not discriminated against, or disadvantaged
 - the FRS is continually working towards improving and promoting equality and inclusivity, and
 - decision making is fair, transparent, and supported by robust evidence and intelligence.

[NFCC CRMP Equality Impact Assessment Guidance](#)

[Back to Equity/People Impact Assessment menu](#) 



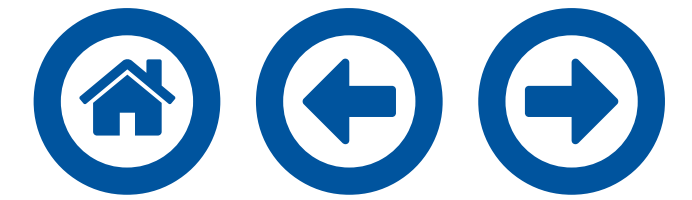
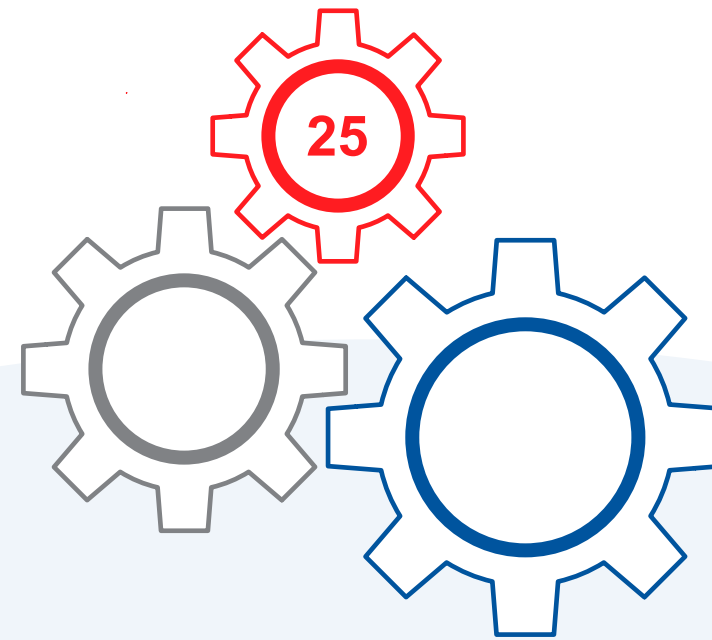
How?: Community Risk Management Planning Competency Frameworks

Equality/People Impact Assessment > **Community risk management planning competence - how?**

Demonstrating community risk management planning processes and community risk management plan outcomes are inclusive, support equality and are non-discriminatory.

Identifying and tackling areas where risks are disproportionately experienced by diverse communities.

[Back to Equality/People Impact Assessment menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Equality/People Impact Assessment >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

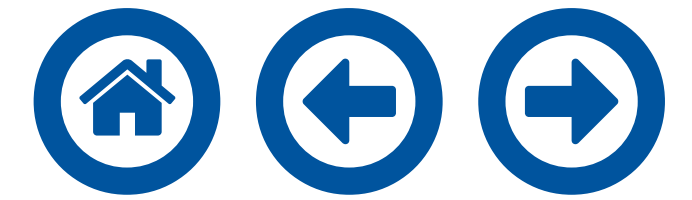
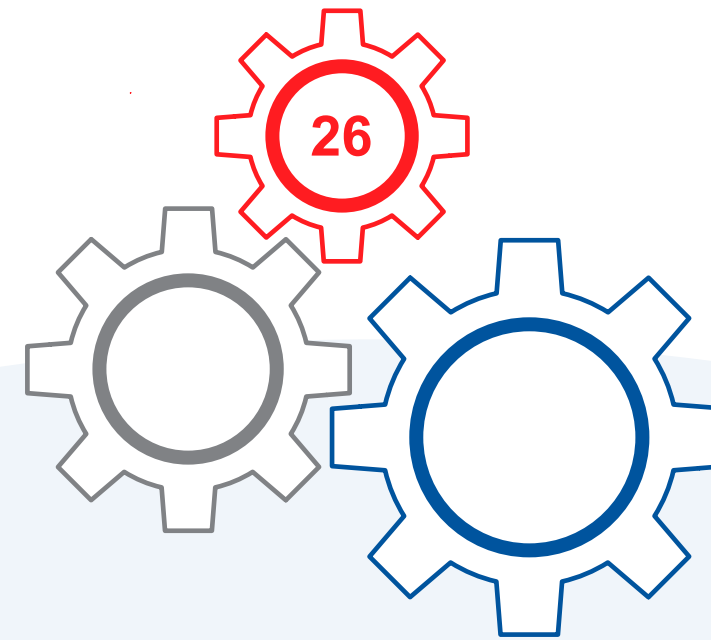
Strong focus to make sure that community risk management planning processes and associated strategic decisions can be robustly assessed and scrutinised; to ensure they are inclusive, support equality and are non-discriminatory.

Leadership ability and skills to direct and maintain an appropriate culture within which the FRS is continually working towards improving and promoting equality and diversity.

Ability to model positive behaviours which are non-discriminatory and actively support equality and diversity in both workforce and service planning and management.

Effective leadership and direction with thorough understanding and awareness of relevant legislation, FRS policies, notable practice guides, local demographics, and health inequalities.

[Back to Equity/People Impact Assessment menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Equality/People Impact Assessment >
Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Risk analysis and implementation level

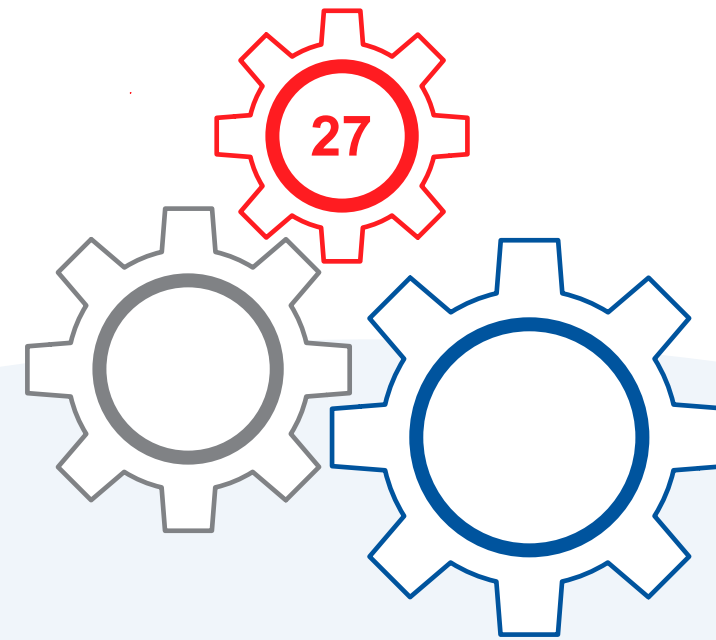
Good working knowledge of the FRS's statutory duties and responsibilities regarding equality, diversity, and inclusion as well as the FRS's own policies and procedures.

Full understanding of legislation relating to protected characteristics.

Knowledge of and full understanding of local demographics.

Understanding of health inequalities and impacts of deprivation on public health and safety.

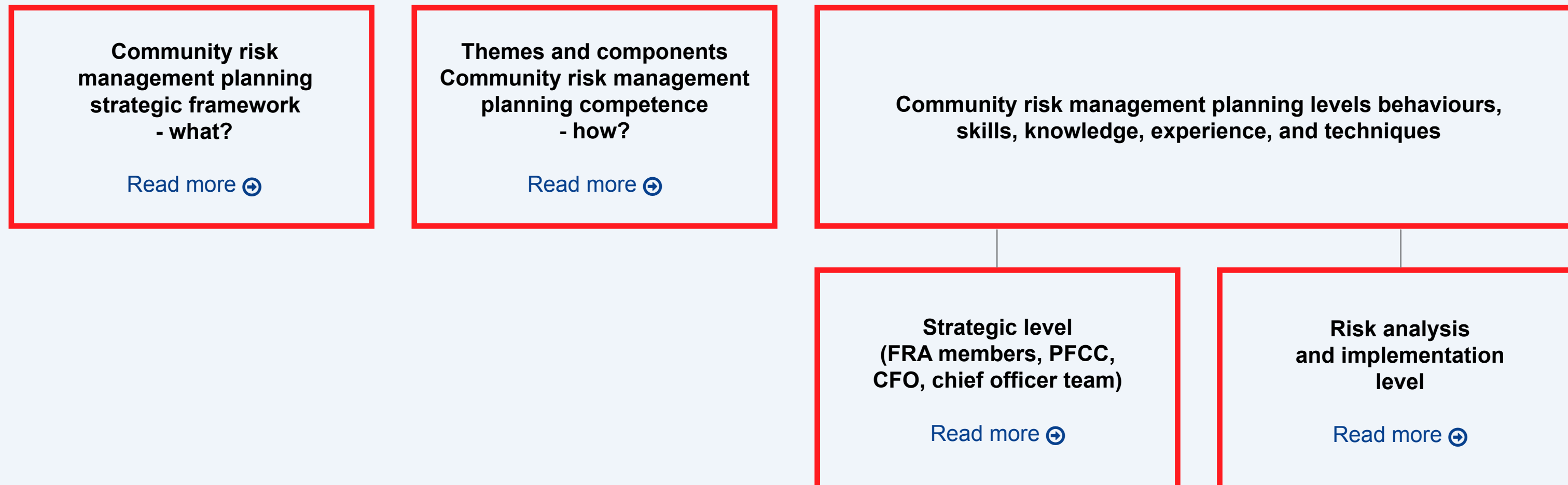
[Back to Equity/People Impact Assessment menu](#) 

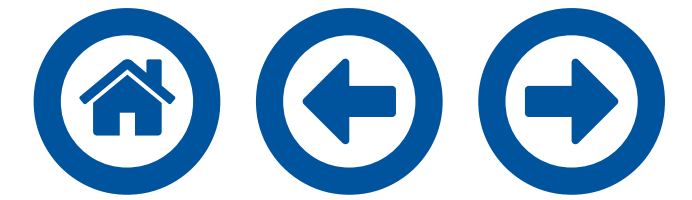
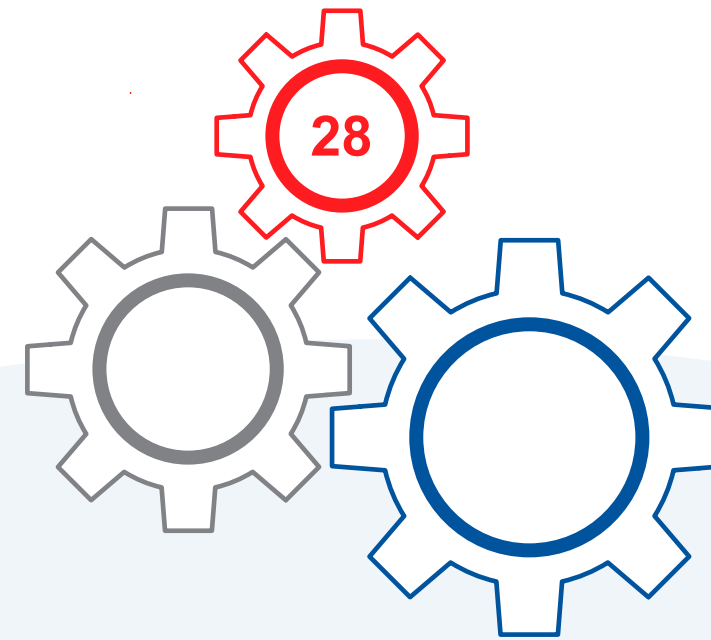


How?: Community Risk Management Planning Competency Frameworks

Stakeholder and Public Engagement

A key requirement is ensuring transparency within the CRMP process, therefore stakeholder and public engagement is essential to seek feedback and raise awareness.





How?: Community Risk Management Planning Competency Frameworks

Stakeholder and Public Engagement > **Community risk management planning strategic framework - what?**

Theme

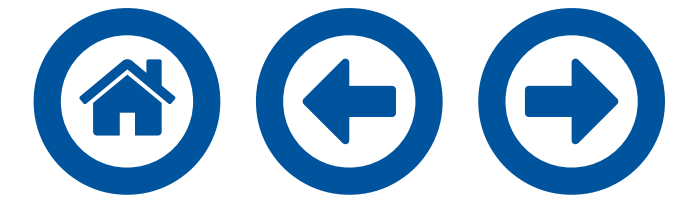
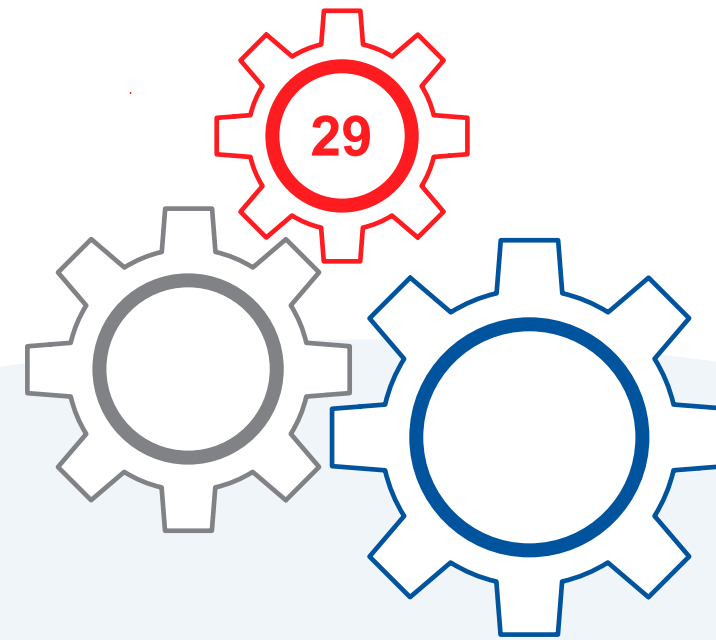
Each community risk management plan should “reflect effective consultation throughout its development and at all review stages with the community, its workforce, and representative bodies and partners; and be easily accessible and publicly available”. (Fire & Rescue National Framework).

Consultation and engagement with stakeholders are activities which add value to and support the community risk management plan. They aim to create a better understanding of the needs of local communities and stakeholders. A thorough and genuine exchange of views should help to create a community risk management plan that is more closely aligned to these needs.

This should provide the basis for both greater community participation and making best use of resources through joined up working with partners.

[NFCC Stakeholder and Public Engagement Guidance.](#)

[Back to Stakeholder and Public Engagement Guidance menu](#) 



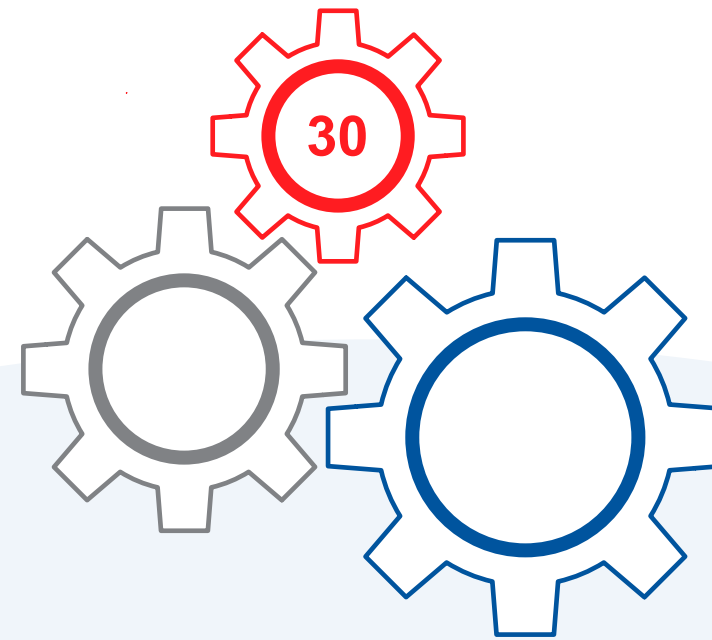
How?: Community Risk Management Planning Competency Frameworks

Stakeholder and Public Engagement > **Community risk management planning competence - how?**

Establishing effective strategies for managing public and stakeholder engagement.

Developing strategic partnerships and collaborative opportunities to support information sharing, obtaining community risk intelligence and the use of shared resources.

[Back to Stakeholder and Public Engagement Guidance menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Stakeholder and Public Engagement >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques > **Strategic level (FRA members, PFCC, CFO, chief officer team)**

Thorough overview of all organisational communication to ensure alignment and not 'diluted' by other messages / communication.

Leadership skills to provide clarity as to who and why you are consulting and degree of influence for consultees within decision making.

Leadership skills to provide and maintain the structures and capabilities within which risk planners can effectively brief and advise strategic managers on risk analysis and key points for decision making.

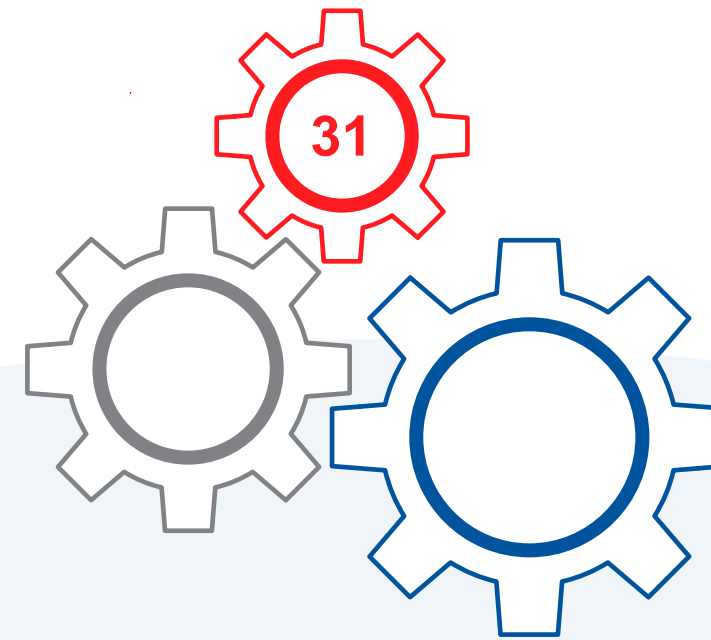
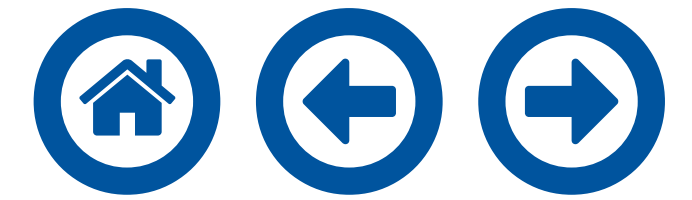
Ability to engage the full range of stakeholders by developing constructive networks and managing effective relationships.

Providing effective engagement and strategic leadership within an operationally focused multi-agency / JESIP environment and with a good understanding of the requirements of an FRS in operational response and National Resilience capabilities.

High level understanding of political landscape, within the FRA/governing body and among partner organisations.

Ability to establish and maintain effective information sharing protocols.

Ability to fully understand and communicate the potential impact of any changes which are proposed, and to ensure that those who may be affected by the changes are identified and any potential impacts assessed.



How?: Community Risk Management Planning Competency Frameworks

Stakeholder and Public Engagement >
Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Risk analysis and implementation level

Knowledge of and proficiency in, stakeholder mapping.

Knowledge of project planning or access to project planning expertise to develop a consultation mandate which ensures those likely to be affected by proposed changes are effectively consulted at an early enough stage.

High level communication skills and ability to target appropriate communications to different audiences.

Good understanding of the legal requirements for effective consultation.

Ability to work collaboratively with other organisations, communities, and other relevant individuals.

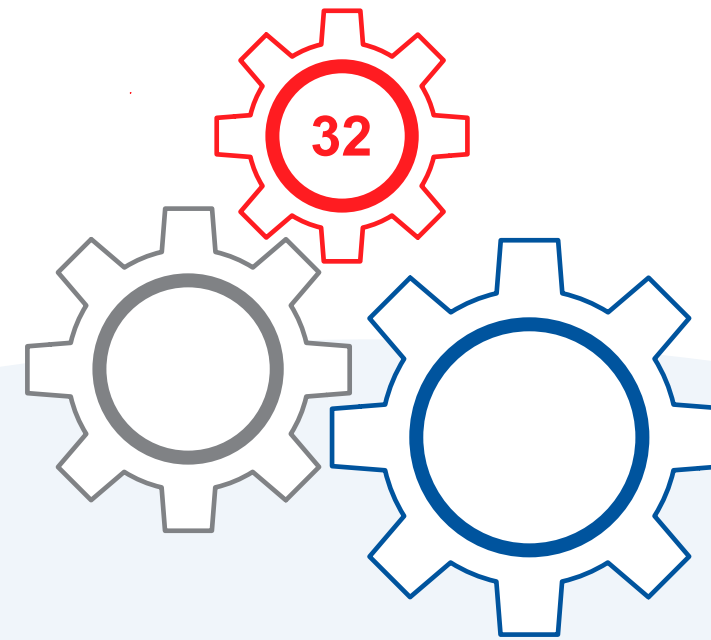
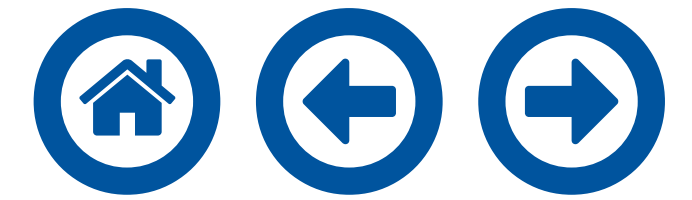
Understanding of and ability to work effectively within information sharing protocols.

Communicating technical information to nontechnical audiences in a variety of formats and methods.

Good understanding and knowledge of equality impact assessment to plan for [appropriate and inclusive engagement activities](#).

Knowledge and understanding of a full range of engagement techniques and methodologies and qualitative data analysis tools.

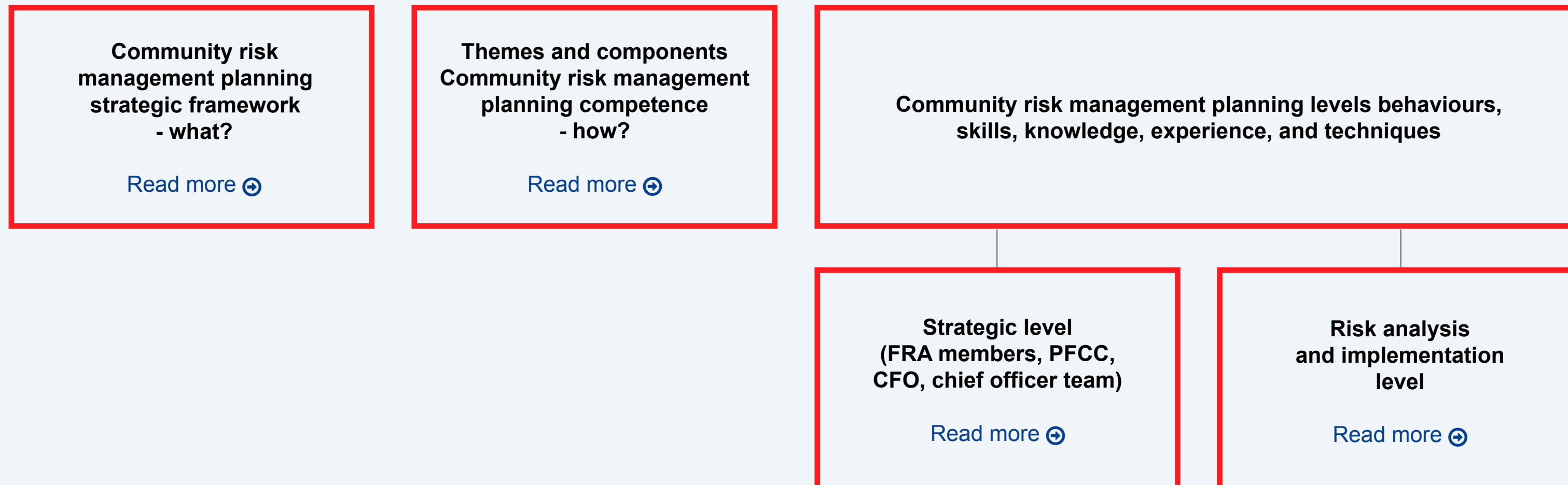
Knowledge and understanding of FRS's responsibilities under GDPR legislation and training in policy and procedures.

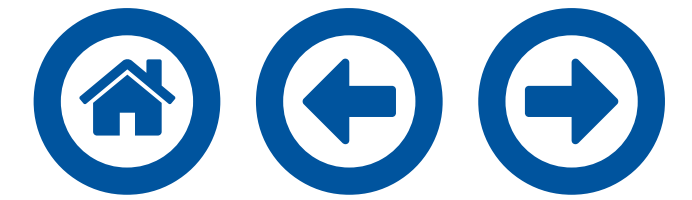
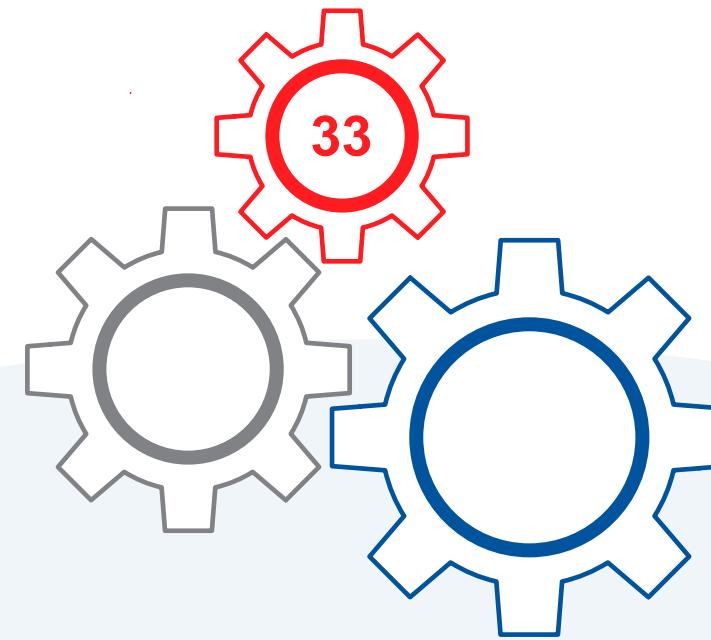


How?: Community Risk Management Planning Competency Frameworks

Defining Scope

Understanding and explaining what the CRMP process is seeking to achieve.





How?: Community Risk Management Planning Competency Frameworks

Defining Scope > **Community risk management planning strategic framework - what?**

Component

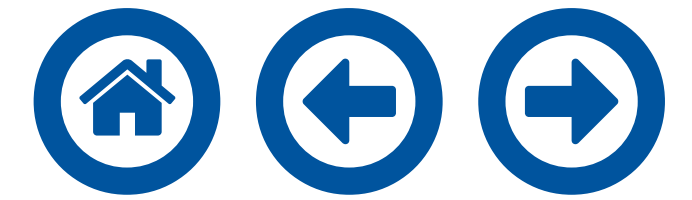
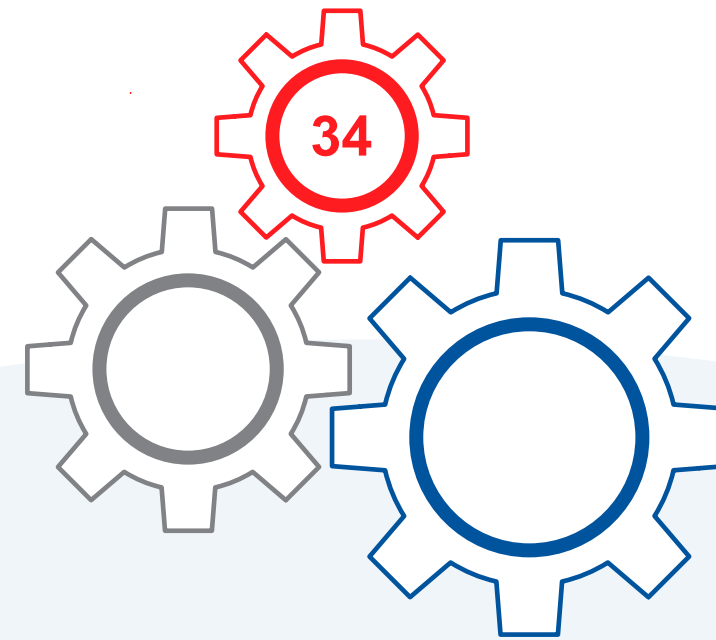
FRS develops a detailed profile of its community and maintains a thorough understanding of factors that can influence the profile.

As well as understanding the community profile, the FRS must consider other key external and internal factors that can shape and influence the community risk management planning process so that it can clearly describe its operating context and the high-level objectives in its community risk management.

Defining scope is also vital in providing the foundation for the next stage of the community risk management planning process: determining the relevant hazards, hazardous events, and the risk groups affected by them.

[NFCC Defining Scope Guidance](#)

[Back to Defining Scope menu](#) 



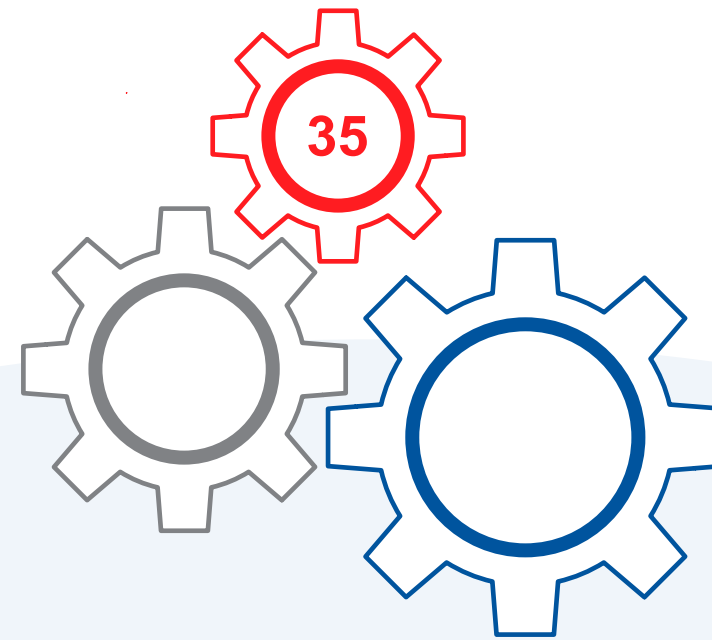
How?: Community Risk Management Planning Competency Frameworks

Defining Scope > **Community risk management planning competence - how?**

Defining the operating context which influences and governs the **community risk management planning process**.

Defining and clearly establishing the organisation's vision and high-level strategic objectives for the community risk management plan to keep people safe, **protect the vulnerable and make the best use of resources**.

[Back to Defining Scope menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Defining Scope >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Understanding of, and ability to communicate what a community risk management plan aims to achieve, its scope, how it assists the FRS in its overall work, and its success measures.

Thorough understanding and interpretation of the influence of national and local politics on community risk management planning and decision-making processes.

Thorough understanding of government policy, legislative and framework requirements, and governance arrangements.

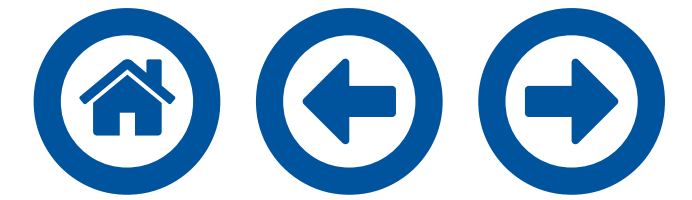
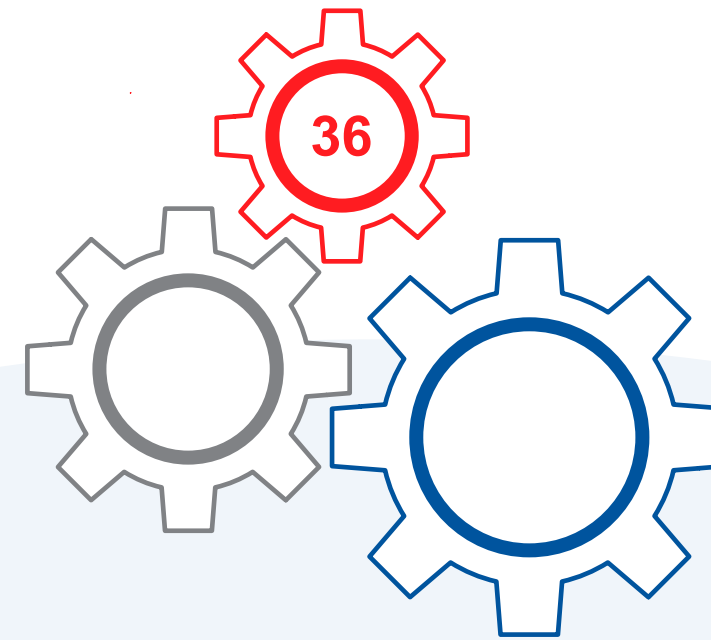
Ability to assess, evaluate, and effectively articulate the organisation's internal and external environment to determine the risk strategy.

Thorough and realistic understanding of the FRS's resource context: financial, human, technical, physical etc.

A full understanding of what governs and influences the FRS operating context.

Ability to lead and to shape direction and behaviours related to risk and risk taking appropriately.

Ability to clearly articulate the FRS's strategic objectives linked to community risk management.



How?: Community Risk Management Planning Competency Frameworks

Defining Scope >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Ability to lead and define the organisation's culture in relation to risk.

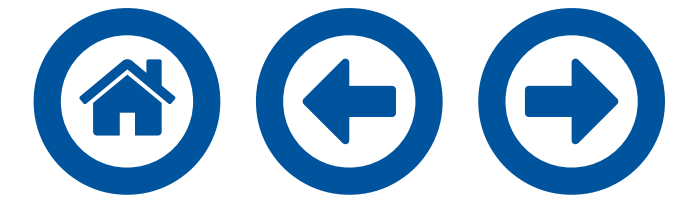
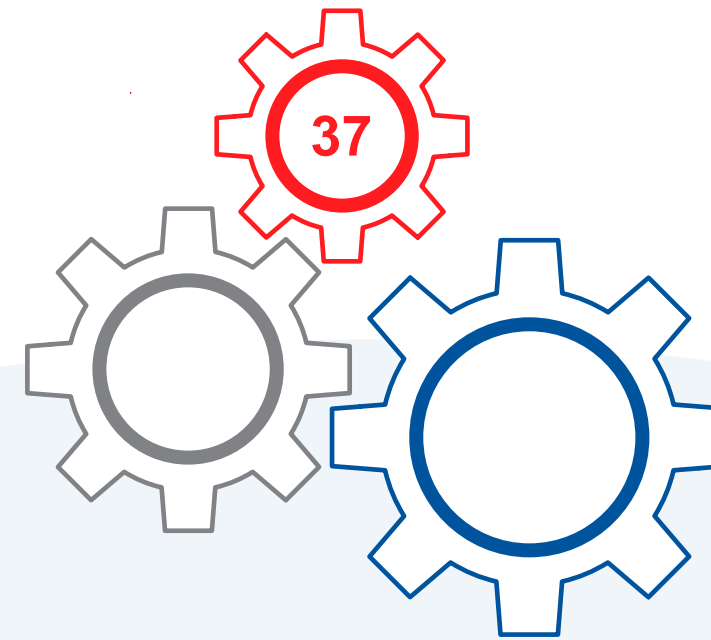
Thorough understanding of how Protection, Prevention and Response activity need to be aligned in support of the community risk management plan and the risk profile the FRS needs to manage and mitigate.

A comprehensive understanding of national and local political expectations and aspirations – including the requirements set out in Fire and Rescue, Safety and Local Risk Plans.

Comprehensive knowledge and understanding of collaborative and partnership agreements.

Understanding and explaining effectively what the community risk management planning process is seeking to achieve.

[Back to Defining Scope menu](#)



How?: Community Risk Management Planning Competency Frameworks

Defining Scope >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Risk analysis and implementation level

Good understanding of what a community risk management plan aims to achieve, its scope, how it assists the FRS in its overall work, and its success measures.

Strong awareness of the influence of national and local politics on community risk management planning and decision-making processes.

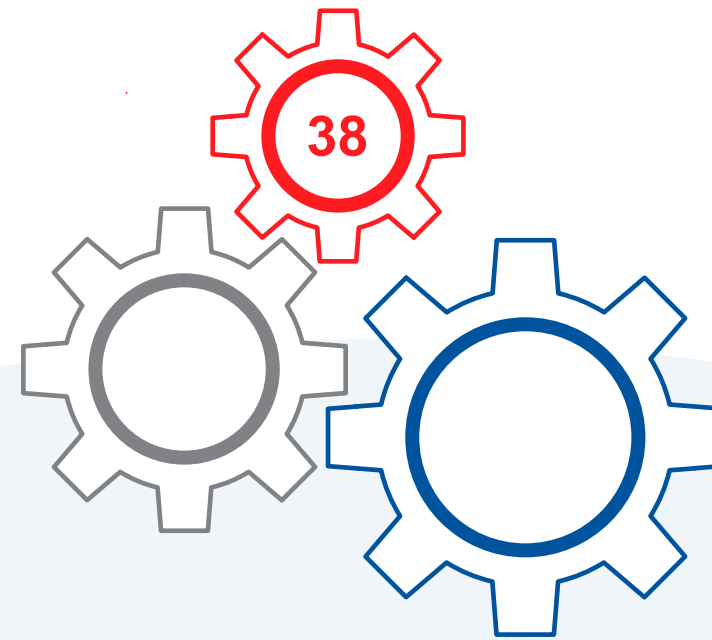
Good working knowledge of government policy, legislative and framework requirements, and governance arrangements.

Good understanding of the organisation's internal and external environment.

Awareness/ basic understanding of resource context: financial, human, technical, physical etc.

An appreciation of what governs and influences the FRS operating context.

Understanding of the organisation's overall risk appetite.



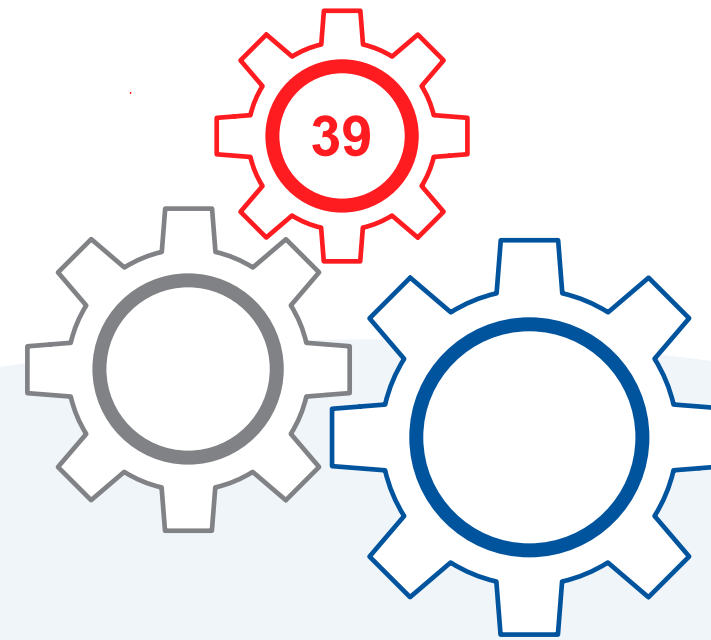
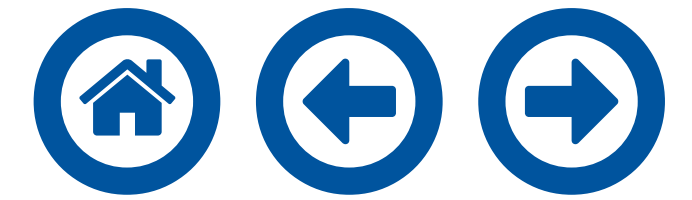
How?: Community Risk Management Planning Competency Frameworks

Defining Scope >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Risk analysis and implementation level

Skills and expertise to continuously maintain an accurate and up-to-date evidence base for decisions making at each stage in the community risk management planning process: Provide baseline context and analysis to begin the planning process:

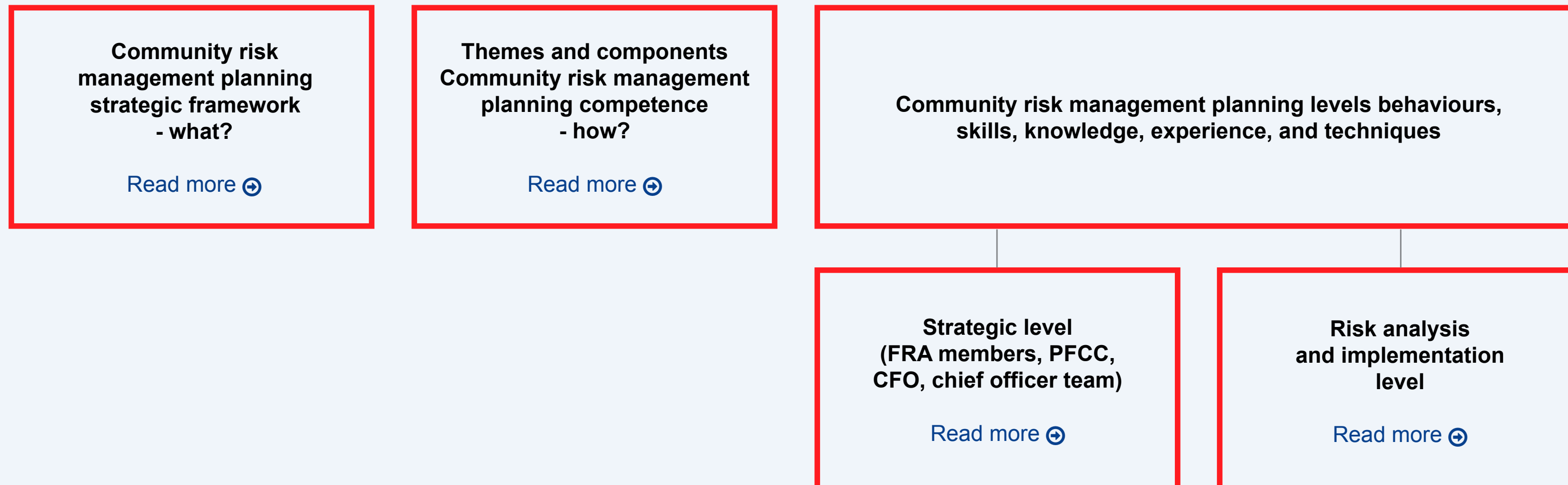
- Intelligence building
 - Data analysis
- Skills including ability to use initiative and develop ideas into action
 - Techniques
 - Tools
- Technology skills and knowledge
 - Benchmarking
- Collaborative working, internal and external, to gather relevant up to date intelligence and techniques
 - Communication skills
 - Presentation and interpretation skills and tools
 - Ability to make clear and evidence-based judgments

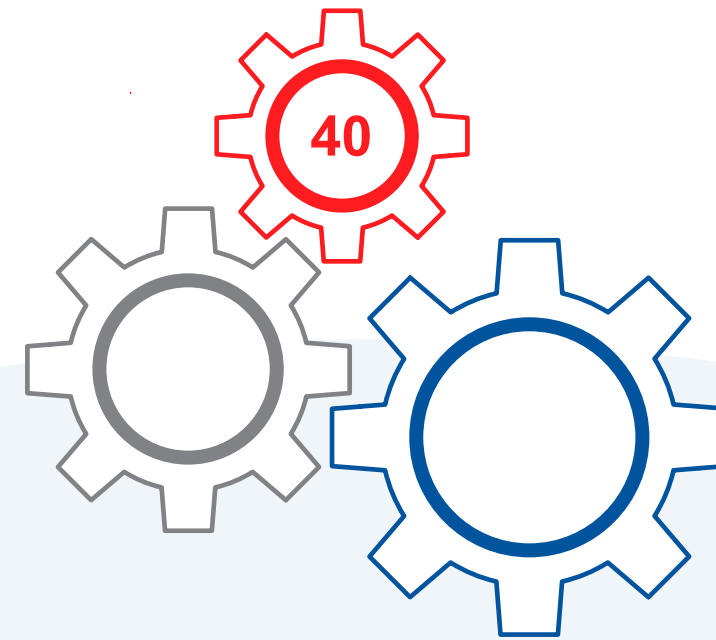
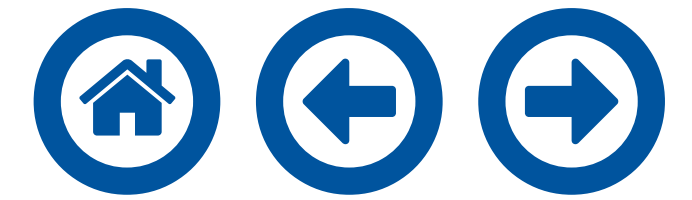


How?: Community Risk Management Planning Competency Frameworks

Hazard Identification

This is the process of recognising and describing hazards the CRMP process needs to mitigate.





How?: Community Risk Management Planning Competency Frameworks

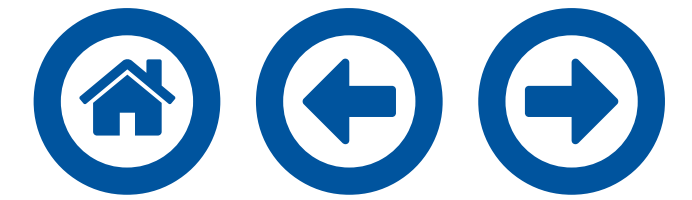
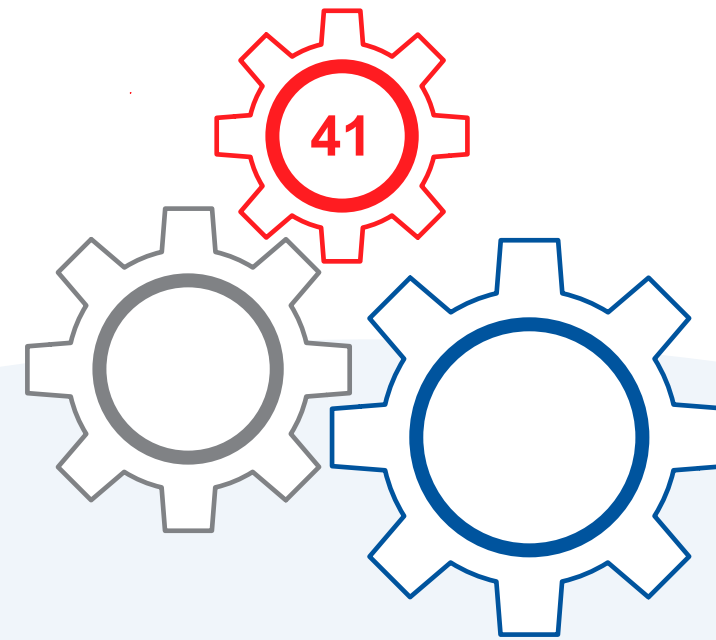
Hazard Identification > **Community risk management planning strategic framework - what?**

Component

FRS identifies and assesses all the hazards in its area along with their potential for harm, which its CRMP process needs to mitigate.

Involves a detailed cataloguing of all potential hazards or hazardous events as well as an assessment of the severity of each and the places or communities most at **risk of harm from these hazards**.

[Back to Hazard Identification menu](#) 



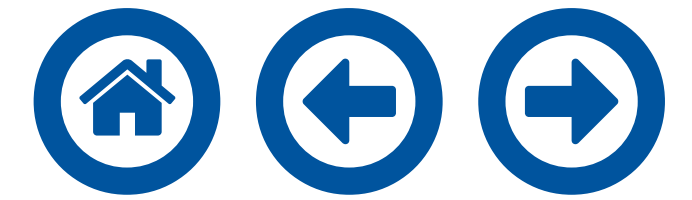
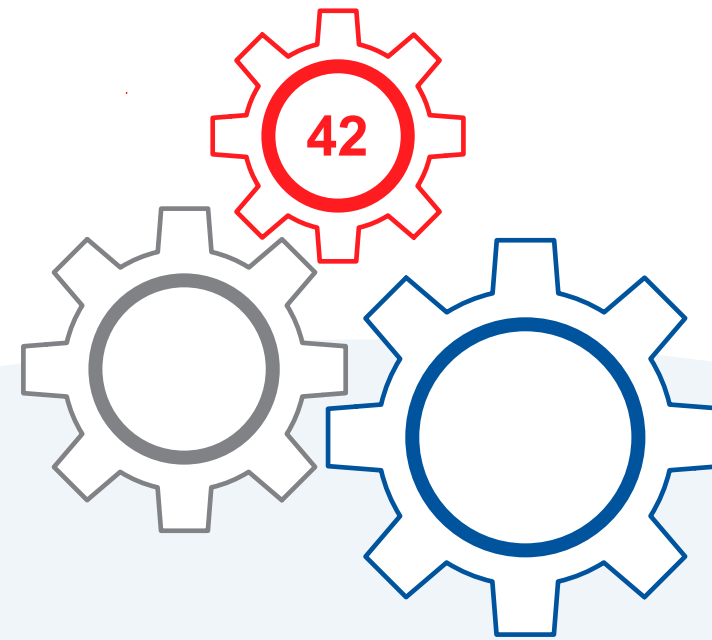
How?: Community Risk Management Planning Competency Frameworks

Hazard Identification > **Community risk management planning competence - how?**

Interpretation and assessment of all hazards (local, regional, and national which could cause harm or threaten public safety.

Identifying how, who or what within the community is at risk from each type of hazard or the occurrence of a hazardous event.

[Back to Hazard Identification menu](#) 



How?: Community Risk Management Planning Competency Frameworks

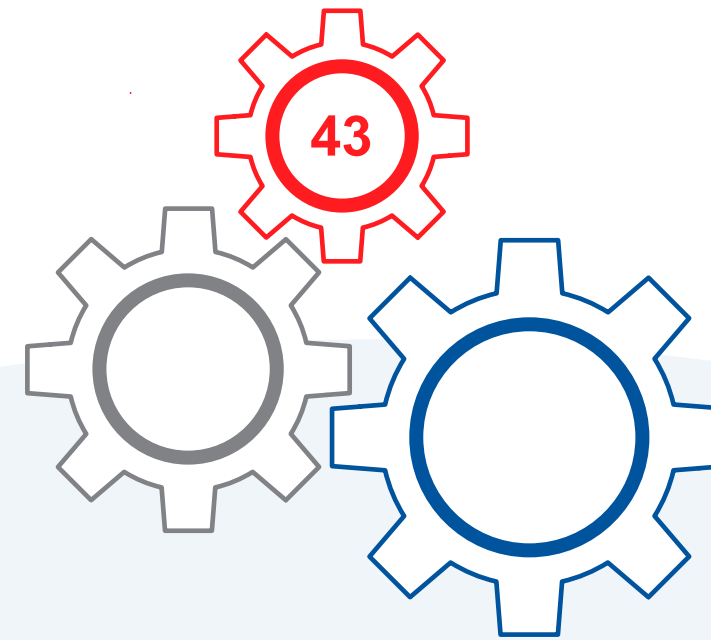
Hazard Identification >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Robust understanding of the interpretation and assessment of local, regional, and national hazards assessments.

Focused ability to balance and prioritise the likelihood and consequences of hazardous events.

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How?: Community Risk Management Planning Competency Frameworks

Hazard Identification >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Risk analysis and implementation level

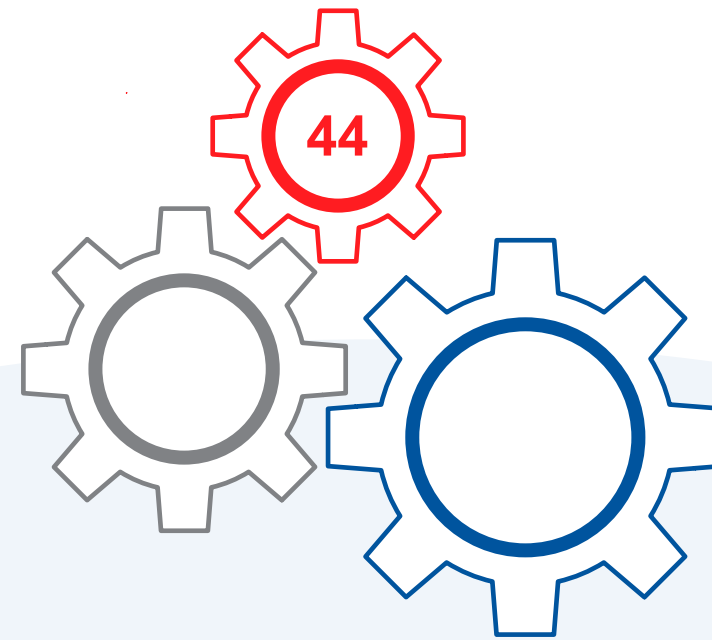
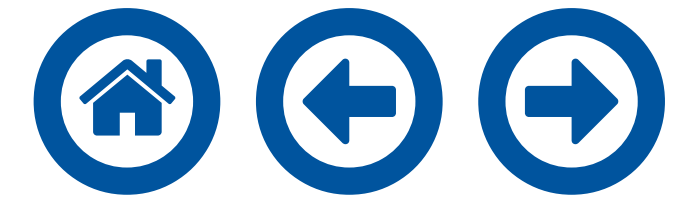
Proven ability to implement effective and methodical collection and interpretation of incident data from incident recording system and national data on a wide range of potential influencing factors.

Proven ability to effectively analyse and interpret hazards, hazardous events and risk groups clearly linked to likelihood and consequences.

An ability to systematically acquire and maintain a comprehensive picture of all factors affecting both the built environment and the population of the FRS area which are likely to have an impact on their safety.

A sound understanding of the sociodemographic, geographic and economic factors throughout the FRS's area which may make communities more vulnerable to harm and risk.

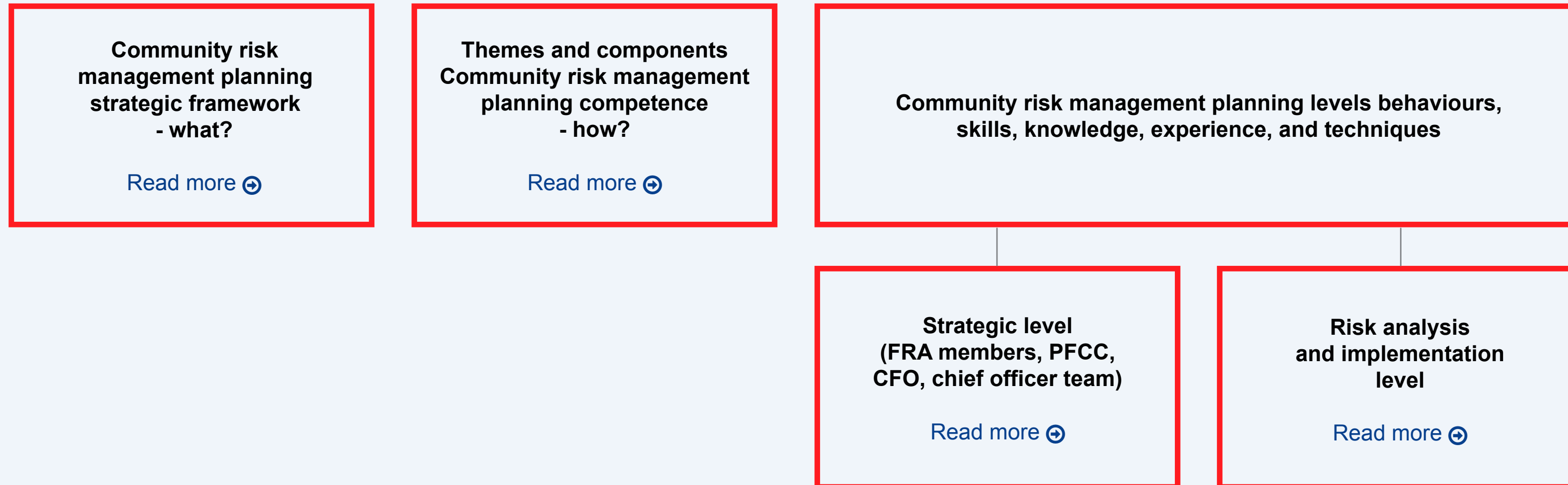
[Back to Hazard Identification menu](#)



How?: Community Risk Management Planning Competency Frameworks

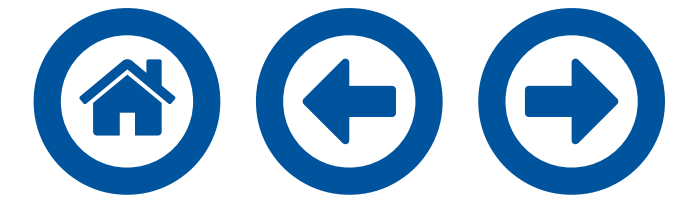
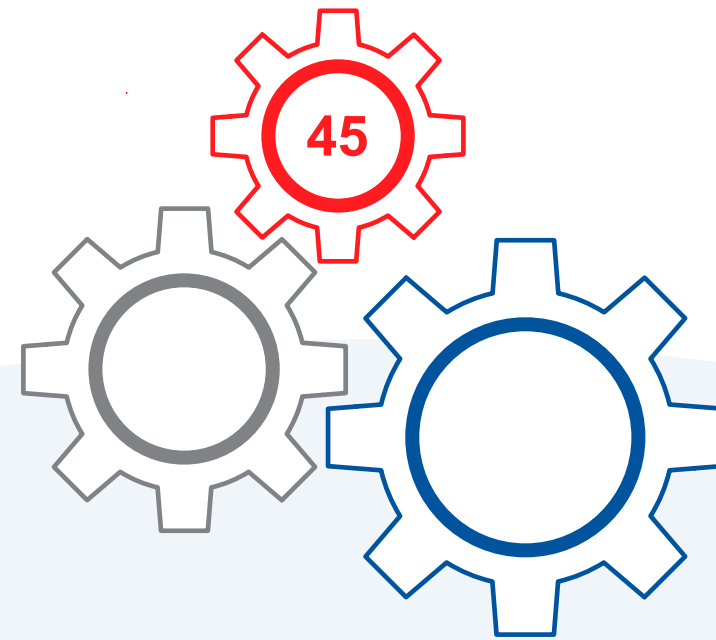
Risk Analysis

This element involves the process within the CRMP where the risk level of an identified hazard is determined.





NFCC
National Fire
Chiefs Council



How?: Community Risk Management Planning Competency Frameworks

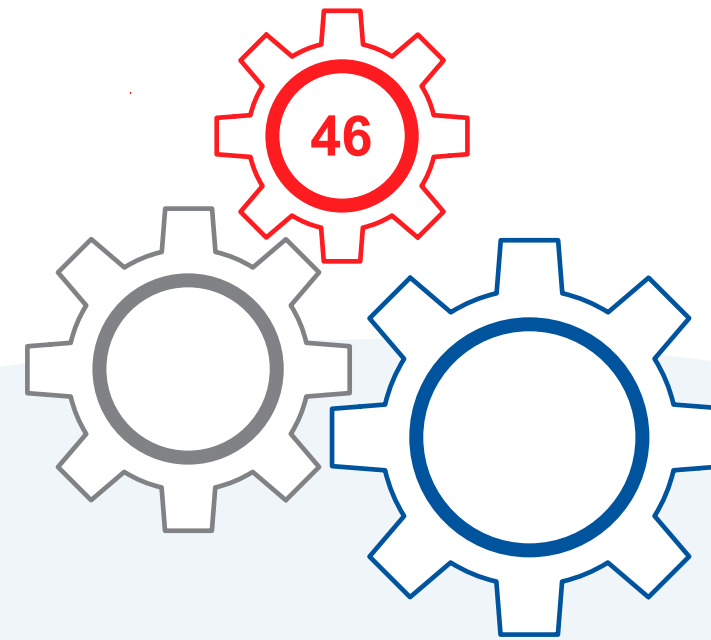
Risk Analysis > Community risk management planning strategic framework - what?

Component

Systematic process through which the FRS determines the risk level of each identified hazard, based on the likelihood and overall consequence of each hazard occurring.

[Guidance in development](#)

[Back to Risk Analysis menu](#) 



How?: Community Risk Management Planning Competency Frameworks

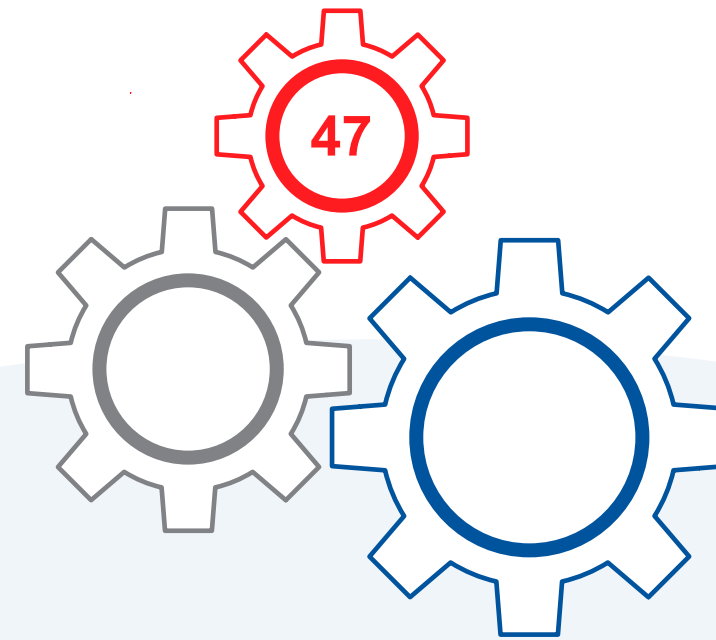
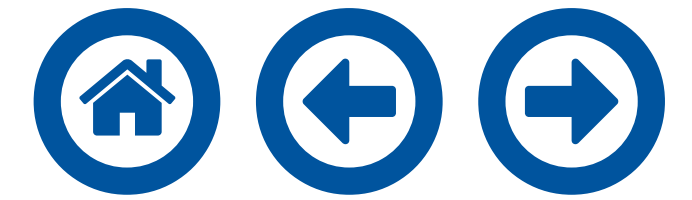
Risk Analysis > **Community risk management planning competence - how?**

Identifying the probability and frequency of a hazard occurring.

Assessing the severity and extent of harm caused by the occurrence.

In both cases, considering the influence of causal factors and any existing control measures in place on the overall likelihood and consequence.

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How?: Community Risk Management Planning Competency Frameworks

Risk Analysis >

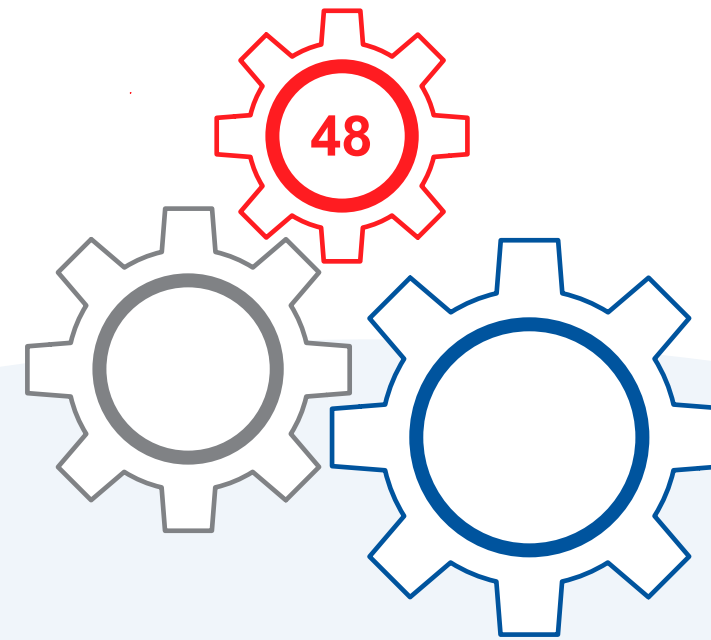
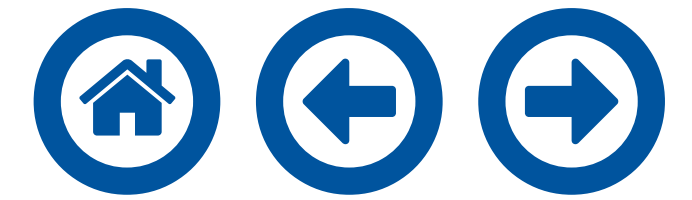
Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Adept at understanding and scrutinising risk analysis methodologies.

Confident to challenge and examine interpretations of risk analysis findings effectively.

Strongly focused, keeping priorities in clear view, and not becoming preoccupied by other, non-priority matters.

[Back to Risk Analysis menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Risk Analysis >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques > **Strategic level (Risk analysis and implementation level)**

Knowledgeable and up-to-date ability to evaluate and select appropriate risk analysis methodologies based on nationally benchmarked risks, and implement these at a local level to inform the community risk management planning processes effectively.

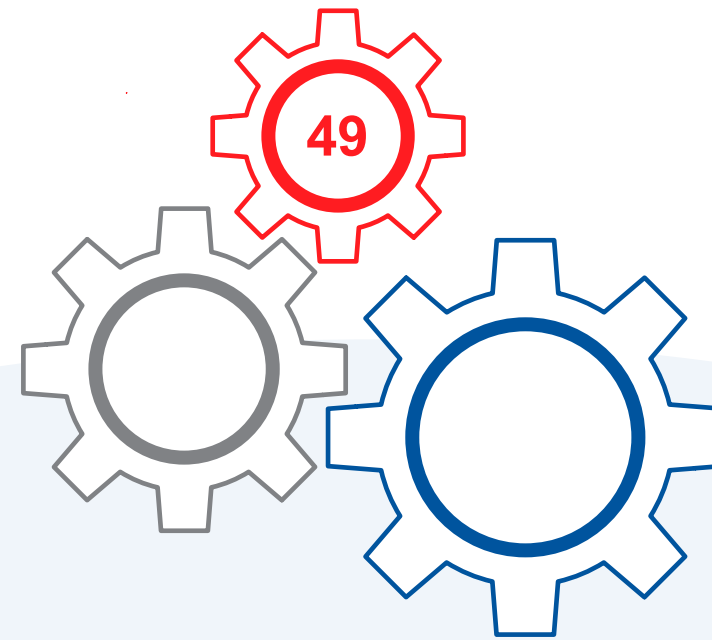
Ability to interpret and use past performance and incident data across all operational areas to inform trends and changing/emerging risks.

Fully skilled at developing and managing technological and digital solutions to handle and support the community risk management planning processes effectively and efficiently.

Good understanding (or access to those who have a detailed understanding) of Prevention, Protection and Response (including National Resilience) activities and capabilities and how these can directly influence the community risk management planning processes and the level of risk within local communities.

Fully skilled at developing and managing robust governance processes linked to data mining and storage; community risk management plan risk recording; and decision logging to make sure that all elements can be evidenced, justified, and scrutinised effectively.

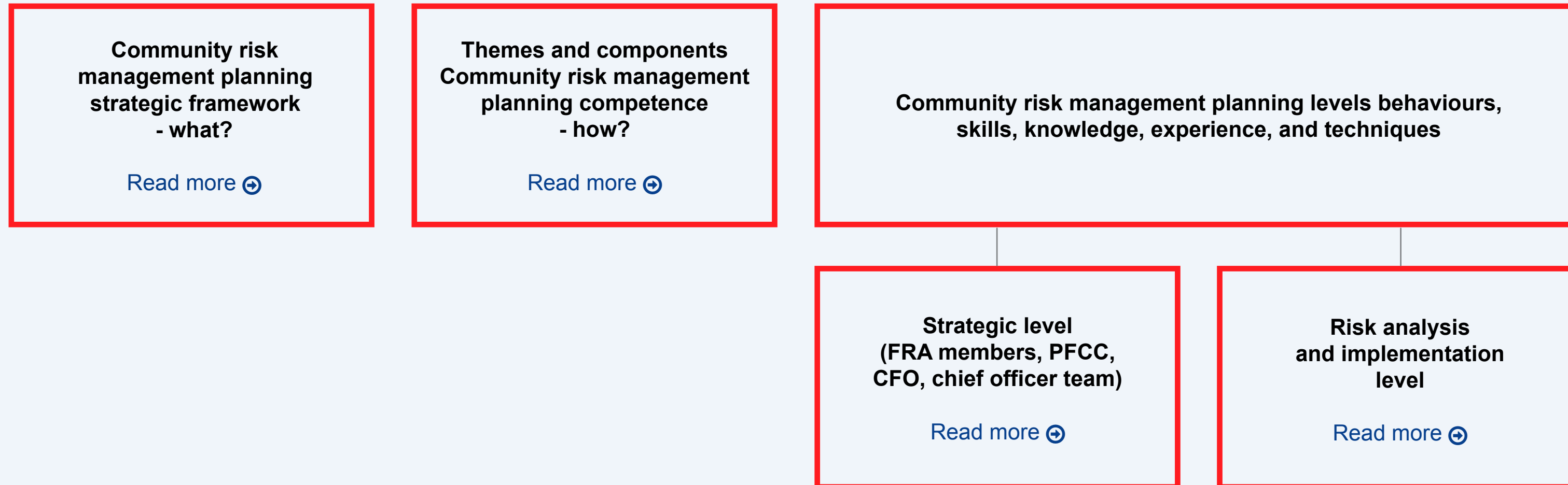
Ability to interpret and use past performance and incident data across all operational areas to inform clear understanding of trends and changing/emerging risks.

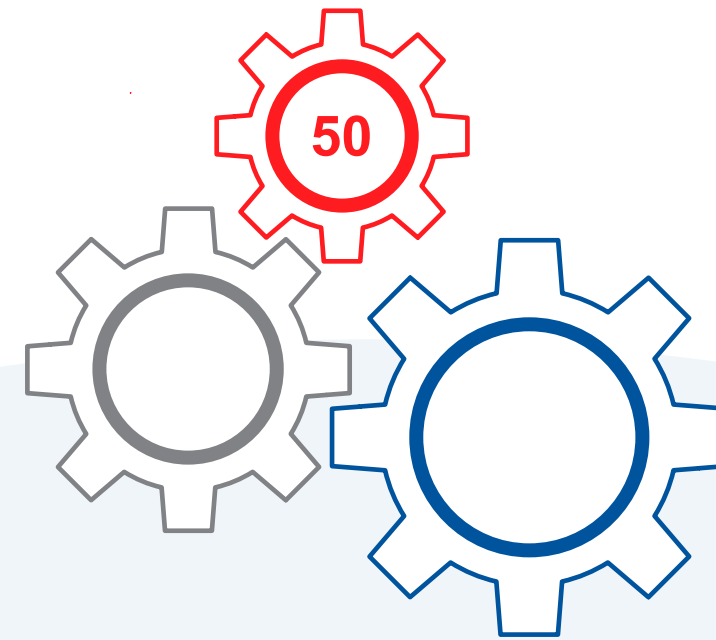


How?: Community Risk Management Planning Competency Frameworks

Decision Making

Key CRMP based decisions are required to ensure appropriate control measures are implemented to mitigate the risks identified.





How?: Community Risk Management Planning Competency Frameworks

Decision Making > Community risk management planning strategic framework - what?

Component

Process through which the Strategic decisions are made to ensure appropriate control measures are in place to manage and mitigate the risks identified.

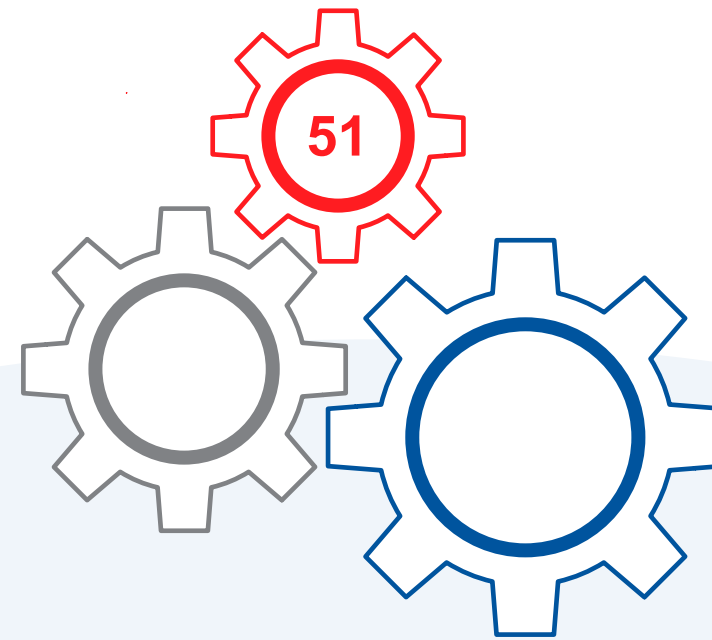
This will involve making best use of all resources available, ensuring they are allocated to the most effective and productive Protection, Prevention and Response activities to mitigate the risks to the public.

Guidance in development

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NFCC
National Fire
Chiefs Council



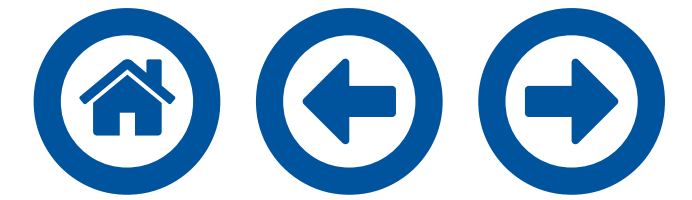
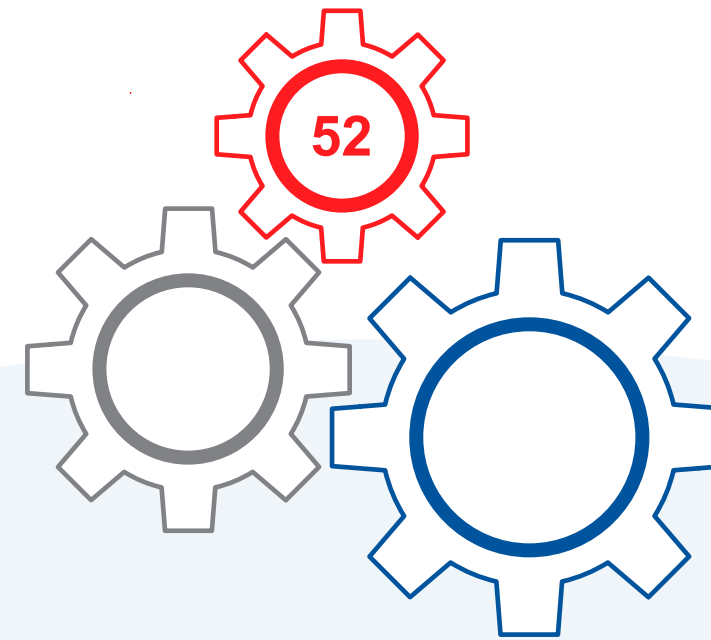
How?: Community Risk Management Planning Competency Frameworks

Decision Making > Community risk management planning competence - how?

Evidence-based, transparent, and inclusive decision-making regarding resource deployment.

Resource deployment decisions are balanced against an assessment of internal and external resource availability (including collaborative and cross-border working opportunities and via National Resilience and other key organisational influences that inform the overall strategic planning process.

[Back to Decision Making menu](#) 



How?: Community Risk Management Planning Competency Frameworks

Decision Making >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Effective and focused strategic decisionmaking skills.

Keen awareness of organisational priorities and the community risk management plan's focus.

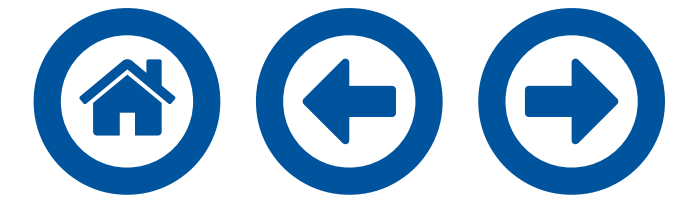
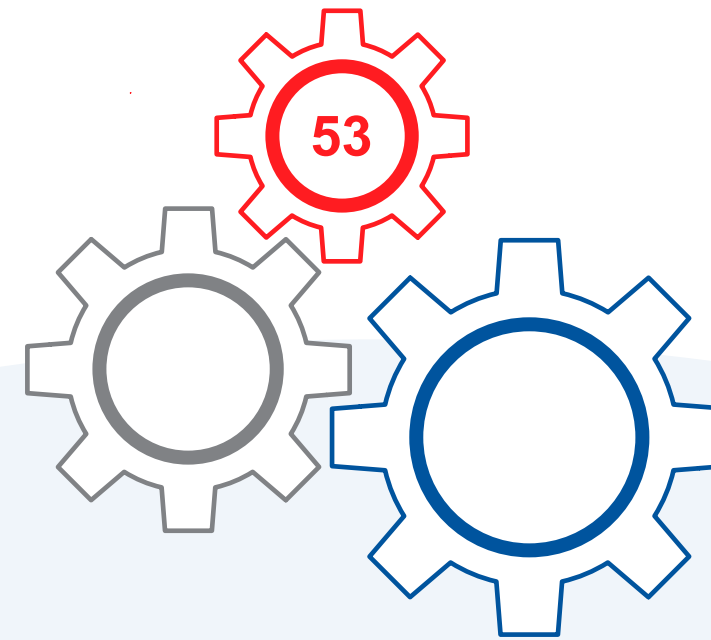
Comprehensive understanding of the financial health and future challenges of the FRA/other governance arrangements.

Ability to align CRM planning with medium term financial planning and workforce planning to ensure coherent decision making on the allocation of resources.

Financial management skills and sound understanding of funding, budget setting, forecasting and resource management.

Sound understanding of, and strong advocacy for effective technological and digital solutions to assist with the development and management of community risk management planning processes.

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How?: Community Risk Management Planning Competency Frameworks

Decision Making >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (Risk analysis and implementation level)

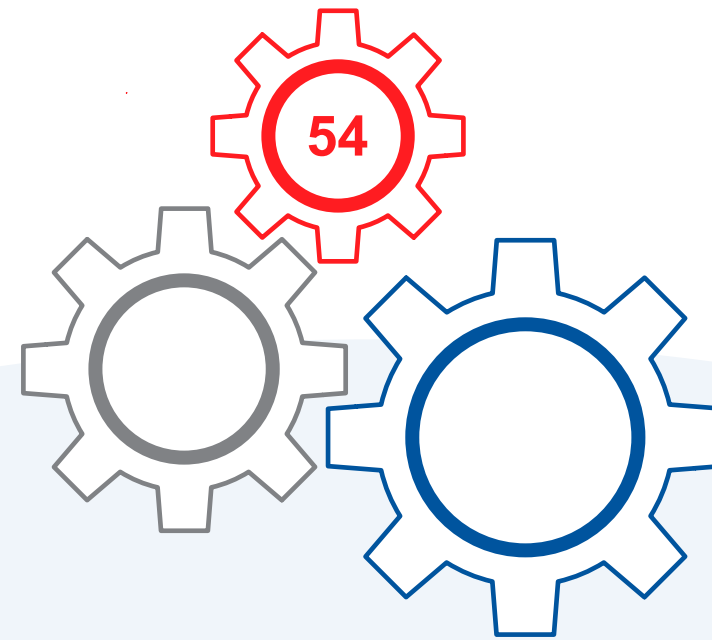
Ability to interpret complex data and risk intelligence, understanding how this can influence community risk management planning and decision making and aid effective risk horizon scanning.

Good understanding and use of technological and digital solutions to assist with the development and management of community risk management planning processes.

Understanding of the importance of aligning financial and other corporate planning with community risk planning.

Ability to develop and manage robust governance processes linked to community risk management plan risk recording and decision logging making sure that there is a good audit trail of decisions that are based on clear evidence.

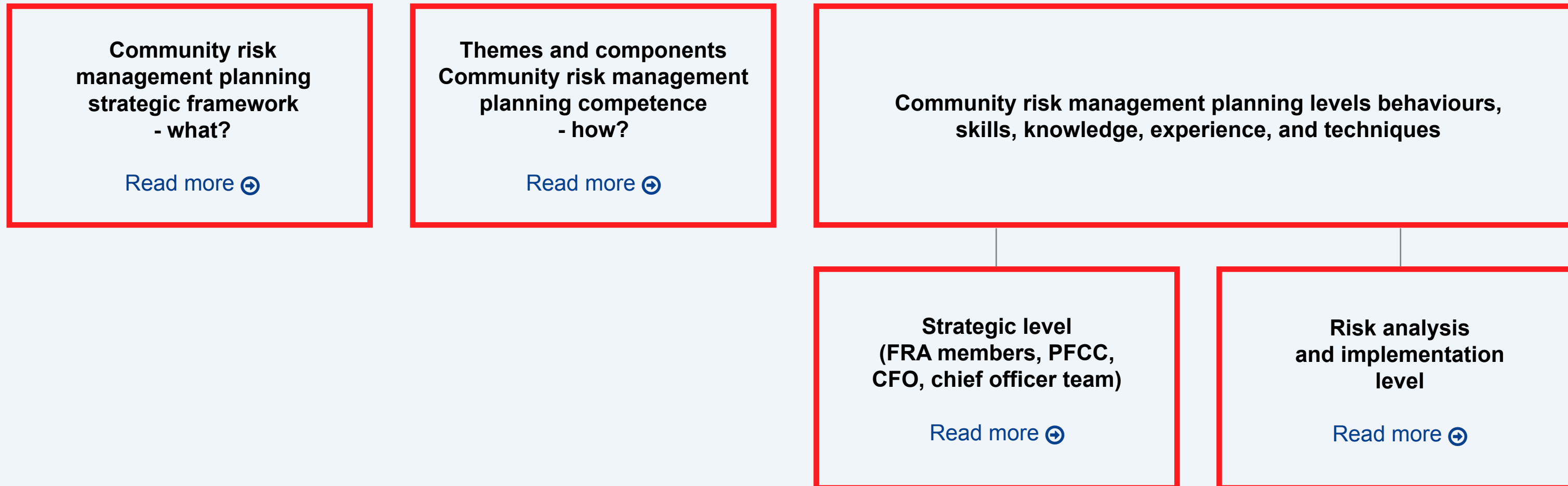
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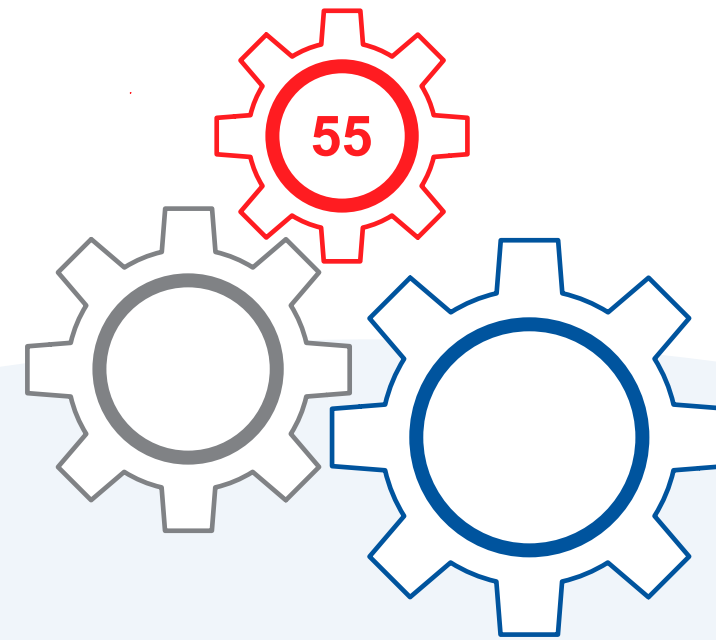
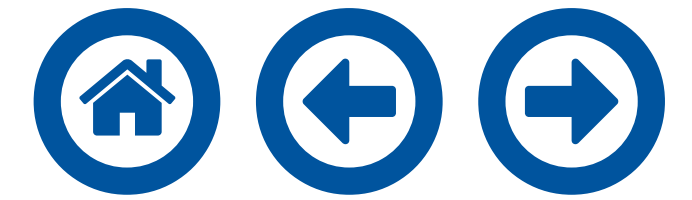


How?: Community Risk Management Planning Competency Frameworks

Evaluation

Provides assurance that the CRMP is achieving the desired outcome.





How?: Community Risk Management Planning Competency Frameworks

Evaluation > **Community risk management planning strategic framework - what?**

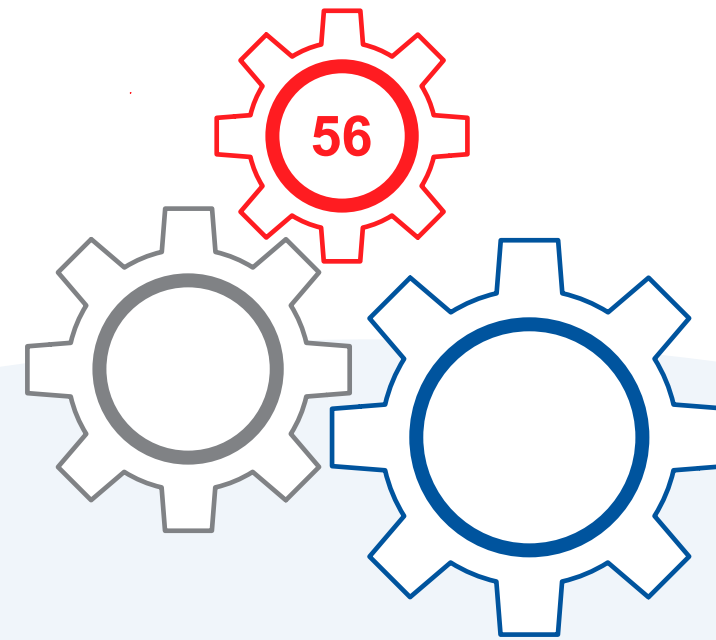
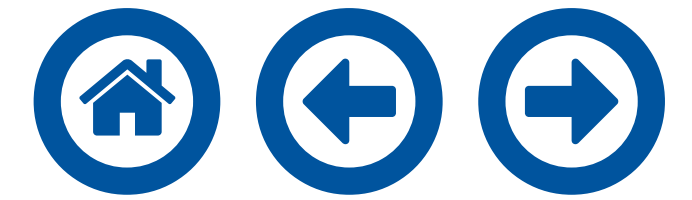
Component

FRS assesses the extent to which it has achieved (or is working towards achieving) the objectives of the Community Risk Management Planning Strategic Framework and has produced an appropriate community risk management plan.

The overall objective of the Community Risk Management Planning Strategic Framework is to ensure available resources aligned to Prevention, Protection, and Response activity are allocated and used in the most efficient manner that will mitigate risk and improve community safety. An important element of evaluation is to assess whether resources are allocated and used in the most efficient manner and achieve the desired outcomes of the community risk management plan.

[Guidance in development](#)

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How?: Community Risk Management Planning Competency Frameworks

Evaluation > Community risk management planning competence - how?

Consistent process evaluation for the whole Community Risk Management Planning Strategic Framework.

Understand good practice in process evaluation.

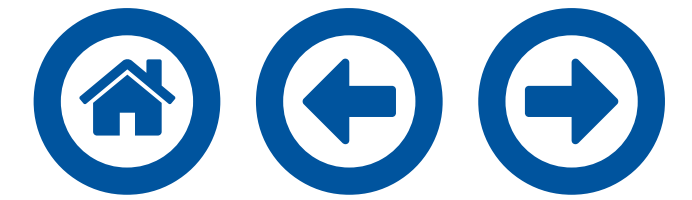
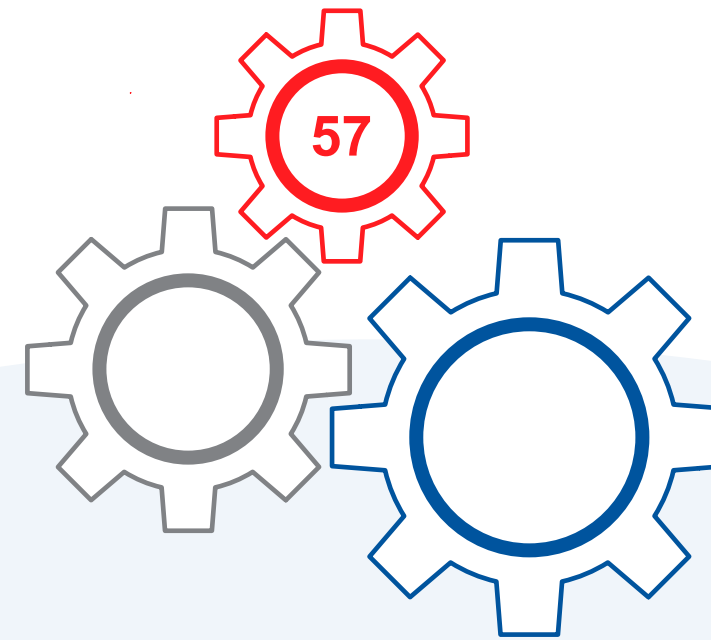
Apply good practice in relation to the community risk management planning process.

Achieve a more assured community risk management plan that withstands scrutiny in the forms of internal and external governance, inspection, and public consultation.

Make sure the community risk management plan can be continually reviewed, refined, and improved.

[Guidance in development](#)

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How?: Community Risk Management Planning Competency Frameworks

Evaluation >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (FRA members, PFCC, CFO, chief officer team)

Thorough understanding of the aims of process evaluation and how to respond to process evaluation questions.

Good understanding and communication of how process evaluation aims to justify and improve processes, interventions, projects, pilots, and products i.e., the Community Risk Management Planning Strategic Framework and its application.

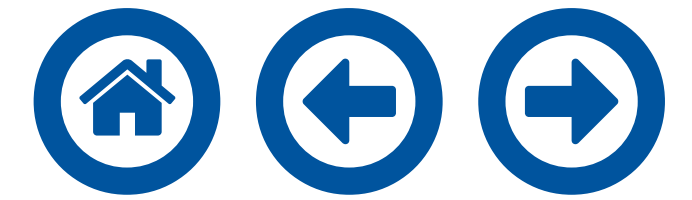
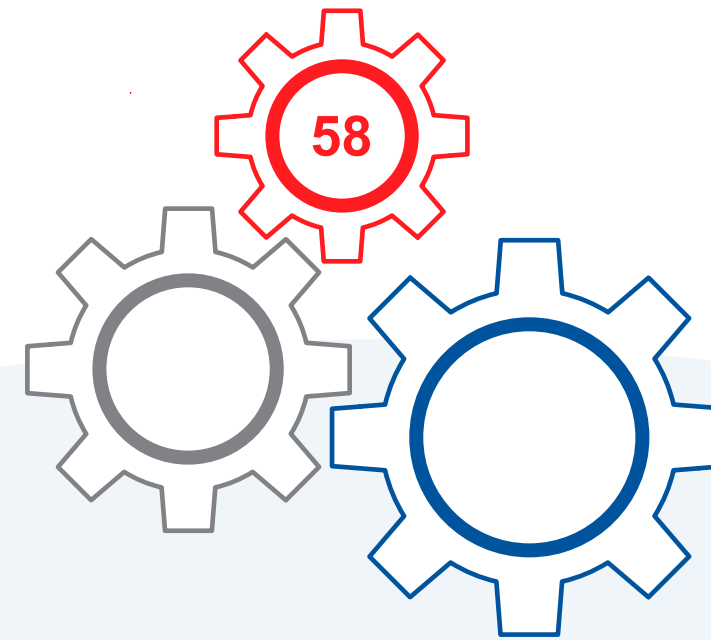
Strong leadership to make sure that evaluation is an integral part of each community risk management planning theme and component from the start.

In depth understanding and experience of how the process, outcomes and impacts can be assessed to deliver better services.

Clear leadership and direction to ensure the procurement of, and systematic adherence to, an appropriate research methodology.

Good understanding and communication of the differences and similarities between evaluation and monitoring.

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How?: Community Risk Management Planning Competency Frameworks

Evaluation >

Community risk management planning levels behaviours, skills, knowledge, experience, and techniques >
Strategic level (Risk analysis and implementation level)

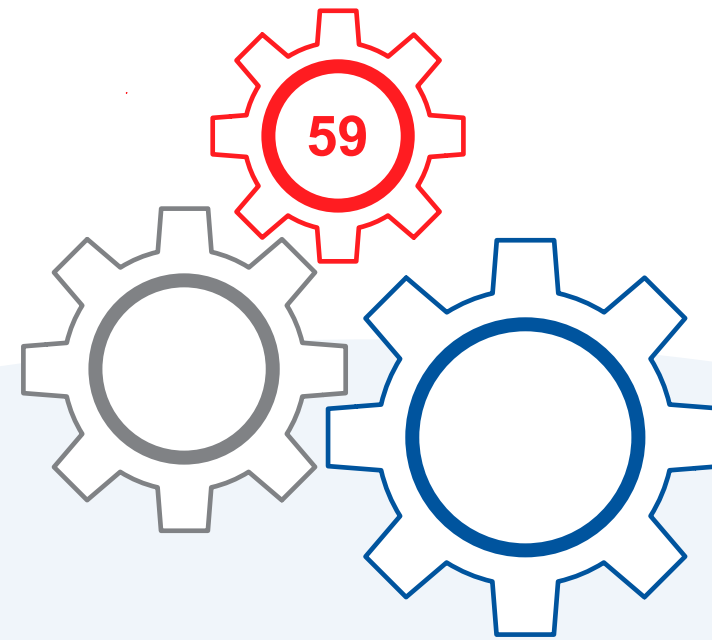
Basic understanding of the aims of process evaluation and how to respond to process evaluation questions.

Comfortable in carrying out an effective process evaluation internally or to confidently commission and manage external evaluation experts to carry out a process evaluation.

A reliable and methodical approach to a process evaluation to ensure consistency across the Community Risk Management Planning Strategic Framework.

Clear and concise written communication skills to produce robust findings and recommendations.

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Appendix 1: Survey Findings

In preparation for compiling the draft competency frameworks, the NFCC carried out a 'CRMP Competency Frameworks Survey'.

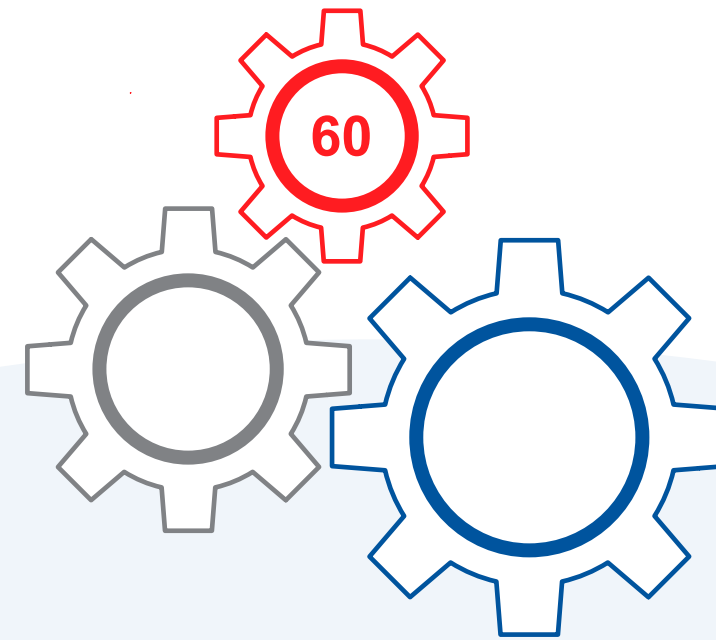
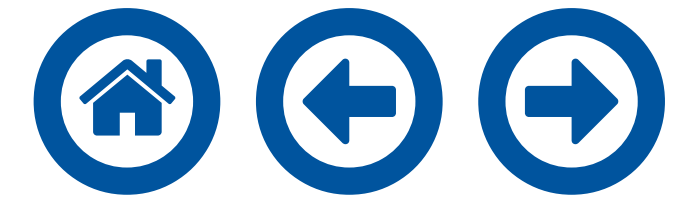
This provided a rich picture of how FRSs are currently approaching the various elements within community risk management planning. In particular, the data helped to provide a solid evidence base to inform the development of the draft competency frameworks.

Respondents from 27 FRSs (61 per cent of all FRSs in England) gave not only hard data on current capacity and capabilities but also a wealth of insight and intelligence into what is working well across England as well as identifying gaps and areas for improvement.

The majority told us that the lead for the community risk management plan in their FRS was a member of the senior leadership team (assistant, deputy, or chief fire officer). In one it was the head of planning and performance; in others it was the director of prevention and protection, area manager, and the chief executive.

-
- We asked about how FRSs managed the processes of
- using data sets and analysis to produce their strategic assessment of risk for the plan.
 - risk modelling and/or scenario planning; and
 - providing key performance/success measures and target proposals.
-

Most managed this themselves; a few combined their in-house facility with working with an external provider. Most commonly, the analyst team and the risk management team within the FRS were involved in this work.



Appendix 1: Survey Findings (cont.)

When we asked about co-ordinating/facilitating the community risk management planning cycle, almost all carried this out in-house and involved the strategic planning/support function as well as the analyst team and the risk management team.

-

ICT infrastructure, system solutions and developments varied from outsourced, in-house and both across the 27 FRSs.

-

All but one FRS told us about a wide variety of communication and engagement with communities (including those considered harder to reach) that they routinely undertake. Common themes were the use of social media and consultation processes. The results of this then informed their understanding of risk and/or planned activities to mitigate them.

-

Both internal and external engagement is commonly carried out at each of the different planning stages: development, consultation, publication, evaluation.

-

Assessing the success of engagement varied; 50 per cent of FRSs do not undertake any evaluation or quality assurance of their engagement activities.

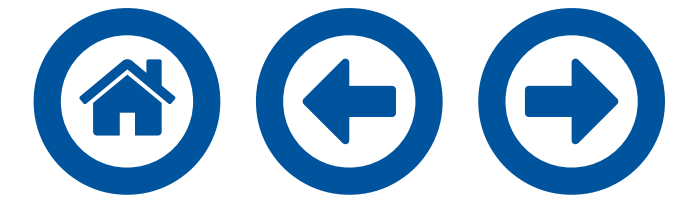
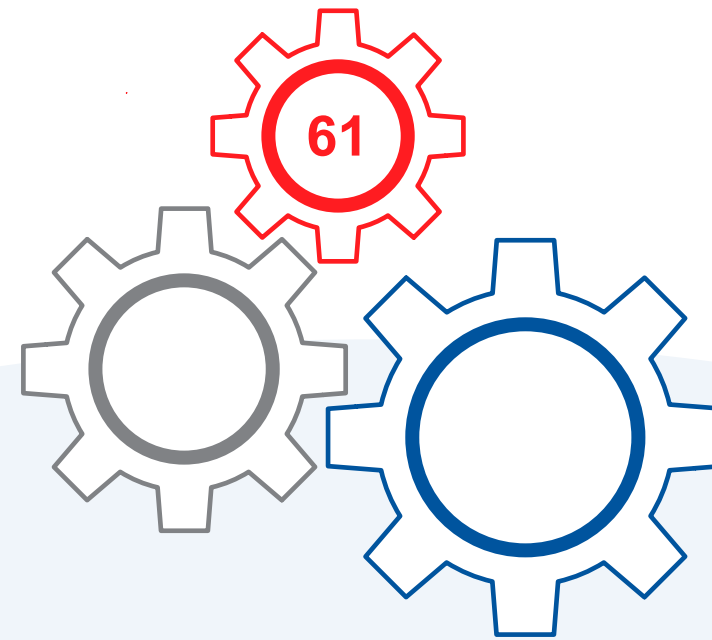
-

Most FRSs consider incident data to identify foreseeable risks and support the setting of priorities.

-

All FRSs considered demographic, lifestyle and future forecast risk data.

[Read more](#)



Appendix 1: Survey Findings (cont.)

All FRs have data sharing agreements or protocols in place and either use partner data to some extent or extensively.

-

Most FRSs told us they horizon scanned but not extensively.

One stated that it did not consider national policy documents, academic research, and technical guidance at all.

-

When we asked about what qualitative analysis has been undertaken the common themes were PESTLE/PESTELO, SWOT and horizon scanning.

-

Most FRSs turn incident data into risk information and conduct risk modelling based on incident data based on a range of levels.

-

Most but not all have an action plan for community risk management. What is in the action plan, who is responsible and how it is monitored and evaluated varies.

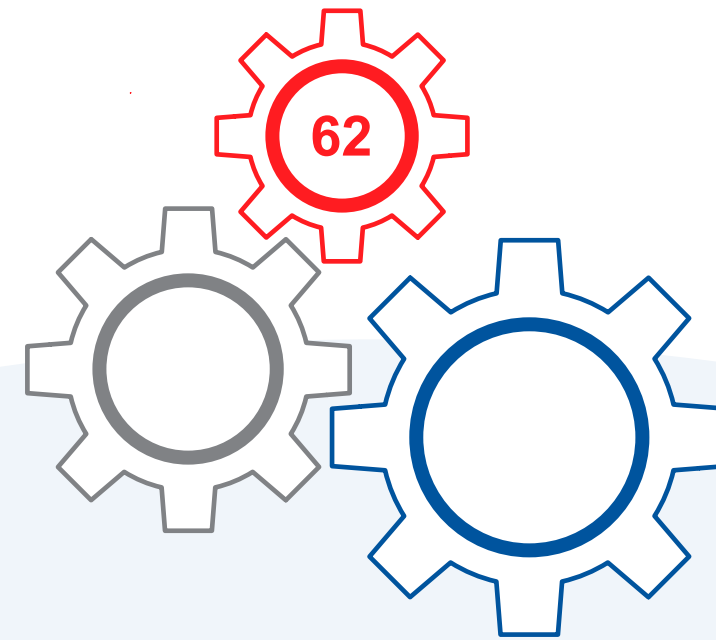
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The FRA process for the community risk management plan to be agreed varies. And the extent to which financial implications influence the process varies from not at all/sometimes/always.

-

Evaluation of the community risk management plan varies as to who does it, how often and whether it is quality assured. How FRSs use this evaluation and the learning from evaluation to inform future community risk management plans also varies and in some does not happen.

[Read more](#) 



Appendix 1: Survey Findings (cont.)

Most FRSs can evidence that risks are being reduced and the public is safer because of their activities.
Common themes are feedback, KPI's and risk profiles/ risk register.

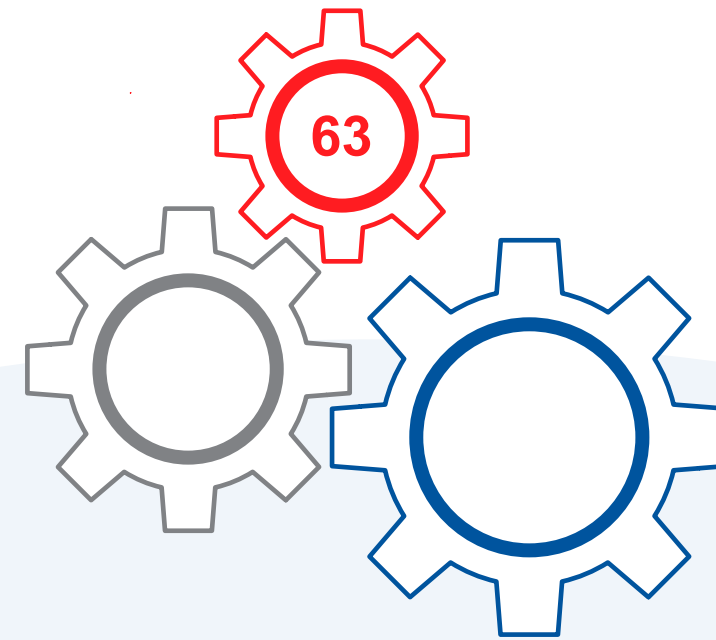
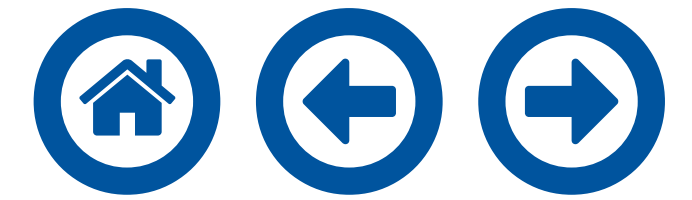
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More than 50 per cent of FRSs said strongly agreed or agreed that they have the appropriate capacity within their staff or contractors or partner support to conduct efficient and effective community risk management planning.

-

Most FRSs completely or somewhat understand what their gaps are in community risk management planning and most have a plan to fill those gaps.

Of the 27 FRSs who responded, 20 felt they could tell us about things they do well in community risk management planning that they feel we should know about. This ranged from “The most comprehensive review of risk that our service has ever undertaken; development of a risk assessment methodology, comparison with similar FRSs in family group, innovative risk modelling techniques to identify impact of future housing developments - the list goes on!” to “We keep it simple and accessible; we only tell people about changes. The corporate plan gives the detailed overview of the whole service.”



Appendix 2: Definitions

Competence

The combination of training, skills, experience, knowledge, and behaviours that a person has and their ability to apply them to perform a task safely and effectively. The capability to consistently act effectively in the workplace achieving the outcomes specific to a role or functions within a role (performance criteria in NOS). Through the application of a competency or variety of competencies in a workplace scenario.

Competency/Competencies

The behaviours, skills, knowledge, and techniques that one needs to acquire to be able to apply them to a workplace scenario to carry out an action effectively (knowledge and understanding in NOS).

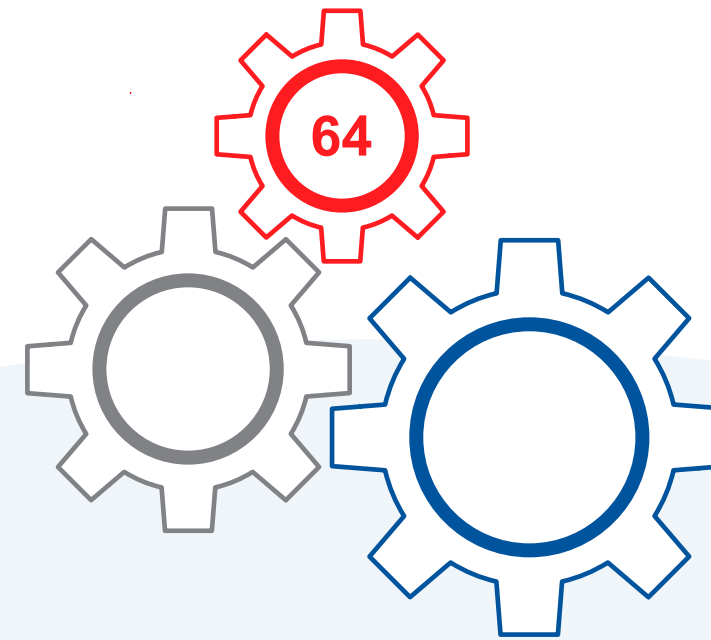
Competent

After all applicable functions have been assessed as having been achieved, the employee will have demonstrated “competence” in his or her role and will receive the appropriate competent rate of pay.

Consultation

Consultation is the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies, or programmes of action.

[Read more](#) 



Appendix 2: Definitions (cont.)

Continuous Professional Development

Continuous professional development (CPD) is the intentional maintenance and development of the knowledge and skills needed to perform in a professional context. CPD includes the process of tracking and documenting the skills, knowledge, and experience that a risk planner/strategic manager gains both formally and informally as they work, beyond any initial training. It is a record of what is experienced, learned, and then applied.

Engagement

A process through which an organisation learns about the perceptions, issues and expectations of its stakeholders and uses these views to assist in managing, supporting, and influencing any planned changes/improvements in service provision.

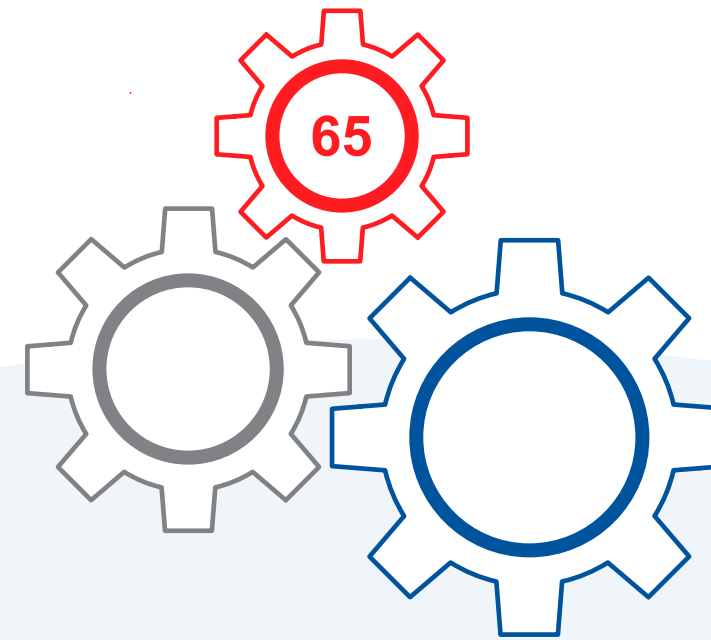
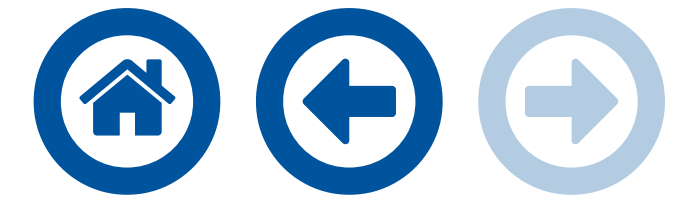
Evaluation

Systematic process to judge merit, worth or significance by combining evidence and values. This can be for specific interventions or for the effectiveness of a process or plan.

Fire Standards Board

Independent board supported by the NFCC to create professional standards for FRSs in England and ensure they are nationally co-ordinated across the sector.

[Read more](#) 



Appendix 2: Definitions (Cont.)

Induction

An induction refers to the process of ensuring new staff are acquainted with the business processes, role requirements and helping them gain the information required for them to become a valuable team member.

National Occupational Standards

National Occupational Standards (NOS) are statements of the standards of performance individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding.

Professional Body

A professional body is an organisation with individual members practicing a profession or occupation in which the organisation maintains an oversight of the knowledge, skills, conduct and practice of that profession or occupation.

The International Institute of Risk & Safety Management, Institution of Fire Engineers, Engineering Council, and the Institute of Leadership & Management are examples of related professional bodies.

Stakeholder

A stakeholder is an individual or group that makes a difference or that can affect or be affected by the achievement of the organisation's objectives.