**DATE 11/10/ 2021**

# Requirement

The People Programme’s Review of NOS project is currently planning a functional analysis of the role of the Fire and Rescue Service as an organisation. This would need to consider various elements of what a FRS does, including but not limited to:

* What the statutory duties are
* What the broader expectations and additional agreements of activities that some FRSs conduct (eg. emergency medical response, safeguarding, body recovery, Fire Cadets, supporting Local Resilience Forum, collaborative activities with partners) are
* What additional activities have FRSs undertaken during the pandemic (eg. driving ambulances, giving vaccinations) and what additional duties are expected to continue or perhaps might be useful to continue (pending negotiation)
* The commonality of non- statutory activities
* What the findings of the above would mean in terms of the roles required to carry out these activities

The output of these findings will inform a gap analysis of role components against the NOS, encompassing response, protection and prevention activities. The NOS should reflect the component elements of the roles required in a FRS.

The rolemaps and associated National Occupational Standards currently form the spine of the existing competency framework and the basis for greybook staff’s pay and conditions within the Fire & Rescue sector. They were developed by the sector in 2003 and whilst changes and additions have been made to the firefighter rolemap and NOS for training and development purposes, they have never formally been revised.

A review of the National Occupational Standards needs to be undertaken in order to ascertain how the National Occupational Standards currently function, what the issues are and what the options might be to resolve any issues that are identified.

The Project Board envisage work involving but not limited to:

1. Collection and presentation of baseline data to support the functional analysis;
2. Gap analysis of role components against the NOS;
3. Analysis/evaluation of the performance of the function/mechanism of the NOS and their relationship to terms of conditions and competence management of greybook staff;
4. Develop and facilitate up to six online working group workshops to engage with Subject Matter Experts within Fire & Rescue Services to undertake the functional analysis;
5. Undertake meetings with senior leaders and other stakeholders across the organisation to gather and collate their feedback as part of undertaking the functional analysis;
6. Define the work needing to be undertaken during the functional analysis in liaison with the Project Board and project management team;
7. Attend Project Board and project management team meetings to report on progress of the functional analysis;
8. Undertake up to three wash-up sessions to evaluate the outcome of the functional analysis and establish what the next steps within the overarching work on competencies could be; and
9. Collate and present findings to provide a functional analysis report and be involved in future engagement activities as needed as part of the ongoing work beyond the functional analysis.

# Method

It is envisaged that the work will be undertaken from home with meetings being held virtually via Microsoft Teams.

# Timing

This work will take place during the period from January 2022 and continue until approximately April 2022. Exact timings and hours required would be agreed in advance with the successful individual to align to relevant milestones on the timeline of the functional analysis and structure of the working group of Subject Matter Experts.

# Consultant Credentials

Any individuals interested in responding to this request should have the following knowledge, experience, and background.

Experience in:

* Undertaking functional analysis of complex organisations;
* Providing a framework for functional analysis which enables Subject Matter Experts to provide input;
* Analysing and evaluating existing systems for performance;
* Analysing and decomposing complex requirements;
* Performing gap analysis and proposing solutions;
* Delivering change management, organisational development and transition; and
* Facilitating workshops and other engagement strategies with senior stakeholders.

Knowledge of:

* strategic and operational aspects of large, geographically dispersed, complex organisations;
* ability to understand the bigger picture; and
* using metrics and performance indicators to analyse existing systems.