SCHEDULE 1

Strategic Outcomes, Partnership Principles & Behaviours

1 The Councils agreed the following strategic outcomes for Shared Technology Services.

Primary outcomes	Secondary outcomes needed to achieve primary outcome
Building a **solid platform for transformation**	• Building a **modern, common infrastructure** that partners can rely on. • Generating **more innovation by investing together** to make the most of technology. • Creating **shared strategies and roadmaps**, with the flexibility to reflect local needs.
Delivering **a quality service**	• Providing **a reliable, quality user experience.** • Delivering **constant improvement** by keeping service levels and processes under review. • Building a **talented team** with a great reputation for supporting the business of each partner.
Providing **great value-for-money**	• Maximising **economies of scale,** taking a common approach where practical and beneficial. • Offering **affordable services** that compare well with other providers. • Benefiting by **sharing the cost of investment** in new developments.
Forging **a lasting partnership**	• Acting as a **partnership of equals** that everyone benefits from. • Delivering **greater resilience** by sharing and mitigating risks. • Offering each partner **more capacity and capability** by pooling resources and knowledge.

2 The strategic outcomes referenced above are underpinned by the agreed partnership principles.

> **Our ICT service** is a three-way partnership based on **twelve partnership principles.** Shared Technology Services is intended to be :

I. **Part of the family, it is 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 To ensure Shared Technology Services has the best possible relationship the Councils agreed the need to adopt appropriate partnership behaviours, and in particular to agree behaviours which should be avoided. They therefore agree that:

I. **The Councils will not treat the service as a separate entity that is external to our organisations and will not give it a separate identity.**

II. **The Councils will not adopt a contractual mind-set that treats the partnership as a commercial relationship that needs 'clienting'.**

III. **The Councils will not complicate the partnership's decision-making by operating different levels of delegation from each partner.**

IV. **The Councils will not insist on significant differences in our service processes and technology.**

V. **The Councils will not take unilateral decisions on technology or funding that adversely impact on Shared Technology Services to others without careful consultation and consideration.**