

EAST AYRSHIRE COUNCIL

CABINET – 17 AUGUST 2011

SHARED SERVICES - JOINT WORKING IN AYRSHIRE

Report by 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 over the last twelve months. The report also asks Members to approve the allocation of funds to allow for the establishment of a Shared Services Development Fund.

2. BACKGROUND

- 2.1 The Council has had an excellent record of partnership working since 1995, reflecting the 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 1.
- 2.2 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. A Pan Ayrshire Group involving the Leaders and Chief Executives of North, South and East Ayrshire Councils and representatives of NHS Ayrshire and Arran, together with relevant senior officers has 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 Ayrshire Shared Services Group has developed a work plan which has been kept under review and prioritised as required. The group meets approximately six times per year to discuss progress and to reach agreement on additional areas of work to be taken forward. In order to ensure clarity on the roles of the various shared services groups in place, the name of the Ayrshire Shared Services Group has been changed to the Ayrshire Shared Services Executive.

3. AYRSHIRE SHARED SERVICES PROJECT BOARD

- 3.1 As reported in the last annual report to Cabinet, the Ayrshire Shared Services Group, now known as the Ayrshire Shared Services Executive, agreed to establish a small dedicated Project Board to drive forward the shared services agenda across Ayrshire. The Board is responsible for overseeing commissioning, monitoring and reporting of all shared services projects between any or all of the partners, and is comprised of a Senior Officer from East Ayrshire Council, North Ayrshire Council, South Ayrshire Council, and NHS Ayrshire and Arran.
- 3.2 The Board meets on a monthly basis and has provided a renewed focus for driving forward the Shared Services agenda in Ayrshire, ensuring that all work forms part of an action plan which details current and future areas of shared services work, within suitable timeframes. The Project Board engages with other partners and agencies as appropriate, including engagement with Community Planning Partners to identify and progress cross partner shared services opportunities.
- 3.3 A number of areas have been investigated throughout the year, and details are provided in Section 5 of this report.

4. PROJECT MANAGER

- 4.1 A Shared Services Project Manager was appointed jointly by the three Ayrshire Councils in May 2011. The appointment is for an initial period of two years. As a priority, the postholder has been tasked with ensuring the Pan Ayrshire Regulatory Service is operational by June 2012.

5. PROGRESS IN EAST AYRSHIRE

- 5.1 The following paragraphs summarise the progress made in relation to a number of key areas over the last year.

Pan Ayrshire Regulatory Service

- 5.2 Work in respect of the Pan Ayrshire Regulatory Service has been moving forward. The Project Board and Project Team continue to meet formally on a monthly basis to ensure that matters are being progressed timeously and that deadlines are being met. The work undertaken since the appointment of the Project Manager has focussed on governance arrangements, operational structures and the financial model for the shared service. Detailed reports on all three areas are due to be considered at a meeting of the Project Board arranged for September 2011.
- 5.3 A monthly communication is issued to all employees within Building Standards, Environmental Health and Trading Standards. The employee bulletin is issued after each meeting of the Project Team and employees are given the opportunity to feed back directly to the Shared Services Project Manager.

- 5.4 It is expected that the detailed business case and project plan to take forward implementation of the Pan Ayrshire Regulatory Service will be submitted to Council for approval by the end of the calendar year.

Roads

- 5.5 The Heads of Service at each of the three Ayrshire Councils have been progressing matters in respect of shared services. Detailed reports have been to the Ayrshire Shared Services Project Board and Ayrshire Shared Services Group throughout the year and an outline business case is currently being developed.
- 5.6 A detailed option appraisal has been carried out in respect of Roads and two viable options have been identified. Further detailed appraisal is being performed in respect of the two options, with a report detailing the benefits and savings of the two options, to be provided to the Project Board in September.
- 5.7 It is worth noting that there are already many examples of joint working in this area. These relate primarily to physical activities such as the procurement of salt, surface dressing, traffic signal contracts and the All Ayrshire Framework Contract for the procurement of external contractors for minor civil engineering projects.

Social Work – Standby Arrangements

- 5.8 A report to Cabinet in June 2011 set out the progress in relation to Social Work Standby Arrangements. Following agreement through the respective governance arrangements of each of the Ayrshire Councils, notice was served to Glasgow City Council of the intention to leave the West of Scotland Standby Service by April 2012.
- 5.9 A pan-Ayrshire Working Group was established, comprising of senior social work officers across disciplines from each Ayrshire Council, to develop a service that will meet the needs of the communities within Ayrshire and Arran.
- 5.10 A service delivery model has been agreed by the three Councils. In terms of effectiveness the outcomes of the service are anticipated to be in respect of higher quality interventions that mitigate against spend in other budget lines. Outcome measures will be developed to evidence impact and performance of the service.
- 5.11 It has been agreed by the three Councils to appoint a Project Manager to support development and inauguration of the new service. It has been further agreed that the post will be reviewed following one year of operation, with any changes implemented from April 2013.

Ayrshire Joint Strategic Waste Management Project

- 5.12 As reported to Cabinet on 15 June 2011, the Ayrshire Joint Strategic Waste Management Project Group was established to procure a residual waste management solution to comply with the EU waste directives, and the Scottish Government's Zero Waste agenda as they apply to the three Ayrshire Councils.
- 5.13 The Project is supported by Council staff from the three authorities in respect of financial, procurement, legal and waste management issues. Support on planning issues is provided by the Ayrshire Joint Planning Unit.
- 5.14 Due to the delayed approval of the Scottish Zero Waste Regulations and given that the joint residual waste treatment facility will involve a 25 year operating contract it was agreed that it would be prudent to delay consideration of the Outline Business Case until the Zero Waste Regulations 2011 are ratified, which is anticipated later this year.

Ayrshire Economic Partnership

- 5.15 The objective of the Ayrshire Economic Partnership is to 'focus on issues and clearly identified outputs which will have a positive and lasting economic benefit on Ayrshire'. The members of the Ayrshire Economic Partnership (AEP) are the three local authorities, Scottish Enterprise, Ayrshire Chamber of Commerce & Industry and a representative of the business community from each of the Council areas.
- 5.16 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.
- 5.17 The AEP continues to meet six times a year. A significant area of work has been in respect of tourism, and on 14 February 2011 AEP members signed a statement to 'Love Ayrshire' as a symbol of their commitment to work together to increase tourism across Ayrshire and Arran. A draft Ayrshire Tourism Strategy was agreed for consultation in June 2011 by the AEP and the decision making bodies of the three Ayrshire Councils.
- 5.18 The other areas of work being taken forward by the AEP are as follows:
- Marine and Coastal (Lead – North Ayrshire Council);
 - Engineering (Lead – South Ayrshire Council);
 - Renewables (Lead – Scottish Enterprise);
 - Food and Drink (Lead – East Ayrshire Council).

Ayrshire Public Sector Property Group

- 5.19 A constitution for the Ayrshire Property Group was prepared early in 2011 and agreed by the Shared Services Project Board. The constitution provides a framework for co-operation to facilitate joint working between the member organisations in the use of properties and associated assets in order to improve efficiencies, closer working relationships and shared services.
- 5.20 The group will ensure that the planning of property developments, disposals, excambions and leases are considered by all members.

Education – Psychological Services

- 5.21 It was agreed that this area in itself did not present a significant opportunity to share services. Each Council has a relatively small team of officers and it was agreed that any savings in this area alone would be limited. However, the area remains on the agenda and will be kept under review.

Health and Safety

- 5.22 Work was undertaken to compare and review the health and safety arrangements across the three Councils and NHS Ayrshire and Arran. Of particular note was the fact that each organisation has a very different approach to the management of their health and safety arrangements.
- 5.23 The Project Board has agreed that while there are areas of work within health and safety which could be done better through more joint working and collaboration, there would be little benefit in creating a shared service at this time.

Risk Management and Insurance

- 5.24 The Project Board agreed that there was little scope for a shared service in this area at this stage. However, it was recognised that there are opportunities for joint working, particularly in respect of sharing knowledge and training. In particular, it was noted that although the overall purpose of the Risk Management and Insurance function is broadly similar across the organisations, separate cultures, roles, responsibilities and risk appetites presently exist.

ICT

- 5.25 Following a report from the group set up to look at opportunities in respect of ICT, it was agreed that while there may not be any quick wins, there may be opportunities to deliver savings together incrementally. It was agreed to move forward as follows:
- Look at how we can continue joined up working, including looking at the practicality of joining up networks;

- Look at standardisation over a period of time. Before making any significant investments, we should talk to each other and establish whether there may be opportunities to share costs;
- Wherever possible, if we can purchase jointly, then we should;
- Look at big contracts – when do they come to an end, and can we plan for the future;
- Should look at converging IT as part of looking at other shared services;
- Establish a culture of sharing plans and identifying opportunities and bring together more formally.

Internal Audit

- 5.26 A scoping paper was submitted to the December Project Board meeting, and it was agreed not to progress further at this time. Reasons for not progressing included the critical role each internal audit section plays within its organisation and agreement that this was effectively managed by each individual organisation. In addition, it was noted that potential savings from bringing the sections together were low.

CCTV

- 5.27 A working group has been reviewing the potential to develop CCTV arrangements and call monitoring services on a pan Ayrshire basis, and to make recommendations for progressing this agenda. In particular, the group has been looking at CCTV and monitoring services for the Community Alarm Service. This work is at a relatively early stage with an initial scoping report having been considered by the Project Board in August.

Customer Services

- 5.28 An initial scoping paper in relation to this area of work was considered by the Project Board at the beginning of 2011. The group had carried out an initial examination into a number of areas including switchboard services, call centre and online services. Further work has been requested by the Project Board, and a report is expected in September.

Other Areas under Investigation

- 5.29 A number of other areas have been identified within the Project Board's action plan, including procurement and legal services; however, scoping work has yet to get fully underway in these areas.

6. SHARED SERVICES DEVELOPMENT FUND

- 6.1 To ensure that work in relation to shared services is taken forward quickly and to guarantee that required resources are available it is proposed that a Shared Services Development Fund, of £0.150m is established by the three Councils.

6.2 Cabinet is asked to approve the allocation of £50,000 to the fund. Decisions on the use of the fund will be taken by the Shared Services Project Board and reported to the Shared Services Executive.

7. UPDATE ON THE CLYDE VALLEY REVIEW

7.1 The Clyde Valley Review was published towards the end of 2009 and was seen as a key driver for Shared Services. This report provides a brief update to Cabinet on the work being taken forward within the Clyde Valley as a result of the review, as reported within the public domain.

7.2 The Leaders of the Clyde Valley Councils met on 13 June 2011 and agreed to explore the opportunities to share services and resources in four key areas. It was agreed that options would be developed further across four key workstreams during the summer and that the Clyde Valley Councils will decide in the autumn which options they wish to pursue.

7.3 The four workstreams being developed are as follows:

- Support Services - led by East Renfrewshire and Inverclyde;
- Waste Management – led by North Lanarkshire Council;
- Health and Social Care – led by Renfrewshire Council; and
- Social Transport – led by Glasgow City Council.

8. FINANCIAL IMPLICATIONS

8.1 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. There is a focus on pursuing opportunities which will result in reduced costs.

8.2 The proposed contribution to the Shared Services Development Fund will be met from uncommitted General Fund balances.

9. HUMAN RESOURCES IMPLICATIONS

9.1 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.

10. LEGAL/POLICY IMPLICATIONS

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

11. COMMUNITY PLANNING IMPLICATIONS

- 11.1 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.
- 11.2 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.

12. RISK MANAGEMENT IMPLICATIONS

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

13. CONCLUSIONS

- 13.1 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.
- 13.2 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.

14. RECOMMENDATIONS

- 14.1 It is recommended that Cabinet:
- (i) endorses the steps taken and proposed to date, in respect of joint working arrangements Pan-Ayrshire;
 - (ii) approves the commitment of £50,000 to establish a Shared Services Development Fund;
 - (iii) agrees that the Executive Director of Finance and Corporate Support and other relevant officers report back to Cabinet annually on progress made;
 - (iv) notes that individual reports will be brought to the appropriate decision making forum as they arise; and
 - (v) otherwise, to note the contents of the report.

Alex McPhee
Executive Director of Finance and Corporate Support
8 August 2011

LIST OF PAPERS ATTACHED

APPENDIX 1 Details of all arrangements by Service Area

BACKGROUND PAPERS

None

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

Implementation Officer: Alex McPhee, Executive Director of Finance and Corporate Support (Alex.Mcphee@east-ayrshire.gov.uk)

APPENDIX 1

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)
- East Ayrshire Domestic Abuse Forum (2, EAC, NHSAA, Strathclyde Police, East Ayrshire Women's Aid, Victim Support, Community Safety Partnership, Procurator Fiscal's Office, Childrens Reporters Association, East Ayrshire Zeor Tolerance Group)
- 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)
- Ayrshire Criminal Justice Partnership (1)
- 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)
- Joint Monitoring of External Providers (1)
- 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)

Neighbourhood 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, University of West of Scotland, NHSAA, Scottish Agricultural, James Watt, Kilmarnock and Ayr Colleges)
- Local Workplace Advisory Group (1, 3 – NHS Safe & Healthy Working)
- Pan-Ayrshire Joint Emergency Planning Team (1)
- Community Emergency Planning Operational Group (1, 3 – NHSA&A)
- Recreation Partnership Project (2, 3 – EAC, NHSAA)
- River Ayr Way (2 – EAC, SAC)
- Rough Sleepers Initiative (1, 3 - NHSAA)
- South West Scotland Bereavement Benchmarking Group (1, 3 – NAC, SAC, North Lanarkshire, South Lanarkshire, Renfrew, Inverclyde & Dumfries and Galloway)
- 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)

Environmental Health/Trading Standards

- 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)
- Private Water Supplies Working Group (1, 3 – Inverclyde)
- SEPA/LA Liaison Group on Contaminated Land (1, 3 – SEPA)
- Shellfish Toxin Monitoring Programme (2 – NAC and SAC)
- Trading Standards Officer Group (1, 3 – ex Strathclyde Councils)

Cross/Support Services

- 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

- 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)