

Trustees

Role, Terms of reference etc

Issue Date: September 2024

Valid until replaced (if in any doubt, check with a Director)

1. Introduction

- The Trustee Board of Rubicon takes its authority and its responsibilities from two sources:
 - the Charities Act 1993 the Trustees of a charity are “the people responsible under the charity’s governing document for controlling the management and administration of the charity, regardless of what they are called”.
 - Rubicon’s Memorandum and Articles of Association (its constitution) sets out who may become a Trustee of the charity, how Trustees are appointed and their powers, this can be found in Rubicon’s Companies House entry and a current copy is in the appendix to this document <https://find-and-update.company-information.service.gov.uk/company/01195345/filing-history>
 - This document is intended to summarise and/or clarify the role and operation of the Trustees in Rubicon. In the event of any uncertainty or contradiction, the Charities Act and Rubicon’s Memorandum and Articles of Association take precedence.
- Charity law lays a number of specific duties on all charity Trustees, which are reflected in these terms of reference. In essence these are:
 - A duty of compliance with the charity’s objects, its governing documents and all relevant legislation and regulation.
 - A duty of care, to ensure that the charity is well run, efficient and risks are effectively identified and managed
 - A duty of prudence in respect of managing the charity’s assets.
- The overall responsibility of Trustees, individually and as a Board, is:
 - To provide direction and stewardship of Rubicon for the benefit of current and future users.
 - Set the vision, mission, values and strategic direction of the charity.
 - Monitor and communicate performance against the strategy, its impact upon stakeholders and its corporate behaviour.
 - Act as the guardians of the charity’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensure that the charity complies with all constitutional, legal and regulatory requirements.
- Ensure that the charity’s governance meets or exceeds the required standards. This includes ensuring the required financial and other information are lodged with the Charity commission in their annual return or annual update and keep their details on the register up to date; and ensure that information held at Companies House is accurate and up to date.

2. Trustee operations

- The Board and individual Trustees take collective responsibility for its decisions.
- The chair provides leadership to the Board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has Trustees and senior staff who are able to govern well and add value to the charity.

- In the case of the most senior members of staff (e.g. CEO) the Board makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.
- The Board's functions and decisions are formally recorded.
- The Board agrees the values, consistent with the charity's purpose, that it wishes to promote and makes sure that these values underpin all its decisions and the charity's activities
- The Board provides oversight and direction to the charity and support and constructive challenge to the organisation, its staff and, in particular, the CEO.
- The Board, particularly through its relationship with the CEO, creates the conditions in which the charity's staff are confident and enabled to provide the information, advice and feedback necessary to the Board.
- The Trustees make decisions about Rubicon together, working as a team. Decisions don't need to be unanimous as long as the majority of Trustees agree. They're usually made at charity meetings.

3. Appointment, Numbers and Quorum of Trustees

- A quorum of Trustees is normally 3. This means that in order to take any important decisions, there should normally be at least 3 Trustees involved, and all Trustees must have been given a reasonable opportunity to be present and to vote on any resolutions or decisions.
- Therefore the charity should have at least 3 formally appointed Trustees. In the event that there are fewer appointed Trustees, then the remaining 1 or 2 may constitute a quorum and must make every effort to appoint additional Trustees as a priority.
- The Board ensures that there is a fair and reasonable process in place to identify and appoint suitable Trustees
- Rubicon may have up to 10 Trustees, and may especially choose to appoint the maximum when the term of office of other Trustees is approaching conclusion
- For decisions requiring a vote, each Trustee has one vote, with the Chair (or vice chair in their absence) holding an additional casting vote if necessary in the event of a tie.
- The *target* number of Trustees is 8, with the only role designated as required being that of Chair. However, Rubicon aims to have Trustees designated to fulfil each of the following roles:
 - Chair
 - Vice Chair
 - Treasurer/Finance lead
 - People/HR lead
 - Arts sector specialist advisor
 - General Trustee x 3-5
- The Trustees designated to any of these roles is proposed by one of the other Trustees and then the rest of the Trustees vote to ratify their appointment; a simple majority is required.
- Rubicon Board of Trustees aspires to be diverse and reflect the communities it serves and Rubicon actively seeks to recruit Trustees who have expertise, interest and experiences which would make them suitable candidates for designated roles and add value to the charity.
- The Board recognises, respects and welcomes diverse, different and, at times conflicting Trustee views.
- Whilst not a hard and fast rule, the charity will avoid having more than two people with the same or very similar contributions to make or experiences to draw upon, such as people who do or have worked for extended periods in the same organisation in their professional life.

4. Term of office of Trustees

- There is no absolute rule on the term which Trustees are required to serve, however the guideline Rubicon operates is: an initial 5-year term, after which the Trustee must resign (or deemed to have resigned) and may apply to be reappointed.
- For reappointments, they would not need to go through the recruitment process, but be approved or otherwise by the other Trustees; in which case it would not be necessary to temporarily remove the Trustee from the Charity Commission or Companies House records.
- If reappointed, the Trustee may serve for a further five years, at which point their term as a Trustee would automatically cease and their name removed as a Trustee from the relevant records. They may reapply to become a Trustee after 1 year, in which case they would be subject to the full recruitment process and be treated as a new Trustee.

5. Resignation, Cessation and Dismissal of Trustees

- A Trustee may resign at any point, normally seeking to provide adequate notice to appoint a replacement if one is likely to be required.
- A Trustee who dies ceases to be a Trustee immediately
- A Trustee may be dismissed for any reason decided by resolution of the directors, with the directors providing at least 21 days' notice to that Trustee of the meeting at which that resolution will be proposed along with the reasons for the proposed dismissal and allowing the Trustee to make representations to the meeting. There is no right of appeal.
- A Trustee who is absent from meetings for six consecutive months will normally be assumed to have resigned. The Board will enact this assumption by resolution at a meeting in a similar manner to a dismissal.
- Upon leaving, the relevant records will be updated

6. Commitment: Required and Expected contribution of Trustees

- All Trustees give sufficient time to the charity to carry out their responsibilities effectively. This includes preparing for and attending meetings, undertaking tasks and projects, sitting on Board committees and other governance bodies where needed.
- There is no maximum time commitment a Trustee may devote.
- The *minimum* time commitment required is:
 - Attendance at 3 meetings of Trustees per year
 - Attendance at the Rubicon building for 4 hours per year
 - Undertaking projects, tasks or other work for 8 hours per year
 - Actively contribute to strategy reviews, which may be held as an annual in-person workshop
- The time commitment *expected* is:
 - Attendance at 80% of meetings with other Trustees
 - Sufficient attendance at the Rubicon building and events to have met all current employees and Trustees, observed Rubicon's activities, be aware of issues with Rubicon's operations, the facilities and challenges
 - To be responsive to emails, messages and other imperatives on an ongoing basis throughout the year
 - To be able to regularly step-in during a crisis or when additional support is required
- Where individual Board members are also involved in operational activities, for example as volunteers, they are clear about the capacity in which they are acting at any given time and understand what they are and are not authorised to do and to whom they report.

Rubicon Articles of Association

<https://find-and-update.company-information.service.gov.uk/company/01195345/filing-history>

Company Number: 01195345
Registered Charity Number: 269068

Welsh Dance Theatre Trust Limited

Special Resolution

On 24th July 2014 the following special resolution was agreed and passed by the members:

That appropriate consent having been received from the Charity Commission, new Articles of Association of the Welsh Dance Theatre Trust Limited in the form agreed by the meeting and initialled by the Chairman of the meeting be adopted in place of the existing Memorandum & Articles of the Charity.

Kathryn Williams

Signed

Rhidian Davies
Mollycodd

On
Jonathan Payne

TUESDAY



A15 *A3D4J18J* 29/07/2014 #121
COMPANIES HOUSE

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COMPANY NOT HAVING A SHARE CAPITAL

Articles of Association for a Charitable Company

Articles of Association of Welsh Dance Theatre Trust Limited

- 1 The company's name is **Welsh Dance Theatre Trust Limited** (and in this document it is called the "charity").

Interpretation

- 2 In the articles:

"address" means a postal address or, for the purposes of electronic communication, a fax number, an e-mail or postal address or a telephone number for receiving text messages in each case registered with the charity;

"the articles" means the charity's articles of association;

"the charity" means the company intended to be regulated by the articles;

"clear days" in relation to the period of a notice means a period excluding:

- ☐ The day when the notice is given or deemed to have been given; and
- ☐ The day for which it is given or on which it is to take effect;

"the Commission" means the Charity Commission for England and Wales;

"Companies Act" means the Companies Act (as defined in section 2 of the Companies Act 2006) in so far as they apply to the charity;

"the directors" means the directors of the charity. The directors are charity trustees as defined by section 177 of the Charities Act 2011;

"document" includes, unless otherwise specified, any document sent or supplied in electronic form;

"electronic form" has the meaning given in section 1168 of the Companies Act 2006;

"the memorandum" means the charity's memorandum of association;

"officers" includes the directors and the secretary (if any);

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"the seal" means the common seal of the charity if it has one;

"secretary" means any person appointed to perform the duties of the secretary of the charity;

"the United Kingdom" means great Britain and Northern Ireland;

and words importing one gender shall include all genders, and the singular includes the plural and vice versa.

Unless the context otherwise requires words or expressions contained in the articles have the same meaning as in the Companies Acts but excluding any statutory modification not in force when this constitution becomes binding on the charity.

Apart from the exception mentioned in the previous paragraph a reference to an Act of Parliament includes any statutory modification or re-enactment of it for the time being in force.

Liability of members

- 3 The liability of members is limited to a sum not exceeding £10, being the amount that each member undertakes to contribute to the assets of the charity in the event of it being wound up while he, she or it is a member or within one year after he, she or it ceases to be a member, for:
- (1) payment of the charity's debts and liabilities incurred before he, she or it ceases to be a member;
 - (2) payment of the costs, charges and expenses of winding up; and
 - (3) adjustment of the rights of the contributories among themselves.

Objects

- 4 The charity's objects ("Objects") are specifically restricted to the following:

For the benefit of the public, to foster, promote and increase the interest of the public in the knowledge, understanding and practice of dancing (including but not restricted to contemporary dance, community dance and other modern dance forms) and to promote, assist and provide facilities for presentations of such dancing and training of dancers and choreographers.

Powers

- 5 The charity has the power to do anything which is calculated to further its Object(s) or is conducive or incidental to doing so. In particular, the charity has the power:
- (1) to provide facilities, classes, courses and other forms of education in relation to dance, choreography and dance

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- performance;
- (2) to make grants or loans of money and give guarantees;
 - (3) to raise funds. In doing so, the charity must not undertake any taxable permanent trading activity and must comply with any relevant statutory regulations;
 - (4) to buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
 - (5) to sell, lease or otherwise dispose of all or any part of the property belonging to the charity. In exercising this power, the charity must comply as appropriate with sections 117 and 122 of the Charities Act 2011.
 - (6) to borrow money and to charge the whole or any part of the property belonging to the charity as security for repayment of the money borrowed or as security for a grant or the discharge of an obligation. The charity must comply as appropriate with section 124 –126 of the Charities Act 2011 if it wishes to mortgage land;
 - (7) to co-operate with other charities, voluntary bodies and statutory authorities and to exchange information and advice with them;
 - (8) to establish or support any charitable trusts, associations or institutions formed for any of the charitable purposes included in the Objects;
 - (9) to acquire, merge with or to enter into any partnership or joint venture arrangement with any other charity;
 - (10) to set aside income as a reserve against future expenditure but only in accordance with a written policy about reserves;
 - (11) to employ and remunerate such staff as are necessary for carrying out the work of the charity. The charity may employ or remunerate a director only to the extent it is permitted to do so by article 7 and provided it complies with the conditions in that article;
 - (12) to:
 - (a) deposit or invest funds;
 - (b) employ a professional fund-manager; and
 - (c) arrange for the investments or other property of the charity to be held in the name of a nominee;
 in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000;
 - (13) to provide indemnity insurance for the directors in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011;
 - (14) to pay out of the funds of the charity the costs of forming and registering the charity both as a company and as a charity.

Application of income and property

- 6
- (1) The income and property of the charity shall be applied solely towards the promotion of the Objects.
 - (2) (a) A director is entitled to be reimbursed from the property

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of the charity or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the charity.

- (b) A director may benefit from trustee indemnity insurance cover purchased at the charity's expense in accordance with, and subject to the conditions in section 189 of the Charities Act 2011.
 - (c) A director may receive an indemnity from the charity in the circumstances specified in article 57.
 - (d) A director may not receive any other benefit or payment unless it is authorised by article 7
- 3 Subject to article 7, none of the income or property of the charity may be paid or transferred directly or indirectly by way of divided bonus or otherwise by way of profit to any member of the charity. This does not prevent a member who is not also a director receiving:
- (a) a benefit from the charity in the capacity of a beneficiary of the charity;
 - (b) reasonable and proper remuneration for any goods or services supplied to the charity.

Benefits and payments to charity directors and connected persons

7 (1) General provisions

No director or connected person may:

- (a) buy any goods or services from the charity on terms preferential to those applicable to members of the public;
- (b) sell goods, services, or any interest in land to the charity;
- (c) be employed by, or receive any remuneration from, the charity;
- (d) Receive any other financial benefit from the charity;

unless the payment is permitted by sub-clause (2) of this article, or authorised by the court or the Charity Commission.

In this article "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

Scope and powers permitting directors' or connected persons' benefits

- 2
- (a) A director or connected person may receive a benefit from the charity in the capacity of a beneficiary of the charity provided that a majority of the directors do not benefit in this way.
 - (b) A director or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the charity where that is permitted in accordance with, and subject to the conditions in, sections 185 and 186 of the Charities Act 2011.

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- (c) Subject to sub-clause (3) of this article a director or connected person may provide the charity with goods that are not supplied in connection with services provided to the charity by the director or connected person.
- (d) A director or connected person may receive interest on money lent to the charity at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).
- (e) A director or connected person may receive rent for premises let by the director or connected person to the charity. The amount of the rent and the other terms of the lease must be reasonable and proper. The director concerned must withdraw from any meeting at which such a proposal or rent or other terms of the lease are under discussion.
- (f) A director or connected person may take part in the normal trading and fundraising activities of the charity on the same terms as members of the public.

Payment for supply of goods only - controls

- (3) The charity and its directors may only rely upon the authority provided by sub-clause (2)(c) of this article if each of the following conditions is satisfied.
 - (a) The amount or maximum amount of the payment for the goods is set out in an agreement in writing between the charity or its directors (as the case may be) and the director or connected person supplying the goods ("the supplier") under which the supplier is to supply the goods in question to or on behalf of the charity.
 - (b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
 - (c) The other directors are satisfied that it is in the best interests of the charity to contract with the supplier rather than with someone who is not a director or connected person. In reaching that decision the directors must balance the advantage of contracting with a director or connected person against the disadvantages of doing so.
 - (d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the charity.
 - (e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of directors is present at the meeting.
 - (f) The reason for the decision is recorded by the directors in the minute book.
 - (g) A majority of the directors then in office are not in receipt

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- of remuneration or payments authorised by article 7.
- (4) In sub-clauses (2) and (3) of this article
- (a) "charity" includes any company in which the charity:
- (i) holds more than 50% of the shares; or
- (ii) controls more than 50% of the voting rights attached to the shares; or
- (iii) has the right to appoint one or more directors to the board of the company.
- (b) "connected person" includes any person within the definition in article 61 "Interpretation".

Declaration of directors' interests

- 8 A director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the charity or in any transaction or arrangement entered into by the charity which has not previously been declared. A director must absent himself or herself from any discussions of the charity directors in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the charity and any personal interest (including but not limited to any personal financial interest).

Conflicts of interest and conflicts of loyalties

- 9 (1) If a conflict of interest arises for a director because of a duty of loyalty owed to another organisation or person and the conflict is not authorised by virtue of any other provision in the articles, the unconflicted directors may authorise such a conflict of interests where the following conditions apply:
- (a) the conflicted director is absent from the part of the meeting at which there is discussion of any arrangement or transaction affecting that other organisation or person;
- (b) the conflicted director does not vote on any such matter and is not to be counted when considering whether a quorum of directors is present at the meeting; and
- (c) the unconflicted directors consider it is in the interests of the charity to authorise the conflict of interests in the circumstances applying.
- (2) In this article a conflict of interests arising because of a duty of loyalty owed to another organisation or person only refers to such a conflict which does not involve a direct or indirect benefit of any nature to a director or to a connected person.

Members

- 10 (1) The members of the charity at the date of the adoption of these articles shall remain members subject to article 12.
- (2) Membership is open to other individuals or organisations who:
- (a) apply to the charity in the form required by the directors; and
- (b) are approved by the directors in their absolute discretion.

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- (3) Membership is not transferable.
- (4) The directors must keep a register of the names and addresses of the members.

Classes of membership

- 11
- (1) The directors may establish classes of membership with different rights and obligations and shall record the rights and obligations in the register of members.
 - (2) The directors may not directly or indirectly alter the rights or obligations attached to a class of membership.
 - (3) The rights attached to a class of membership may only be varied if:
 - (a) three-quarters of the members of that class consent in writing to the variation; or
 - (b) a special resolution is passed at a separate general meeting of the members of that class agreeing to the variation.
 - (4) The provisions in the articles about general meetings shall apply to any meeting relating to the variation of the rights of any class of members.

Termination of membership

- 12 Membership is terminated if:
- (1) the members dies or, if it is an organisation, ceases to exist;
 - (2) the member resigns by written notice to the charity unless, after the resignation, there would be less than two members;
 - (3) any sum due from the member to the charity is not paid in full within six months of it falling due;
 - (4) the member is removed from membership by a resolution of the directors that it is in the best interests of the charity that his or her or its membership is terminated. A resolution to remove a member from membership may only be passed if:
 - (a) the member has been given at least twenty-one days' notice in writing of the meeting of the directors at which the resolution will be proposed and the reasons why it is to be proposed;
 - (b) the member or, at the option of the member, the member's representative (who need not be a member of the charity) has been allowed to make representations to the meeting.
 - (5) the member is a director and they resign or retire from their position though they shall be eligible to be reinstated as a member.

General meetings

- 13 An annual general meeting must be held in each year and not more than fifteen months may elapse between annual general meetings.

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- 14 The directors may call a general meeting at any time.

Notice of general meetings

- 15 (1) The minimum periods of notice required to hold a general meeting of the charity are:
- (a) twenty-one clear days for an annual general meeting or a general meeting called for the passing of a special resolution,
 - (b) fourteen clear days for all other general meetings.
- (2) A general meeting may be called by shorter notice if it is so agreed by a majority in number of members having a right to attend and vote at the meeting, being a majority who together hold not less than 90 percent of the total voting rights.
- (3) The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. If the meeting is to be an annual general meeting, the notice must say so. The notice must also contain a statement setting out the right of members to appoint a proxy under section 324 of the Companies Act 2006 and article 22.
- (4) The notice must be given to all members and to the directors and auditors.
- 16 The proceedings at a meeting shall not be invalidated because a person who was entitled to receive notice of the meeting did not receive it because of an accidental omission by the charity.

Proceedings at general meetings

- 17 (1) No business shall be transacted at any general meeting unless a quorum is present.
- (2) A quorum is:
- (a) three members present in person or by proxy and entitled to vote upon the business to be conducted at the meeting; or
 - (b) one tenth of the total membership at the time whichever is greater.
- (3) The authorised representative of a member organisation shall be counted in the quorum.
- 18 (1) If.
- (a) a quorum is not present within half an hour from the time appointed for the meeting; or
 - (b) during the meeting a quorum ceases to be present;
- the meeting shall be adjourned to such time and place as the directors shall determine.
- (2) The directors must reconvene the meeting and must give at least seven clear days' notice of the reconvened meeting stating the date, time and place of the meeting.
- (3) If no quorum is present at the reconvened meeting within fifteen

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minutes of the time specified for the start of the meeting the members present in person or by proxy at that time shall constitute the quorum for that meeting.

- 19 (1) General meetings shall be chaired by the person who has been appointed to chair meetings of the directors.
(2) If there is no such person or he or she is not present within fifteen minutes of the time appointed for the meeting a director nominated by the directors shall chair the meeting.
(3) If there is only one director present and willing to act, he or she shall chair the meeting.
(4) If no director is present and willing to chair the meeting within fifteen minutes after the time appointed for holding it, the members present in person or by proxy and entitled to vote must choose one of their number to chair the meeting.
- 20 (1) The members present in person or by proxy at a meeting may resolve by ordinary resolution that the meeting shall be adjourned.
(2) The person who is chairing the meeting must decide the date, time and place at which the meeting is to be reconvened unless those details are specified in the resolution.
(3) No business shall be conducted at a reconvened meeting unless it could be properly have been conducted at the meeting had the adjournment not taken place.
(4) If a meeting is adjourned by a resolution of the members for more than seven days, at least seven clear days' notice shall be given of the reconvened meeting stating the date, time and place of the meeting.
- 21 (1) Any vote at a meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is demanded:
(a) by the person chairing the meeting; or
(b) by at least two members present in person or by proxy and having the right to vote at the meeting; or
(c) by a member or members present in person or by proxy representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.
(2) (a) The declaration by the person who is chairing the meeting of the result of a vote shall be conclusive unless a poll is demanded.
(b) The result of the vote must be recorded in the minutes of the charity but the number or proportion of votes cast need not be recorded.
(3) (a) A demand for a poll may be withdrawn, before the poll is taken, but only with the consent of the person who is

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- chairing the meeting.
- (b) If the demand for a poll is withdrawn the demand shall not invalidate the result of a show of hands declared before the demand was made.
- (4) (a) A poll must be taken as the person who is chairing the meeting directs, who may appoint scrutineers (who need not be members) and who may fix a time and place for declaring the results of the poll.
- (b) The result of the poll shall be deemed to be the resolution of the meeting at which the poll is demanded.
- (5) (a) A poll demanded on the election of a person to chair a meeting or on a question of adjournment must be taken immediately.
- (b) A poll demanded on any other question must be taken either immediately or at such time and place as the person who is chairing the meeting directs.
- (c) The poll must be taken within thirty days after it has been demanded.
- (d) If the poll is not taken immediately at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.
- (e) If a poll is demanded the meeting may continue to deal with any other business that may be conducted at the meeting.

Content of proxy notices

- 22 (1) Proxies may only validly be appointed by a notice in writing (a "proxy notice") which -
- (a) states the name and address of the member appointing the proxy;
 - (b) identifies the person appointed to be that member's proxy and the general meeting in relation to which that person is appointed;
 - (c) is signed by or on behalf of the member appointing the proxy, or is authenticated in such manner as the directors may determine; and
 - (d) is delivered to the charity in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.
- (2) The charity may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- (3) Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- (4) Unless a proxy notice indicates otherwise, it must be treated as -
- (a) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural

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- resolutions put to the meeting; and
- (b) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

Delivery of proxy notices

- 22A (1) A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the charity by or on behalf of that person.
- (2) An appointment under a proxy notice may be revoked by delivering to the charity a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- (3) A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- (4) If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it on the appointor's behalf.

Written resolutions

- 23 (1) A resolution in writing agreed by a simple majority (or in the case of a special resolution by a majority of not less than 75%) of the members who would have been entitled to vote upon it had it been proposed at a general meeting shall be effective provided that:
- (a) a copy of the proposed resolution has been sent to every eligible member;
 - (b) a simple majority (or in the case of a special resolution a majority of not less than 75%) of members has signified its agreement to the resolution; and
 - (c) it is contained in an authenticated document which has been received at the registered office within the period of 28 days beginning with the circulation date.
- (2) A resolution in writing may comprise several copies to which one or more members have signified their agreement.
- (3) In the case of a member that is an organisation, its authorised representative may signify its agreement.

Votes of members

- 24 Subject to article 11, every member whether an individual or an organisation, shall have one vote except that in the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting shall be entitled to a second and casting vote.

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- 25 Any objection to the qualification of any voter must be raised at the meeting at which the vote is tendered and the decision of the person who is chairing the meeting shall be final.
- 26 (1) Any organisation that is a member of the charity may nominate any person to act as its representative at any meeting of the charity.
- (2) The organisation must give written notice to the charity of the name of its representative. The representative shall not be entitled to represent the organisation at any meeting unless the notice has been received by the charity. The representative may continue to represent the organisation until written notice to the contrary is received by the charity.
- (3) Any notice given to the charity will be conclusive evidence that the representative is entitled to represent the organisation or that his or her authority has been revoked. The charity shall not be required to consider whether the representative has been properly appointed by the organisation.

Directors

- 27 (1) A director must be a natural person aged 16 years or older.
- (2) No one may be appointed a director if he or she would be disqualified from acting under the provisions of article 39.
- 28 The minimum number of directors shall be three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum
- 29 The first directors shall be those persons notified to Companies House as the first directors of the charity.
- 30 A director may not appoint an alternate director or anyone to act on his or her behalf at meetings of the directors.

Powers of directors

- 31 (1) The directors shall manage the business of the charity and may exercise all the powers of the charity unless they are subject to any restrictions imposed by the Companies Acts, the articles or any special resolution.
- (2) No alteration of the articles or special resolution shall have retrospective effect to invalidate any prior act of the directors.
- (3) Any meeting of directors at which a quorum is present at the time the relevant decision is made may exercise all the powers exercisable by the directors.

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Retirement of directors

- 32 The directors in office at the date of adoption of these articles continue in office until the next annual general meeting at which meeting, and subsequent annual general meetings, one-third of the directors or, if their number is not three or a multiple of three, the number nearest to one-third, must retire from office. If there is only one director he or she must retire.
- 33 (1) The directors to retire by rotation shall be those who have been longest in office since their last appointment. If any directors became or were appointed directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.
- (2) If a director is required to retire at an annual general meeting by a provision of the articles the retirement shall take effect upon the conclusion of the meeting.

Appointment of directors

- 34 The charity may by ordinary resolution:
- (1) appoint a person who is willing to act to be a director; and
- (2) determine the rotation in which any additional directors are to retire.
- 35 No person other than a director retiring by rotation may be appointed a director at any general meeting unless:
- (1) he or she is recommended for re-election by the directors; or
- (2) not less than fourteen nor more than thirty-five clear days before the date of the meeting, the charity is given notice that:
- (a) is signed by a member entitled to vote at the meeting;
- (b) states the member's intention to propose the appointment of a person as a director;
- (c) contains the details that, if the person were to be appointed, the charity would have to file at Companies House; and
- (d) is signed by the person who is proposed to show his or her willingness to be appointed.
- 36 All members who are entitled to receive notice of a general meeting must be given not less than seven nor more than twenty-eight clear days' notice of any resolution to be put to the meeting to appoint a director other than a director who is to retire by rotation.
- 37 (1) The directors may appoint a person who is willing to act as a director.
- (2) A director appointed by a resolution of the other directors must retire at the next annual general meeting and must not be taken into account in determining the directors who are to retire by rotation.

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- 38 The appointment of a director, whether by the charity in a general meeting or by the other directors, must not cause the number of directors to exceed any number fixed as the maximum number of directors.

Disqualification and removal of directors

- 39 A director shall cease to hold office if he or she:
- (1) ceases to be a director by virtue of any provision in the Companies Acts or is prohibited by law from being a director;
 - (2) is disqualified from acting as a trustee by virtue of section 178 and 179 of the Charities Act 2011 (or any statutory re-enactment or modification of those provisions);
 - (3) ceases to be a member of the charity;
 - (4) in the written opinion, given to the company, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a director and may remain so for more than three months;
 - (5) resigns as a director by notice to the charity (but only if at least two directors will remain in office when the notice of resignation is taken into effect); or
 - (6) is absent without the permission of the directors from all their meetings held within a period of six consecutive months and the directors resolve that his or her office be vacated.

Remuneration of directors

- 40 The directors must not be paid any remuneration unless it is authorised by article 7.

Proceeding of directors

- 41
- (1) The directors may regulate their proceedings as they think fit, subject to the provisions of the articles.
 - (2) Any director may call a meeting of the directors.
 - (3) The secretary (if any) must call a meeting of the directors if requested to do so by a director.
 - (4) Questions arising at a meeting shall be decided by a majority of votes.
 - (5) In the case of an equality of votes, the person chairing the meeting shall have a second or casting vote.
 - (6) A meeting may be held by suitable electronic means agreed by the directors in which each participant may communicate with all the other participants.
- 42
- (1) No decision may be made by a meeting of the directors unless a quorum is present at the time the decision is purported to be made. "Present" includes being present by suitable electronic means agreed by the directors in which a participant or participants may communicate with all other participants.

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- (2) The quorum shall be three or the number nearest to one-third of the total number of directors, whichever is the greater, or such larger number as may be decided from time to time by the directors.
 - (3) A director shall not be counted in the quorum present when any decision made about a matter upon which that director is not entitled to vote.
- 43 If the number of directors is less than the number fixed as the quorum, the continuing directors or director may act only for the purposes of filling vacancies or calling a general meeting or to preserve and protect the assets of the charity.
- 44
- (1) The directors shall appoint a director to chair their meetings and may at any time revoke such appointment.
 - (2) If no-one has been appointed to chair meetings of the directors or if the person appointed is unwilling to preside or is not present within ten minutes after the time appointed for the meeting, the directors present may appoint one of their number to chair that meeting.
 - (3) The person appointed to chair meetings of the directors shall have no functions or powers except those conferred by the articles or delegated to him or her by the directors.
- 45
- (1) A resolution in writing or in electronic form agreed by all of the directors entitled to receive notice of a meeting of the directors and to vote upon the resolution shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.
 - (2) The resolution in writing may comprise several documents containing the text of the resolution in like form to each of which one or more directors has signed their agreement.

Delegation

- 46
- (1) The directors may delegate any of their powers or functions to a committee of two or more directors but the terms of any delegation must be recorded in the minute book.
 - (2) The directors may impose conditions when delegating, including the conditions that:
 - (a) the relevant powers are to be exercised exclusively by the committee to whom they delegate;
 - (b) no expenditure may be incurred on behalf of the charity except in accordance with a budget previously agreed with the directors.
 - (3) The directors may revoke or alter a delegation.
 - (4) All acts and proceedings of any committees must be fully and promptly reported to the directors.

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Validity of directors' decisions

- 47 (1) Subject to article 47(2), all acts done by a meeting of directors, or a committee of directors, shall be valid notwithstanding the participation in any vote of a director:
- (a) who was disqualified from holding office,
 - (b) who had previously retired or who had been obliged by the constitution to vacate office;
 - (c) who was not entitled to vote on the matter, whether by reason of conflict of interest or otherwise;
- if without:
- (d) the vote of that director; and
 - (e) that director being counted in the quorum;
- the decision has been made by a majority of directors at a quorate meeting.
- (2) Article 47(1) does not permit a director or a connected person to keep any benefit that may be conferred upon him or her by a resolution of the directors or of a committee of directors if, but for article 47(1), the resolution would have been void, or if the director has not complied with article 8.

Seal

- 48 If the charity has a seal it must only be used by the authority of the directors or of a committee of directors authorised by the directors. The directors may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined, it shall be signed by a director and by the secretary (if any) or by a second director.

Minutes

- 49 The directors must keep minutes of all:
- (1) appointments of officers made by the directors;
 - (2) proceedings at meetings of the charity;
 - (3) meetings of the directors and committees of directors including:
 - (a) the names of the directors present at the meeting;
 - (b) the decisions made at the meetings, and
 - (c) where appropriate the reasons for the decisions.

Accounts

- 50 (1) The directors must prepare for each financial year accounts as required by the Companies Acts. The accounts must be prepared to show a true record and fair view and follow accounting standards issued or adopted by the Accounting Standards Board or its successors and adhere to the recommendations of applicable Statements of Recommended Practice.
- (2) The directors must keep accounting records as required by the Companies Act.

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Annual Report and Return and Register of Charities

- 51 (1) The directors must comply with the requirements of the Charities Act 2011 with regard to the:
- (a) transmission of a copy of the statements of account to the Commission;
 - (b) preparation of an Annual Report and the transmission of a copy of it to the Commission;
 - (c) preparation of an Annual Return and its transmission to the Commission
- (2) The directors must notify the Commission promptly of any changes to the charity's entry on the Central Register of Charities.

Means of communication to be used

- 52 (1) Subject to the articles, anything sent or supplied by or to the charity under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the charity.
- (2) Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.
- 53 Any notice to be given to or by any person pursuant to these articles:
- (1) must be in writing; or
 - (2) must be given in electronic form.
- 54 (1) The charity may give any notice to a member either:
- (a) personally; or
 - (b) by sending it by post in a prepaid envelope addressed to the member at his or her address; or
 - (c) by leaving it at the address of the member; or
 - (d) by giving it in electronic form to the member's address.
 - (e) by placing the notice on a website and providing the person with a notification in writing or in electronic form of the presence of the notice on the website. The notification must state that it concerns a notice of a company meeting and must specify the place, date and time of the meeting.
- (2) A member who does not register an address with the charity or who registers only a postal address that is not within the United Kingdom shall not be entitled to receive any notice from the charity.

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- 55 A member present in person at any meeting of the charity shall be deemed to have received notice of the meeting and of the purposes for which it was called.
- 56 (1) Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given.
- (2) Proof that an electronic form of notice was given shall be conclusive where the company can demonstrate that it was properly addressed and sent, in accordance with section 1147 of the Companies Act 2006.
- (3) In accordance with section 1147 of the Companies Act 2006 notice shall be deemed to be given:
- (a) 48 hours after the envelope containing it was posted, or
 - (b) in the case of an electronic form of communication, 48 hours after it was sent.

Indemnity

- 57 (1) The charity may indemnify a relevant director against any liability incurred in that capacity, to the extent permitted by sections 232 to 234 of the Companies Act 2006.
- (2) In this article "relevant director" means any director or former director of the charity.

Rules

- 58 (1) The directors may from time to time make such reasonable and proper rules or byelaws, as they may deem necessary or expedient for the proper conduct and management of the charity.
- (2) The byelaws may regulate the following matters but are not restricted to them:
- (a) the admission of members of the charity (including the admission of organisations to membership) and the rights and privileges of such members, and entrance fees, subscriptions and other fees or payments to be made by members;
 - (b) the conduct of members of the charity in relation to one another, and to the charity's employees and volunteers;
 - (c) the setting aside of whole or any part of the charity's premises at any particular time or times or for any particular purpose or purposes;
 - (d) the procedure at general meetings and meetings of the directors in so far as such procedure is not regulated by the Companies Acts or by the articles;
 - (e) generally, all such matters as are commonly the subject matter of company rules.
- (3) The charity in general meeting has the power to alter, add to or repeal the rules or byelaws.

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- (4) The directors must adopt such means as they think sufficient to bring the rules and byelaws to the notice of members of the charity.
- (5) The rules or byelaws shall be binding on all members of the charity. No rule or byelaw shall be inconsistent with, or shall affect or repeal anything contained in, the articles.

Disputes

- 59 If a dispute arises between members of the charity about the validity or propriety of anything done by the members of the charity under these articles, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

Dissolution

- 60 (1) The members of the charity may at any time before, and in expectation of, its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision has been made for them, shall on or before the dissolution of the charity be applied or transferred in the following ways:
- (a) directly for the Objects; or
 - (b) by transfer to any charity or charities for purposes similar to the Objects; or
 - (c) to any other charity or charities for use for particular purposes that fall within the Objects.
- (2) Subject to any such resolution of the members of the charity, the directors of the charity may at any time before and in expectation of its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision made for them, shall on or before dissolution of the charity be applied or transferred:
- (a) directly for the Objects; or
 - (b) by transfer to any charity or charities for purposes similar to the Objects; or
 - (c) to any charity or charities for use for particular purposes that fall within the Objects.
- (3) In no circumstances shall the net assets of the charity be paid to or distributed among the members of the charity (except to a member that is itself a charity) and if no resolution in accordance with article 60(1) is passed by the members or the directors the net assets of the charity shall be applied for charitable purposes as directed by the Court or Commission.

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Interpretation

- 61 In article 7, sub-clause (2) of article 9 and sub-clause (2) of article 47 "connected person" means:
- (1) a child, parent, grandchild, grandparent, brother or sister of the director;
 - (2) the spouse or civil partner of the director or of any person falling within sub-clause (1) above,
 - (3) a person carrying on business in partnership with the director or with any person falling within sub-clause (1) or (2) above;
 - (4) An institution which is controlled -
 - (a) by the director or any connected person falling within sub-clause (1), (2) or (3) above; or
 - (b) by two or more persons falling within sub-clause 4(a), when taken together
 - (5) A body corporate in which -
 - (a) the director or any connected person falling within sub-clauses (1) to (3) has a substantial interest; or
 - (b) two or more persons falling within sub-clause (5)(a) who, when taken together, have a substantial interest.
 - (c) Sections 350 – 352 of the Charities Act 2011 apply for the purposes of interpreting the terms in this article