

## Joint Committee 26<sup>th</sup> September 2013

### Title: Core Service Matrix For WRS

#### Recommendation

**That Joint Committee approves and adopts the core service matrix as being the reference point for all future discussions on service delivery, and financial planning for 2014/15 onwards.**

#### Contribution to Priorities

The matrix is designed to assist decision making in relation to balancing the need for financial restraint against the risk involved. By adopting the three areas for consideration of risk mentioned below, the WRS Leadership team has sought to test this against key partner corporate priorities.

#### Introduction & Report

The Core Service Matrix has arisen out of a “zero based budget” style exercise carried out at the request of the Management Board. The matrix represents the minimum resources and budget required to meet current levels of demand and provide a legal and compliant service in all current functional areas.

It was felt that, as well as carrying out such an exercise, there was a need to incorporate a risk assessment to inform partners of the risks associated with not carrying out any particular function (the unmitigated risk). The risk assessment was carried out in 3 areas:

- a) Vulnerable people
- b) Economic Impact
- c) Impact on health and well being

The exercise led to a proposed reduction in budget based on a mix of potential efficiency savings and reductions in areas known to be functions partners wanted to reduce e.g. County Council Animal Health function.

At the Management Board meeting on 17<sup>th</sup> July, the methodology used to develop the matrix was approved by the Board but it was felt that a robust audit of the risk assessments was required. On 22<sup>nd</sup> July, a half-day workshop was arranged and, following this, the risk assessment was altered to reflect the views of the Board.

The meeting also asked for 2 additional pieces of work to be carried out around the development of the core matrix:

- a) That a column be inserted into the matrix representing the current mitigated risk,
- b) That an appendix be provided explain how each risk assessment was arrived at.

This work was completed and the amended documents accompany this report.

The Core Matrix represents the minimum resources and budget required to meet existing demand in all functional areas and is intended to be a reference point for all future discussions on possible service cuts.

It provides a risk assessment both mitigated and unmitigated in all functional areas to assist with decision making and provides a split between salary and fixed costs.

The Management Board have already agreed the methodology used to formulate the matrix and so approval by Joint Committee of the completed matrix is sought together with agreement that it be used as a fixed reference for all future decisions on service provision.

## **Financial Implications**

Adoption of the attached matrix plus the new financial allocations model and the assumptions for future financial planning will support the setting of the 2014/15 budget for the service and allow for a solid basis for partners to discuss further potential reductions in budget for 2015/16 and 2016/17 to meet the financial pressures that the majority of partners find themselves subject to.

## **Sustainability**

The matrix is essential in identifying the sustainability or otherwise of the core service. By matching service provision against budget and risk, there is a better chance of ensuring the sustainability of these services going forward.

## **Contact Points**

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## **Background Papers**

Matrix Spread Sheet  
Appendix1: Explanation of functions