

Action Plan

Objective 1 - Increase the formation, growth and survival rates of Social Enterprises

Action		Timescale	Outputs	Milestones	Budget/Cost	Delivered by	Comments
1.2	Second a Cumbria SE Action Plan SE Sector Champion			Secondee appointed & in post		Steering Group/ Accountable Body	
1.2.1	Second a resourced secretariat			Secondee appointed & in post		Accountable Body	
1.2.2	Overheads and operating costs	April 2005 to March 2008	Successful operation of the programme	Expenditure follows budget		Secondee/ Accountable Body	
1.3	Skills Development for the social enterprise sector						
1.3.1	<i>Existing Social Enterprises</i>	Start in 9 months. End programme	25% of SE's in 1st 12 months 80% of SE s participated in programmes				
	<i>Board skills development including:</i>						
	a) Introduction to Social Enterprise	On Going	As required			Tender	
	b) Governance skills	On Going	As required			Tender	
	c) Company Law	On Going	As required			Tender	
	d) Charity Law	On Going	As required			Tender	
	e) Responsibilities of non-executive directors	On Going	As required			Tender	
	f) Strategic planning	On Going	As required			Tender	
	<i>Management & Staff Development including</i>					Tender	
	a) Financial management	On Going	As required			Tender	
	b) Management accounting	On Going	As required			Tender	
	c) ICT	On Going	As required			Tender	
	d) Marketing	On Going	As required			Tender	
	e) Legal and constitutional advice	On Going	As required			Tender	
	f) Mentoring & support services	On Going	10 schemes set up			Selection	

	g) Getting the most out of your Board of Directors	On Going	As required			Tender	
	h) Procurement and contracting	On Going	As required			Tender	
	i) Entrepreneurship support	On Going	As required			Tender	
	j) Human Resources – including Employment, Health & Safety, Equal Opportunities	On Going	As required			Tender	
	k) Social Audit	On Going	As required			Tender	
	l) Business Planning processes	On Going	As required			Tender	
1.3.2	<i>Capacity building of intermediary agencies</i> Including:		2 events, workshops, seminars & visits	Work with Business Link, CREA & Enterprising Communities		Tender	
	a) Introduction to Social Enterprise					Tender	
	b) Awareness-raising and training for business advisors					Tender	
	c) Mentoring & support from social enterprises to business and community development agencies					Tender	
	d) Guidance and advice to researchers from social enterprises					Tender	
1.4	External Funding & Finance						
1.4.1	Provide support to build a viable financial base for social enterprises	Ongoing				Secondee	
1.4.2	Collate and disseminate information on sources of finance including grant funding and debt and equity finance available to social enterprises	Year 1		Details circulated Web site with links established			
1.4.3	Promote and support emerging and existing community finance initiatives within the County (CART, NW Community Loan Fund, Credit Unions)	Year 1		Ongoing			
1.4.4	Support social enterprises in accessing all sources of loan finance					BL for access	
1.4.5	Support for asset based development for social enterprises including opportunities for asset transfer					Secondee	

1.5	Improve ICT infrastructure					Secondee	Most activities already covered by exiting initiatives
1.5.1	Develop and increase use of ICT in social enterprises to enhance competitiveness and efficiency		events, workshops, seminars & visits			Secondee	
1.5.2	Support the take-up costs of ICT by social enterprises					Secondee	

Objective 3 - Growing market opportunities

Action		Timescale	Outputs	Milestones	Budget/Cost	Delivered by	Comments
3.1.1	Market research for product development to open and develop markets to emerging and existing social enterprises in Cumbria			Complete analysis		Secondee	
3.1.2	Links between the Chambers of commerce and the social enterprise sector					Secondee	
3.1.3	Development of appropriate training programmes for social enterprises to develop market opportunities					Secondee	
3.1.4	Research on the development of clusters					Secondee	Co-Ord with Alston Partnership
3.2	Engage more proactively with the business community to exploit potential for social enterprises contracting with the private sector, and vice versa	Year 1		Links established with Cumbria Chamber of Commerce		Secondee	Covered in Objective 2, also piggy-back on existing business community events
						Secondee	
3.3	Promote awareness of supply chain and consortia opportunities making use of the social enterprise web site		1 event 1 event	Develop links		Secondee	Advertising on website, supply and business opportunities

Objective 4 - Efficient and Effective delivery of this Action Plan

4.1	Programme Management of this Action Plan					
4.1.1	Strengthen the Cumbria Social Enterprise Partnership and Steering Group	3 months		Constituted Steering Group in place		Secondee SE volunteer travel
4.1.2	Accountable body function management costs	Pre-start	Safeguard 2 Jobs	Accountable body identified and engaged		Accountable Body Cost of accountable body function
4.1.3	Adopt a constitution for the Partnership and Steering Group	6 months		Constitution developed and adopted		Steering Group
4.1.4	Establish a short term loan to enable an SE to act as Accountable Body	3 months		Working capital funding in place		Accountable Body Repayment of loan interest
4.1.5	Ensure all payments through this programme are made on time	3 months 6 months		Establish SLA with NWDA for funds & claims payments Financial procedures in place		Accountable Body
4.6	Ensure the inclusion of an SE policy in Public Sector strategies.			Programme lifetime		Secondee & Steering Group SE Sector Champion & Steering Group
4.7	Ensure the inclusion of an SE policy in mainstream regeneration programmes.			Programme lifetime		Secondee & Steering Group SE Sector Champion & Steering Group