A focus on delivery

The following principles have been put in place to make the Business Network committee more effective in its mission to support and add value to our town centres and local economy over the next 24 months.

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Committee meetings to focus on EBN business (EBN work plan and supporting the Enterprise Elmbridge Action plan where appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographic spread</td>
<td>Engage unrepresented areas on committee and encourage smaller villages involvement</td>
</tr>
<tr>
<td>Measurements</td>
<td>Set and report SMART targets for EBN activities</td>
</tr>
<tr>
<td>Ownership</td>
<td>Committee members to engage with and own actions from meetings and work plan</td>
</tr>
<tr>
<td>Resources</td>
<td>Committee to focus existing resources on delivering EBN work programme results and look for opportunities to attract new external funding or grants to support future work.</td>
</tr>
<tr>
<td>Communication</td>
<td>Committee members to be kept up to date with progress on work plan, sub groups and targets</td>
</tr>
</tbody>
</table>

Elmbridge Business Network work plan – year 1

The EBN focus for year 1 activities were to support:

- Town and village centres
- Start-ups
- Improved communications with businesses

<table>
<thead>
<tr>
<th>Action</th>
<th>Timescales</th>
<th>Delivery lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support the local business groups to deliver a co-ordinated programme of town centre activities for ‘Enjoy Elmbridge’ Day on 2 July</td>
<td>July 2016</td>
<td>Gary State</td>
</tr>
<tr>
<td>To co-ordinate and deliver Small Business Saturday activities across the Borough</td>
<td>December 2016</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>To support a local Elmbridge entry into the Great British High Street Awards</td>
<td>July 2016</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>Action</td>
<td>Timescales</td>
<td>Delivery lead</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>To support 2 x business masterclass networking events helping at least 30 small &amp; medium sized enterprises</td>
<td>November 2016</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>To deliver 36 start-up advice clinics</td>
<td>By March 2017</td>
<td>Andy Willmott/Richard Butcher</td>
</tr>
<tr>
<td>To increase the Elmbridge Business Network Membership to 600</td>
<td>By March 2017</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>To increase the Elmbridge Business Network LinkedIn group to 180</td>
<td>By March 2017</td>
<td>Gary State</td>
</tr>
</tbody>
</table>

**Elmbridge Business Network work plan – year 2**

In addition to improving and building on the delivery of the year 1 outputs the network will look to support an extra workstream for 2017.

The ‘Elmbridge Connects’ workstream will focus on improving local connections between businesses to provide a supportive, open for business culture across the borough.

<table>
<thead>
<tr>
<th>Action</th>
<th>Timescales</th>
<th>Delivery lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elmbridge Business Leaders Conference</td>
<td>February 2017</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>Launch a proactive business information service to support all new businesses locating in the borough</td>
<td>May 2017</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>Deliver an Elmbridge town centres innovation forum</td>
<td>March 2017</td>
<td>All</td>
</tr>
<tr>
<td>Pilot a ‘made in Elmbridge’ crafts market</td>
<td>July 2017</td>
<td>All</td>
</tr>
<tr>
<td>Develop a database of pop-up shop and underutilised spaces that can support early stage businesses</td>
<td>December 2017</td>
<td>All</td>
</tr>
<tr>
<td>To increase the Elmbridge Business Network Membership to 675</td>
<td>By March 2018</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>To increase the Elmbridge Business Network LinkedIn group to 200</td>
<td>By March 2018</td>
<td>Doug Perkins</td>
</tr>
<tr>
<td>To increase the Elmbridge Business Network Facebook page likes to 50 likes</td>
<td>By March 2018</td>
<td>Gary State</td>
</tr>
</tbody>
</table>

For more information on any of the Elmbridge Business Network work plan actions please email: business@elmbridge.gov.uk
Elmbridge Business Network

Governance document

1. Name of partnership
The partnership is known as Elmbridge Business Network.

2. Legal status and source of powers
Elmbridge Business Network is a non-statutory partnership, which is supported by Elmbridge Borough Council as part of its commitment to supporting local businesses.

3. Aim and objectives
The aim of the Network is to promote the local economy in Elmbridge through partnership activities.

   The Network’s objectives are:

   a) To provide networking and information-sharing opportunities for local businesses and business stakeholders.
   b) To identify and represent issues which affect local businesses across the borough of Elmbridge and look to work in partnership to problem solve these with local agencies.
   c) To act as a consultation forum and contribute to local decision making wherever possible.
   d) To support the work of local business groups.

The Network seeks to promote business in general rather than individual businesses.

4. Membership
General membership of the Network is open to any business or stakeholder operating in Elmbridge. Members can join at any time by contacting the Secretary or online.

The Network elects a Committee for a period of one year during the annual general meeting. The Committee includes up to two representatives from each locality of Elmbridge as follows:

   a) Claygate
   b) Cobham
   c) Esher
   d) Hersham
   e) Molesey
   f) Walton
   g) Weybridge town
   h) Brooklands
   i) Thames Ditton

Where a business group or chambers exists in these localities, at least one Committee member should be from this group. Other stakeholders who provide services to local businesses in Elmbridge can also join the Committee. Other representatives can be co-opted to the Committee during the year, subject to the Committee’s agreement.

The Chairman, Vice-Chairman, Treasurer and Secretary are elected at the annual general meeting. The Chairman and Vice-Chairman will serve for up to two consecutive years.

Where necessary, working groups can be formed as sub groups to the Committee to drive forward individual projects or initiatives providing they report back to the Committee at each meeting. A member may be removed from the Committee only if the decision is agreed unanimously.
5. Roles and responsibilities
The role of the Committee is:
   a) Co-ordinate delivery of a programme of action to promote business in Elmbridge
   b) Consider new issues affecting local businesses and possible partnership solutions

The role of the Chairman is:
   a) To chair Network meetings and facilitate contribution by all members
   b) To champion the delivery of the Network’s activities
   c) To represent the views of Elmbridge Business Network
   d) To attend Elmbridge Community and Safety Partnership meetings and present relevant reports on behalf of the Network
   e) To ensure that effective actions result from agenda items
   f) To ensure that effective performance management takes place
   g) To agree Network meeting agendas and approve minutes for distribution
   h) To ensure that the Network consults and engages with the Elmbridge business community
   i) Act as a signatory to the Network’s bank account

The role of the Vice-Chairman is to:
   a) To support the Chairman in the functions listed above
   b) To cover when the Chairman is unavailable
   c) Act as a signatory to the Network’s bank account

The role of the Treasurer is to:
   a) Keep a record of the Network’s accounts
   b) Provide a financial report to the annual general meeting
   c) Advise on financial issues at Committee meetings
   d) Act as a signatory to the Network’s bank account

The role of the Secretary is to:
   a) Prepare the agenda for and take minutes of Network meetings (Committee members will be identified and listed against their local network or committee role in the minutes. Committee minutes will be help by Elmbridge Borough Council and deleted after 24 months)
   b) Make practical arrangements for Network meetings
   c) Collate quarterly performance reports with input from other Network members
   d) Ensure that lead partners are taking forward identified actions
   e) Manage the database for the general membership
   f) Act as Complaints Co-ordinator

The role of Committee members of the Network is:
   a) To represent their organisation and/or locality at Committee meetings
   b) To participate in the Network’s activities and/or working groups
   c) To communicate and gain support for the Network’s activities within their organisation and/or locality
   d) To prepare for meetings and identify ways in which their organisation can contribute to the agenda items
   e) To be aware of and respond in a timely manner to communications outside of quarterly Committee meetings
   f) Raise issues and information to be considered by the Network
   g) To commit resources where possible to support the delivery of the Network’s activities

6. Performance management
Quarterly updates on the Network’s activities are provided by lead officers at Committee meetings.

7. Accountability
Minutes of the Committee meetings are made available on Elmbridge Borough Council’s website once they have been agreed as an accurate record at the following meeting. Activities are also reported to stakeholders through the annual general meeting and through a regular newsletter to members of the Network.

8. Meetings
The Committee meets quarterly with a pre-agreed forward programme for each financial year. If meeting dates or times are altered, 14 days’ notice must be given to all Committee members.

Any members of the Committee may submit items for the agenda, which must be agreed by the Chairman. Meeting papers will be made available one week before the meeting. Standing agenda items are:
- a) Report on EBN activities
- b) Finance
- c) Communication with ECSP Board (issues from and to the Board)
- d) Communications
- e) Updates from locality representatives

Where a member of the Network cannot attend a meeting, they must try to send a briefed deputy to represent their organisation/locality. A quorum of 50% of the Committee membership should be present for a meeting to take place.

In addition, the Network holds an annual general meeting to which the wider Elmbridge business community (including general members of the Network) are invited to attend.

Meetings will generally be held outside of core business hours.

9. Decision making
Where an item is placed for decision by the Network, the majority of members must agree to the position. If a decision is split, the Chairman has the casting vote. Where a Committee member has sent a representative, he/she shall have voting rights (if agreed by the Chairman prior to the commencement of the meeting). Where a Committee member cannot attend a meeting in which a decision is placed and he/she is unable to send a deputy, they may communicate their decision/opinion in writing via the Secretary or Chairman prior to the meeting.

Committee members may make decisions out of session via written communication (hardcopy or electronic). Unless unavoidable, a minimum of two weeks should be allowed for decision making out of session.

10. Risk management
The Network will retain a risk register, which will be reviewed on a regular basis. Member organisations will review the risk of their own involvement with the Network in accordance with their own procedures.

Health and safety risk assessments will be conducted by the lead officer for any events or relevant projects arranged by the Network.

11. Commitment to equalities
The Network is committed to ensuring equality of opportunity in the delivery and accessibility of its services. Except where services are specifically and legally targeted to address the needs of particular sectors of the community, the Network will ensure equitable access to these regardless of a person’s gender, race and ethnicity, disability, sexual orientation, religious affiliation (or none), age,
condition of pregnancy, marital status, level of income, family responsibility, family definition or educational attainment. Partners are committed to providing a safe environment free from unlawful discrimination and harassment both in employment and service delivery.

Additionally, the Network recognises that some of its constituent partners who are public authorities are subject to additional legislative requirements with respect to equalities and diversity, enshrined in their various equality schemes and/or equality plans. These duties commit such authorities to ensuring that any partnerships they enter into meet the statutory equality duties forbidding discrimination which they themselves are subject to. Further details on these can be obtained by consulting the relevant equality schemes and equality plans operational in those authorities.

12. Data quality
Members of the Network are committed to producing and sharing data that is fit for purpose and of high quality. Specifically data will be:

a) Accurate (data is captured as close to the point of activity as possible – a clear audit trail is available – adequate data input controls are in place)
b) Complete (data is captured to meet agreed data requirements)
c) Valid (data is recorded and used in an agreed format which conforms to agreed definitions)
d) Reliable (reflects stable and consistent data collection processes across collection points over time)
e) Relevant (relevant to the intended purpose)
f) Timely (data is available for intended use within reasonable time period)

13. Information sharing
Members of the Network are fully committed to ensuring that they share information in accordance with their statutory duties/relevant legislation. Partners recognise that any data or records supplied to public bodies are potentially subject to the provisions of the Freedom of Information Act 2000.

Where personal or sensitive information is required to be shared, and partners are not signatory to a dedicated information sharing protocol, e.g. the Surrey Crime and Disorder Information Sharing Protocol, they will be expected to share such information under arrangements that are in accordance with the Data Protection Act 1998 and other relevant legislation. It is the responsibility of the supplying organisation to take steps to avoid the identification of individuals, or allow the identification of them.

Prior to information being shared, it should be made clear which organisation will be holding partnership data, and arrangements made for the disposal or transferral of that data as appropriate should the Partnership or any of its partners cease to exist. Records held by partners will be disposed of in accordance with their internal records management policies.

Each organisation remains responsible for ensuring security measures protect the lawful use of information shared under the partnership agreement.

Partner organisations consequently agree to:

a) Take responsibility for implementing/maintaining internal arrangements to meet the requirements of this agreement
b) Use shared data for intended and agreed reporting purposes only
c) Not provide any data that contravene legislation or breaches confidentiality

14. Financial arrangements
The Network holds a bank account in which joint funds are held. Grants made to the Network by Elmbridge Borough Council may be held by the Council on behalf of the Network. Expenditure against these funds must be agreed by the Committee or, if an urgent decision needs to be made, by the Chairman and Treasurer. All expenditure must meet one or more of the Network’s objectives and should only be approved if the Treasurer advises that sufficient funds are available. The Treasurer
must receive the relevant invoice or receipt before making out a cheque. Cheques for the bank account require any two of three signatures (signatories are the Chairman, Vice-Chairman and Treasurer). Any expenditure incurred by members of the Committee on behalf of the Network must approved in advance in order for reimbursement to be made.

The Treasurer is responsible for managing the Network’s funds and maintaining adequate records. He or she will provide an update on the financial position at each Committee meeting and an income and expenditure account for the year at the annual general meeting. The Network’s financial year will run 1 March to 28 February. Partners’ internal auditors are allowed access to information about funds they have contributed.

If any members of the Network suspect that fraud is taking place, they should report their concerns to the Chairman, Treasurer or Secretary who will investigate the situation. The Committee will deal firmly with any financial malpractice.

The Network runs a grant scheme and the terms of this scheme are set out in a separate document.

The Network does not hold any significant assets: if it purchases assets in future, arrangements will be made regarding use, storage and disposal.

15. Insurance
Activities of the Network will be covered by public liability insurance which provides an indemnity limit of £5 million in respect of any claims. Insurance will be arranged by Elmbridge Borough Council on behalf of the Network, subject to regular review.

16. Administrative support
Subject to approval at the annual general meeting, the Secretary is an officer of Elmbridge Borough Council.

17. Conflicts of interest
At the start of the meeting or as soon as possible, members of the Network will declare any interests in respect of any items of business being considered. Interests may be personal (including financial) or prejudicial.

18. Complaints protocol
The Network’s primary aim is to resolve informal complaints at the initial point of contact. Where possible, this should be done by the partner receiving the complaint. Responses to formal complaints will be co-ordinated by Secretary who will act as the Complaints Co-ordinator and will follow the formal Elmbridge Borough Council complaints procedure. Please visit: http://www.elmbridge.gov.uk/council/suggestions/

19. Termination arrangements
There is no anticipated end date for the Network. However, if the time comes when it no longer needs to operate, arrangements will be made to conclude its business and projects appropriately. Any unspent funds will be returned to the contributing organisation.

20. Review and alteration of the governance document
This document will be reviewed on an annual basis. Amendments must be ratified at the annual general meeting.

In joining the Committee, new members agree to the terms of this governance document.