

## APPENDIX B

### Partnership Principles

1. Senior stakeholders agreed the following overarching principles upon which the shared ICT service will be founded.
2. **Our ICT service** is a three-way partnership based on **twelve partnership principles**. Our ICT service is:
  - I. **Part of the family**, they are our in-house service and an important part of our team in each organisation.
  - II. **Modern and forward-looking**, working closely with our digital strategists to transform our organisations.
  - III. **Our expert ICT adviser** on the technology solutions needed to deliver the partners' digital strategies.
  - IV. **Our provider for all ICT services**, using external services and support when needed.
  - V. **Managed collectively**, with sponsors from each partner providing leadership for the service.
  - VI. **Committed to converging** to common technology solutions wherever practical and affordable.
  - VII. **Delivering on an ambitious plan** for the development of the service that is agreed and monitored by the partnership.
  - VIII. **Working to common standards** of service levels and performance that are realistic given the funding available.
  - IX. **Accounting for its success** in performing well against those standards, including through benchmarking.
  - X. **Committed to reducing costs** both in its own budget and the cost of partners' services to the public.
  - XI. **Managed simply and transparently** in the way it is governed, makes decisions, spends money and manages its budget.
  - XII. **Open to growth**, but only at a sustainable rate that does not represent a risk to the service.
3. Senior stakeholders accepted that managing a shared ICT service was very different to managing an outsourced service or indeed an in-house team in a single authority. To ensure the shared ICT service has the best possible relationship with the managing Authorities, stakeholders agreed the need to adopt appropriate partnership behaviours and it was important that particular behaviours should be avoided. They therefore agreed:
  - We will not treat the service as a separate entity that is external to our organisations and will not give it a separate identity.
  - We will not adopt a contractual mind-set that treats the partnership as a commercial relationship that needs 'clienting'.
  - We will not complicate the partnership's decision-making by operating different levels of delegation from each partner.
  - We will not insist on significant differences in our service processes and technology.
  - We will not take unilateral decisions on technology or funding that adversely impact on the ICT service to others without careful consultation and consideration.

4. These potentially represent significant cultural and behavioural changes for Southwark's officers and further work is required across the organisation to ensure that these changes are adopted and embedded. Consequently, each will be entered on the risk register for further mitigating action.
5. Details underpinning the partnership principles will be further developed and agreed during transition planning and due diligence.
6. The partnership principles are fundamental to a memorandum of understanding, which will enable the detailed work required to agree the legal and governance mechanisms for establishment of the shared ICT service to be completed.