

**EAST AYRSHIRE**

**COMMUNITY PLANNING PARTNERSHIP BOARD – 16 DECEMBER 2010**

**SHARED SERVICES - JOINT WORKING IN AYRSHIRE**

**Report by the Executive Director of Finance and Corporate Support, East  
Ayrshire Council**

**1. PURPOSE OF REPORT**

- 1.1 This report updates members of the Community Planning Partnership (CPP) Board on progress in relation to the Shared Services Agenda and the work undertaken on a Pan-Ayrshire basis in this respect.

**2. BACKGROUND**

- 2.1 East Ayrshire Community Planning Partnership has had an excellent record of partnership working since 1995. The commitment of the organisations involved 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 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.
- 2.3 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."
- 2.4 The Chairs 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

### **3. AYRSHIRE SHARED SERVICES GROUP**

- 3.1 A Pan Ayrshire Group involving the Leaders and Chief Executives of North, South and East Ayrshire Councils, representatives of Scottish Enterprise, NHS Ayrshire and Arran, Strathclyde Police and Strathclyde Fire and Rescue 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.
- 3.2 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.
- 3.3 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.

### **4. AYRSHIRE SHARED SERVICES PROJECT BOARD**

- 4.1 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 a Senior Officer from East Ayrshire Council, North Ayrshire Council, South Ayrshire Council, and NHS Ayrshire and Arran.
- 4.2 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.

### **5. CPP BOARD CHIEF OFFICERS' DEVELOPMENT EVENT**

- 5.1 The CPP Board Chief Officers' Development Event on 9 December 2010 will provide an opportunity to look at shared commitments. The work detailed within this report demonstrates the good work ongoing across the three Ayrshire Councils and NHS Ayrshire and Arran. However, it is recognised that there may be further opportunities to be realised in conjunction with other partners.

## **6. CLYDE VALLEY REVIEW**

6.1 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.

6.2 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.

6.3 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 discuss the wider implications.

6.4 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**

6.5 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.

6.6 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**

- 6.7 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**

- 6.8 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 Waste, Planning, Finance and Procurement officers from the three Ayrshire Authorities.
- 6.9 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**

- 6.10 Roads and Transport feature on the current work plan of the Ayrshire Shared Services Group. Information is provided at paragraphs 7.20 – 7.24.

### **Shared Property Management and Office Hubs**

- 6.11 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 7.14 – 7.16. 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 7.12 – 7.13.

### **Joint Development of Support Services**

- 6.12 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**

- 6.13 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**

- 6.14 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**

- 6.15 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 7.7 – 7.11.

## **7. PROGRESS IN EAST AYRSHIRE**

- 7.1 The following paragraphs detail the progress made in relation to a number of key areas over the last year only. Scoping work has also been commissioned by the Ayrshire Shared Services Project Board in relation to a number of additional areas.

### **Regulatory Services**

- 7.2 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.
- 7.3 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.
- 7.4 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.

- 7.5 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.
- 7.6 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**

- 7.7 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.
- 7.8 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, namely infrastructure, key industry sector development and tourism.
- 7.9 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.
- 7.10 An All-Ayrshire Economic Workshop, led by the Scottish Government, was convened 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 more closely 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); and
  - Food and Drink (Lead – East Ayrshire Council).
- 7.11 In addition to the priorities listed above, East Ayrshire Council has been leading on Tourism across Ayrshire.

## **Public Sector Property Group**

7.12 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.

7.13 A schedule of meetings is in place for 2010 and actions are being progressed by a sub group of key officers. There have been six meetings already this year, including sessions arranged to discuss specific topics. With regard to the hub initiative outlined at 7.17 - 7.19, 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.

## **Co-location**

7.14 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.

7.15 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.

7.16 An evaluation is currently ongoing in respect of co-location facilities.

## **HUB Initiative**

7.17 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.

- 7.18 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.
- 7.19 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](http://www.hubscotland.org.uk))*

### **Roads and Transport**

- 7.20 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.
- 7.21 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.
- 7.22 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.
- 7.23 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.
- 7.24 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 the Council's Cabinet, as appropriate.

### **Social Work – Standby Arrangements**

- 7.25 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.

## **8. CONCLUSIONS**

8.1 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, Scottish Enterprise, 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.

8.2 All of the foregoing information provides East Ayrshire Community Planning Partnership with a sound basis for moving forward. It is important that as Partners 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.

## **9. RECOMMENDATIONS**

9.1 It is recommended that the Community Planning Partnership Board:

- i) considers further opportunities for shared services across the partnership;  
and
- ii) otherwise notes the content of this report.

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**East Ayrshire Council**  
**1 December 2010**

## **GLOSSARY OF TERMS**

<b>ASG</b>	Associated School Groups
<b>CIPFA</b>	The Chartered Institute of Public Finance & Accountancy
<b>CoSLA</b>	Convention of Scottish Local Authorities
<b>CPD</b>	Continuous Professional Development
<b>ICT</b>	Information and Communications Technology
<b>ISDGM</b>	Integrated Service Delivery and Governance Modelling
<b>JAERG</b>	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.

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 (Auchincruive), 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)