

EAST AYRSHIRE COUNCIL

CABINET – 15 SEPTEMBER 2010

SHARED SERVICES - JOINT WORKING IN AYRSHIRE

Report by the Depute Chief Executive/Executive Director of Neighbourhood Services and the Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1 This report updates Members on the progress in relation to the Shared Services Agenda and the work undertaken on a Pan-Ayrshire basis in this respect.

2. BACKGROUND

- 2.1 The Council has had an excellent record of partnership working since 1995, reflecting a commitment to Partnership as one of our four core values. The commitment is founded on the principle that we will deliver more for the communities of East Ayrshire through combined effort than we will on our own. Additionally, through joint working we can secure benefits in terms of economy, efficiency and effectiveness. Significant benefits have been achieved through joint working in shared premises and co-location; joint training; joint procurement; joint information sharing; rationalisation of plans and structures and shared services. A full list of the extensive arrangements in place is provided at Appendix 2.
- 2.2 A Pan Ayrshire Group involving the Leaders and Chief Executives of North, South and East Ayrshire Councils, representatives of the former Scottish Enterprise Ayrshire, NHS Ayrshire and Arran, Strathclyde Police and Strathclyde Fire and Rescue together with relevant senior officers have continued to meet and identify services or parts of services which might be suitable for joint delivery and have directed further work on these, as appropriate.
- 2.3 Since its inception on 26 April 2006, the Pan Ayrshire Group has developed a work plan which has been kept under review and prioritised as required. The group meets on a quarterly basis to discuss progress and to reach agreement on additional areas of work to be taken forward.
- 2.4 There has been a strong will within Ayrshire to push aside the barriers to effective service delivery while maintaining, or indeed improving standards and to build on the already sound Community Planning structures in the area. The Ayrshire Shared Services Group has achieved considerable success in driving and delivering shared services to date, and through its work programme has directed further work on services or parts of services which might be suitable for joint delivery.

- 2.5 The findings of the Council Wide Strategic Self Assessment of Performance were reported to Cabinet on 20 May 2009. The process was supported by Alistair McNish, former Chairman of the Accounts Commission, who undertook the role of 'critical friend'. In his report, Alistair McNish highlighted the need for the Council to make further progress in this area, stating that *"While CMT continues to pursue opportunities for the sharing of front line and back office services across council departments there is little or no progress on shared services between authorities despite the national shared services diagnostic review."*
- 2.6 As members are well aware, a combination of declining finances and rising pressures from demand, regulations and costs, presents unprecedented challenges for our public services. As such, there has been a national drive towards increasing shared services with the topic given a high priority by a number of key organisations.
- 2.7 In November 2009, the Cabinet Secretary for Finance and Sustainable Growth was reported as saying that sharing services had contributed to savings across the public sector, but "...I want to see much quicker progress on shared services – there is simply no alternative in the economic climate. I expect decisive leadership in the public sector to remove barriers, create flexibilities and to make it happen."
- 2.8 The Chair of the Accounts Commission and Audit Scotland have also been vocal in their desire to see shared services developed further. In the report published last month on 'Improving Public Sector Efficiency', Audit Scotland reported slow progress in achieving savings from Shared Services both in local government and the NHS, and went on to say that by working together public bodies can identify inefficiencies and duplication and overcome traditional service boundaries.
- 2.9 This report is in two main sections; section 3 provides an overview of national reports and initiatives in relation to shared services, while section 4 provides details of the work undertaken locally over the last year and updates members on areas of work which are progressing. Appendices 2 and 3 provide further information on the wide range of arrangements in place and current status of key service areas taken forward through the Ayrshire Shared Services Group.

3. REVIEW OF EXTERNAL REPORTS

Audit Scotland - Overview of Local Government in Scotland 2009

- 3.1 The external auditor report to Cabinet in October 2009 reported that there had been little or no progress on shared services between the Council and other authorities. This theme was picked up in a number of local authority audits and was reflected in the Accounts Commission's Overview of Local Government in Scotland 2009.

- 3.2 The Overview highlighted that shared services have the potential to contribute to more efficient and effective public services. While recognising that councils are participating in a number of national and locally led shared services projects, the Accounts Commission noted that overall progress with shared services initiatives had been slow.
- 3.3 In addition, it reported that shared services remain a key challenge, particularly in light of the continuing financial pressures facing the public sector. Local authorities reported efficiency savings of £3.8 million from shared services projects in 2008/09.

Audit Scotland - Improving Public Sector Efficiency

- 3.4 One of the key recommendations made in Audit Scotland's report on Improving Public Sector Efficiency was that better collaboration and joint working across the public sector is needed to overcome traditional service boundaries and deliver more efficient and user-focused services.
- 3.5 The report stated: *"The public sector needs to continue to improve its collaboration and joint working to deliver more efficient and user-focused services. This requires strong leadership across the public sector, increased flexibility, identifying innovative approaches to how services are provided, and breaking down traditional barriers to making this work effectively. Good quality information is essential to inform decisions. Collaboration and joint working can take a number of different forms including contracting with alternative providers, shared support services and integrated approaches to delivering frontline services."*
- 3.6 In addition, the report noted that by working together public bodies can identify inefficiencies and duplication in the way in which services are accessed and delivered and overcome traditional service boundaries. The report stated that this is an area where more can be done as efficiency can be improved at the same time as improving the quality of services.

Sharing the Gain – Collaborating for Cost-Effectiveness

- 3.7 CIPFA has produced guidance intended to help local public service bodies understand and take advantage of collaborative working opportunities. Sharing the Gain: Collaborating for Cost Effectiveness provides a range of advice and supporting tools to help manage the lifecycle of developing and running shared public services. The report also recognises that if savings are not found through innovations such as shared services, the organisations involved will need to find major efficiencies by other means or cut services to the public.
- 3.8 The guidance outlines a number of key principles in the way collaboration and shared services should be approached. These can be summarised as follows:

- Sharing services and collaborative working are only part of the improvement mix available to organisations. They will not be the answer to every problem or opportunity.
- Making shared services happen will demand leadership and drive from those at the top of the organisation.
- Partners need to understand where they are, in cost and performance terms, before embarking on change, and benchmark this with peer organisations.
- There is no 'right' option for or pathway into service sharing.
- Collaboration models and vehicles will vary from case to case.
- Not every process or service will be open to sharing. Much will depend on the strategic significance of the service in question and the need for it to be tailored to local requirements.
- While there is a range of risks and legal issues to be addressed in sharing services, given political will and the willingness to invest resources, these can be dealt with in a managed way. They should not be seen as insurmountable barriers to change.

HUB Initiative

- 3.9 The overarching objective of the hub programme is described as being “to improve the efficiency of community infrastructure delivery – with a particular emphasis on supporting the provision of more joint services across local authorities, health boards, and other community partners.
- 3.10 There are two pilot regions, where a hub joint venture will be formed between the public and private sector. The hub co will provide partnering services to the public sector parties in relation to the investment needs of the locality initially within the sphere of health and social care.
- 3.11 Although the core service will concentrate on the planning, development and delivery of new infrastructure projects for community use in health and social care, the documentation will allow for these services to be extended, at public sector discretion, in terms of scope and in terms of range of service. *(Information taken from www.hubscotland.org.uk)*

Clyde Valley Review

- 3.12 The Clyde Valley Review was published towards the end of 2009 and is seen as a key driver for Shared Services. The key findings of the review are detailed below.
- Accelerated joint working between the individual Councils and the two Health Boards to deliver a single integrated health and social care service;
 - New opportunities for shared services between Councils in civic infrastructure such as waste management, property management and maintenance, and fleet and transport. This may also involve other Clyde Valley Partners;

- Further involvement of Education Services in the core shared services agenda, particularly on social transport, asset management, and supply teaching;
 - Shared (back office) support services between Councils, building on high level business cases developed through the Scotland wide diagnostic exercise;
 - Re-invigorated approach to regeneration, developing a shared economic approach to addressing the recession in the Clyde Valley area.
- 3.13 The report recognises that local authorities and health boards share a number of joint outcomes, targets and resources and notes that while a lot of work has taken place to improve structures and joint working, it needs to go further to evidence improved health and care in the community.
- 3.14 A joint workshop, involving the three Ayrshire Councils and NHS Ayrshire and Arran, was held on Thursday 4 March 2010 to assess the findings in detail, particularly against the health and social care aspects, report progress against work already undertaken within Ayrshire and to discuss the wider implications.
- 3.15 In addition, a Chief Officers' seminar was held in January 2010 to explore further partnership opportunities to increase co-ordination and deliver efficiencies in light of the recession. Work will be taken forward via a range of mechanisms, including, locally as part of the Single Outcome Agreement Improvement Plan and the thematic Action Plans, as appropriate.

Health and Social Care

- 3.16 In terms of the health and social care aspects work is being taken forward through the Strategic Alliance. The topic has been the focus of much discussion and the Strategic Alliance has agreed to build on and improve existing structures to take forward this agenda. Specific workstreams have been identified and lead officers identified to take these forward.
- 3.17 A number of the other areas detailed within the report are already on the Ayrshire shared services agenda and further details are provided throughout the report. Where this is the case, the relevant sections of the report are indicated below. Those areas which have not been progressed can be considered by the Shared Services Project Board detailed at Section 5 of this report.

Education

- 3.18 Education is included in the work plan of the Ayrshire Shared Services Group. A number of areas have been investigated since 2006 and the three Directors of Education continue to explore new opportunities for shared services as they emerge. Further consideration will be given to relevant areas by the Project Board with a renewed focus given to driving forward consideration of areas previously identified by the Ayrshire Shared Services Group.

Waste Management

- 3.19 The Ayrshire Joint Strategic Waste Management Project Group (AJSWMPG), consisting of members and officers from the three Ayrshire Authorities, meets on a regular basis to drive forward action to deliver a Joint Ayrshire residual waste treatment facility. The group approved the formation of a project board comprising of Waste, Planning, Finance and Procurement officers from the 3 Ayrshire Authorities.
- 3.20 The procurement process for the provision of an Ayrshire residual waste treatment facility commenced earlier this year. The contract is on schedule to be awarded around November 2011 with full service commencement anticipated from April 2013.

Transport, Fleet Management and Maintenance/Shared Roads Maintenance

- 3.21 Roads and Transport feature on the current work plan of the Ayrshire Shared Services Group. Information is provided at paragraphs 4.14 – 4.18.

Shared Property Management and Office Hubs

- 3.22 The most significant and high profile of our joint initiatives is where within each Council area, we co-locate services with Community Planning Partners. Information on co-location is provided at 4.22 – 4.23. In addition, a Public Sector Property Group has been established and officers are tasked with taking forward the joint premises/asset management agenda on an Ayrshire wide basis. Information is provided at paragraphs 4.12 – 4.13.

Joint Development of Support Services

- 3.23 The Clyde Valley Review recommends that the eight councils come together to formulate and evaluate a joint approach in respect of customer engagement and assess and decide, business support and information management projects and human resources. While various elements of 'support services' have been included within the work plan there may be opportunities to re-examine the opportunities available. This will be considered by the Project Board.

Joint workforce planning

- 3.24 The review recommends that councils bring together their workforce planning strategies and consider joint opportunities for pooling resources and employees where expertise is scarce. This has been discussed by the Ayrshire Shared Services Group and will be considered further by the Project Board.

A common charging framework

- 3.25 The review recommends that councils should work together to introduce consistency across the Clyde Valley on charging to avoid a 'post code lottery' for fees and charges. A review of charging forms part of Strand 1 of the Council's Efficiency Strategy (Strategic Review of the Revenue Budget 2) and progress will be monitored by Corporate Management Team and the Budget Working Group.

A Joint Economic Strategy

- 3.26 The Joint Ayrshire Economic Regeneration Group was established in 2009 to focus on addressing and removing key inhibitors to economic regeneration in Ayrshire. Information is provided at paragraphs 4.7 – 4.11.

COSLA Shared Services Position Statement

- 3.27 Local authorities were asked by CoSLA to provide a list of shared service projects. 27 local authorities responded with a total portfolio of around 2,000 projects. Within the list were a number of duplicate projects and a number of smaller projects which were excluded to simplify data handling. The final list attached to the CoSLA report had 443 projects.
- 3.28 The 443 projects were separated into a number of key headings in order to provide a structure to the current provision.
- i. Co Location of Services
 - ii. Joint provision of services
 - iii. Provision of specialist services
 - iv. Provision of emergency or Out of Hours Cover
 - v. Cross Public Sector Provision
 - vi. Process simplification or standardisation
 - vii. Training
- 3.29 In terms of the total number of projects listed, East Ayrshire has the highest proportion with 52 projects listed (11.7% of the total). The second highest was Inverclyde with 39 projects (8.8%).
- 3.30 The report produced by CoSLA highlights that Local Government in Scotland has made significant progress but it is suggested that in order to cope with the volume of change required in future years there is a need to ensure that a culture of continuous improvement is incorporated in the Shared Services agenda.

4. PROGRESS IN EAST AYRSHIRE

- 4.1 The following paragraphs detail the progress made in relation to a number of key areas over the last year only.

Regulatory Services

- 4.2 In August 2009, Cabinet agreed, in principle, to the development of a Joint Ayrshire Regulatory Service with Building Standards, Environmental Health and Trading Standards coming together as a single service managed by one lead council.
- 4.3 Cabinet agreed that work would be undertaken to progress the development of the joint service, including the determination of a lead authority, and that a further report would be submitted to Cabinet detailing the proposed arrangements for the joint service including any potential financial implications. The Project Team has since agreed that a lead authority model will not be appropriate and a Joint Committee/Joint Board approach is being developed.
- 4.4 The Project Team has been continuing to work towards the development of a joint service and interim reports have been presented to the Project Board and the Ayrshire Shared Services Group. Service Managers and key officers from Finance, Human Resources and Property have been involved at appropriate stages.
- 4.5 The broad objective of the Project Team is to devise and implement a model of shared service working that will bring the three services outlined into a single operational unit and that will achieve both service improvement and resource efficiencies.
- 4.6 The establishment of a Joint Committee will require authority from the Council and proposals will be presented to the Council in this regard.

Joint Ayrshire Economic Regeneration Group

- 4.7 During 2009, the Pan Ayrshire Shared Services Group agreed the establishment of a Joint Ayrshire Economic Regeneration Group (JAERG). The group includes representation from the three Ayrshire Councils, Scottish Enterprise and the Private Sector. The group has been renamed and is now known as the Ayrshire Economic Partnership.
- 4.8 The primary role of the group is to identify key strategic inhibitors which require to be addressed at an Ayrshire level in order to maximise sustainable economic growth for the local economy, to address recessionary issues and to take the necessary action to remove such inhibitors. Three key areas have been identified for the group to focus on. These are infrastructure, key industry sector development and tourism.

- 4.9 The group agreed that an action agenda should be short and focused on addressing/removing key inhibitors to economic regeneration in the Ayrshire context, with local issues remaining a matter for each Council area.
- 4.10 An All Ayrshire Economic Workshop, led by the Scottish Government, was held at Grange Academy on Monday 15 March 2010. It was agreed at the workshop that JAERG, now known as the Ayrshire Economic Partnership, would be the key channel for working closer with the business community and industry in taking forward the four priorities identified at the session. While lead organisations have been identified for each strand, all organisations share an overarching responsibility. The priorities identified were:
- Marine and Coastal (Lead – North Ayrshire Council);
 - Engineering (Lead – South Ayrshire Council);
 - Renewables (Lead – Scottish Enterprise);
 - Food and Drink (Lead – East Ayrshire Council).
- 4.11 In addition to the priorities listed above, East Ayrshire Council has been leading on Tourism across Ayrshire.

Public Sector Property Group

- 4.12 This group was established to take forward the joint premises/asset management agenda. A work plan is in place and contains a number of specific outputs and discussion points, including the following:
- Forming a common database of owned/leased property and land that is accessible to all partners.
 - Integrating property strategies to ultimately form a high level joint public sector property strategy.
 - Sharing and co-location of property/land to aid the Joint Future Agenda.
 - Benchmarking property and/or associated property management costs to demonstrate best practice models.
 - Jointly considering property redevelopment/regeneration.
 - Sharing expertise and knowledge.
- 4.13 A schedule of meetings is in place for 2010 and actions are being progressed by a sub group of key officers. There have been five meetings already this year, including sessions arranged to discuss specific topics. The next meeting will take place on 8 November 2010. With regards to the hub initiative outlined at 3.9 – 3.11, the group has received correspondence from the Scottish Futures Trust on this matter and has agreed to await feedback from the first two pathfinders. In addition, it has been noted that the outcomes from the Primary Care Strategy Review would be a key driver, as would capital funding implications for all agencies.

Roads and Transport

- 4.14 The Clyde Valley Review highlighted opportunities for shared services between Councils in respect of civic infrastructure. Roads and Transport have both been key services which have featured on the work plan of the Ayrshire Shared Services Group, with progress having been made in both areas over the previous year.
- 4.15 A transport report in September 2009 recommended a review of transport across the three Councils to encompass all activities carried out within the transport units as well as reviewing management of fleet operations within other departments such as Educational and Social Services and make recommendations for efficiency saving opportunities and identification of best practice.
- 4.16 A Roads report to the Group in December 2009 concluded that there is potential for more formal arrangements to enable a shared service approach to the delivery of Roads and Transportation Services, including investigating the sharing of strategic services and potential for a single delivery model for road maintenance.
- 4.17 It is envisaged that local road teams could continue to manage and deliver revenue and capital budgets within their own Council area and that a pan Ayrshire approach would allow the expertise and experience of staff to be shared.
- 4.18 Both reviews are being taken forward by Heads of Service and appropriate staff, and reports are expected by the Shared Services Group at its next meeting. Any recommendations resulting from options presented to the Shared Services Group will be submitted to Cabinet, as appropriate.

Education – Psychological Services

- 4.19 This was first considered in March 2007 when a report outlined areas where joint co-operative working could be expanded, including cross authority case management, continuous professional development, shared development of documentation and procedures and resource development.
- 4.20 At the December 2009 meeting of the Pan Ayrshire Shared Services Group it was agreed that the Directors of Education in the three authorities should look at options for shared services in this area and any others within Education. Work in this respect is currently being progressed.

Social Work – Standby Arrangements

- 4.21 In December 2009, the Pan Ayrshire Shared Services Group agreed to look at Social Services standby arrangements. It was agreed that officers look at a range of options, including the possibility of all Ayrshire joining up with North Lanarkshire. Work in this area is being progressed and a further report will be made to a future Shared Services meeting. If appropriate, further information will also be submitted to Cabinet.

Co-location

- 4.22 The most significant and high profile of our joint initiatives is where within each Council area, we co-locate services with Community Planning Partners. Ayrshire has been at the forefront of delivering joint premises initiatives where staff from a range of public sector agencies are co-located and working effectively together under one roof.
- 4.23 These one stop shop facilities provide seamless access to public services within local communities and offer staff a base from which to provide services which are truly fully integrated. Details of the range of co-location facilities are included at Appendix 1, including details of the current position in relation to a number of ongoing projects.

5. AYRSHIRE SHARED SERVICES PROJECT BOARD

- 5.1 The Pan Ayrshire Shared Services Group agreed to establish a small dedicated Project Board to drive forward the shared services agenda across Ayrshire. The Board will oversee commissioning, monitoring and reporting of all shared services projects between any or all of the partners, and will comprise of a Senior Officer from East Ayrshire Council, North Ayrshire Council, South Ayrshire Council, and NHS Ayrshire and Arran.
- 5.2 The Board will provide a renewed focus for driving forward the Shared Services agenda in Ayrshire, and will ensure that all work forms part of an action plan which details current and future areas of shared services work, and sets out suitable timeframes. The Project Board will engage with other partners and agencies as appropriate, and will include engagement with Community Planning Partners to identify and progress cross partner shared services opportunities.

6. FINANCIAL IMPLICATIONS

- 6.1 An important element of the Shared Services Agenda and the work undertaken on a Pan-Ayrshire basis is that it contributes to ensuring that high quality services are delivered by transforming service delivery and making a real difference to users and communities. Joint services will, therefore, result in more effective and efficient use of resources and in some cases lead to a reduction in costs.

7. HUMAN RESOURCES IMPLICATIONS

- 7.1 There may be Human Resources implications in relation to some of the elements outlined above. However, where this is the case separate reports on specific proposals and implications arising will be presented to Cabinet for consideration.

8. LEGAL/POLICY IMPLICATIONS

- 8.1 The proposals meet with the Council's stated position of participating in and working jointly with partners.

9. COMMUNITY PLANNING IMPLICATIONS

- 9.1 The proposals aim to produce more effective and efficient services which support the aims and aspirations of the Community Plan and its themes. The Council and Community Planning Partners have delivered a range of co-located facilities, based on local need and aimed at reducing bureaucracy and increasing productivity.
- 9.2 The Council and Community Planning Partnership has identified a number of areas where productivity and efficiency have the potential to be improved as part of the review of the Community Plan.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 There are no risk management implications arising from this report.

11. CONCLUSIONS

- 11.1 In furtherance of the Shared Services agenda the Pan-Ayrshire Group comprising the three Councils' Leaders and Chief Executives and representative of NHS Ayrshire and Arran, the former Scottish Enterprise Ayrshire, Strathclyde Police and Strathclyde Fire and Rescue continue to pursue those areas of activity identified above and other joint working arrangements within Ayrshire, building on the already sound basis which currently exists.
- 11.2 All of the foregoing information provides East Ayrshire Council with a sound basis for moving forward. It is important that as a Council we continue to push forward and develop the right opportunities for collaborative working, approaching in a structured/evidence based way to overcome any barriers and improve outcomes for our communities.

12. RECOMMENDATIONS

- 12.1 It is recommended that Cabinet:
- (i) endorses the steps taken and proposed to date, in respect of joint working arrangements Pan-Ayrshire;
 - (ii) agrees that the Executive Director of Finance and Corporate Support and other relevant officers report back to Cabinet annually on progress made;
 - (iii) notes that individual reports will be brought to the appropriate decision making forum as they arise; and
 - (iv) otherwise, to note the contents of the report.

Elizabeth Morton
Depute Chief Executive/Executive
Director of Neighbourhood Services
26 August 2010

Alex McPhee
Executive Director of Finance and
Corporate Support
26 August 2010

REFERENCE INFORMATION

LIST OF PAPERS ATTACHED

APPENDIX 1	Details of co-location facilities
APPENDIX 2	Details of all arrangements by Service Area
APPENDIX 3	Position Statement

BACKGROUND PAPERS

- (i) Audit Scotland (February 2010) *An Overview of Local Government in Scotland 2009*
- (ii) Audit Scotland (February 2010) *Improving Public Sector Efficiency*
- (iii) CIPFA (2010) *Sharing the Gain: Collaborating for Cost-Effectiveness*
- (iv) Sir John Arbutnott (2009) *Clyde Valley Review 2009*
- (v) CoSLA (July 2009) *Shared Services Position Statement*
- (vi) Various reports to the Joint Shared Services meetings.
- (vii) Cabinet Report (23 April 2008) – Integrated Service Delivery and Governance Modelling Project – Shared Services – Joint Working in Ayrshire.

Any person wishing further information on this report should contact Alex McPhee, Executive Director of Finance and Corporate Support, Tel (01563) 576279.

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GLOSSARY OF TERMS

ASG	Associated School Groups
CIPFA	The Chartered Institute of Public Finance & Accountancy
CoSLA	Convention of Scottish Local Authorities
CPD	Continuous Professional Development
ICT	Information and Communications Technology
ISDGM	Integrated Service Delivery and Governance Modelling
JAERG	Joint Ayrshire Economic Regeneration Group
SOLACE	Society of Local Authority Chief Executives

Dalmellington Area Centre

The Dalmellington Area Centre was the first of its kind in Scotland and has been recognised as the benchmark against which integrated public service provision is judged.

East Ayrshire joined with a range of agencies, including NHS Ayrshire and Arran through the Scottish Executive's Primary and Community Care Premises modernisation Programme, Strathclyde Police, Strathclyde European Partnership, Scottish Enterprise Ayrshire and the East Ayrshire Coalfield Social Inclusion Partnership in a true working partnership to provide highly accessible public services to residents in an area of identified need, all under one roof.

This development combines a comprehensive range of primary care services including GPs and dentists through an integrated single door approach with all local housing, social work and community education services, the local police station, high quality ICT support and training facilities as well as electronic service links to other government departments.

The success of the approach taken by project partners in the creation of the Dalmellington Centre has been recognised through the winning of a number of prizes and accolades. In 2002, it won the OPM prize for Public Management, the NHS Estates 'Building Better Healthcare Award 2002 and the Health Service Journal Management Award 2002.

Drongan Area Centre

The Drongan Area Centre followed close on the heels of the Dalmellington initiative and was opened in 2002. The centre accommodates the local police station, the Council's local office, together with two GP practices and a team base for the local mental health service staff.

Rankinston Health Clinic

The Rankinston Community Education Centre provided a makeshift surgery for visiting GPs. Whilst the location of the building was central within this small community, the facilities left considerable room for improvement. Ongoing partnership working identified the opportunity to site a modular building owned by NHS Ayrshire and Arran adjacent to the existing community centre on land owned by the Council and a local farmer.

This new facility cost around £115,000 and now provides built accommodation for GP's, practice nurses, other visiting health services and is an excellent example of what can be achieved by agencies joining together to make a significant local impact for a relatively modest investment.

Crosshouse Area Centre

The Crosshouse Area Centre is a joint partnership development between NHS Ayrshire and Arran and East Ayrshire Council which opened in April 2010. It will deliver and address the health, social and educational needs of the local population.

A site within Council ownership was identified for the facility and a Design team appointed to progress the implementation of this latest partnership development. The new build development incorporates: - 7 GP Consulting/Treatment Rooms; 4 Community Health Partnership Clinical/Consulting Rooms; a base for the Community Nursing Team; Podiatry Service; Library; Learning Centre and Local Office. The project was managed by East Ayrshire Council and was delivered on time and within budget.

The Centre is built on a site which already incorporates Crosshouse Nursery and Crosshouse Community centre, creating a community campus.

North West Kilmarnock Area Centre

The North West Kilmarnock Area Centre is the most ambitious co-location development in Ayrshire to date. The Centre has been identified as one of two hubs for the provision of health care services in East Ayrshire and brings together a raft of core primary care services with Council services.

The initiative goes a step further in meeting the needs of the community by co-locating a comprehensive mental health service, a nursery and family centre, social day care for older people and a community health café and fitness suite. The centre also provides a new 'teach and treat' dental facility and is at the forefront of implementing the Scottish Executive's policy of shifting the balance of care from hospitals closer to communities by providing out-patient services.

Following a visit by John Swinney MSP, Cabinet Secretary for Finance and Sustainable Growth, he praised the Centre as being the model which all public services should strive to achieve.

Stewarton Area Centre

The new community facility in Stewarton replaced the Institute Hall and Town House and provides residents with a variety of facilities conveniently situated under one roof.

The Centre includes:- a custom built Library where customers will find a wide range of services including books for all ages; free internet access and local and family history research facilities; Local Office; Social Work Services; Housing Services; Community Halls offering a range of recreational and leisure facilities and the local Police Office.

Stewarton opened in September 2008.

Patna

Council owned land was released to NHS Ayrshire and Arran to facilitate and develop a Community Campus (this will incorporate the Primary School; Community Centre; Library; Local Office and Sports Hall).

The new health facilities at Patna Area Centre opened in March 2010 and include: - Consulting and treatment rooms for the GP Practice; Pharmacy; Podiatry services and Community Health partnership facilities.

APPENDIX 2

Code:

1. EAC, NAC, SAC
2. 1 or 2 of Ayrshire Councils
3. Council(s) with other Agencies

Educational Services

- Additional Support Needs Assessment Group (1, 3 NHSAA)
- Ayrshire Educational Trust (1, 3 – Sheriff Court, Glasgow University, Strathclyde University, EIS, Workers' Educational Association and South Agricultural College)
- Ayrshire Music Festival (1)
- Ayrshire Special Games (1, 3 – NHSAA)
- Child Protection Training (1)
- Childcare and Recreation Information Services (1)
- CHLASP (1, 3 – NHSAA)
- CPD for Teachers (1)
- Fit Ayrshire Babies (1, 3 – NHSAA)
- Hearing Impairment: Grange Academy Hearing Impairment Unit (1)
- Hearing Impairment: Towerlands Primary School for Hearing Impaired Primary Pupils (1)
- Hearing Impairment: Educational Audiology (1)
- Hearing Impairment Peripatetic Service (1)
- Integrated Assessment Framework (1, 3 - NHSAA)
- SEEMIS (28 of 32 local authorities)
- Technicians' Services (1)
- West of Scotland CPCs (1, 3 – ex- Strathclyde authorities + Dumfries and Galloway)

Social Services

- East Ayrshire Alcohol and Drugs Partnership (2, EAC, NHSAA, POLICE, Strathclyde F&R, HMP Bowhouse, Procurator Fiscal Office)
- Ayrshire Domestic Abuse Training Consortium (1, 3 – NHSAA, Women's Aid, Victim Support)
- Ayrshire Mental Health Implementation Group (1, 3 – NHSAA)
- Ayrshire Panel of Social Work Complaints Review Committee Members (1)
- Community Justice Authority (1, 3 – Dumfries & Galloway plus community planning partners and third sector organisations)
- Child Protection Committee Chairs – Joint Work Plan (1)
- Children and Families/Criminal Justice Heads of Service Meetings (1)
- Health & Homelessness Group (1, 3 – NHSAA)
- Strategic Alliance (1, 3 – NHSAA)
- Community Health Partnership Structures (1, 3 – NHS)
- Adult Protection Co-Ordinators (1, 3-NHSA&A, POLICE, Care Commission)
- Joint Criminal Justice Committee (1 – currently being considered by Dumfries and Galloway)
- Learning Network (1, 3 – NHS)

- Scottish Criminal Justice Information System Integration (1, 3 – *Ex-Strathclyde Councils, Police, Courts*)
- Strategic Oversight Group (1 – *and Dumfries and Galloway*)

Community Services

- Access Projects (1)
- Ayrshire and Dumfries and Galloway Home Energy Project Group (1, 3 – *Dumfries and Galloway Council*)
- Ayrshire Archives (1)
- Ayrshire Joint Strategic Waste Management Group (1)
- Ayrshire Local Biodiversity Action Plan (1, 3 – *SNH , SEPA, SWT, SAC (Auchinruive), FC, FWAG, AJSPT, East Ayrshire Woodlands, Ayrshire Rivers Trust*)
- Cemeteries Advisory Group (1)
- Emergency Planning Mutual Support (1, 3 – *ex Strathclyde Councils, NHSAA, Police, Fire and Rescue and Coastguard*)
- Environmental Services Officer Group (1, 3 – *Inverclyde*)
- Fuel Poverty Group (1, 3 - *Residential Social Landlords, South West Scotland Energy Agency*)
- Future Museum (1, 3 - *Dumfries & Galloway , independent museums*)
- Grounds Maintenance Advisory Group (1)
- Library Forum (1, 3 – *Ayrshire Archive, National Library of Scotland, Paisley University, NHSAA, Scottish Agricultural, James Watt, Kilmarnock and Ayr Colleges*)
- Local Workplace Advisory Group (1, 3 – *NHS Safe & Healthy Working*)
- NHS Environmental Health Officer Group (1, 3 – *NHSAA, State Veterinary Service, Meat Hygiene Service, SEPA*)
- NHS Outbreak Control Team (1, 3 – *NHSAA*)
- Out of Hours Noise Monitoring Service (1)
- Pan-Ayrshire Joint Emergency Planning Team (1)
- Community Emergency Planning Operational Group (1, 3 – *NHSA&A*)
- *Pedometer Walking Project* (2, 3 – *EAC, NHSAA*)
- Private Water Supplies Working Group (1, 3 – *Inverclyde*)
- Recreation Partnership Project (2, 3 – *EAC, NHSAA*)
- River Ayr Way (2 – *EAC, SAC*)
- Rough Sleepers Initiative (1, 3 - *NHSAA*)
- SEPA/LA Liaison Group on Contaminated Land (1, 3 – *SEPA*)
- Shellfish Toxin Monitoring Programme (2 – *NAC and SAC*)
- South West Scotland Bereavement Benchmarking Group (1, 3 – *NAC, SAC, North Lanarkshire, South Lanarkshire, Renfrew, Inverclyde & Dumfries and Galloway*)
- Trading Standards Officer Group (1, 3 – *ex Strathclyde Councils*)
- Vehicle Emission Monitoring Group (3 – *Vehicle Operator Services Agency, Police*)
- Central Scotland Green Network (1, 3 – *Forestry Commission, all central Scotland LAs, Scottish Natural Heritage*)
- Whitelee Access Planning Group (2, 3 – *EAC, East Renfrewshire, South Lanarkshire, Forestry Commission, Scottish Power*)

- Ayrshire Biological Record Centre (1, 3 – Scottish Natural Heritage, Scottish Wildlife Trust, Ayrshire Rivers Trust)
- Galloway Forest Park Forum (2,3 – EAC, SAC, Forestry Commission, Dumfries and Galloway Council)
- Coalfield Environment Initiative (2, 3 – EAC, RSPB, Scottish Wildlife Trust, Scottish Coal)
- West of Scotland Institute of Sport (1, 3 - 10 other local authorities, Sportscotland, Governing Bodies of Sport)
- South West Scotland Regional Sports Partnership (1, 3 - Dumfries & Galloway, Sportscotland, Governing Bodies of Sport, University of South West Scotland)
- South West Regional Football Development Group (1, 3 - Dumfries & Galloway, South Lanarkshire, Football Governing Bodies)
- Ayrshire Badminton Satellite Cell (1, 3 - BadmintonScotland)

Planning, Economic Development and Transportation

- A76 Partnership Group (2, 3 - EAC, Dumfries & Galloway Council, SPT, Strathclyde Police and Dumfries & Galloway Police)
- A77 Safety Group (2, 3 – Dumfries and Galloway, Police, Amey, West Sound Radio)
- A70/71 Liaison Group (1, 3 – South Lanarkshire Council, SPT)
- Access to Healthcare Group (1, 3 – NHSAA, SPT, Stagecoach)
- Ayrshire and Arran Tourism Partnership (1, 3 – SEA, VisitScotland, Federation of Small Businesses, Ayrshire Chamber of Commerce and Industry, Chamber Tourism Forum, Private Sector)
- Ayrshire Chamber Tourism Forum (3 – SEA, Ayrshire Chamber of Commerce and Industry and private sector)
- Ayrshire Transport Group (1)
- Ayrshire Transport Model (1, 3 – SPT)
- Irvine – Kilmarnock PTF Bid – Quality Bus Corridor (2, 3 – EAC, NAC and Scottish Executive)
- Joint Structure Plan and Transportation Team (1)
- Joint Traffic Signal Maintenance Contract (1, 3 – East Renfrewshire and Inverclyde)
- Roads Development Guidelines (1)
- Roads Repairs and Gritting – Mutual Aid/Assistance (1, 3 – East Renfrewshire)
- Roads Working Group (1, 3 – ex Strathclyde Councils)
- SCOTS (1, 3 – all Councils)
- Strathclyde Partnership for Transport (1, 3 – ex Strathclyde Councils, SPT staff)
- Strathclyde Safety Camera Initiative (1, 3 – Police, ex Strathclyde Councils)
- West of Scotland Loan Fund (1, 3 – ex Strathclyde Councils)
- West of Scotland Road Safety Partnership (1, 3 – ex Strathclyde Councils)

Cross/Support Services

- All Ayrshire approved List of Contractors – Health and Safety Vetting Programme (1)
- Ayrshire Race Equality Partnership (1, 3 – NHSAA, Police, Procurator Fiscal)
- Community Planning Partnership (3 partnerships – 2, 3 - NHSAA, Police, Fire, Communities Scotland, SEA, SPT)

- Efficiency and Reform Fund Bid – ICT (1, 3 – NHSAA)
- Efficient Government Fund - Dialogue Youth (1, 3 – all Councils)
- Efficient Government Fund Bid Roads Asset Management (1, 3 – all Councils, Scottish Executive)
- Efficient Government Fund Projects – Citizen Account (2, 3 – EAC, NAC,, Inverclyde and Renfrewshire Councils)
- Joint Ayrshire Group (1, 3 – SEA, NHSAA, Police)
- Media Advertising (1)
- National Data Sharing Project (1, 3 – NHSAA, Police, Voluntary and Private Sectors)
- Procurement
 - 'Kerbsider' recycling vehicles (1)
 - Addiction Services (2, 3 EA, SA, NHSA&A)
 - Approved Construction Materials (1)
 - Authorities Buying Consortium (1, 3 – ex Strathclyde Councils)
 - Ayrshire Standing List of Contractors (1)
 - Disposal of IT Equipment (1)
 - Driver CPC Training Contract (1)
 - Electricity for street lighting (1)
 - Hire of Plant/Vehicles (1)
 - NESI – Joint Purchasing : Roadworks (1, 3 – South Lanarkshire, East Renfrewshire and Inverclyde Councils)
 - Road Salt (1)
 - Roads surface dressing (1)
 - Roads Minor Works Framework Contract (1)
 - Shared use of jetpatcher (2 – EAC, NAC)
 - Supply of Vehicle Parts (1)
 - Tyres (1)
 - Vehicle Maintenance (2, 3 – EAC, NHSAA)
 - West of Scotland Weather Centre provider (1, 3)
 - Wheelie Bins (1, 3)
- Recruitment Systems (1)
- Scottish Road Maintenance Condition Survey (1, 3 – all Councils)
- Skills Training Units and Vocational Training (1, 3 – SEA)
- Training and Development (1, 3 – NHSAA)

Internal Audit

- Absence Management (1)
- Energy Management (1)
- Internet Use/controls (1)

Joint Boards

- East Ayrshire Community Health Partnership Committee (1, 3 – NHSAA, Voluntary Sector, Community Federations)
- Fire and Rescue (1, 3 – ex Strathclyde Councils, Fire and Rescue)
- Police (1, 3 – Ex Strathclyde Councils and Police)
- Strathclyde Transport Authority (1, 3 –ex Strathclyde Councils, SPT, Network Rail and First ScotRail)
- Valuation (1, 3 – Assessor)

Co-location Projects with NHS

- Dalmellington (2, 3 – EAC, NHSAA, Police)
- Drongan (2, 3 – EAC, NHSAA, Police)
- Rankinston (2, 3 – EAC, NHSAA)
- North West Kilmarnock (2, 3 – EAC, NHSAA, Glasgow University)
- Crosshouse (2, 3 – EAC, NHSAA)
- Crosshouse Hospital (2, 3 – EAC, NHSAA)
- East Ayrshire Community Hospital (2, 3 – EAC, NHSAA)
- Stewarton (2, 3 – EAC, Police)
- Patna (in discussion) (2, 3 – EAC, NHSAA)
- Saltcoats (2, 3 – NAC, NHSAA)
- Largs (2, 3 – NAC, NHSAA)
- Millport (2, 3 – NAC, NHSAA)
- Irvine (in discussion) (2, 3 – NAC, NHSAA)
- Kilwinning (in discussion) (2, 3 – NAC, NHSAA)
- Kilbirnie (in discussion) (2, 3 – NHSAA)
- 3 Towns Healthy Living Centre (2, 3 – NAC, NHSAA)
- Girvan (2, 3 – SAC, NHSAA)
- Kincaidston, Ayr (2, 3 – SAC, NHSAA)
- Ayr Resource Centre (in discussion) (2, 3 – SAC, NHSAA)
- Mossblown (in discussion) (2, 3 – SAC, NHSAA)
- Ayr OT Store (in discussion) (2, 3 – SAC, NHSAA)
- Ayr 60-bed Care Unit (2, 3 – SAC, NHSAA)

Title	Description	Progress	Current Status
Building Standards	<p>Identified at the start of the Shared Services group as an area to be developed further. The three Councils have worked closely together since then and significant progress has been made on a number of work streams relating to Building Standards. Areas of best practice have been shared and service improvements implemented.</p>	<p>In August 2009, Cabinet agreed, in principle, to the development of a Pan Ayrshire Regulatory Service with one lead Council including Building Standards, Environmental Health and Trading Standards. A project board and project team are in place and work is ongoing.</p>	<p>Work is underway to progress the development of a Pan Ayrshire Regulatory Service.</p>
Emergency Planning	<p>The vision for the Pan Ayrshire Service is considered to be the delivery of first class integrated emergency planning and preparedness support service for Local Authorities, Emergency Services, NHS and possibly others in due course. The amalgamation of the Service across the three local authorities is seen as the first phase of a wider collaboration. This shared service was not principally aimed at achieving cost savings, but is seen as a more efficient and effective use of existing resources, future cost avoidance where possible and the provision of a more cohesive and co-ordinated service across Ayrshire.</p>	<p>Pan Ayrshire Civil Contingencies Team is in place and operating out of premises at Prestwick Airport</p>	<p>Completed - Ayrshire Civic Contingencies Team in place.</p>

Title	Description	Progress	Current Status
Environmental Health	<p>The Environmental Health Managers reported progress in all areas of work identified within the original programme. Close working ensured identification of areas for joint activity to ensure an efficient and consistent service across Ayrshire.</p>	<p>In August 2009, Cabinet agreed, in principle, to the development of a Pan Ayrshire Regulatory Service with one lead Council including Building Standards, Environmental Health and Trading Standards. A project board and project team are in place and work is ongoing.</p>	<p>Work is underway to progress the development of a Pan Ayrshire Regulatory Service.</p>
Records Management	<p>The original proposal was to mirror the role for Ayrshire Archives as a basis for a collective joined up approach to Records Management. The Ayrshire Records Management Group met regularly in 2007 to discuss the results of an electronic records survey that had been carried out to establish the use and management of electronic records and systems currently operating within each Council. The analysis aimed to identify any common issues in order to facilitate the potential to develop future shared systems and procedures.</p>	<p>In October 2006 a report to the group noted that potential savings would be relatively small and that the three councils may not be ready to move forward at the same time or purchase the same Electronic Document and Records Management System. It was recommended in 2007 that councils should monitor and report on their records management storage needs for an analysis for future needs with a view to potential collaboration on storage, either informally or on a more formal basis and a future requirement for estates/property managers in each of the Councils to meet and consider shared accommodation should a collaborative approach be agreed.</p>	<p>No further action has been taken.</p>

Title	Description	Progress	Current Status
Registration Services	<p>It was reported to the group in June 2006 that East Ayrshire Council has developed a more multi-function role for the provision of this service at a local level through Registration and Information Officers than is currently the case in the other two Council areas. At a national level, it is intended to introduce a single Registration district for the whole of Scotland during 2007 and also to continue further progress towards e-registration.</p>	<p>It was agreed that progress towards integration at an Ayrshire level should be seen as a medium-term opportunity that should be re-examined once the developments at a national level have taken place.</p>	<p>No further action proposed</p>
Trading Standards	<p>The three Trading Standards Managers took forward a programme of work and cooperated together on joint initiatives. Prior to the decision to move towards a pan Ayrshire service, work was being progressed in respect of joint authorisations.</p>	<p>In August 2009, Cabinet agreed, in principle, to the development of a Pan Ayrshire Regulatory Service with one lead Council including Building Standards, Environmental Health and Trading Standards. A project board and project team are in place and work is ongoing.</p>	<p>Work is underway to progress the development of a Pan Ayrshire Regulatory Service.</p>

Title	Description	Progress	Current Status
Co-location	<p>The most significant and high profile of our joint initiatives is where within each Council area, we co-locate services with Community Planning Partners. Ayrshire has been at the forefront of delivering joint premises initiatives where staff from a range of public sector agencies are co-located and working effectively together under one roof. Within East Ayrshire there are the following facilities - Stewarton Area Centre; Dalmellington Area Centre; North West Area Centre, Crosshouse Area Centre and Drongan Area Centre.</p>	<p>Building on the sound and successful partnership working through Community Planning in East Ayrshire, the Partners have identified a range of strategic commitments including shared services with shared management arrangements: working together to better plan develop and jointly deliver local services; and shared premises: ensuring improved access to a range of public services through co-location.</p>	<p>To be considered as part of the Council's Efficiency Strategy and additional opportunities taken forward as they are identified.</p>
Call Centres	<p>Identified at the beginning to be taken forward by ICT group who were tasked with identifying the scope of call centres across the 3 Ayrshire Councils and to consider areas for further inclusion. Initially proposed as a Shared Service Call Centre which would handle all transactional elements of HR Service.</p>	<p>This was pursued through an efficient government fund bid - details provided below.</p> <p>South Ayrshire Council has commissioned a new facility with the capacity to provide services for other organisations and discussions are taking place to identify opportunities specifically with NHS.</p>	<p>This area will be kept under review by the Head of Democratic Services.</p>

Title	Description	Progress	Current Status
Human Resources	<p>Identified at the beginning and includes NHS Ayrshire and Arran in respect of training and development. A number of proposals were identified including, shared service call centre; recruitment; training and development, health and safety; occupational health; employee relations and skills training unit. It was agreed that a Steering Group of the Heads of HR of the three Councils and NHS A&A would be a suitable vehicle for delivery and that they would be responsible for establishing sub-groups to undertake detailed reviews and provide recommendations as to how objectives could be delivered. Detailed reviews were to be undertaken by March 2007.</p>	<p>The final report on progress made between the three Ayrshire Councils and NHS Ayrshire and Arran in relation to shared services was considered by the October 07 meeting of the group. The three councils successfully let a single Pan Ayrshire shared service contract for Occupational Health provision and for Media advertising. The contracts commenced 2007. The three Councils and NHS A&A have established a catalogue of training materials to which shared access should be available and there was a review of generic training provision with opportunities identified in respect of pre-retirement courses and first aid training. It was noted that there was no current scope for gains in respect of IT course provision.</p>	<p>No further action proposed at this stage.</p>

Title	Description	Progress	Current Status
Open for Business Ayrshire	<p>This is the vision to have a virtual Ayrshire wide service "Open for Business Ayrshire" whereby any of our citizens would have the opportunity to access our services, as appropriate, through all of our offices and portals. The idea is that we work towards this vision by focusing on a number of services which are forming the solid foundations for future and more extensive joint service delivery which will be user focused, of high quality and innovative, which will produce efficiencies and increase productivity, which will be truly joined up and which will afford the opportunity to have in place strengthened accountability.</p>	<p>This vision was outlined in a letter to John Swinney, Minister for Finance and Sustainable Growth in July 2007, however, as detailed below, the Efficient Government Bid to secure funding to take this forward was not successful due to a change in approach nationally.</p>	<p>No further action proposed.</p>
Finance	<p>An early report to the group outlined a number of potential areas for sharing Finance related services. These included Internal Audit, Non Domestic Rates, Payroll, Tax Consultancy, Banking and Treasury Management, Council Tax, Creditor Payments, Housing and council Tax Benefits, and Financial Management.</p>	<p>In October 2006, the group agreed to postpone further work on a shared payroll service until Job Evaluation/Single Status is implemented.</p>	<p>Work in relation to Payroll is now going forward, with an option to utilise the North Ayrshire Council Payroll/HR system being investigated.</p>

Title	Description	Progress	Current Status
Internal Audit	Identified early on and Chief Auditors asked to identify joint working opportunities for Internal Audit Services across Ayrshire. A number of areas in which effective joint working could be achieved were identified and included - annual planning; integration of risk management; assignment planning; sharing and development of audit programmes; audit strategies and training initiatives.	3 joint audits were completed in the areas of Absence Management, Energy Management and Email and Internet arrangements. In addition, closer working relationships were formed among audit teams and information has been shared.	Audit Plans to be shared.

Title	Description	Progress	Current Status
Roads and Transport	<p>A number of areas of work have been investigated and taken forward in this service area since 2002, particularly in relation to joint procurement and sharing best practice. Examples include the purchase of a jet patcher; micro surfacing contract; joint procurement of plant and materials for surface dressing (North and East Ayrshire); minor works contract and traffic signal maintenance, which included the 3 Ayrshires and Inverclyde.</p> <p>It was reported to the Ayrshire Shared Services Group in June 2008 that a proposed scheme to deliver efficiency gains by setting up a system to coordinate the daily demands for health and social transport currently provided by the Council, Scottish Ambulance Service, Health Boards and voluntary sector providers was cancelled. The shared services transport group expressed disappointment and noted that they thought there would be value in developing a pilot scheme. However, work is still being taken forward by the Joint Improvement Team who published a report on Reshaping Care for Older People: Transport in June 2010 which indicated that further guidance will be issued shortly.</p>	<p>A transport report in September 2009 recommended a review of transport across the three Councils to encompass all activities carried out within the transport units as well as reviewing management of fleet operations within other departments such as ESS and make recommendations for efficiency saving opportunities and identification of best practice. A Roads report to the Group in December 2009 concluded that there is potential for more formal arrangements to enable a shared service approach to the delivery of Roads and Transportation Services, including investigating the sharing of strategic services and potential for a single delivery model for road maintenance. It is envisaged that local road teams could continue to manage and deliver revenue and capital budgets within their own Council area and that a pan Ayrshire approach would allow the expertise and experience of staff to be shared.</p>	<p>Option to develop an all Ayrshire Service with divisional teams under discussion at Head of Service level.</p>

Title	Description	Progress	Current Status
Sport and Leisure	An early discussion paper (June 2006) was submitted to the group outlining Trust Management Potential Options for Sports and Leisure Services management across Ayrshire	No further reports to Shared Services Group	The Council's Efficiency Strategy includes a review of alternative delivery models.
Education	A number of areas were put forward to the Shared Services group in March 2007. These were curriculum development and CPD for teachers; Arts in Education; Additional Support for Learning; Psychological Service; Quality Development; Enterprise in Education. It was agreed that Directors would organise meetings of the relevant officers to take forward the agreed developments.	The last report to the group was in October 2007, at that time progress had been made across a number of key areas, including joint curriculum development work, joint training, additional support for learning network, joint working group on recommendations for work experience, joint conference and support and training for childminders and integrated children's services training. Further, it was agreed that the three authorities would continue to explore new opportunities for shared services as they emerge.	Work in Progress.

Title	Description	Progress	Current Status
Fostering	<p>Joint work on fostering was examined with a view to reducing reliance on external and residential school or secure placements and to enhance the number and location of internal placements. A number of areas of work were considered in relation to further opportunities for increased collaboration on the provision of fostering services across the three Ayrshire councils and NHS Ayrshire and Arran, , including advertising, needs assessment, placements, and procurement.</p>	<p>Following a report to the Joint Ayrshire shared services group in October 2008 it was agreed not to progress work on a number of areas in relation to the provision of fostering, as it was agreed that there was little scope at the time for any meaningful activity and some aspects would be more manageable within existing local authority structures. The group agreed that there is still scope to consider future potential, and the matter will remain on the agenda of the group for future consideration.</p>	<p>Kept under review by the Head of Service - Children and Families.</p>
Joint Cleaning Initiative	<p>Each of the three Ayrshire Councils and NHS Ayrshire and Arran issue equipment on a loan basis to large numbers of individuals to assist them to remain at home or prevent admission to/aid discharge from hospital. North Ayrshire Council commissioned a new Occupational Therapy store with dedicated cleaning area and recommended that capacity could be used by others if agreement could be reached on sharing the costs.</p>	<p>In October 2006 - the group agreed not to consider this area further</p>	<p>In house arrangements already in place.</p>

Title	Description	Progress	Current Status
Sensory Impairment	A proposal was put to the East Ayrshire Community Planning Joint Officers Group by NHS Ayrshire and Arran to jointly commission a range of communication systems for people with sensory impairment. The Joint Officers Group recommended that the proper route to determine this further would be the Shared Services Group. As such, the group were asked to consider the matter in December 2006.	The Shared Services group agreed to remit to the appropriate officers to progress the proposals contained within the paper.	This was overtaken by the national position to undertake a national procurement exercise. However, there have been delays and further information is awaited.
Hub Initiative	The overarching objective of the hub programme is described as being “to improve the efficiency of community infrastructure delivery – with a particular emphasis on supporting the provision of more joint services across local authorities, health boards, and other community partners.”	There are two pilot regions (from five regions identified), where a hub joint venture will be formed between the public and private sector - South East and North.	Keep under review.
Parenting Handbook	The Parenting Handbook was a joint venture by the Child Protection Committees of South, North and East Ayrshire. The handbook offers ideas and information to help parents with information on a range of issues and advice. It gives contacts and sources of further information and lists warning signs of particular difficulties and offers helpful tips.	The Parenting Handbook was launched at the March 2007 meeting of the Shared Services Group.	Completed - Handbook Issued.

Title	Description	Progress	Current Status
Efficiency Reform Bid	A revised ICT Bid was submitted to the National Shared Services Board, and incorporated feedback following the rejection of an earlier bid. This was seen as a critical step in moving towards 'Open for Business Ayrshire' goal. The adoption of business processes based on common systems which form the main tenet of the bid would have led to achievement of that goal. The main elements of the bid were a Shared Correspondence Distribution Centre and Shared ICT Disaster Recovery.	The bid was put on hold while the Board were considered the outcomes of the Edinburgh and Glasgow Pathfinder projects and decided that they should set out a strategic operating framework to ensure that any future projects would maximise the best outcomes of the pathfinder projects or add value to the strategic process.	No further action.
Non Domestic Rates	Leaders and Chief Executives agreed early on to the introduction of one non-domestic rates system to cover the 3 Ayrshire authorities and that this section should be based in South Ayrshire Council due to the proximity to Ayrshire Valuation Joint Board. It was recommended that a project team be established to take forward the proposal.	The Shared Services Group agreed in October 2008 that a Shared Non Domestic Rate Service would not be taken forward at that stage.	Work to strengthen capacity and may look to develop with other Councils.

Title	Description	Progress	Current Status
Business Gateway	Report to the Shared Services Group in June 2008 provided an update on the Business Gateway following the demise of Scottish Enterprise Ayrshire and agreement that NAC would be the lead authority. The report noted that progress had been satisfactory and that a body of Lead Officers is in place to exchange best practice and discuss common issues.	The Business Gateway is in place with NAC as the lead authority.	A review of the outcomes of the Business Gateway is underway including consideration of alternative models.
National Approach to Shared Services	The Diagnostic Pathway is a toolkit that provides a way of looking at support activities across all services. It is a strategic, national approach that has been approved by the National Shared Service Board for Local Government, and funded by the Scottish Government. The model captures and distils the knowledge and experience of pathfinders, early adopters and external experts. The Diagnostic Pathway is designed to help Councils to analyse how delivery is supported across its own organisation; compare support effectiveness across all services; validate and identify opportunities for improvement and change ; underpin decisions for a clear improvement process; provide evidence to inform future investment in service delivery. Four Business Reviews were identified for taking forward as a result of the Shared Services Diagnostic Exercise.	Creation of a Central Purchasing Unit.	The Central Purchasing Unit is now in place.
		ICT Support Provision for Schools.	The Review of ICT and Technical Support to Schools was approved by Cabinet on 21 April 2010.
		Clerical/admin support functions across the Council.	Phase 1 of the review 'Business Review of Admin and Support Structures within ESS was approved by Cabinet on 16 December 2009.
		Corporate Document Image Processing System.	Work in Progress.

Title	Description	Progress	Current Status
Public Sector Property Group	This group was established to take forward the joint premises/asset management agenda.	A work plan is in place and includes 13 specific outputs, including forming a common database; integrating strategies; benchmarking; colocation; working closer with planning authorities; sharing expertise. In December 2009, the group having had its fourth meeting, reported to the Shared Services Group. A schedule of meetings is in place for 2010 and actions are being progressed by a sub group of key officers. There have been five meetings already this year, including sessions arranged to discuss specific topics. The next meeting will take place on 8 November 2010.	Work in Progress.
Strategic Planning/Ayrshire Joint Structural Committee	The original joint committee's main function was to prepare a key statutory document on behalf of Councils, but much of that work is now subsumed into the new style local development plan. The key emphasis of the new joint planning service, rather than to prepare single statutory plan, is to provide a much more broadly based support to Councils through a much more integrated working arrangement with individual councils' employees.	Agreed October 2008 to the establishment of the Ayrshire Joint Planning Steering Group and the Support Team; and to remit to Heads of Planning to convene the first meeting of the Ayrshire Joint Planning Steering Group.	In place.

Title	Description	Progress	Current Status
Regional Advisory Board	Discussed at the Shared Services Group March 2009 - Councillor O'Neill, NAC, tasked with contacting CoSLA to ascertain if a response had been sent to Scottish Enterprise Ayrshire on the proposal for Local Authority representation on the newly created board.	Updated provided June 2009 on the first meeting of the board which gave details of the structure of the meeting and business discussed.	Confirmed that representation will be rotated on an annual basis.
ICT in Schools	In March 2009, it was agreed that there should be an assessment of continued need for an Ayrshire Technicians Service. It was further noted that EAC were reviewing provision of ICT and Technician Support in Schools.	In December 2009 it was reported that EAC were reviewing provision of ICT and Technician Support to schools and that a report on the Technicians Service should be submitted to the next Shared Services meeting.	The Review of ICT and Technical Support to Schools was approved by Cabinet on 21 April 2010.
Outdoor Education	The Ayrshire Shared Services Group agreed to explore joint working opportunities for outdoor education and focus on retaining outdoor educational school trips within the Ayrshire area.	No further reports to Shared Services Group	No further action.

Title	Description	Progress	Current Status
Arbuthnott/Clyde Valley Review	<p>The Clyde Valley Review is seen as a key driver for Shared Services. In addition to a number of other areas, the report recognises that local authorities and health boards share a number of joint outcomes, targets and resources and notes that while a lot of work has taken place to improve structures and joint working, it needs to go further to evidence improved health and care in the community.</p>	<p>A joint workshop, involving the three Ayrshire Councils and NHS Ayrshire and Arran, was held on Thursday 4 March 2010 to assess the findings in detail against the health and social care aspects, report progress against work already undertaken within Ayrshire and to discuss the wider implications. A follow up report on this will be submitted to the Strategic Alliance and Community Planning Partnership Board.</p>	<p>Work in Progress.</p>
Social Services	<p>Directors of Social Work across the three Ayrshires were asked by the Chief Executives to consider key areas of spend and opportunities for shared services both within Councils and also within the relationship with the NHS. During 2009, a number of actions were agreed in respect of social services.</p>	<p>On 23 December 2009, the Joint Ayrshire Shared Services Group agreed to look at Social Services standby arrangements for shared services. It was agreed that officers look at a range of options, including the possibility of all Ayrshire joining up with North Lanarkshire. It was agreed that a further report will be made to a future Shared Service meeting. In addition, significant work is ongoing in relation to the Integrated Resource Framework. This forms a key element of Strand 1 of the Council's Efficiency Strategy and progress will be reported on a regular basis to CMT and the Budget Working Group.</p>	<p>Work in Progress.</p>

Title	Description	Progress	Current Status
<p>Joint Ayrshire Economic Regeneration Group</p>	<p>During 2009, the Pan Ayrshire Shared Services Group agreed the establishment of a Joint Ayrshire Economic Regeneration Group (JAERG). The group includes representation from the three Ayrshire Councils, Scottish Enterprise and the Private Sector. The primary role of the group is to identify key strategic inhibitors which require to be addressed at an Ayrshire level in order to maximise sustainable economic growth for the local economy, to address recessionary issues and to take the necessary action to remove such inhibitors. Three areas were identified for focus - infrastructure, key industry sector development and tourism</p>	<p>An Ayrshire Economic Workshop was held at Grange Academy on Monday 15 March 2010, and was led by the Scottish Government. It was agreed at the workshop that JAERG would be the key channel for working closer with the business community and industry in taking forward the four priorities identified. These priorities were: Marine and Coastal (Lead – North Ayrshire Council); Engineering (Lead – South Ayrshire Council); Renewables (Lead – Scottish Enterprise); Food and Drink (Lead – East Ayrshire Council).</p>	<p>Work in Progress.</p>
<p>Future of Tourism in Ayrshire</p>	<p>Agreed in September 2009 that Chief Executives advance work on branding and report back to the Joint Ayrshire meeting.</p>	<p>A report has still to be made to the Joint Ayrshire Economic Regeneration Group.</p>	<p>Work in Progress.</p>
<p>Psychological Services in Schools</p>	<p>This was first considered in March 2007 when a report outlined where areas of joint co-operative working could be expanded, including cross authority case management, continuous professional development, shared development of documentation and procedures and resource development.</p>	<p>At the December 2009 meeting it was agreed that the Directors of Education in the three authorities should look at options for shared services in this area and any others within Education, to include looking again at Quality Improvement</p>	<p>Work in Progress.</p>

Title	Description	Progress	Current Status
Licensing of Private Security Contractors	East Ayrshire Council reported to the Shared Services Group that the Council had made a resolution requiring that all private security contractors, whether as a principal or sub-contractor, will require to be registered by the Security Industry Authority under their approved contractor scheme before they can undertake security work on behalf of the Council	Noted in December 2009 that SAC had made a similar resolution; that NAC would also take a similar approach; and that NHS Ayrshire and Arran would ensure any security contracts would also be subject to these provisions.	Completed.