

Mayor and Cabinet			
Title	Extending our shared IT service to Southwark Council		
Key decision	Yes	Item no	
Wards	All		
Contributors	Kevin Sheehan – Executive Director Customer Services Duncan Dewhurst – Head of Technology and Change		
Class	Part 1	8 February 2017	

1. Summary

1.1. This report sets out proposals for working with the London Borough of Southwark to share ICT services by November 2017.

2. Policy Context

2.1. Lewisham's Sustainable Community Strategy 2008-2020 contains the shared priorities for the borough. Together with the Council's corporate priorities, it sets out a framework for improving the quality of life and life chances for all who live in the borough in particular inspiring efficiency effectiveness and equity.

2.2. To support this, the Council has put in place a Digital Programme that aims to:

2.2.1. support the Council's move to providing excellent digital services and improving access to these services;

2.2.2. making better use of the Council's data and systems;

2.2.3. making it much easier to work with the Council's partners; and

2.2.4. enabling flexible and mobile working.

2.3. In this context the Mayor and Cabinet agreed to put in place a shared IT service with Brent Council to support this change. The shared service with Brent has been in place since April 2016. Following on from this officers have looked at whether extending the shared service further could increase IT resilience and reduce costs further. As a result of this an opportunity has arisen to work with Southwark.

3. Recommendations

3.1. It is recommended that the Mayor:

- 3.1.1. Approves plans for the ICT Shared Service with Brent to be extended to cover the London Borough of Southwark and notes that a further report will be brought back to the Mayor in June 2017 for formal approval subject to the outcome of the due diligence exercise.
- 3.1.2. Notes the delegation from Southwark Council to Brent (as the primary host authority in the shared service) for the delivery of ICT service and notes that a further report will be brought to the Mayor in June 2017 to approve delegation in its final terms.
- 3.1.3. Notes the ongoing due diligence process and the development of an inter-authority agreement(s) for delegation of the ICT service delivery.
- 3.1.4. Approves entering into a Memorandum of Understanding with the London Borough of Southwark and London Borough of Brent as set out in Annex A.
- 3.1.5. Approves the entering into of an interim inter-authority agreement which will cover the 3 boroughs obligations with regard to the preparatory and transition activities and delegates authority to the Executive Director of Customer Services to agree the terms of the interim inter- authority agreement(s) on the advice of the Head of Law.
- 3.1.6. Approve interim governance arrangements based on a shared joint partnership board to include representatives of Brent, Lewisham and Southwark working on an equal basis.
- 3.1.7. Notes that Brent and Southwark officers are presenting reports to their respective Cabinets in relation to this delegation and future shared service.

4. Background

- 4.1. Lewisham established a shared service for ICT with the London Borough of Brent in April 2016. The service is hosted by Brent, is overseen by a Joint Committee of members from both councils and is managed by a shared management board of officers.
- 4.2. The service has been operating for just under a year and in that period successfully transitioned ICT services at Lewisham from the previous contract with Capita and completed a major infrastructure refresh programme to bring previously under-invested Lewisham ICT services

on the same platform as Brent. Both councils realised significant financial savings in the process.

- 4.3. Officers have been in discussion with a number of authorities to explore the possibility of offering them ICT services, with the aim to build a stronger team with additional capacity and resilience, while at the same time realising further savings for the councils.
- 4.4. London Borough of Southwark was in a similar position as Lewisham, having a contract with Capita that was coming to an end and the Council was not looking to extend it. Southwark went through a procurement exercise in 2016 and that was unsuccessful. Having then looked at the options available to them, they shortlisted two options:
 - 4.4.1. delegating IT services to the existing shared service between Brent and Lewisham, where Brent would be the host authority.
 - 4.4.2. provision of IT services procured through the Westminster IT Services Framework with BT as the primary supplier.
- 4.5. Southwark officers worked with both BT and shared service officers to better define both options in order to evaluate them. As an outcome of this exercise they decided that they would work towards taking the shared service option forward.
- 4.6. Following this decision officers from the three councils attended a series of workshops bringing together their key stakeholders and advising officers to explore how the service could be developed and the potential benefits to all three partners.
- 4.7. The workshops were designed to enable senior officers to understand and agree the following:-
 - 4.7.1. Partnership principles
 - 4.7.2. Statutory framework that enables shared services
 - 4.7.3. Potential governance models
 - 4.7.4. Potential benefits realisation
 - 4.7.5. Risk
 - 4.7.6. The most appropriate shared service model
 - 4.7.7. The internal legal process to establish the shared service
- 4.8. In addition, an important aspect of the workshops was testing the commitment of senior stakeholders to a shared service, thus ensuring officers were embarking on a viable long term joint venture.

4.9. The authorities identified that they shared a number of key objectives and synergies. These included:-

4.9.1. Clear technology synergies (i.e.: common applications, infrastructure and roadmaps)

4.9.2. Common financial and service pressures

4.9.3. Need to achieve value for money (meets current and future affordability targets and quality expectations)

4.9.4. A need to strengthen overall service risk management and resilience.

4.9.5. A political appetite to do something different in partnership with other authorities.

4.10. At the final workshop, senior stakeholders from all three authorities agreed that a shared service was a compelling proposition and gave the necessary commitments to progressing this as a recommendation to their respective Cabinets.

4.11. Following approval by the Mayor, officers will be working further on due diligence and transition planning, as well as the development of an inter-authority agreement. Officers will report back to the Mayor on all activity carried out between now and June 2017 with recommendations in relation to a shared service.

4.12. It has been agreed that Southwark will be funding the cost of their transition in full to ensure that the work involved in transition does not impact the ICT service to Brent and Lewisham. To achieve that this will include interim staff to provide additional capacity for the transition project, to backfill for existing shared service staff, but also to ensure that other project work is completed early to avoid resource conflicts during transition.

5. Financial implications

5.1. Detailed work is currently being undertaken to determine the costs associated with extending ICT services to Southwark, including the fixed annual costs, including the costs of managing and maintaining systems and hardware and the set up costs. Once this exercise is complete, officers will be able to determine the implications on Lewisham of the new arrangements. It is envisaged that the extended sharing of fixed costs will result in a significant saving for the council

5.2. The full financial implications will be reported back to Mayor and Cabinet in June, setting out the benefits and risks, before members are asked to finally agree the establishment of the extended service.

5.3. All project work, including the procurement of IT hardware and software and recruiting interim staff to provide additional capacity or backfill any existing shared service staff working on the transition project and any other set up costs, will be funded in full by Southwark, at no cost to Lewisham.

6. Legal implications

6.1. Officers have considered the statutory framework that permits local authorities to establish shared services. The Local Government Acts 1972 and 2000 give local authorities the authority to delegate (arrange for the discharge) of their functions by:-

6.1.1. another local authority;

6.1.2. the executive of another local authority; or

6.1.3. a joint committee.

6.2. The shared service between Lewisham and Brent was established in accordance with the above Acts. Lewisham delegated delivery of their IT service to Brent and separately Brent and Lewisham delegated governance of the ICT service to a joint committee that oversees the performance and strategic direction of the shared service with operational control executed through a joint Management Board supervised by a Joint Committee.

6.3. A number of options for the future governance arrangements of the potentially expanded shared service are available, such as establishing a 3-way joint committee or forming a "Teckal" company (this being a joint company for public sector shared services where the intention is to continue to provide the services from within the public realm).

6.4. There is considered to be some advantage in taking the time to consider these options thoroughly, drawing on the experience Brent and Lewisham have accrued in sharing services and other shared services. Given this it is proposed to adopt a two-stage approach to governance.

6.5. Stage 1: To expedite the work required to fully develop the service design and the establishment of the transition team to undertake detailed planning and transition preparation in the months leading up to go-live for the extended service, it is proposed that the service should progress with interim governance arrangements.

6.6. Interim governance will consist of a joint 3-way partnership board with representatives from each of the three partner authorities. Each authority will have an equal say in the running of the design and transition programmes. Post go-live, this board would manage delivery of the 3-way shared service until such time as permanent governance was implemented.

- 6.7. Stage 2: A further report to the Mayor and/or Cabinet of each of the three shared service authorities will seek authorisation for the recommended governance model prior to its implementation.
- 6.8. Having considered the necessary mechanisms and authorisations required to enable the shared service partnership to progress it is proposed that:-
- 6.9. Brent, Southwark, and Lewisham agree a non-legally binding memorandum of understanding (MOU) to enable officers to commence due diligence. In addition to the MoU the three parties intend to agree an interim inter-authority agreement as soon as possible to address their obligations, liabilities, insurance arrangements and use of assets in relation to the preparation and transition to the shared service. This will also give authority for Brent to purchase necessary hardware and software in relation to the transition. The interim agreement will form the basis for a subsequent more detailed inter-authority agreement between the parties to be developed after completion of due diligence.
- 6.10. This above will enable development of the detailed delivery model, full transition preparation and associated budget allocations.
- 6.11. Subject to all parties agreeing the detail, a report setting out the scope of the shared service, the associated financial model and setting out the terms of the delegation/s of Southwark's ICT will be recommended to the June meeting of the Mayor and/or Cabinet of each of the three shared service authorities for approval.
- 6.12. The MOU, the interim inter-authority agreement and delegation of authority will define that interim arrangements are time limited to no more than 12 months so as to enable the most appropriate governance model to be determined and implemented. If practical, permanent governance arrangements will be included in the June report.
- 6.13. It should be noted that until such time as the permanent governance arrangements for the shared service are approved by their respective authorities (the interim period) the existing shared service governance requires that Brent and Lewisham continue to meet as a Shared Management Board and to report service performance relating to their authorities only to their Joint Committee.
- 6.14. It should be noted that the arrangements proposed are not intended to amount to procurement of services within the scope of the EU Procurement Rules. Instead the plan involves Southwark Council delegating certain of its functions for delivery of ICT to Brent Council and when implemented the plan will involve Brent (as the host authority for the shared service with Lewisham) exercising the function on behalf of Southwark pursuant to the powers referred to in paragraph 1, as opposed to a contractual arrangement.

6.15. It is anticipated that the transfer of Undertakings (Protection of Employment Regulations) 2006 will potentially apply on transfer of workforce engaged in provision of Southwark's ICT service to Brent as the host borough.

7. Crime and disorder implications

7.1. There are no specific crime and disorder implications arising from this report.

8. Equalities implications

8.1. There are no specific equalities implications arising from this report.

9. Environmental implications

9.1. There are no specific environmental implications arising from this report.

10. Report Originator

10.1. If you have any questions about this report please contact Duncan Dewhurst on 07342072698.

Annex A: Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

between

(1) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF BRENT

(2) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF LEWISHAM

and

(3) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK

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Annex

Annex A. Project , key objectives& principles **Error! Bookmark not defined.**

THIS MEMORANDUM OF UNDERSTANDING

is dated

2017

Parties

- (1) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF BRENT** of the Civic Centre, Engineers Way, Wembley, HA9 OFJ (“LBB”)
- (2) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF LEWISHAM** of Laurence House, Catford, London, SE6 4RU (“LBL”);
and
- (3) THE MAYOR & BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK** of 160 Tooley Street, London SE1 2QH (“LBS”)

Background

LBB and LBL have agreed to collaborate and work with one another to establish and participate in a Shared ICT Service (the “Shared Service”) which started on 1 April 2016. LBS is interested in collaborating and participating in the Shared Service and the parties wish to work together to investigate the possibility of LBS joining the existing Shared Service arrangement or the possibility of the three parties agreeing tri-partite arrangements either based on the existing agreement (with adjustments to accommodate and cater for new equal participant and related service needs) or a different service model possibly a new company with directors appointed from the three parties or other tri-partite service model to be discussed and mutually agreed between the parties. With this in mind LBS has drawn up some details of the matters it wishes to explore and discuss with representatives of LBB and LBL and an outline of these matters is given in Annex A to this MoU (the discussions and matters referred to in this paragraph and in Annex A are referred to in this MoU as the “Project”).

The parties wish to record the basis on which they will collaborate with each other on the Project. This Memorandum of Understanding (“MoU”) aims to outline:

- the key objectives of the Project;**
- the principles of collaboration prior to entry into a more detailed legally binding Collaboration and Inter Authority Agreement;**
- the interim governance structures the parties will put in place for the purposes of furtherance of the Project; and**

the respective roles and responsibilities the parties plan to have during the Project.

Key objectives for the project

The parties shall undertake the Project to achieve the key objectives set out in Annex A to this MoU (“Key Objectives”).

Principles of collaboration

The parties agree to adopt the following principles when carrying out the Project (**Principles**): The parties will use their reasonable endeavours to

collaborate and co-operate with one another in pursuit of the Key Objectives;

Communicate openly about major concerns, issues or opportunities relating to the Project;

learn, develop and seek to achieve the Key Objectives. Share information and experience to learn from each other, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;

adopt a positive outlook. Behave in a positive, proactive manner;

adhere to statutory requirements and good practice. Comply with applicable laws and standards including EU procurement rules, data protection and freedom of information legislation;

endeavour to act in a timely manner recognising the timing and dates needed to achieve performance of the Project;

manage stakeholders; and

act in good faith to support achievement of the Key Objectives and compliance with these Principles.

Project governance

Overview

The governance structure referred to below will apply in relation to the Project.

Guiding principles

The following guiding principles are adopted. The Project's governance will:

provide strategic oversight and direction;
be based on agreed roles and responsibilities at organisation, group and, where necessary, individual level;
align decision-making authority with the criticality of the decisions required;
be aligned with Project scope and each Project stage (and may therefore require changes over time);
aim to provide coherent, timely and efficient decision-making;
and
correspond with the key features of the Project governance arrangements anticipated by this MoU.

Sponsors' Board

The Sponsors' Board provides overall strategic oversight and direction to the Project. This group will consist of:

LBB : Althea Loderick & Peter Gadstone

LBL : Kevin Sheehan

LBS : Emma Marinos

Project Group

The Project Group will provide strategic management at Project and work stream level. It will provide assurance to the Sponsors' Board that the Key Objectives are being pursued and that the Project is aiming to perform within any boundaries set by the Sponsors' Board.

It is intended that the Project Group will consist of representatives from each of the parties. The Project Group should be able to draw on technical, commercial, legal and communications resources as appropriate into the Project Group.

Roles and responsibilities

The parties intend to enter discussions on the details of the Project and as part of these discussions may choose to agree that there will be a more specific allocation of roles and responsibilities for particular aspects of the Project. Any such allocation will need to have the agreement of all the parties.

Escalation

If either party has any issues, concerns or complaints about the Project, or any matter in this MoU, that party shall notify the other party and the parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Project Group, which shall decide on the appropriate course of action to take. If the matter cannot be resolved by the Project Group within ten days, the matter may be escalated to the Sponsors' Board for resolution.

If either party receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to, claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to the Project, the matter shall be promptly referred to the Project Group (or its nominated representatives). No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect the Project, without the prior approval of the Project Group (or its nominated representatives).

Intellectual property, confidentiality & FOI

The parties intend that any intellectual property rights created in the course of the Project shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of two or more parties it is the party that is lead party for the work concerned).

Where any intellectual property right vests in either party in accordance with the intention set out in clause 0 above, that party shall grant an irrevocable licence to the other parties to use that intellectual property for the purposes of the Project.

7.3 Each party shall keep confidential information relating to the intellectual property rights of the other parties, commercially sensitive information

and confidential information with regard to the Shared Service, the Project and plans envisaged by this MoU shall use all reasonable endeavours to prevent its employees and agents from making any disclosure to any person of such information. This shall not apply to:

- a) Information which a party can demonstrate is already generally available and in the public domain otherwise than as a result of a breach of this clause;
- b) Any disclosure which is required by any law (including any order of a court of competent jurisdiction), any Parliamentary obligation or the rules of a governmental or regulatory authority having the force of law, however where a disclosure is to be made pursuant to FOI Legislation the parties agree that the provisions of clause 7.5 and 7.6 shall apply to any disclosure;
- c) Any disclosure of information which is already lawfully in the possession of the receiving party prior to its disclosure by the disclosing party;
- d) Any disclosure by a party to a department, office or agency of the Government; or
- e) Any disclosure for the purpose of the examination and certification of a party's accounts and audit requirements.

7.4 Where disclosure is permitted under clause 7.3, the disclosing party/Council shall endeavour to ensure that the recipients of the information shall be placed under the same conditions of confidentiality as expressed above by the disclosing Council although the parties acknowledge that this may not always be possible.

7.5 Freedom of Information:

- a) The parties recognise that they are public authorities as defined by Freedom of Information (FOI) Legislation and therefore recognise that information relating to this MoU may be the subject of an Information Request under FOI Legislation ("Information Request").
- b) The parties shall assist each other in complying with their obligations under FOI Legislation, including but not limited to reasonable

assistance without charge, in gathering information to respond to a valid Information Request made under the FOI Legislation.

c) Any Council/party ("Council") shall be entitled to disclose any information relating to this MoU in response to an Information Request, save that in respect of any Information Request which is in whole or part a request for Exempt Information (i.e. exempt information that is exempt or may be lawfully withheld within the parameters of the FOI Legislation) in such circumstances the following procedure shall apply:

- the Council which receives the Information Request shall circulate the Information Request and shall discuss it with the other parties;
- the Council which receives the Information Request shall in good faith consider any representations raised by the other parties when deciding whether to disclose Exempt Information; and
- the Council which receives the Information Request shall not disclose any Exempt Information beyond the disclosure required by FOI Legislation without the consent of the other parties to which it relates.

7.6 The parties to this MoU acknowledge and agree that any decision made by a Council which receives an Information Request as to whether to disclose information relating to this MoU pursuant to FOI Legislation is solely the decision of that Council. A Council will not be liable to the other parties for any loss, damage, harm or detrimental effect arising from or in connection with the disclosure of information in response to a valid Information Request under the FOI Legislation.

Term and termination

It is intended that this MoU shall commence on the date of signature by all the parties hereto, and shall expire on either:

- **the date of completion of the Project;**

- the date when the parties enter into a more detailed Collaboration & Inter Authority Agreement for the Shared Service, which will supersede the arrangements in this MoU; or
- the date falling 12 months after 17th February 2017;

whichever of those dates occurs soonest.

Either party may terminate this MoU by giving at least one months' notice in writing to the other parties.

Variation

This MoU, including the Annexes, may only be varied by written agreement of all three parties as represented by the Sponsor's Board.

Costs

Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in entering into and implementing this MoU.

Status

This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise any of the parties to make or enter into any commitments for or on behalf of the other party or parties.

The entry into and signature of this MoU shall be subject to approval of:

- the Cabinet of the London Borough of Brent
- The Mayor of the London Borough of Lewisham
- the Cabinet of the London Borough of Southwark.

Governing law and jurisdiction

This MoU shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause 0; each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

ANNEX A – PROJECT OVERVIEW

The aim of the Project over the period of twelve months following the approval of the Cabinet and/or Mayor of the three Council authorities, is to undertake a review of the existing arrangements for a Shared ICT service, Southwark Council's service arrangements and needs and the adaptation of these and the respective needs and arrangements of the other two councils so that all three councils can join together as equal parties in a tri-partite shared service arrangement.

The parties wish to develop plans and examine alternative models for to implement changes in the existing arrangements so to bring Southwark Council into the Shared Service arrangement as an equal partner. This could be based on a Joint Committee structure with each party having one-third equal representation rights or possibly a new company model with each party appointing representatives on a Board of Directors and having equal voting rights; or could be an alternative hybrid model that the parties mutually agree to use.

The proposal is to aim for the initial tri-partite service to Go-Live by August 2017 and for there to be a Run-in period between August and December. During this time the parties would review how the service is working, service needs, operational factors and related matters, with a view to using the information gathered, to decide how best to adjust the existing governance arrangements and to adapt a governance model best suited to three parties being equal members in the venture.

KEY OBJECTIVES & PRINCIPLES

KEY ISSUES FOR CONSIDERATION

Strategic Outcomes

1. To enable the three councils to maximise the use of digital technologies to transform themselves into responsive, efficient and cost-effective organisations.
2. The objective of the ICT service will be to achieve the strategic outcomes described in table 1 below by 2020.

Primary outcomes	Secondary outcomes needed to achieve primary outcome
Building a solid platform for transformation	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> • 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.
Providing great value-for-money	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

Table 1: Strategic Outcomes

3. The strategic outcomes referenced in Table 1 are underpinned by the agreed partnership principles and future behaviours (see below) that address and enable the opinions and expectations of all three authorities.

Partnership Principles

4. Senior stakeholders agreed the following overarching principles upon which the shared service will be founded;-
- 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 they needed.
 - V. **Managed collectively**, with sponsors from each partner providing leadership for the service.
 - VI. **Committed to converging** to a common approach and infrastructure by default, varied only when strictly necessary.

- 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 budgets and in 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.
 - XIII. The agreed principles and supported by five partnership behaviours that the partners (together and individually) are determined to adopt: -
5. Senior stakeholders have accepted that managing a shared service was very different to managing an outsourced service or indeed an in-house team in a single authority. In order to ensure the shared service has the best possible relationship with the managing authorities stakeholders agreed that adopting partnership behaviours would be critical. 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 adopt a **non-adversarial mind-set** and will not treat the partnership as a contracted, commercial supplier 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 the service processes and technology for a London Borough.
 - We will not **take unilateral decisions** on technology or funding that impact the ICT service's ability to deliver for all partners.
 6. 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.
 7. Detail underpinning the partnership principles will be further developed and agreed during transition planning and due diligence.
 8. The partnership principles are fundamental to the memorandum of understanding which is intended to enable the detailed work required to agree the legal and governance mechanisms for establishment of the shared service to be completed.

Signed for and on behalf of
**THE MAYOR & BURGESSES OF
THE LONDON BOROUGH OF
BRENT**

Signature:
Name:
Position:
Date:

Signed for and on behalf of
**THE MAYOR & BURGESSES OF
THE LONDON BOROUGH OF
LEWISHAM**

Signature:
Name:
Position:
Date:

Signed for and on behalf of
**THE MAYOR & BURGESSES OF
THE LONDON BOROUGH OF
SOUTHWARK**

Signature:
Name:
Position:
Date: