

**FILE COPY**



**CERTIFICATE OF INCORPORATION  
OF A PRIVATE LIMITED COMPANY**

Company No. 5467557

The Registrar of Companies for England and Wales hereby certifies that

**THE LEADERSHIP CENTRE FOR LOCAL GOVERNMENT**

is this day incorporated under the Companies Act 1985 as a private company and that the company is limited.

Given at Companies House, London, the 31st May 2005



\*N05467557Q\*



THE OFFICIAL SEAL OF THE  
REGISTRAR OF COMPANIES



*Companies House*  
— for the record —

Package: 'Laserform'  
by Laserform International Ltd.

# 12

Please complete in typescript,  
or in bold black capitals.

CHFP025

## Declaration on application for registration

5467557

### Company Name in full

The Leadership Centre for Local Government

I, Georgina Clarke

of Bates, Wells & Braithwaite

† Please delete as appropriate.

do solemnly and sincerely declare that I am a [Solicitor engaged in the  
formation of the company] ~~person named as director or secretary of the  
company in the statement filed with the Registrar under Section 10 of the  
Companies Act 1985~~† and that all the requirements of the Companies Act  
1985 in respect of the registration of the above company and of matters  
precedent and incidental to it have been complied with.

And I make this solemn Declaration conscientiously believing the same to  
be true and by virtue of the Statutory Declarations Act 1835.

### Declarant's signature

Declared at

Day Month Year

On

27 05 2005

① Please print name.

before me ①

ANDREW DAVID STEWART

Signed

Date

27/5/05

† A Commissioner for Oaths or Notary Public or Justice of the Peace or Solicitor

Please give the name, address,  
telephone number and, if available,  
a DX number and Exchange of  
the person Companies House should  
contact if there is any query.

Bates Wells & Braithwaite  
Cheapside House, 138 Cheapside, London, EC2V 6BB  
Tel 0207 5517777  
DX number DX 42609 DX exchange Cheapside 1

When you have completed and signed the form please send it to the  
Registrar of Companies at:

**Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff**  
for companies registered in England and Wales

**or**  
**Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB**  
for companies registered in Scotland **DX 235 Edinburgh**



LD1  
COMPANIES HOUSE

0064  
31/05/05

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# 30(5)(a)

Please complete in typescript,  
or in bold black capitals.

CHFP025

## Declaration on application for registration of a company exempt from the requirement to use the word "limited" or "cyfyngedig"

5467557

### Company Name in full

The Leadership Centre for Local Government

I, Georgina Clarke

of Bates, Wells & Braithwaite

† Please delete as appropriate.

a [Solicitor engaged in the formation of the company] ~~person named as~~  
~~director or secretary of the company in the statement delivered under~~  
~~section 10 of the Companies Act 1985~~ do solemnly and sincerely declare  
that the company complies with the requirements of section 30(3) of the  
Companies Act 1985.

And I make this solemn Declaration conscientiously believing the same to  
be true and by virtue of the Statutory Declarations Act 1835.

### Declarant's signature

Declared at

Day Month Year

on

27 05 2005

① Please print name.

before me ①

ANDREW DAVID SHAW

MACLAY MURRAY & SPENS  
10 FOSTER LANE  
CHEAPSIDE  
LONDON EC2V 6HR  
DX: 42616

Signed

Date

27/5/05

Please give the name, address,  
telephone number and, if available,  
a DX number and Exchange of  
the person Companies House should  
contact if there is any query.

Bates Wells & Braithwaite  
Cheapside House, 138 Cheapside, London, EC2V 6BB  
Tel 0207 5517777  
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for companies registered in Scotland **DX 235 Edinburgh**



LD1  
COMPANIES HOUSE

0063  
31/05/05

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# 10

Please complete in typescript,  
or in bold black capitals.

CHFP025

Notes on completion appear on final page

## First directors and secretary and intended situation of registered office

S467557

### Company Name in full

THE LEADERSHIP CENTRE FOR LOCAL GOVERNMENT

### Proposed Registered Office

(PO Box numbers only, are not acceptable)

18<sup>th</sup> FLOOR, WESTMINSTER CITY HALL, 64

VICTORIA STREET, 1

Post town

LONDON

County / Region

Postcode

SW1E 6QP

If the memorandum is delivered by  
an agent for the subscriber(s) of  
the memorandum mark the box opposite  
and give the agent's name and address.

✓

Agent's Name

BATES WELLS & BRAITHWAITE

Address

CHEAPSIDE HOUSE, 138 CHEAPSIDE,

Post town

LONDON

County / Region

Postcode

EC2V 6BB

Number of continuation sheets attached

1

You do not have to give any contact  
information in the box opposite but if you  
do, it will help Companies House to  
contact you if there is a query on the  
form. The contact information that you  
give will be visible to searchers of the  
public record.

Bates Wells & Braithwaite  
Cheapside House, 138 Cheapside, London, EC2V 6BB  
REF: MG/201125.2  
Tel 0207 5517777  
DX number DX 42609 DX exchange Cheapside 1

When you have completed and signed the form please send it to the  
Registrar of Companies at:

de Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff  
for companies registered in England and Wales or  
Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB  
for companies registered in Scotland DX 235 Edinburgh



LD1  
COMPANIES HOUSE  
0062  
31/05/05

Laserform International 4/03

**Company Secretary** (see notes 1-5)

Company name

Leadership Centre for local Government

NAME

\*Style / Title

~~SECRETARY~~

\*Honours etc

CBE

\* Voluntary details

Forename(s)

~~SECRETARY~~ BWB Secretarial Limited

Surname

~~SECRETARY~~

Previous forename(s)

Previous surname(s)

Address ††

☐

CHEAPSIDE HOUSE, 138 CHEAPSIDE

Post town

LONDON

County / Region

Postcode

EC2V 6BB

Country

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

I consent to act as secretary of the company named on page 1

Consent signature

Signature for  
BWB Secretarial Ltd.

Date

27/5/05

**Directors** (see notes 1-5)

Please list directors in alphabetical order

NAME

\*Style / Title

COUNCILLOR

\*Honours etc

Forename(s)

SIMON HENRY

Surname

MILTON

Previous forename(s)

Previous surname(s)

Address ††

☐

FLAT 4, 174 SUTHERLAND AVENUE

Post town

LONDON

County / Region

Postcode

W9 1HR

Country

U.K.

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

Day Month Year

Date of birth

02 10 1961

Nationality

BRITISH

Business occupation

PUBLIC RELATIONS CONSULTANT

Other directorships

HARFIELD MANAGEMENT SERVICES LTD

CENTRAL LONDON PARTNERSHIP LTD

I consent to act as director of the company named on page 1

Consent signature

Signature

Date

16/5/05

# Company Secretary (see notes 1-5)

# Form 10 Continuation Sheet

CHWP000

Company Name

NAME \*Style / Title

\*Honours etc

\* Voluntary details

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address †

† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Post town

County / Region

Postcode

Country

I consent to act as secretary of the company named on page 1

Consent signature

Date

## Directors (see notes 1-5)

Please list directors in alphabetical order

NAME \*Style / Title

\*Honours etc

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address †

† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Post town

County / Region

Postcode

Country

Day Month Year

Date of birth

Nationality

Business occupation

Other directorships

I consent to act as director of the company named on page 1

Consent signature

Date

**Directors**

(see notes 1-5)

Please list directors in alphabetical order

**NAME****\*Style / Title**

MR

**\*Honours etc**

\* Voluntary details

**Forename(s)**

WILLIAM (BILL)

**Surname**

MURPHY

**Previous forename(s)****Previous surname(s)**

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

**Address ††**☐

380 ST DAVID'S SQUARE

**Post town**

.

**County / Region**

LONDON

**Postcode**

E14 3WG

**Country**

Day Month Year

**Date of birth**

06 08 1958

**Nationality**

BRITISH

**Business occupation**

LOCAL GOVERNMENT MANAGEMENT

**Other directorships**

NONE

I consent to act as director of the company named on page 1

**Consent signature**

W J Murphy

**Date**

17/5/05

**This section must be signed by***Either***an agent on behalf of all subscribers****Signed**

Bates Wells &amp; Braithwaite

**Date**

27/5/05

**Or the subscribers****Signed****Date**

(i.e those who signed as members on the memorandum of association).

**Signed****Date****Signed****Date****Signed****Date****Signed****Date****Signed****Date**

5467557



The Companies Acts 1985 and 1989

Company Limited by Guarantee and not Having a Share Capital

702058

## **Memorandum of Association**

of

### **The Leadership Centre for Local Government**

#### **Name**

1. The name of the company is The Leadership Centre for Local Government. In this Memorandum and the company's Articles of Association it is called the "Charity".

#### **Registered Office**

2. The registered office of the Charity is situated in England.

#### **Objects**

3. The objects of the Charity are:
  - 3.1 The advancement of education, in particular (without prejudice to the generality) by promoting, improving and developing leadership in the context of local government in the UK and worldwide.
  - 3.2 The advancement for the public benefit of local government leadership and administration in the UK and worldwide through the promotion, improvement and development of leadership skills.

#### **Powers**

4. To further its objects the Charity may:
  - 4.1 carry out education and training;
  - 4.2 plan, develop, undertake and otherwise promote any projects and programmes including accreditation schemes;
  - 4.3 organise and assist in the provision of conferences, courses of instruction, exhibitions, lectures and other educational activities;







- 4.4 collaborate, form partnerships with and exchange information, ideas and good practice with organisations in the public, private and voluntary sectors;
- 4.5 publish books, pamphlets, reports, leaflets, journals, films, tapes and instructional matter on any media;
- 4.6 promote, encourage, carry out or commission research, surveys, studies or other work, making the useful results available;
- 4.7 provide or procure the provision of counselling and guidance;
- 4.8 provide and assist in the provision of money, materials or other help by way of grants or otherwise;
- 4.9 alone or with other organisations seek to influence public opinion and make representations to and seek to influence governmental and other bodies and institutions regarding the development and implementation of appropriate policies provided that all such activities shall be conducted on the basis of well-founded, reasoned argument and shall in all other respects be confined to those which an English charity may properly undertake;
- 4.10 acquire any real or personal property and any rights or privileges and construct and maintains, alter and equip any buildings;
- 4.11 subject to any consent required by law dispose of or deal with all or any of its property with or without payment and subject to such conditions as the Trustees think fit;
- 4.12 subject to any consent required by law borrow or raise and secure the payment of money;
- 4.13 invest the Charity's money not immediately required for its objects in or upon any investments, securities, or property;
- 4.14 delegate the management of investments to a financial expert provided that:
  - 4.14.1 the financial expert is:
    - (a) an individual who is an authorised person within the meaning of the Financial Services and Markets Act 2000; or
    - (b) a company or firm of repute which is an authorised or exempt person within the meaning of that Act except persons exempt solely by virtue of Article 44 and/or Article 45 of the Financial Services and Markets Act 2000 (Exemption) Order 2001.

- 4.14.2 the investment policy is set down in writing for the financial expert by the Trustees;
- 4.14.3 every transaction is reported promptly to the Trustees;
- 4.14.4 the performance of the investments is reviewed regularly by the Trustees;
- 4.14.5 the Trustees are entitled to cancel the delegation arrangement at any time;
- 4.14.6 the investment policy and the delegation arrangements are reviewed at least once a year;
- 4.14.7 all payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Trustees on receipt;
- 4.14.8 the financial expert may not do anything outside the powers of the Trustees;
- 4.15 arrange for investments or other property of the Charity to be held in the name of a nominee (being a corporate body registered or having an established place of business in England and Wales) under the control of the Trustees or a financial expert acting under their instructions and to pay any reasonable fee required;
- 4.16 lend money and give credit to, take security for such loans or credit and guarantee or give security for the performance of contracts by any person or company;
- 4.17 open and operate bank accounts and other facilities for banking and draw, accept, endorse, issue or execute promissory notes, bills of exchange, cheques and other instruments;
- 4.18 subject to clause 4.19 raise funds by way of subscription, donation or otherwise;
- 4.19 trade in the course of carrying out the objects of the Charity and carry on any other trade which is not expected to give rise to taxable profits;
- 4.20 incorporate subsidiary companies to carry on any trade;
- 4.21 subject to clause 5 engage and pay employees and professional or other advisers and make reasonable provision for the payment of pensions and other retirement benefits to or on behalf of employees and their spouses and dependants;

- 4.22 establish and support or aid in the establishment and support of any other charitable organisations, act as or appoint trustees, agents, nominees or delegates of charitable institutions whether corporate or unincorporated with objects similar to the charity's objects and subscribe, lend or guarantee money or property for charitable purposes;
- 4.23 undertake and execute charitable trusts;
- 4.24 amalgamate or co-operate with any charity having charitable objects wholly or in part similar to those of the Charity;
- 4.25 acquire or undertake all or any of the property, liabilities and engagements of charities with which the Charity may co-operate or federate;
- 4.26 pay out of the funds of the Charity the costs of forming and registering the Charity;
- 4.27 provide indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty of which they may be guilty in relation to the company: Provided that any such insurance shall not extend to any claim arising from any act or omission which the directors knew to be a breach of trust or breach of duty or which was committed by the directors in reckless disregard to whether it was a breach of trust or breach of duty or not provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the directors in their capacity as directors of the company; and
- 4.28 do all such other lawful things as shall further the Charity's objects.

#### **Limitation on private benefits**

- 5. The income and property of the Charity shall be applied solely towards the promotion of its objects and (except as provided below) no part may be paid or transferred directly or indirectly by way of benefit to the members of the Charity and no Trustee may receive any remuneration or other benefit in money or money's worth from the Charity. This shall not prevent any payment in good faith by the Charity of:
  - 5.1 any payments made to any beneficiary of the Charity (including a member);
  - 5.2 reasonable and proper remuneration to any person (not being a Trustee) for any services rendered to the Charity;
  - 5.3 interest on money lent by any person at a reasonable and proper rate;

- 5.4 any reasonable and proper rent for premises let by any person;
- 5.5 fees, remuneration or other benefits in money or money's worth to a company of which a Trustee or a member of his or her immediate family holds less than one per cent of the capital;
- 5.6 reasonable and proper out-of-pocket expenses of Trustees;
- 5.7 reasonable and proper premiums in respect of indemnity insurance effected in accordance with clause 4.27 of this Memorandum;
- 5.8 the proper professional charges for business done by any Trustee who is a solicitor, accountant or other person engaged in a profession, or by any partner of his or hers, when instructed by the Charity to act in a professional capacity on its behalf; except that at no time shall a majority of the members of the Charity or of the Trustees benefit under this provision and provided that any such member or Trustee shall withdraw from any meeting at which his or her appointment or remuneration or that of his or her partner is under discussion;
- 5.9 reasonable remuneration to any Chair of the Charity for the time being appointed under Article 6 for work done as Chair of the Charity in accordance with a written agreement approved by the Trustees provided that, without prejudice to the general application of Article 40, the procedure described in Article 40 of the Articles is followed in all matters relating to the terms of the agreement with the Chair and payments made by the Charity to the Chair.
- 5.10 reasonable remuneration to any Trustee who possesses special skills or knowledge and any firm or company of which such Trustee is a member partner or employee for work carried out for the Charity on the instructions of the Trustees but:
  - 5.10.1 only if the procedure described in Article 40 of the Articles is followed in selecting the Trustee; and
  - 5.10.2 provided that this provision may not apply to more than half the Trustees in any financial year, and for the purpose of this sub-Article, the Director and Chair shall not be taken into account.

### **Limited liability**

- 6. The liability of the members is limited.
- 7. Every member of the Charity undertakes to contribute a sum not exceeding £1 to the assets of the Charity if it is wound up during his or her membership or within one year afterwards:

- 7.1 for payment of the debts and liabilities of the Charity contracted before he or she ceased to be a member;
- 7.2 for the costs, charges and expenses of winding up;
- 7.3 for the adjustment of the rights of the contributories among themselves.

### **Winding up**

8. If any property remains after the Charity has been wound up and the debts and liabilities have been satisfied it may not be paid to or distributed among the members of the Charity, but must be given to some other charitable institution or institutions with similar objects. The institution or institutions to benefit shall be chosen by the Trustees.

### **Definitions**

9. Words and phrases used in this Memorandum of Association have the same meanings as are ascribed to them in the Articles of Association of the Charity unless the context otherwise requires.

We the subscribers to this Memorandum, wish to be formed into a company in accordance with this Memorandum

---

**Signatures, Names and Addresses of Subscribers**

---

**Guarantee**


1. Signature:  £1

Name: COUNCILLOR SIMON MILTON

Address: FLAT 4, 174 SUTHERLAND AVENUE  
LONDON W9 1HR

Date: 16/5/05

WITNESS to above signature:

Signature: 

Name: ALEXANDRA BIGLAND

Address: FLAT 79, NEVILLE COURT, LONDON, NW8 9DB

Occupation: LOCAL GOVERNMENT OFFICER (POLICY ANALYST)

2. Signature:  £1

Name: WILLIAM (BILL) MURPHY

Address: 380 ST DAVID'S SQUARE, LONDON E14 3WL

Date: 17/5/05

WITNESS to above signature:

Signature: A.M. Plunkett

Name: ANNE-MARIE PLUNKETT

Address: 1<sup>ST</sup> FLOOR, 29 PECKHAM ROAD, LONDON SE5 8UB

Occupation: PERSONAL ASSISTANT.

3. Signature: *Kate Priestley* £1

Name: KATE PRIESTLEY

Address: KITTY FRISK HOUSE COXBRIDGE RD  
HEXHAM NE 46 1 4N

Date: 17 May 05

WITNESS to above signature: JESSICA GARLAND

Signature: *Jessica Garland*

Name: JESSICA GARLAND

Address: 5 VICTOR CARALET HOUSE, LONDON, N1 2RX

Occupation: PROJECT OFFICER



**The Companies Acts 1985 and 1989**

**Company Limited by Guarantee and not Having a Share Capital**

**Articles of Association  
of  
The Leadership Centre for Local Government**

**Interpretation**

1. In these Articles and the Memorandum the following terms shall have the following meanings:-

<b>Term</b>	<b>Meaning</b>
1.1 "Act"	the Companies Act 1985 including any statutory modification or re-enactment for the time being in force
1.2 "address"	in relation to electronic communications includes any number or address used for the purpose of such communication
1.3 "Articles"	these Articles of Association of the Charity
1.4 "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
1.5 "Charity"	The Leadership Centre for Local Government
1.6 "Director"	the director of the Charity (equivalent to the Chief Executive)
1.7 "electronic communications"	has the meaning ascribed to it in the Electronic Communications Act 2000
1.8 "electronic signature"	has the meaning ascribed to it in the Electronic Communications Act 2000

- |      |                            |  |
|------|----------------------------|--|
| 1.9  | “in writing”               | means written, printed or transmitted writing including by electronic communication  |
| 1.10 | “Independent Trustees”     | the trustees appointed in accordance with Article 6.4  |
| 1.11 | “local authorities”        | for the purpose of Article 6.3, shall mean all types of local governing authorities, including but without limitation, county councils, district councils and metropolitan borough councils in England |
| 1.12 | “Local Authority Trustees” | the Trustees appointed in accordance with Article 6.3  |
| 1.13 | “Memorandum”               | the Memorandum of Association of the Charity   |
| 1.14 | “Secretary”                | the secretary of the Charity   |
| 1.15 | “Steering Group”           | as provided for in Article 22  |
| 1.16 | “Trustee and Trustees”     | the director and directors as defined in the Act   |
2. Unless the context otherwise requires, words or expressions contained in the Articles bear the same meaning as in the Act but excluding any statutory modification thereof not in force when the Articles become binding on the Charity.

### **Members**

3. The Trustees from time to time shall be the only members of the Charity. Membership shall not be transferable and shall cease on death. A member shall cease to be a member if he or she ceases to be a Trustee.

### **Patrons**

4. The Trustees may appoint and remove any individual(s) as patron(s) of the Charity and on such terms as they shall think fit.

## Trustees

### *Appointment, retirement, removal and disqualification of Trustees*

5. There shall be a minimum of three Trustees. The subscribers to the Memorandum shall be the first Trustees. Subsequent Trustees shall be appointed by the Trustees in accordance with Article 6.
- 6.1 The Board of Trustees shall comprise
  - an independent Chair
  - two Local Authority Trustees
  - up to three Independent Trustees
- 6.2 The independent Chair shall be appointed (and may be removed) at any time by the Trustees in accordance with the terms of a written agreement approved by the Trustees.
- 6.3 The Local Authority Trustees shall include a serving senior officer and a serving member of local authorities in England. The term of office of each Local Authority Trustee shall be decided by the Trustees and may be fixed or indeterminate but will automatically terminate if the Trustee ceases to hold the qualifying local government office. The Trustees may by resolution permit a Local Authority Trustee to continue in office as Trustee notwithstanding that their local government office has terminated if the Trustees consider that this would be in the best interests of the Charity and may terminate such continued office at their discretion. The Local Authority Trustee concerned shall not vote on or count in the quorum for any resolution involving his or her appointment or removal.
- 6.4 The Trustees may appoint any person who is not a member, officer or employee of a local authority to serve as an Independent Trustee for a fixed or indeterminate term.
7. If the retirement or termination of office of a Trustee causes the number of directors to fall below the minimum set out in Article 5 then, except for Local Authority Trustees, the retiring director shall be deemed to remain in office until a new appointment is made.
8. The notice of any meeting at which a person is proposed to be appointed a Trustee shall give the particulars of that person which would, if he or she was so appointed or re-appointed, be required to be included in the Charity's register of members.
9. No person may be appointed as a Trustee:

- 9.1 unless he or she has attained the age of 18 years; or
- 9.2 in circumstances such that, had he or she already been a Trustee, he or she would have been disqualified from acting under the provisions of these Articles.
10. The office of a Trustee shall be vacated if:-
  - 10.1 he or she ceases to be a Trustee by virtue of any provision of the Act or he or she becomes prohibited by law from being a Trustee;
  - 10.2 he or she becomes bankrupt or makes any arrangement or composition with his or her creditors generally;
  - 10.3 the Trustees reasonably believe he or she is suffering from mental disorder and incapable of acting and they resolve that he or she be removed from office;
  - 10.4 he or she resigns by notice to the Charity (but only if at least three Trustees will remain in office when the notice of resignation is to take effect);
  - 10.5 he or she fails to attend three consecutive meetings of the Trustees and the Trustees resolve that he or she be removed for this reason;
  - 10.6 at a meeting of the Trustees at which at least half of the Trustees are present, a resolution is passed that he or she be removed from office. Such a resolution shall not be passed unless the Trustee has been given at least fourteen clear days' notice in writing that the resolution is to be proposed, specifying the circumstances alleged to justify removal from office and has been afforded a reasonable opportunity of being heard by or of making written representations to the Trustees;
  - 10.7 he or she ceases to be a member of the Charity;
  - 10.8 in the case of a Local Authority Trustee the Trustee's qualifying local government office terminates and the Trustee concerned is not reappointed in accordance with Article 6.3.

### ***Powers of Trustees***

11. Subject to the provisions of the Act, the Memorandum and the Articles, the business of the Charity shall be managed by the Trustees who may exercise all the powers of the Charity. No alteration of the Memorandum or Articles shall invalidate any prior act of the Trustees which would have been valid if that alteration had not been made.
12. The continuing Trustees or a sole continuing Trustee may act despite any vacancies in their number but while there are fewer Trustees than required for a quorum the Trustees may only act for the purpose of increasing the number of Trustees.

13. The Trustees shall appoint the Chair of the Trustees in accordance with Article 6.2.
14. All acts done by a person acting as a Trustee shall, even if afterwards discovered that there was a defect in his or her appointment or that he or she was disqualified from holding office or had vacated office be as valid as if such person had been duly appointed and was qualified and had continued to be a Trustee.
15. Subject to the provisions of the Articles the Trustees may regulate their proceedings as they think fit.

***Delegation of Trustees' powers***

16. The Trustees may by power of attorney or otherwise appoint any person to be the agent of the Charity for such purposes and on such conditions as they determine.
17. The Trustees may delegate any of their powers to any committee or the implementation of any of their resolutions and day to day management of the affairs of the Charity to any person or committee in accordance with the conditions set out in these Articles.

***Delegations to committees***

18. In the case of delegation of powers to committees:
  - 18.1 the resolution making that delegation shall specify those who shall serve or be asked to serve on such committee (although the resolution may allow the committee to make co-options up to a specified number);
  - 18.2 the composition of any such committee shall be entirely in the discretion of the Trustees and may comprise such of their number (if any) as the resolution may specify;
  - 18.3 the deliberations of any such committee shall be reported regularly to the Trustees and any resolution passed or decision taken by any such committee shall be reported forthwith to the Trustees and for that purpose every committee shall appoint a secretary;
  - 18.4 all delegations under this Article shall be revocable at any time;
  - 18.5 the Trustees may make such regulations and impose such terms and conditions and give such mandates to any such committee as they may from time to time think fit; and
  - 18.6 no committee shall incur expenditure on behalf of the Charity except in accordance with a budget which has been approved by the Trustees.

19. For the avoidance of doubt, the Trustees may delegate all financial matters to any committee and may empower such committee to resolve upon the operation of any bank account according to such mandate as it shall think fit whether or not requiring a signature of any Trustee.
20. The meetings and proceedings of any committee shall be governed by the provisions of the Articles regulating the meetings and proceedings of the Trustees so far as the same are applicable and are not superseded by any regulations made by the Trustees.

***Delegations of day to day management powers***

21. In the case of delegation of the day to day management of the Charity to the Director:
  - 21.1 the delegated power shall be to manage the Charity by implementing the policy and strategy adopted and within a budget approved by the Trustees and if applicable to advise the Trustees in relation to such policy, strategy and budget;
  - 21.2 the Trustees shall provide the Director with a description of his or her role and the extent of his or her authority; and
  - 21.3 the Director shall report regularly to the Trustees on the activities undertaken in managing the Charity and provide them regularly with management accounts sufficient to explain the financial position of the Charity.

**Steering Group**

22. The Trustees shall establish the Steering Group to exchange information, knowledge and expertise with the Trustees and to review, comment on and advise the Trustees on the development of the Charity's work.
  - 22.1 For the avoidance of doubt members of the Steering Group shall not be Trustees or members of the Charity.
  - 22.2 Subject to this Article the Trustees may make regulations for membership and rules of the Steering Group.
  - 22.3 The Trustees may invite members of the Steering Group to be members of policy committees of the Trustees established from time to time.
  - 22.4 The Trustees will consider and respond to any recommendations made to them by the Steering Group.

## **Meetings**

### ***Trustees' meetings***

23. Two Trustees may (and the Secretary shall at the request of two Trustees) call a Trustees' meeting .

### ***Annual general meetings***

24. Subject to the passing of an elective resolution dispensing with the need to hold an annual general meeting and to the provisions of the Act, the Charity shall hold an annual general meeting within 18 months of incorporation and afterwards once in every calendar year and not more than 15 months shall pass between one annual general meeting and the next.

### ***Extraordinary general meetings***

25. Any two Trustees may (and the Secretary shall at the request of two Trustees) call an extraordinary general meeting at any time.

### ***Length of notice***

26. An annual general meeting and a general meeting called to pass a special or elective resolution shall be called by at least 21 clear days' written notice and any other general meeting shall be called by at least 14 clear days' written notice unless the Act requires a longer notice period.
27. A Trustees' meeting shall be called by at least seven clear days' notice unless urgent circumstances require shorter notice.
28. When a meeting is adjourned for fourteen days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and the general nature of the business to be transacted. Otherwise it shall not be necessary to give any such notice.
29. A meeting may be called by shorter notice if it is so agreed by everyone entitled to attend and vote at it.

### ***Contents of notice***

30. Every notice calling a meeting shall specify the place, day and time of the meeting, whether it is a Trustees', extraordinary general or annual general meeting, and the general nature of the business to be transacted. If a special or extraordinary resolution is to be proposed at a general meeting, the notice shall include the proposed resolution and specify that it is proposed as a special or extraordinary resolution.

### *Service of notice*

31. Notice of meetings shall be given to each person entitled to vote at the meeting and in the case of extraordinary general meetings and annual general meetings notice shall also be given to any patron(s) and the auditors of the Charity.

### *Quorum*

32. No business shall be transacted at any meeting unless a quorum is present. Two people present and entitled to vote shall be a quorum. If such a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such time and places the Trustees may determine and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting those present and entitled to vote shall be a quorum.

### *Chair*

33. The Chair of the Trustees or in his or her absence another Trustee nominated by the Trustees shall preside as chair of each meeting.

### *Adjournment*

34. The chair of a meeting may, with the consent of a meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at an adjourned meeting other than business which might properly have been transacted at the meeting had the adjournment not taken place.

### *Voting*

35. Every person present and entitled to vote shall have one vote. A resolution put to the vote of a meeting shall be decided on a show of hands.
36. A declaration by the chair that a resolution has been carried or carried unanimously, or by a particular majority, or lost, or not carried by a particular majority and an entry to that effect in the minutes of the meeting shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the resolution.
37. Except where otherwise required by the Act, questions arising at a meeting shall be decided by a majority of votes. In the case of an equality of votes, the chair shall be entitled to a casting vote in addition to any other vote he or she may have.



### ***Irregularities***

38. The proceedings at any meeting 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 specified in the notice unless such specification is a requirement of the Act.
39. No objection shall be raised to the qualification of any voter except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid. Any objection made in due time shall be referred to the chair whose decision shall be final and binding.

### ***Conflicts of interest***

40. Whenever a person has a personal interest in a matter to be discussed at a meeting, and whenever a person has an interest in another organisation whose interests are reasonably likely to conflict with those of the Charity in relation to a matter to be discussed at a meeting, he or she must:
  - 40.1 declare an interest before discussion begins on the matter;
  - 40.2 withdraw from that part of the meeting unless expressly invited to remain;
  - 40.3 in the case of personal interests not be counted in the quorum for that part of the meeting;
  - 40.4 in the case of personal interests withdraw during the vote and have no vote on the matter.

### ***Written resolutions***

- 41.1 A resolution in writing signed by each person who would have been entitled to vote upon it if it had been proposed at a meeting at which he or she was present shall be as valid and effectual as if it had been passed at a meeting duly convened and held and may consist of several instruments in the like form each signed by or on behalf of one or more of those entitled to vote. The date of a written resolution shall be the date on which the last person signs.
- 41.2 A resolution which is not a members' resolution may be passed in accordance with Article 41.1 and in such cases can include a resolution whereby consent is given by electronic communication.

### ***Virtual meetings***

42. A meeting may be held by telephone or by televisual or other electronic or virtual means agreed by resolution of the Trustees in which all participants may communicate simultaneously with all other participants.

## **General**

### ***Secretary***

43. The Secretary shall be appointed by the Trustees for such term at such remuneration and upon such conditions as they may think fit, and may be removed by them.

### ***Minutes***

44. The Trustees shall cause minutes to be made in books kept for the purpose:-

44.1 of all appointments of officers made by the Trustees; and

44.2 of all proceedings at meetings of the Charity and of the Trustees, and of committees of Trustees, including the names of the Trustees present at each such meeting;

and any such minute, if purported to be signed 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 Trustee of the Charity, be sufficient evidence of the proceedings.

### ***Records and accounts***

45. The Trustees shall comply with the requirements of the Act and of the Charities Act 1993 (or any statutory re-enactment or modification of those Acts) as to keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Charity Commissioners of:

45.1 annual reports;

45.2 annual returns;

45.3 annual statements of account.

### ***Notices***

46. Any notice to be given to or by any person pursuant to the Articles shall be in writing to an address for the time being notified for that purpose to the person giving the notice. A notice calling a meeting of the Trustees need not be in writing.

47. The Charity may give any notice to a member either personally or by sending it by post in a prepaid envelope addressed to the member at his or her registered address or by leaving it at that address or by electronic communication to an address provided for that purpose or posted on a website where the recipient has been notified of such posting in a manner agreed by him/her.
48. A member present at any meeting of the Charity shall be deemed to have received notice of the meeting and, where requisite, of the purpose for which it was called.
49. Proof that an envelope containing a notice was properly addressed, prepaid and posted or proof that an electronic communication has been transmitted to the proper address shall be conclusive evidence that the notice was given. A notice shall, unless the contrary is proved, be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or in the case of a notice contained in an electronic communication at the expiration of 48 hours after the time it was transmitted.

#### ***Indemnity***

50. Subject to the provisions of the Act but without prejudice to any indemnity to which a Trustee may otherwise be entitled, every Trustee or other officer of the Charity shall be indemnified out of the assets of the Charity:
  - 50.1 against all costs charges expenses or liabilities incurred by him or her:
    - (a) in defending any civil or criminal proceedings in which judgment is given in his or her favour or in which he or she is acquitted; and
    - (b) in connection with any application in which relief from liability is granted to him or her by the court

where such proceedings or application arise as a result of any actual or alleged negligence, default, breach of duty or breach of trust in relation to the Charity; and

- 50.2 against all costs, charges, losses, expenses or liabilities incurred by him or her in the proper execution and discharge of his or her duties or in relation to the Charity.

#### ***Trustees' indemnity insurance***

51. The Trustees shall have power to resolve pursuant to clause 4.27 of the Memorandum to effect trustees' indemnity insurance, despite their interest in such policy.

### *Winding-up*

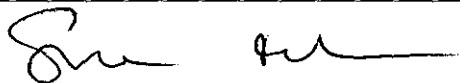
52. The provisions of clauses 7 and 8 of the Memorandum relating to the winding-up or dissolution of the Charity shall have effect and be observed as if the same were repeated in the Articles.

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**Names, Addresses and Signatures of Subscribers**

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1. Signature:



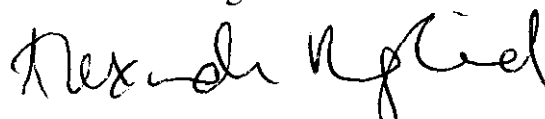
Name: COUNSELLOR SIMON MILTON

Address: FLAT 4, 174 SUTHERLAND AVENUE  
LONDON W9 1HR

Date: 16/5/05

**WITNESS** to the above signature:

Signature:

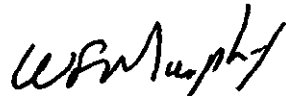


Name: ALEXANDRA BIGLAND

Address: FLAT 79, NEVILLE COURT, ABBEY ROAD  
LONDON NW8 9DB

Occupation: LOCAL GOVERNMENT OFFICER (POLICY ANALYST)

2. Signature:



Name: WILLIAM FRANCIS MURPHY

Address: 380 ST DAVID'S SQUARE, LONDON E14 3WG

Date: 17/5/05

**WITNESS** to the above signature:

Signature: A.M. Plunkett

Name: ANNE-MARIE PLUNKETT

Address: 1ST FLOOR, 29 PECKHAM ROAD, LONDON SE5 8UB

Occupation: PERSONAL ASSISTANT

3. Signature: *Kate Priestley*

Name: KATE PRIESTLEY

Address: KITTY FRISK HOUSE CORBRIDGE RD

Date: HEXHAM NE46 1UN

17. May. 05

WITNESS to the above signature:

Signature: *Jessica Garland*

Name: JESSICA GARLAND

Address: 5 VICTOR CARLET HOUSE, LONDON, N1 2RX

Occupation: PROJECT OFFICER