Manifesto Statement Get involved, the social enterprise sector is making a difference on the ground and needs people who can help it grow. Consider how your skills, experience, assets or resources could be effectively used in your community (Give more, you get even more back).	sMART Objective 1/ Have in place a mechanism whereby offers (real or latent) are suitably matched to SE's- March 14	Outcome People feel there is a way to offer support to SE's that is valued and results in action	FONDT	Impact	
Community shares are a way that social enterprises can be initiated, supported and grown. If the community is receptive to this market a whole new avenue of finance will open up to making things happen on the ground. Use and support the social enterprises that are initiated. Many initiatives will openate where there has been market	2/ Concept of community shares advocated within the County - well publicised and replicable pilot active by December 13	A new source of financing available to SE's that encourages a greater sense of ownership and empowerment	FONDT	Z	
Use and support the social enterprises that are initiated. Many initiatives will operate where there has been market failure and will be at the margins of financial sustainability can bring strong benefit to the community. Many individuals clamour for the preservation and expansion of local services and express a need in their community for new initiatives – just as much vitality needs to be invested by these individuals in supporting the endeavours of social enterprises when they are in operation.	3/ A catalogue of SE's is developed by product/service offered (it is important that SE activity is seen as offering something and not just an organisation) which will then be advocated by partners Mar 14	The general public has a greater understanding of SE activity within Northumberland affording it the opportunity to invest/purchase.	SEN NESEF FONDT	Northumberland is en	
Develop a strong customer focused business model to attract investment and deliver sustainability	4/ Organisational development support in place to initiate, support, develop and grow SE's in Northumberland - Mar 13	SE's have a strong market orientated financial business plan that underpins any social outcomes they wish to achieve	SEN	empowere	
Be open to new forms of investment including equity, explore joint delivery with others SE/Private/Public to win contracts and achieve appropriate market solutions	5/ Organisations are supported to become investment ready - Mar 13 Worked examples of current investment models are available Sep 13	SE's are able to progress their social mission without having to rely on traditional methods of delivery or finance	SEN FONDT NESEP C4C	ed to use	
Capture the added value social enterprises create. We cannot say how wonderful social enterprises are if we cannot prove it; however the method of measurement has to be both accountable and appropriate, otherwise we will spend more resources measuring than doing	6/ An accepted approach is developed and embraced by all sectors within Northumberland to measure social value - Mar 14	SE's can readily demonstrate their value enabling purchasers to apportion value to their work in a consistent framework	SE Coproduction Group supported by ILG	social	
Stick to our core values, communities will disengage if we don't deliver on our social objectives	7/ All social enterprises state what their social objectives are as well as their products/services - to be recorded in the catalogue - Mar 14	Public perception of SE's will continue to rise; resulting in SE being the approach of choice for product/service delivery	SEN NESEP FONDT	enterprise to	
Social enterprises have to support the growth of the emerging social economy, and all the key players within it: social entrepreneurs, corporate executives and investors.	8/ Peer support mechanisms in place to share and learn - Nov 13	SE becomes a bouyant and integral part of the economy through sustained growth	FONDT	meet	
Govern ourselves well. Social enterprises are under more scrutiny than normal businesses because people have invested their faith in them and a sense of ownership – this must be respected.	9/ Training provided to develop SE boards - Mar 13 Model best practice documentation available Aug 13	SE's are able to place themselves on a pedestal based on their social values without fear of being knocked down.	SEN C4C	our need	
Social enterprises should engage and work with other sectors to explore opportunity and encourage collaboration.	10/ Provide a forum for the co-ordination of social enterprises that seek to cooperate in order to achieve scale in bidding for contracts	SE can achieve a greater impact by working with others.	FONDT	eds and a	

	Identify the strengths of collaboration with Social Enterprises, this may be in securing the public benefit elements of public sector contracts or enabling a reach into communities that would not otherwise be viable.	Sector collaboration to demonstrate potential -	SE approach is well acknowledged within private sector and viewed as an integral part of sustainable delivery rather than just CSR.	Coproduction Group	aspirations									
Sector	Engage social enterprises to provide appropriate elements of the private sector supply chain	Dec 13	Fuzzy connections are established to enmesh SE's within the private sector supply chain	Coproduction Group	⊒.									
Private S	Provide expertise to social enterprise development through pro-bono support.	12/ Work with 8 private sector companies to provide appropriate pro- bono support to SE's	Capacity of SE's are increased through private sector involvement	Link with -FONDT - Skillsbridge	creating									
Pri	Engage larger employers with social enterprise through corporate social responsibility programmes – including schemes such as employee supported volunteering	13/ Work with 3 large employers to support SE development - Feb 14	Meaningful ways to aligning SE activity with large employers is demonstrated	Coproduction Group	g resilient,									
	Encourage private sector people to make a contribution to social enterprise by becoming trustees of boards.	14/ 10 new SE board members recruited from the private sector Feb 14	Private sector perspective contributes to more vibrant and well connected SE sector.	FONDT C4C Skillsbridge	_									
	By supporting public agencies in Northumberland to commission and procure from organisations which prioritise creating positive social and environmental impacts alongside financial returns; we can achieve a public sector which not only delivers on time and on budget, but which also empowers communities and creates social change. The Public sector can do this by endorsing and promoting the new Public Services Act 2012.	15/ Future public sector contracts are 'social value proofed' to ensure their	SE's are successfully delivering public sector contracts and adding significant social value through their approach.	NCC - Pilot	confident and susta									
Public Sector	The Public Sector in Northumberland should adopt a policy of drafting all its future contracts for goods or services so as to maximise the Social and Environmental benefits these contracts may bring (as shown by LM3). Strong, robust, legally enforceable Community Benefit Clauses (CBCs – currently in Scotland) should be written into every future Council Contract and Tender Opportunity.	maximum social value is realised. Sep 12	The public sector can deliver more than the contract value in the tenders and can readily evidence this with their tax payers.	NCC - Pilot	sustainable communities									
	Maintain a dialogue with social enterprises as key innovators; if budgets are challenged, can we co-produce solutions and create new models of delivery that are sustainable and derive additional community benefits? Sharing assets of buildings, people and ideas will belo produce innovative	16/ Keep the enthusiasts motivated and connected to create a strong community of interest rather than chase senior management etc. If entrusted creative, active than senior management will get interested. Apr 13	A public/SE thinktank is established to devise innovative solutions to Northumberland's impending problems	Coproduction Group	ities									
		17/ Adopt a 'preumption in favour of' approach to discretionary decisions/charges in relation to social enterprises - Aug 13	A conducive environment is created to enable the establishment and growth of SE's in Northumberland.	NCC Policy										
		18/ Provide a loan finance scheme to enable the growth and development of Social Enterprise within Northuumberland - May 13	access to sufficient financial products to meet their needs in a	NCC SEN										

Strategic Partners	ethos such as housing associations, leisure trust, and Arch the Northumberland Development Company to name a few. This is not necessarily about doing things to or for	and partner / work with them to maximise social outcomes - June 13 Promote the SE approach in order to secure	delivery partner for strategic partners looking to make a social impact within	Coproduction Group																	
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