Report to	Cabinet	**Item**
	13 November 2013	
Report of	Executive head of strategy, people and democracy	**6**
Subject	Improvement and Efficiency Social Enterprise	

Purpose

To consider becoming a member of the Improvement and Efficiency Social Enterprise (IESE).

Recommendations

(1) To approve in principle that the council become a member of IESE and to delegate authority to the executive head of strategy, people and democracy to progress an application for membership in liaison with the leader of the council

(2) To designate that the leader of the council and the executive head of strategy, people and democracy be appointed the council's member and officer representatives to IESE.

Corporate and service priorities

The report helps to meet the corporate priority Value for money services

Financial implications

The financial implications of this report are that membership of IESE carries a limited liability of £1.

Ward/s: All wards

Cabinet member: Councillor Arthur – leader of the council

Contact officers

Russell O'Keefe, executive head of strategy, people and democracy	01603 212908
Dawn Bradshaw, head of HR and learning	01603 212434

Background documents

None

Report

Background

1. IESE is a not-for-profit social enterprise, owned, led and governed by local authorities. They help public bodies across the UK deliver improved services at lower cost. As well as supporting local authorities they also work with police, fire and health bodies, together with their third sector partners. Over the past five years IESE has helped public bodies to deliver over £250 million in cashable savings.

Services

2. IESE are a premier practice of the Institute of Consulting. They offer a range of advisory services, tools and techniques through an in-house team and a network of subject matter experts to support public bodies and help them to transform public services including leadership development, corporate management, learning and development and both front line and support services. Their online services are already used by over 75% of UK councils and at any one time they are usually working on-site with 8-10 local authorities on different projects. Specific services provided by IESE include:

    a) Corporate challenge/ development – reviews and activities looking at key corporate programmes, governance or leadership development

    b) Shared services - working with councils to look at specific opportunities for shared services and more collaborative working

    c) Procurement - they provide a range of reviews and tools and techniques to help improve council's procurement and contract management approaches and recently launched a new shared procurement service

    d) Waste services – they are recognised as a leading adviser in this area and are a delivery partner to Department for Environment Food & Rural Affairs. Their waste management framework is a UK first and allows councils to jointly procure these services.

3. For the reasons set out above, IESE provide a good alternative to accessing private sector specialist advice for certain types of work and - as a social enterprise - all surpluses are reinvested back into work to improve wider public services.

Membership

4. Councils can become members of IESE which means that they are effectively one of the owners. They can then access IESE services, tools and techniques and share their own services through the IESE frameworks with other councils, without having to go through a separate procurement process and at a reduced cost.

5. Although member councils are not required to use the services of IESE they are required to give consideration to services provided by IESE before

deciding whether or not to procure such services elsewhere. In return for membership there is a limited liability of £1.

Current council involvement with IESE services

6. The council is currently working with IESE on the development of a commercial skills development programme for its employees to support ongoing work as part of the transformation programme to continue to increase income generation to contribute to the council's ongoing targets within the medium term financial strategy.

7. The council is also talking to IESE about utilising their services to sell the council's old ICT equipment which will be replaced as part of the ICT desktop refresh previously approved by cabinet.

8. This work could continue regardless of any decision on membership. However, future potential involvement with IESE services would be made easier by becoming a member.

Integrated impact assessment

Norwich City Council

Report author to complete	
Committee:	Cabinet
Committee date:	13 November 2013
Head of service:	Russell O'Keefe
Report subject:	Improvement and Efficiency Social Enterprise
Date assessed:	October 2013
Description:	To consider becoming a member of the Improvement and Efficiency Social Enterprise (IESE).

	Impact			
Economic (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Finance (value for money)	☐	☒	☐	Becoming a member of IESE has a limited liability of £1. However, by becoming a member the council could potentially access IESE services at a reduced cost in the future.
Other departments and services e.g. office facilities, customer contact	☒	☐	☐	
ICT services	☒	☐	☐	
Economic development	☒	☐	☐	
Financial inclusion	☒	☐	☐	
Social (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Safeguarding children and adults	☒	☐	☐	
S17 crime and disorder act 1998	☒	☐	☐	
Human Rights Act 1998	☒	☐	☐	
Health and well being	☒	☐	☐	
Equality and diversity (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Relations between groups (cohesion)	☒	☐	☐	

	Neutral	Positive	Negative	Comments
Eliminating discrimination & harassment	☒	☐	☐	
Advancing equality of opportunity	☒	☐	☐	
Environmental (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Transportation	☒	☐	☐	
Natural and built environment	☒	☐	☐	
Waste minimisation & resource use	☒	☐	☐	
Pollution	☒	☐	☐	
Sustainable procurement	☒	☐	☐	
Energy and climate change	☒	☐	☐	

(Please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Risk management	☒	☐	☐	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues