

THREE RIVERS LOCAL STRATEGIC PARTNERSHIP

13 MARCH 2019

PART I - DELEGATED

3. FUNDING STRATEGY FOR THE COMMUNITY STRATEGY

(CED)

1 Summary

- 1.1 The Board is asked to consider the establishment of a Community Interest Company to secure non-statutory funding to support the achievement of the Community Strategy 2018-2023.

2 Details

- 2.1 The Local Strategic Partnership Board (LSP) approved the new Community Strategy 2018-2023 in March 2018. The vision of the strategy is ambitious but the resources of the statutory partner agencies of LSP are all affected by the impact of austerity. In addition, the anticipated comprehensive spending review for 2020 onwards is not likely to release significant levels of new resources to local statutory partners.
- 2.2 In order to achieve the vision of the Community Strategy additional resources are required. Officers have identified the potential to seek resources from non-statutory sources such as trust funds and grant making bodies such as the Big Lottery. Large scale bids in the range of £500,000 over a period of 4 years are realistic targets for Big Lottery applications.
- 2.3 As statutory bodies' access to trust funds and grant funders can be limited to specific work streams. However a Community Interest Company (CIC) can be eligible for applications to such funds as a not for profit body.
- 2.4 An alternative to setting up a CIC would be to establish a charity. A charity however is limited in its ability to trade without establishing a trading company. A CIC could trade, for example, consultancy to other LSPs as a means of generating income for the purposes of funding the overheads of running the CIC and any profits from such trading can be used for the objects of the CIC i.e. to deliver the Community Strategy. However, without diverting attention to sales the Board would need to consider whether this was a key potential source of income in the initial stages of establishing the CIC.
- 2.5 To satisfy the community interest test, a company must show that a reasonable person would consider that its activities are being carried on for the benefit of the community or a section of the community. It should also be noted that a CIC cannot be a charity.

There are a number of company structures that can be chosen for a CIC. These are detailed on the regulators website at:

<https://www.gov.uk/government/organisations/office-of-the-regulator-of-community-interest-companies>

- 2.6 Officers have considered the options and at this stage are recommending that a CIC limited by guarantee of small membership is adopted. The model articles of

association of such a structure can be found in appendix 1. The company member's liability is limited to the amount of the guarantee.

- 2.7 To establish the CIC form IN01 would need to be completed to establish the company, form CIC36 completed by the proposed directors, and the objects of the CIC agreed and placed with an agreed articles of association document signed by the directors of the company. An application fee of £35 is payable for registration with Companies House. An annual CIC report must be filed, in addition to the normal confirmation statement and a fee of £15 is payable.
- 2.8 It is recommended the members of the LSP Board each identify potential directors for the CIC. Directors could either represent the interest of individual LSP partner agencies, or just be nominees in their own right. Those partners that do not wish to nominate a director would be free not to be part of the Board of Directors of the CIC, and would not have a vote on the decisions of the CIC. To meet the governance requirements of trust fund and grant makers a minimum of 3 directors would be required, with 5 the optimum number.
- 2.9 The small membership structure allows for board decisions to be made by email or written resolution signed by the directors. It is suggested that any necessary board meetings are held alongside the meetings of the LSP Board. Non-director partners of the LSP could be invited to attend these meetings but would not have a vote.
- 2.10 A CIC is required to submit returns to Companies House on an annual basis. Whilst the CIC is dormant the requirements of this are minimal. As the CIC grows, consideration needs to be given of how it will be financially managed. Proposals will need to be brought to the board of directors on this. Officers of Three Rivers District Council can develop these proposals for consideration by the Board. In the short term Three Rivers District Council's Accountancy Team can provide support to the CIC. However as the business grows the Board of Directors will need to budget for accountancy services.
- 2.11 In order to develop a financial history, to support bids to funders, consideration will need to be made by the Directors of contributing to the CIC. This could be by means of giving grants to pump prime its development. The CIC could then fund the contributions of the partner agencies' own staff providing a cashflow through the accounts of the CIC to establish a financial history.
- 2.12 A funding strategy will then need to be developed by the CIC's Board. Three Rivers District Council's Community Partnerships Team and the grants teams from different partners all have experience of such work, and could provide the initial input into this piece of work. Small grant applications are the normal process through which a CIC would develop a relationship with a potential funder, later stepping up to larger grant applications as evidence of effective delivery is established. The backing of the CIC by statutory partners, and match funding of LSP Partners will also enable larger grant applications to be made.
- 2.13 It takes up to 3 weeks for a CIC to be registered with Companies House. It is therefore envisaged that grant applications could start within 2019-2020. The following targets for income generation are therefore proposed, based on the experience of funding obtained by other CICs:
 - 2.13.1 2019-2020: £50,000
 - 2.13.2 2020-2021: £150,000

2.13.3 2021-2022: £500,000

2.13.4 2022-2023: £500,000

2.14 CICs are expected to be asset-locked organisations. Most charitable funders expect there to be an explicit clause in the articles of association that detail what will happen to the assets should the CIC be wound up. It is expected that the articles of association will name another asset-locked body to whom any assets would be passed. The Board of Directors would need to agree which body this would be. Officers suggest that the Hertfordshire Community Foundation is considered for this purpose. In default, the Regulator would distribute to another asset locked body.

What Would The CIC Be Able To Achieve – A Case Study

2.15 The development of the Serious Crime and Exploitation Strategy highlights the importance of *Prevention* and *Early Intervention* if local partners are to avoid an exponential increase in expenditure on intensive reactive interventions and enforcement actions. Prevention and early interventions are often best delivered by community based organisations, free from statutory obligations.

2.16 In consulting on the Serious Violence and Exploitation Action Plans many statutory providers have indicated a concern about not being able to keep staff up to date on the range of support services available for their customers. Herts Mind Network and Officers at Three Rivers District Council have identified the potential to develop an online triage and referral scheme for all agencies to use in Three Rivers. The substance of this can be easily delivered in terms of the online mechanism, by use of Three Rivers District Council's Firmstep software (its customer interaction software). However, a back office function would be required to process incoming referrals for triage and assessment. This could be delivered by Herts Mind Network staff based in Three Rivers House.

2.17 The back office staff would take the online referral and make contact with the customer to further assess their need, and then identify the best fit offer of early intervention, making the appropriate service referral. The referring agency, e.g. a Tenancy Sustainment Officer from a Housing Provider, or a Police Officer, would receive an automatic confirmation of their referral, providing an audit trail of the support offered to their customer. The referral process would be audit trailed by the software of Three Rivers House, with data sharing privacy notices, permissions and acceptance audit trailed by the system. The system would also gather further needs assessments data on the residents of Three Rivers, and the providers of the interventions could track the outcomes achieved with these customers, providing reports back to the referrers, with their clients' permission.

2.18 As a minimum we would estimate that 1.2 FTE support would be needed by Herts Mind Network as a starting point to staff this back office function. Consideration would be needed of resilience to staff absence etc. However, there would be some capacity in the Community Support Service and Domestic Abuse Casework Service to cover for periods of staff absence, training, or leave. A ballpark figure for delivery of this would be £39,000 for one year. At the end of that year, the LSP would have obtained a significant amount of data to demonstrate the needs for funding bids to grant funders for delivery projects within the community.

2.19 As such the CIC could bid for a development fund to establish the back office function on the basis that it is gaining evidence of community need. The project would use action based research to build its understanding of community need, preparing for a larger bid to a significant funder to develop community capacity for early intervention.

3 Options and Reasons for Recommendations

- 3.1 To agree the approach for the LSP to generate funding streams to deliver the Community Strategy 2018-2023.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the terms of reference of the Local Strategic Partnership.

5 Environmental, Community Safety, Public Health and Customer Services Centre Implications

- 5.1 None specific.

6 Legal Implications

- 6.1 As set out in the body of the report the CIC would be a new entity requiring its own legal advice. This could be purchased in the first instance from Three Rivers District Council and funded by a grant from the Council's Community Grants Budget.
- 6.2 If the CIC were to start contracting and sub-contracting, further legal costs would be incurred. This would need to be claimed as part of the overhead costs of running the CIC (see financial implications below).
- 6.3 If the CIC were to start employing staff directly further legal costs would be incurred.

7 Staffing Implications

- 7.1 In the initial phase (year 1) of the CIC it is anticipated that staff from LSP Partner agencies will contribute to the running of the CIC. The CIC would therefore not be an employer of staff during this phase but the costs could be granted and paid back to contributing partners.
- 7.2 As the work of the CIC, grows consideration would need to be given as to whether the CIC required any staff. This again could be funded through granting of staff time by partner agencies of the CIC Board. The agency providing such a service would need to be paid for the contribution of that officer time in that role. This could be claimed in trust fund and grant applications as part of the overhead costs of each project.
- 7.3 The CIC could choose to limit its liability by not directly employing staff but by sub-contracting or grant-giving to deliver its projects. Should it decide to become an employer then the overhead costs of HR, Payroll and associated legal costs will need to be factored in. In the initial phase no employment is recommended for the CIC.

8 Financial Implications

- 8.1 The initial cost of establishing a CIC is £35. Initial estimates of accounting services being provided by Three Rivers District Council for the purpose of VAT filing, book keeping and audit are circa £10k per year, based on a low level of transactions. The more transactions that are undertaken by the CIC the higher this cost would go.

- 8.2 However, as the CIC grows overhead costs will increase. Should staffing be taken on then these costs would rise significantly. As outlined above staffing could be purchased/contracted by providers without the need to manage a payroll. A decision will need to be taken by the Board of Directors if, when and how to take on an employer role.
- 8.3 When making bids to charitable trusts and grant makers an average 10% overhead cost is a generally acceptable level of management fee. This would contribute to the overhead costs of things such as accountancy and legal support for the CIC.
- 8.4 A budget will need to be established for the work of the CIC and reviewed regularly by the Board of Directors.
- 8.5 AS the CIC starts to operate it may need to fund liability insurance and potential professional indemnity insurance. These costs would be considered overhead costs

9 Risk Management and Health & Safety Implications

- 9.1 The Local Strategic Partnership makes use of Three Rivers District Council's agreed risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 9.2 The subject of this report is covered by the Community Partnership service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.
- 9.3 The following table gives the risks if the recommendations are agreed, together with a scored assessment of their impact and likelihood:

Description of Risk		Impact	Likelihood
1	The Local Strategic Partnership fails to achieve the priorities of the Community Strategy	III	C

- 9.4 The following table gives the risks that would exist if the recommendations are rejected, together with a scored assessment of their impact and likelihood:

Description of Risk		Impact	Likelihood
1	The Local Strategic Partnership fails to achieve the priorities of the Community Strategy	III	D

- 9.5 The risk above is already managed within the Community Partnerships service plan.

10 Communications & Website Implications

- 10.1 It is proposed that a communications strategy be developed for the work of the Local Strategic Partnership. This will be consulted on with each of the sub-partnerships and brought back to a future meeting of the LSP Board for adoption.

11 Recommendations

- 11.1 For the LSP Board to approve the establishment of Three Rivers Community Interest Company.
- 11.2 For board partners to confirm who wishes to be a Director of the Three Rivers Community Interest Company.
- 11.3 For officers to finalise registration documents for the Community Interest Company and agree their submission with the proposed Directors.

That public access to the report be immediate

Report prepared by: Andy Stovold, Head of Community Partnerships

Data sources:

Office of the regulator of community interest companies

Data checked by: Andy Stovold, Head of Community Partnerships

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Appendices

1. Model Articles of Association

Background Papers

<https://www.gov.uk/government/organisations/office-of-the-regulator-of-community-interest-companies>

Appendix 1

The Companies Act 2006

Community Interest Company Limited by Guarantee

Articles of Association¹

of

[INSERT NAME] [Community Interest Company/C.I.C. *delete as applicable*]

(CIC Limited by Guarantee, Schedule 1, Small Membership)

**The Companies Act 2006
Community Interest Company Limited by Guarantee**

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The Companies Act 2006

Articles of Association

of

[INSERT NAME] [Community Interest Company/C.I.C. *delete as applicable*]

INTERPRETATION

1. Defined Terms

1.1 The interpretation of these Articles is governed by the provisions set out in the Schedule at the end of the Articles.

COMMUNITY INTEREST COMPANY AND ASSET LOCK

2. Community Interest Company

The Company is to be a community interest company.

3. Asset Lock²

3.1 The Company shall not transfer any of its assets other than for full consideration.

3.2 Provided the conditions in Article 3.3 are satisfied, Article 3.1 shall not apply to:

- (a) the transfer of assets to any specified asset-locked body, or (with the consent of the Regulator) to any other asset-locked body; and
- (b) the transfer of assets made for the benefit of the community other than by way of a transfer of assets into an asset-locked body.

3.3 The conditions are that the transfer of assets must comply with any restrictions on the transfer of assets for less than full consideration which may be set out elsewhere in the memorandum and Articles of the Company.

3.4 If:

3.4.1 the Company is wound up under the Insolvency Act 1986; and

3.4.2 all its liabilities have been satisfied

any residual assets shall be given or transferred to the asset-locked body specified in Article 3.5 below.

3.5 For the purposes of this Article 3, the following asset-locked body is specified as a potential recipient of the Company's assets under Articles 3.2 and 3.4:

Name: []

(Please note that a community interest company cannot nominate itself as the asset locked body. It also cannot nominate a non-asset locked body. An asset locked body is defined as a CIC or charity, a permitted industrial and provident society or non-UK based equivalent.)

Charity Registration Number (if applicable): []

Company Registration Number (if applicable): []

Registered Office: []³

4. Not for profit

4.1 The Company is not established or conducted for private gain: any surplus or assets are used principally for the benefit of the community.

OBJECTS, POWERS AND LIMITATION OF LIABILITY

5. Objects⁴

The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to [].

6. Powers

6.1 To further its objects the Company may do all such lawful things as may further the Company's objects and, in particular, but, without limitation, may borrow or raise and secure the payment of money for any purpose including for the purposes of investment or of raising funds.

7. Liability of members⁵

The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the Company in the event of its being wound up while he or she is a member or within one year after he or she ceases to be a member, for:

7.1 payment of the Company's debts and liabilities contracted before he or she ceases to be a member;

7.2 payment of the costs, charges and expenses of winding up; and

7.3 adjustment of the rights of the contributories among themselves.

DIRECTORS

DIRECTORS' POWERS AND RESPONSIBILITIES⁶

8. Directors' general authority

Subject to the Articles, the Directors are responsible for the management of the Company's business, for which purpose they may exercise all the powers of the Company.

9. Members' reserve power

9.1 The members may, by special resolution, direct the Directors to take, or refrain from taking, specific action.

9.2 No such special resolution invalidates anything which the Directors have done before the passing of the resolution.

10. Chair

The Directors may appoint one of their number to be the chair of the Directors for such term of office as they determine and may at any time remove him or her from office.

11. Directors may delegate⁷

11.1 Subject to the Articles, the Directors may delegate any of the powers which are conferred on them under the Articles or the implementation of their decisions or day to day management of the affairs of the Company:

11.1.1 to such person or committee;

11.1.2 by such means (including by power of attorney);

11.1.3 to such an extent;

11.1.4 in relation to such matters or territories; and

11.1.5 on such terms and conditions;

as they think fit.

11.2 If the Directors so specify, any such delegation of this power may authorise further delegation of the Directors' powers by any person to whom they are delegated.

11.3 The Directors may revoke any delegation in whole or part, or alter its terms and conditions.

DECISION-MAKING BY DIRECTORS

12. Directors to take decisions collectively⁸

Any decision of the Directors must be either a majority decision at a meeting or a decision taken in accordance with Article 18. [In the event of the Company having only one Director, a majority decision is made when that single Director makes a decision.]

13. Calling a Directors' meeting

13.1 Two Directors may (and the Secretary, if any, must at the request of two Directors) call a Directors' meeting.

13.2 A Directors' meeting must be called by at least seven Clear Days' notice unless either:

13.2.1 all the Directors agree; or

13.2.2 urgent circumstances require shorter notice.

13.3 Notice of Directors' meetings must be given to each Director.

- 13.4 Every notice calling a Directors' meeting must specify:
- 13.4.1 the place, day and time of the meeting; and
 - 13.4.2 if it is anticipated that Directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.
- 13.5 Notice of Directors' meetings need not be in Writing.
- 13.6 Notice of Directors' meetings may be sent by Electronic Means to an Address provided by the Director for the purpose.

14. Participation in Directors' meetings

- 14.1 Subject to the Articles, Directors participate in a Directors' meeting, or part of a Directors' meeting, when:
- 14.1.1 the meeting has been called and takes place in accordance with the Articles; and
 - 14.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.
- 14.2 In determining whether Directors are participating in a Directors' meeting, it is irrelevant where any Director is or how they communicate with each other.⁹
- 14.3 If all the Directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

15. Quorum for Directors' meetings¹⁰

- 15.1 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- 15.2 The quorum for Directors' meetings may be fixed from time to time by a decision of the Directors, but it must never be less than two, and unless otherwise fixed it is [two].
- 15.3 If the total number of Directors for the time being is less than the quorum required, the Directors must not take any decision other than a decision:
- 15.3.1 to appoint further Directors; or
 - 15.3.2 to call a general meeting so as to enable the members to appoint further Directors.

16. Chairing of Directors' meetings

The Chair, if any, or in his or her absence another Director nominated by the Directors present shall preside as chair of each Directors' meeting.

17. Decision-making at meetings¹¹

17.1 Questions arising at a Directors' meeting shall be decided by a majority of votes.

17.2 In all proceedings of Directors each Director must not have more than one vote.¹²

17.3 In case of an equality of votes, the Chair shall have a second or casting vote.

18. Decisions without a meeting¹³

18.1 The Directors may take a unanimous decision without a Directors' meeting in accordance with this Article by indicating to each other by any means, including without limitation by Electronic Means, that they share a common view on a matter. Such a decision may, but need not, take the form of a resolution in Writing, copies of which have been signed by each Director or to which each Director has otherwise indicated agreement in Writing.

18.2 A decision which is made in accordance with Article 18.1 shall be as valid and effectual as if it had been passed at a meeting duly convened and held, provided the following conditions are complied with:

18.2.1 approval from each Director must be received by one person being either such person as all the Directors have nominated in advance for that purpose or such other person as volunteers if necessary ("the Recipient"), which person may, for the avoidance of doubt, be one of the Directors;

18.2.2 following receipt of responses from all of the Directors, the Recipient must communicate to all of the Directors by any means whether the resolution has been formally approved by the Directors in accordance with this Article 18.2;

18.2.3 the date of the decision shall be the date of the communication from the Recipient confirming formal approval;

18.2.4 the Recipient must prepare a minute of the decision in accordance with Article 32.

19. Conflicts of interest¹⁴

19.1 Whenever a Director finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Directors unless, or except to the extent that, the other Directors are or ought reasonably to be aware of it already.

19.2 If any question arises as to whether a Director has a Conflict of Interest, the question shall be decided by a majority decision of the other Directors.

19.3 Whenever a matter is to be discussed at a meeting or decided in accordance with Article 18 and a Director has a Conflict of Interest in respect of that matter then, subject to Article 20, he or she must:

19.3.1 remain only for such part of the meeting as in the view of the other Directors is necessary to inform the debate;

19.3.2 not be counted in the quorum for that part of the meeting; and

19.3.3 withdraw during the vote and have no vote on the matter.

19.4 When a Director has a Conflict of Interest which he or she has declared to the Directors, he or she shall not be in breach of his or her duties to the Company by withholding confidential information from the Company if to disclose it would result in a breach of any other duty or obligation of confidence owed by him or her.

20. Directors' power to authorise a conflict of interest

20.1 The Directors have power to authorise a Director to be in a position of Conflict of Interest provided:

20.1.1 in relation to the decision to authorise a Conflict of Interest, the conflicted Director must comply with Article 19.3;

20.1.2 in authorising a Conflict of Interest, the Directors can decide the manner in which the Conflict of Interest may be dealt with and, for the avoidance of doubt, they can decide that the Director with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum;

20.1.3 the decision to authorise a Conflict of Interest can impose such terms as the Directors think fit and is subject always to their right to vary or terminate the authorisation.

20.2 If a matter, or office, employment or position, has been authorised by the Directors in accordance with Article 20.1 then, even if he or she has been authorised to remain at the meeting by the other Directors, the Director may absent himself or herself from meetings of the Directors at which anything relating to that matter, or that office, employment or position, will or may be discussed.

20.3 A Director shall not be accountable to the Company for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Directors in accordance with Article 20.1 (subject to any limits or conditions to which such approval was subject).

21. Register of Directors' interests

The Directors shall cause a register of Directors' interests to be kept. 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 Company or in any transaction or arrangement entered into by the Company which has not previously been declared.

APPOINTMENT AND RETIREMENT OF DIRECTORS¹⁵

22. Methods of appointing Directors

22.1 Those persons notified to the Registrar of Companies as the first Directors of the Company shall be the first Directors.

22.2 Any person who is willing to act as a Director, and is permitted by law to do so, may be appointed to be a Director by a decision of the Directors.

23. Termination of Director's appointment¹⁶

A person ceases to be a Director as soon as:

- (a) that person ceases to be a Director by virtue of any provision of the Companies Act 2006, or is prohibited from being a Director by law;
- (b) a bankruptcy order is made against that person, or an order is made against that person in individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
- (c) a composition is made with that person's creditors generally in satisfaction of that person's debts;
- (d) notification is received by the Company from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms (but only if at least two Directors will remain in office when such resignation has taken effect); or
- (e) the Director fails to attend three consecutive meetings of the Directors and the Directors resolve that the Director be removed for this reason.
- (f) the Director ceases to be a member.

24. Directors' remuneration¹⁷

24.1 Directors may undertake any services for the Company that the Directors decide.

24.2 Directors are entitled to such remuneration as the Directors determine:

- (a) for their services to the Company as Directors; and
- (b) for any other service which they undertake for the Company.

24.3 Subject to the Articles, a Director's remuneration may:

- (a) take any form; and
- (b) include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director.

24.4 Unless the Directors decide otherwise, Directors' remuneration accrues from day to day.

24.5 Unless the Directors decide otherwise, Directors are not accountable to the Company for any remuneration which they receive as Directors or other officers or employees of

the Company's subsidiaries or of any other body corporate in which the Company is interested.

25. Directors' expenses

25.1 The Company may pay any reasonable expenses which the Directors properly incur in connection with their attendance at:

- (a) meetings of Directors or committees of Directors;
- (b) general meetings; or
- (c) separate meetings of any class of members or of the holders of any debentures of the Company,

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

MEMBERS¹⁸

BECOMING AND CEASING TO BE A MEMBER¹⁹

26. Becoming a member²⁰

26.1 The subscribers to the Memorandum are the first members of the Company.

26.2 Such other persons as are admitted to membership in accordance with the Articles shall be members of the Company.

26.3 Each member of the company shall be a Director.

26.4 No person shall be admitted a member of the Company unless he or she is approved by the Directors.

26.5 Every person who wishes to become a member shall deliver to the company an application for membership in such form (and containing such information) as the Directors require and executed by him or her.

27. Termination of membership²¹

27.1 Membership is not transferable to anyone else.

27.2 Membership is terminated if:

27.2.1 the member dies or ceases to exist;

27.2.2 otherwise in accordance with the Articles; or

27.2.3 a member ceases to be a Director.

DECISION MAKING BY MEMBERS

28. Members' meetings²²

- 28.1 The Directors may call a general meeting at any time.
- 28.2 General meetings must be held in accordance with the provisions regarding such meetings in the Companies Acts.²³
- 28.3 A person who is not a member of the Company shall not have any right to vote at a general meeting of the Company; but this is without prejudice to any right to vote on a resolution affecting the rights attached to a class of the Company's debentures.²⁴
- 28.4 Article 28.3 shall not prevent a person who is a proxy for a member or a duly authorised representative of a member from voting at a general meeting of the Company.

29. Written resolutions

- 29.1 Subject to Article 29.3, a written resolution of the Company passed in accordance with this Article 29 shall have effect as if passed by the Company in general meeting:
- 29.1.1 A written resolution is passed as an ordinary resolution if it is passed by a simple majority of the total voting rights of eligible members.
- 29.1.2 A written resolution is passed as a special resolution if it is passed by members representing not less than 75% of the total voting rights of eligible members. A written resolution is not a special resolution unless it states that it was proposed as a special resolution.
- 29.2 In relation to a resolution proposed as a written resolution of the Company the eligible members are the members who would have been entitled to vote on the resolution on the circulation date of the resolution.
- 29.3 A members' resolution under the Companies Acts removing a Director or an auditor before the expiration of his or her term of office may not be passed as a written resolution.
- 29.4 A copy of the written resolution must be sent to every member together with a statement informing the member how to signify their agreement to the resolution and the date by which the resolution must be passed if it is not to lapse. Communications in relation to written notices shall be sent to the Company's auditors in accordance with the Companies Acts.
- 29.5 A member signifies their agreement to a proposed written resolution when the Company receives from him or her an authenticated Document identifying the resolution to which it relates and indicating his or her agreement to the resolution.
- 29.5.1 If the Document is sent to the Company in Hard Copy Form, it is authenticated if it bears the member's signature.
- 29.5.2 If the Document is sent to the Company by Electronic Means, it is authenticated [if it bears the member's signature] or [if the identity of the member is confirmed

in a manner agreed by the Directors] or [if it is accompanied by a statement of the identity of the member and the Company has no reason to doubt the truth of that statement] or [if it is from an email Address notified by the member to the Company for the purposes of receiving Documents or information by Electronic Means].

- 29.6 A written resolution is passed when the required majority of eligible members have signified their agreement to it.
- 29.7 A proposed written resolution lapses if it is not passed within 28 days beginning with the circulation date.

ADMINISTRATIVE ARRANGEMENTS AND MISCELLANEOUS

30. Means of communication to be used

- 30.1 Subject to the Articles, anything sent or supplied by or to the Company 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 Company.
- 30.2 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.
- 30.3 A Director may agree with the Company that notices or Documents sent to that Director in a particular way are to be deemed to have been received within an agreed time of their being sent, and for the agreed time to be less than 48 hours.

31. Irregularities

The proceedings at any meeting or on the taking of any poll or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including any accidental omission to give or any non-receipt of notice) or any want of qualification in any of the persons present or voting or by reason of any business being considered which is not referred to in the notice unless a provision of the Companies Acts specifies that such informality, irregularity or want of qualification shall invalidate it.

32. Minutes

- 32.1 The Directors must cause minutes to be made in books kept for the purpose:
- 32.1.1 of all appointments of officers made by the Directors;
- 32.1.2 of all resolutions of the Company and of the Directors (including, without limitation, decisions of the Directors made without a meeting); and
- 32.1.3 of all proceedings at meetings of the Company and of the Directors, and of committees of Directors, including the names of the Directors present at each such meeting;

and any such minute, if purported to be signed (or in the case of minutes of Directors' meetings signed or authenticated) by the chair of the meeting at which the proceedings were had, or by the chair of the next succeeding meeting, shall, as against any member or Director of the Company, be sufficient evidence of the proceedings.

32.2 The minutes must be kept for at least ten years from the date of the meeting, resolution or decision.

33. Records and accounts²⁵

The Directors shall comply with the requirements of the Companies Acts as to maintaining a members' register, keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Regulator of:

33.1 annual reports;

33.2 annual returns; and

33.3 annual statements of account.

33.4 Except as provided by law or authorised by the Directors or an ordinary resolution of the Company, no person is entitled to inspect any of the Company's accounting or other records or Documents merely by virtue of being a member.

34. Indemnity

34.1 Subject to Article 34.2, a relevant Director of the Company or an associated company may be indemnified out of the Company's assets against:

(a) any liability incurred by that Director in connection with any negligence, default, breach of duty or breach of trust in relation to the Company or an associated company;

(b) any liability incurred by that Director in connection with the activities of the Company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006); and

(c) any other liability incurred by that Director as an officer of the Company or an associated company.

34.2 This Article does not authorise any indemnity which would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law.

34.3 In this Article:

(a) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and

(b) a "relevant Director" means any Director or former Director of the Company or an associated company.

35. Insurance

35.1 The Directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant Director in respect of any relevant loss.

35.2 In this Article:

- (a) a “relevant Director” means any Director or former Director of the Company or an associated company;
- (b) a “relevant loss” means any loss or liability which has been or may be incurred by a relevant Director in connection with that Director’s duties or powers in relation to the Company, any associated company or any pension fund or employees’ share scheme of the company or associated company; and
- (c) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate.

36. Exclusion of model articles

The relevant model articles for a company limited by guarantee are hereby expressly excluded.

SCHEDULE
INTERPRETATION

Defined terms

1. In the Articles, unless the context requires otherwise, the following terms shall have the following meanings:

<u>Term</u>	Meaning
1.1 “Address”	includes a number or address used for the purposes of sending or receiving Documents by Electronic Means;
1.2 “Articles”	the Company’s articles of association;
1.3 “asset-locked body”	means (i) a community interest company, a charity ^{xxvi} or a Permitted Industrial and Provident Society; or (ii) a body established outside the United Kingdom that is equivalent to any of those;
1.4 “bankruptcy”	includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
1.5 “Chair”	has the meaning given in Article 10;
1.6 “Circulation Date”	in relation to a written resolution, has the meaning given to it in the Companies Acts;
1.7 “Clear Days”	in relation to the period of a notice, that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;
1.8 “community”	is to be construed in accordance with accordance with Section 35(5) of the Company’s (Audit Investigations and Community Enterprise) Act 2004;
1.9 “Companies Acts”	means the Companies Acts (as defined in Section 2 of the Companies Act 2006), in so far as they apply to the Company;
1.10 “Company”	[] [Community Interest Company/C.I.C.];
1.11 “Conflict of Interest”	any direct or indirect interest of a Director (whether personal, by virtue of a duty of loyalty to another organisation or otherwise) that conflicts, or might conflict with the interests of the Company;
1.12 “Director”	a director of the Company, and includes any person occupying the position of director, by whatever name called;
1.13 “Document”	includes, unless otherwise indicated, any document sent or supplied in Electronic Form;

1.14	“Electronic Form” and “Electronic Means”	have the meanings respectively given to them in Section 1168 of the Companies Act 2006;
1.15	“Hard Copy Form”	has the meaning given to it in the Companies Act 2006;
1.16	“Memorandum”	the Company’s memorandum of association;
1.17	“participate”	in relation to a Directors’ meeting, has the meaning given in Article 14;
1.18	“Permitted Industrial and Provident Society”	an industrial and provident society which has a restriction on the use of its assets in accordance with Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations 2006 or Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations (Northern Ireland) 2006;
1.19	“the Regulator”	means the Regulator of Community Interest Companies;
1.20	“Secretary”	the secretary of the Company (if any);
1.21	“specified”	means specified in the memorandum or articles of association of the Company for the purposes of this paragraph;
1.22	“subsidiary”	has the meaning given in section 1159 of the Companies Act 2006;
1.23	“transfer”	includes every description of disposition, payment, release or distribution, and the creation or extinction of an estate or interest in, or right over, any property; and
1.24	“Writing”	the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in Electronic Form or otherwise.

2. Subject to clause 3 of this Schedule, any reference in the Articles to an enactment includes a reference to that enactment as re-enacted or amended from time to time and to any subordinate legislation made under it.
3. Unless the context otherwise requires, other words or expressions contained in these Articles bear the same meaning as in the Companies Acts as in force on the date when these Articles become binding on the Company.

¹ On articles of association generally, see [Part 5] of the Regulator’s information and guidance notes. If you are an existing company wishing to become a community interest company, there is no need to adopt completely new articles, but you must comply with the requirements of the Community Interest Company Regulations 2005 (as amended) (“the Regulations”) by including the provisions set out in Schedule 1 to the Regulations in the articles of your company.

² See [Part 6] of the Regulator’s information and guidance notes. Inclusion of the provisions contained in article 3.1 to 3.3 is mandatory, reflecting sub-paragraphs (1) to (3) of paragraph 1 of Schedule 1 to the Regulations

³ See regulation 23 of the Regulations and [Parts 6 and 10] of the Regulator’s information and guidance notes. If the company does not specify that the remaining residual assets are to be transferred to a particular Asset Locked Body, an appropriate recipient will be chosen by the Regulator, in consultation with the company’s directors and members.

⁴ On the specification of the company’s objects, see [Part 5] of the Regulator’s information and guidance notes

⁵ On limited liability, see [Part 3] of the Regulator’s information and guidance notes. On guarantees generally see [Chapter 3.2] of the Regulator’s information and guidance notes.

⁶ Note that although this model constitution assumes that all Directors are Members and all Members are Directors, and the Directors are given wide powers, under the Articles (and company law more generally) there are still some decisions which Members must make as Members (either in general meeting under the Companies Act 2006 (article 28.2), or by written resolution in accordance with article 29). [See in general the Companies House guidance booklet, “Resolutions” (available online at <http://www.companieshouse.gov.uk/about/gbhtml/gba7.shtml>).].

⁷ Article 11 permits the Directors to delegate any of their functions. Delegation may take the form of, for instance, the Directors giving a managing director general authority to run the company’s day to day business, or responsibility for specific matters being delegated to particular directors (e.g. financial matters to a finance director); or it may be equally appropriate to delegate matters to persons other than Directors. In all cases, it is important to remember that delegation does not absolve Directors of their general duties towards the company and their overall responsibility for its management. This means that, amongst other things, Directors must be satisfied that those to whom responsibilities are delegated are competent to carry them out.

⁸ Article 12 states that the Directors must make decisions by majority at a meeting in accordance with article 14; or unanimously if taken in accordance with article 18.

⁹ Article 14.2 is designed to facilitate the taking of decisions by the directors communicating via telephone or video conference calls. Note the requirement to keep a written record of meetings and decisions (article 32).

¹⁰ The quorum may be fixed in absolute terms (e.g. “two Directors”) or as a proportion of the total number of Directors (e.g. “one third of the total number of Directors”). You may even wish to stipulate that particular named Directors, or Directors representing particular stakeholder interests, must be present to constitute a quorum.

¹¹ Article 17 reflects paragraph 4 of Schedule 1 to the Regulations, which is required to be included in the articles of all community interest companies.

¹² You may wish to include a provision which gives the chair of the board a casting vote. This will enable the directors to resolve any deadlock at board level.

¹³ Article 18 is designed to facilitate the taking of decisions by directors following discussions in the form of, for example, email exchanges copied to all the directors. Note the requirements as to recording the decision in articles 18.2 and 32.

¹⁴ The provisions in articles 19 and 20 reflect the position under the Companies Act 2006. However, it is recommended that, as a matter of good practice, all actual and potential conflicts of interest are disclosed in writing or at a meeting, as the case may be.

¹⁵ Private companies are obliged to have at least one director. Provisions can be inserted into the articles providing for a minimum number of directors. Where the company has just one director, that director must be a natural person. Article 12 notes that, where there is only one director, a majority decision is reached when that director makes a decision. In the case of a single director, the quorum provisions (article 15) will need to be amended accordingly.

¹⁶ The board of directors cannot remove a director other than in accordance with the provisions in article 23 and the Companies Act 2006.

¹⁷ See the guidance on directors’ remuneration in [Part 9] of the Regulator’s information and guidance notes.

¹⁸ See section 112 of the Companies Act 2006. A company’s members are (i) the subscribers to its memorandum; and (ii) every other person who agrees to become a member of the company and whose name is entered in its register of members.

¹⁹ There is no need for all those who wish to become Members to subscribe to the Memorandum on incorporation; they can become Members and be entered in the register of Members after the company has been formed. However, since this model constitution assumes that all Members are also Directors, all Members will also have to be validly appointed as Directors under article 22.

²⁰ Inclusion of the provisions in article 26 (other than 26.3) is mandatory and reflects paragraphs 2(1)-(4) of Schedule 1 to the Regulations. [Directors should ensure that the information to be included on an application form includes all the information which will be required to fill in Companies House Form [288a] on the appointment of the new Member as a Director (see: <http://www.companieshouse.gov.uk/forms/generalForms/288A.pdf>).] Article 26.3 provides that the Directors are also members of the company.

²¹ Inclusion of the provisions of article 27.1 and 27.2.1 – 27.2.2 (reflecting sub-paragraphs (5) and (6) of paragraph 2 of Schedule 1 to the Regulations), is mandatory.

²² The Companies Act 2006 has removed the need for private companies to hold annual general meetings and therefore these Articles follow suit; however, if you wish, you can insert an additional provision which obliges the company to hold annual general meetings.

²³ Article 28.2 provides that general meetings must be held in accordance with the provisions of the Companies Act 2006. You may insert additional provisions that specify how many Members are required to be present to hold a valid general meeting. The quorum may be fixed in absolute terms (e.g. “four Members”) or as a proportion of the total number of Members (e.g. “three quarters of the Members from time to time”). You may even wish to stipulate that particular named Members, or Members representing particular stakeholder interests, must be present to constitute a quorum. In any event, it is recommended that the quorum should never be less than half of the total number of Members.

²⁴ Inclusion of the provisions of article 28.3 (reflecting paragraph 3(1) of Schedule 1 to the Regulations) is mandatory.

²⁵ See the Companies House guidance booklet, “Accounts and Accounting Reference Dates” (available online at <http://www.companies-house.gov.uk/about/gbhtml/gba3.shtml>).] On the annual community interest company report, see [Part 8] of the Regulator’s information and guidance notes.

^{xxvi} Section 1(1) of the Charities Act 2006 defines “charity” as an institution which “is established for charitable purposes only, and falls to be subject to the control of the High Court in the exercise of its jurisdiction with respect to charities.”.