

**Finance and General Purposes Committee Extraordinary Meeting
23 March 2016**

Appendix 4

Summary Business case	Service Delivery Redesign Implementation Delivery Group
Date of SMT meeting	February 2016

Description and objectives

Service Management Team approved changes to the Service Delivery structure and specialist and technical response capability to achieve savings of £1.2 million. On 24 February 2016 the Fire Authority approved the Risk Review proposals covering changes to Frontline Capability and Activity Based Crewing. These proposals identified opportunities for innovation and improvements in how our services are delivered whilst providing £2.9 million of savings. These savings, totalling £4.1 million are key elements in phase two of our Efficiency Savings Programme to 2019/20.

The size and breadth of change required to be implemented requires close coordination. The Service Delivery Redesign Implementation Delivery Group will establish a logical approach to plan, execute and monitor the implementation of the changes required. Coordination will allow greater management of interdependencies and ensure savings are achieved.

Timescales

3 years

Why does this need to be done now?

The redesign needs to be implemented so that ongoing savings identified in our Risk Review proposals are made

Investment requested

Staff and other costs £2,044m (See detail in appendices 1-3)

- Service Delivery Redesign group - £1.609m over 3 years
- Implementation of staff restructure in Service Delivery £63k over 9 months
- Response Development and Control project team £372k over 1 year

Are there ongoing costs?

None identified at present

Financial return on the investment

The project is to oversee ongoing saving of £4.1m

Key risks
There will be a risk management strategy for the implementation of Service Delivery Redesign. A risk register will be maintained. Risks will be identified, assessed, managed, and escalated appropriately.