

THE COMPANIES ACT 2006

**PRIVATE COMPANY LIMITED BY GUARANTEE
ARTICLES OF ASSOCIATION
of**

National Day Nurseries Association

**Company number 3738616
Charity number 1078275 (England and Wales)
Charity number SCO40610 (Scotland)**

Lupton Fawcett LLP
Stamford House
Piccadilly
York
North Yorkshire
YO1 9PP
Tel: 01 904 611411
www.luptonfawcett.law

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PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

National Day Nurseries Association

(Adopted by special resolution passed on [DATE])

1 Interpretation

1.1 In these Articles, unless the context otherwise requires:

"Act"	means the Companies Act 2006;
"Articles"	means the Charity's articles of association for the time being in force;
"NDNA Member"	means a non-voting subscriber admitted as an NDNA Member by the Directors and whose rights and obligations are governed by rules and regulations established pursuant to article 37;
"Business Day"	means any day (other than a Saturday, Sunday or public holiday in the United Kingdom) on which clearing banks in the City of London are generally open for business;
"Charities Act"	means the Charities Act 2011;
"Charity"	means National Day Nurseries Association, which is a charitable company regulated by the Articles;
"Charity Commission"	means the Charity Commission for England and Wales;
"Circulation Date"	in relation to a written resolution, has the meaning given to it in the Act;

"Clear Days"	in relation to a period of notice means a period of days not including the day on which notice was given or deemed to be given and the day for which it is given or on which it is to take effect;
"Connected Person"	<p>means any person falling within one of the following categories:</p> <ul style="list-style-type: none"> (a) any spouse, civil partner, parent, child, brother, sister, grandparent or grandchild of a Director; or (b) the spouse or civil partner of any person in (a); or (c) any person who carries on business in partnership with a Director or with any person in (a) or (b); or (d) an institution which is controlled by either a Director, any person in (a), (b) or (c), or a Director and any person in (a), (b) or (c), taken together; (e) a corporate body in which a Director or any person in (a), (b) or (c) has a substantial interest, or two or more such persons, taken together, have a substantial interest. <p>Sections 350 to 352 of the Charities Act apply for the purposes of interpreting the terms used in this article;</p>
"Director"	means a director of the Charity. The Directors are charity trustees as defined in the Charities Act;
"document"	includes, unless otherwise specified, any document sent or supplied in electronic form;
"electronic form and electronic means"	have the meaning given to such terms in section 1168 of the Act;
"Financial Expert"	means a person who is reasonably believed by the Directors to be qualified to give advice on investments

by reason of his ability in and practical experience of financial and other matters relating to investments;

"Financial Year"

means the Charity's financial year;

"Member"

means a person who is a subscriber to the Memorandum or who is admitted to Membership with a right to vote in accordance with the Articles and Membership is to be interpreted accordingly;

"Model Articles"

means the model articles for private companies limited by guarantee contained in Schedule 2 to the Companies (Model Articles) Regulations 2008 (SI 2008/3229);

"Objects"

means the objects of the Charity as stated in article 2;

"Sector Director"

means the Directors appointed pursuant to articles 14 and 16;

"Special Resolution"

has the meaning given in section 283 of the Act;

"United Kingdom"

means Great Britain and Northern Ireland; and

"writing"

means 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.

- 1.2 Unless the context otherwise requires, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.
- 1.3 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.
- 1.4 A reference in these Articles to an **article** is a reference to the relevant article of these Articles unless expressly provided otherwise.

1.5 Unless expressly provided otherwise, a reference to a statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time, taking account of:

1.5.1 any subordinate legislation from time to time made under it; and

1.5.2 any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts.

1.6 Any phrase introduced by the terms **including, include, in particular** or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.

1.7 The Model Articles shall not apply to the Charity.

2 **Objects**

2.1 The object of the Charity is to enhance the development and education of children in their early years, through the provision of support services to private voluntary and independent organisations who are delivering education and care to said children and in doing so to develop, encourage and maintain high standards in education and care for the benefit of the children, their family unit and their local community.

2.2 In carrying out its objects the Charity shall promote equality of opportunity for all sections of the community, both in its own affairs and in society generally.

2.3 Nothing in these Articles shall authorise an application of the property of the Charity for purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005.

3 **Powers**

3.1 In pursuance of the Objects, but not further or otherwise, the Charity has the power to:

3.1.1 Consult or canvass the opinions of Members or non-voting members of the Charity via electronic methods of communication including email, fax, Charity website and any other appropriate technology;

3.1.2 construct, maintain and alter any buildings or erections which the Charity may think necessary for the promotion of its objects;

- 3.1.3 acquire or found and to carry on schools and educational establishments, and to run or organise lectures, seminars, conferences, exhibitions and other educational activities, and to establish links with existing educational establishments or to assist with the provision of the same;
- 3.1.4 accept (or disclaim) any gift of money, legacy or other property;
- 3.1.5 raise funds by way of subscription, donation or otherwise;
- 3.1.6 trade in the course of carrying out the Objects and carry out any other trade which is not expected to give rise to taxable profits;
- 3.1.7 establish or purchase companies to carry on any trade;
- 3.1.8 borrow or raise money and to give security for money borrowed or grants or other obligations by mortgage, charge, lien or other security on the Charity's property and assets, subject to such consents as may be required by law;
- 3.1.9 sell, improve, develop, exchange, lease, let on rent, royalty or otherwise dispose of all or any part of the Charity's real or personal property and any and all rights of the Charity, subject to such consents as may be required by law;
- 3.1.10 lend and give credit to, take security for such loans or credit and enter into guarantees or give security for the performance of contracts by any person or company;
- 3.1.11 buy, lease, hire or otherwise acquire and deal with any real or personal property and any rights or privileges of any kind over or in respect of any real or personal property and maintain, alter, improve, manage, develop, construct, repair or equip it for use;
- 3.1.12 set aside funds for particular purposes or as reserves against future expenditure to include the power to undertake and execute any charitable trust which may be lawfully undertaken by the Charity;
- 3.1.13 deposit or invest funds with all the powers of a beneficial owner, but to invest only after obtaining advice from a Financial Expert, having regard to the suitability of investments and the need for diversification;

- 3.1.14 delegate the management of investments to a Financial Expert, but only on terms that:
- (a) the Charity's investment policy is set down in writing by the Directors for the Financial Expert;
 - (b) all transactions are reported promptly and regularly to the Directors;
 - (c) investment performance is reviewed regularly with the Directors;
 - (d) the delegation arrangement may be cancelled by the Directors at any time;
 - (e) a review of the investment policy and the delegation arrangement shall be carried out at least annually;
 - (f) all payments due to the Financial Expert fall within a scale or a level which is agreed in advance and are notified promptly to the Directors on receipt;
 - (g) the Financial Expert must not do anything outside the powers of the Charity;
- 3.1.15 arrange for the investments or other property of the Charity to be held in the name of a nominee (meaning a corporate body registered or having an established place of business in the United Kingdom) which is either under the control of the Directors or of a Financial Expert acting on their instructions, and to pay any reasonable fee required;
- 3.1.16 co-operate with other bodies and to exchange information and advice with them;
- 3.1.17 establish or support or aid in the establishment and support of any organisation formed for objects similar to any or all of the Objects;
- 3.1.18 enter into partnership or other arrangement with any other body with objects similar to any or all of the Objects;
- 3.1.19 acquire, amalgamate or merge with, or undertake all or any of the property, liabilities and engagements of any body with objects similar to any or all of the Objects;
- 3.1.20 enter into contracts to provide services to or on behalf of other bodies;
- 3.1.21 provide or procure the provision of advice;

- 3.1.22 publish and distribute books, pamphlets, reports, leaflets, journals, films, tapes, instructional matter and any other form of information in or on any media;
- 3.1.23 promote, undertake and commission research, surveys, studies or other work and to disseminate the useful results;
- 3.1.24 subject to article 4.2:
 - (a) employ and remunerate any person or persons as necessary for the proper pursuit of the Objects; and
 - (b) make reasonable provision for the payment of pensions for employees and their dependents;
- 3.1.25 take out such insurance policies as are necessary to protect the Charity;
- 3.1.26 provide indemnity insurance for the Directors or any other officer of the Charity in accordance with and subject to the conditions in section 189 of the Charities Act;
- 3.1.27 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;
- 3.1.28 organise and assist in the provision of conferences, courses of instruction, exhibitions, lectures and other educational activities;
- 3.1.29 provide and assist in the provision of money, materials or other aid;
- 3.1.30 act as trustee and to undertake and execute charitable trusts;
- 3.1.31 do anything lawful which is calculated to further the Objects or is conducive or incidental to doing so.

4 Application of income and property

- 4.1 The income and property of the Charity shall only be applied to promote the Objects.
- 4.2 Except as provided below, no part of the income or property of the Charity may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any Member of the Charity. This shall not prevent any payment in good faith by the Charity of:

- 4.2.1 a benefit to any Member in the capacity of a beneficiary of the Charity provided this complies with article 5.3.1;
- 4.2.2 reasonable and proper remuneration to any Member for any goods or services supplied to the Charity, provided that article 5 applies if such a Member is a Director;
- 4.2.3 interest on money lent by a Member to the Charity at a reasonable and proper rate;
- 4.2.4 reasonable and proper rent for premises demised or let by a Member to the Charity; and
- 4.2.5 any payment to a Member who is also a Director which is permitted under article 5.

5 Benefits and payments to Directors and Connected Persons

5.1 A Director:

- 5.1.1 is entitled to be reimbursed reasonable out-of-pocket expenses properly incurred when acting on behalf of the Charity;
- 5.1.2 may benefit from trustee indemnity insurance purchased by the Charity in accordance with section 189 of the Charities Act;
- 5.1.3 may receive payment under an indemnity from the Charity in the circumstances set out in article 36;
- 5.1.4 may not receive any other benefit or payment from the Charity unless it is authorised by this article 5.

5.2 Unless the benefit or payment is permitted under article 5.3, no Director (including a Member who is also a Director) or Connected Person may:

- 5.2.1 unless buying as an NDNA Member, buy any goods or services from the Charity on terms preferential to those applicable to members of the public;
- 5.2.2 sell goods, services, or any interest in land to the Charity;
- 5.2.3 be employed by, or receive any remuneration from the Charity; or
- 5.2.4 receive any other financial benefit from the Charity.

- 5.3 A Director or a Connected Person may:
- 5.3.1 receive a benefit from the Charity in the capacity of a beneficiary of the Charity provided that a majority of the Directors do not benefit in this way unless the benefit is received by reason of being an NDNA Member in which case the said Director need not be in a minority;
 - 5.3.2 enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the Charity where that is permitted in accordance with, and subject to the conditions in, sections 185 and 186 of the Charities Act;
 - 5.3.3 subject to article 5.4, enter into a contract for the supply of goods to the Charity that are not supplied in connection with services provided to the Charity by the Director or Connected Person;
 - 5.3.4 receive reasonable and proper rent for premises let to the Charity;
 - 5.3.5 receive interest at a reasonable and proper rate on money lent to the Charity;
 - 5.3.6 take part in the normal trading and fund-raising activities of the Charity on the same terms as members of the public; and
 - 5.3.7 receive or retain any payment or benefit for which prior written authorisation has been obtained from the Charity Commission.
- 5.4 The Charity and its Directors may only rely on the authority provided by article 5.3.3 if each of the following conditions is satisfied:
- 5.4.1 the amount or maximum amount of the payment for the goods:
 - (a) is set out in an agreement in writing between the Charity and the Director or Connected Person supplying the goods (the **Supplier**) under which the Supplier is to supply the goods in question to the Charity;
 - (b) does not exceed what is reasonable in the circumstances for the supply of the goods in question;
 - 5.4.2 the other Directors are satisfied that it is in the best interests of the Charity to contract with the Supplier rather than someone who is not a Director or Connected Person. In reaching that decision, which must be recorded in the minutes of the

meeting, the Directors must balance the advantages of contracting with a Director against the disadvantages of doing so;

5.4.3 the Supplier:

(a) is absent from the part of the meeting at which there is discussion of the proposal to enter into a contract or arrangement with regard to the supply of goods to the Charity by them;

(b) does not vote on any such matter and is not counted when calculating whether a quorum of Directors is present at the meeting; and

5.4.4 a majority of the Directors then in office are not in receipt of remuneration or payments authorised by article 5.

5.5 In article 5.3 and article 5.4, the "Charity" includes any company in which the Charity:

5.5.1 holds more than 50% of the shares; or

5.5.2 controls more than 50 % of the voting rights attached to the shares; or

5.5.3 has the right to appoint one or more Directors to the company.

5.6 A Director's duty under the Act to avoid a conflict of interest with the Charity does not apply to any transaction authorised by this article 5.

6 **Winding up**

6.1 On the winding up or dissolution of the Charity, after provision has been made for all its debts and liabilities, any assets or property that remain (the **Charity's remaining assets**) shall not be paid or distributed to the Members but shall be applied or transferred:

6.1.1 directly for one or more of the Objects;

6.1.2 to any charity or charities for purposes similar to the Objects; or

6.1.3 to any charity or charities for particular purposes falling within the Objects.

6.2 The decision on who is to benefit from the Charity's remaining assets, pursuant to article 6.1, may be made by resolution of the Members at or before the time of winding up or dissolution and, subject to any such resolution of the Members, may be made by resolution of the Directors at or before the time of winding up or dissolution.

6.3 In the event that no resolution is passed by the Members or by the Directors in accordance with this article, the Charity's remaining assets shall be applied for charitable purposes as directed by the court or the Charity Commission.

7 **Liability of members**

7.1 The liability of each Member is limited to £10, being the amount that each Member undertakes to contribute to the assets of the Charity 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:

7.1.1 payment of the Charity's debts and liabilities contracted before he or she ceases to be a Member,

7.1.2 payment of the costs, charges and expenses of the winding up, and

7.1.3 adjustment of the rights of the contributories among themselves.

8 **Members**

8.1 The Directors from time to time shall be the only Members. A Director shall become a Member on becoming a Director.

8.2 The Charity shall maintain a register of Members and any person ceasing to be a Member shall be removed from the Register.

8.3 Membership is not transferable.

9 **Non-voting membership**

9.1 The Directors may create categories of NDNA Membership and other non-voting membership, and may determine the rights and obligations of any such members (including payment of membership fees), and the conditions for admission to, and termination of membership of any such class of members.

9.2 Other references in these Articles to "**Members**" and "**Membership**" do not apply to NDNA Members or other non-voting members, and non-voting members do not qualify as members for any purposes under the Charities Act or the Act.

10 **Termination of membership**

10.1 A Member shall cease to be a Member if they:

10.1.1 cease to be a Director; or

10.1.2 die.

11 General meetings of Members

11.1 The Directors may call a general meeting of the Members at any time and such a meeting shall be held in accordance with the Act.

11.2 General meetings shall be called on notice in accordance with the Act and proceedings at a general meeting shall not be invalidated because a person entitled to receive notice of the meeting did not receive it due to an accidental omission by the Charity.

11.3 No business shall be transacted at any general meeting unless a quorum is present. A quorum is five Members who are present in person or by proxy or through their duly authorised representatives and who are entitled to vote on the business to be conducted at the meeting.

11.4 A Member is entitled to appoint another person as his proxy, in accordance with the Act, to exercise all or any of his rights to attend and to speak and vote at a meeting of the Charity.

11.5 The Chair of Directors shall Chair general meetings of the Charity or, if they are absent, the Vice-Chair of Directors shall act as Chair. If neither the Chair nor the Vice-Chair of Directors is present within 20 minutes of the time appointed for the meeting, a Director elected by the Directors present shall Chair the meeting.

11.6 A Member shall declare and interest in, and shall not debate or vote in respect of, any matter in which they have a personal material or financial interest without the permission of a majority of the other Members present.

11.7 If within half an hour of the time appointed for the meeting a quorum is not present, the meeting, shall stand adjourned until the same day in the next week at the same time and same place or otherwise as the Chair may decide and all Members shall be given such notice as is practicable of the time, date and place of such an adjourned meeting. The Members present at a meeting so adjourned shall constitute a quorum for that meeting only.

11.8 The Chair may with the consent of any meeting at which a quorum is not 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 the business left unfinished at the meeting from which the adjournment took place. Where a meeting is

adjourned for 30 days or more, notice of the adjourned meeting shall be given as in the case of the original meeting. Otherwise, it shall not be necessary to give any notice of an adjournment or of the business to be transacted at the adjourned meeting.

- 11.9 A vote on a resolution proposed at a meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is demanded.
- 11.10 On a show of hands or on a poll, every Member, whether an individual or an organisation, shall have one vote.
- 11.11 The demand for a poll shall not prevent the continuance of a meeting for the transaction of any other business than the question upon which the poll has been demanded.
- 11.12 Any objection to the qualification of any voter must be raised 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 such objection must be referred to the Chair of the meeting whose decision is final.
- 11.13 In the case of an equality of votes, whether on a show of hands or on a poll, that Chair of the meeting shall not have a second or casting vote and the resolution shall be deemed to be lost.
- 11.14 Unless a poll is demanded, the declaration of the Chair of the result of the vote and an entry to that effect in the minutes of the meeting shall be conclusive evidence of the fact and the number or proportion of votes cast in favour or against need not be recorded.
- 11.15 The Charity may, at its discretion, invite other persons to attend its meetings, with or without speaking rights, and without voting rights.

12 **Annual Meeting**

12.1 Members must annually:

12.1.1 receive the accounts of the Charity for the previous Financial Year;

12.1.2 receive a written report on the Charity's activities; and

12.1.3 appoint reporting accountants or auditors for the Charity.

13 **Written resolutions**

- 13.1 Subject to article 13.4, a written resolution of the Members passed in accordance with this article 13 shall have effect as if passed by the Members in a general meeting. A written resolution is passed:
- 13.1.1 as an ordinary resolution if it is passed by a simple majority of the eligible Members;
or
 - 13.1.2 as a Special Resolution if it is passed by Members representing not less than 75% of the eligible Members. A written resolution is not a Special Resolution unless it states that it was proposed as a Special Resolution.
- 13.2 Where a resolution is proposed as a written resolution of the Charity, the eligible Members are the Members who would have been entitled to vote on the resolution on the Circulation Date of the resolution.
- 13.3 Any resolution of the Members for which the Act does not specify whether it is to be passed as an ordinary resolution or as a Special Resolution, shall be passed as an ordinary resolution.
- 13.4 A Members' resolution under the Act removing a Director or an auditor before the expiration of his term of office may not be passed as a written resolution.
- 13.5 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.
- 13.6 A Member signifies their agreement to a proposed written resolution when the Charity receives from them (or from someone acting on their behalf) an authenticated document identifying the resolution to which it relates and indicating the Member's agreement to the resolution. A Member's agreement to a proposed written resolution, once signified, cannot be revoked. For these purposes:
- 13.6.1 if the document is sent to the Charity in hard copy form, it is authenticated if it bears the signature of the person sending it;
 - 13.6.2 if the document is sent to the Charity in electronic form, it is authenticated if the identity of the sender is confirmed in a manner specified by the Charity or, where no such manner has been specified by the Charity, if it is accompanied by a

statement of the identity of the sender and the Charity has no reason to doubt the truth of that statement.

- 13.7 A written resolution is passed when the required majority of eligible Members have signified their agreement to it.
- 13.8 A proposed written resolution shall lapse if it is not passed within 28 days beginning with the Circulation Date.
- 13.9 Communications in relation to written resolutions shall be sent to the Charity's auditors in accordance with the Act.
- 13.10 The Members may require the Charity to circulate a resolution that may properly be moved and is proposed to be moved as a written resolution in accordance with sections 292 and 293 of the Act.

14 **Directors**

- 14.1 The number of Directors shall not be less than three.
- 14.2 The board of Directors shall comprise the following when fully constituted:
 - 14.2.1 the Chair (who shall have experience working in the day nursery sector);
 - 14.2.2 the Vice-Chair (whose role shall be to lead on good governance);
 - 14.2.3 four Directors who shall have specific skills for the benefit of the Charity to include a Treasurer;
 - 14.2.4 four Directors currently working in the early years sector as set out in the Objects (the "**Sector Directors**");
 - 14.2.5 one Director from Scotland;
 - 14.2.6 one Director from Wales; and
 - 14.2.7 a Director from Northern Ireland (as appropriate).
- 14.3 A Director may not appoint an alternate director or anyone to act on their behalf at meetings of the Directors.

14.4 The Sector Directors must also be fully paid up NDNA Members, having paid all due subscriptions as determined by rules established by the board of Directors. If any Sector Director represents a group of nurseries each member of that group must be fully paid up NDNA Members for that Director to remain on the board of Directors.

14.5 The Directors may act regardless of any vacancy in their number but if and so long as their number is less than the minimum prescribed in these Articles, the Directors may act for the purposes of increasing their number but for no other purpose.

15 **Powers of Directors**

15.1 Subject to the provisions of the Act, the Articles and any Special Resolution, the Directors shall be responsible for the management of the Charity's business and may exercise all the powers of the Charity for that purpose.

15.2 In selecting individuals for appointment as Directors, the Directors must have regard to the skills, knowledge and experience needed for the effective management of the Charity.

15.3 No alteration of the Articles or any Special Resolution shall invalidate any prior act of the Directors.

15.4 A meeting of the Directors at which a quorum is present may exercise all the powers exercisable by the Directors.

16 **Appointment of Directors**

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

16.2 When considering who is to be appointed as a Sector Director the Directors are to look to appoint individuals from a range of different sized early years or nursery settings.

17 **Retirement of Directors**

17.1 Directors shall be appointed for a term of three years, at the end of which they shall retire.

17.2 Subject to article 17.3, a Director shall be eligible for reappointment by the Directors for one further terms of three years.

17.3 No Director shall serve for more than six consecutive years.

18 Disqualification and removal of Directors

18.1 A Director shall cease to hold office if they:

- 18.1.1 are removed by ordinary resolution of the Charity pursuant to the Act;
- 18.1.2 cease to be a Director by virtue of any provision in the Act or are prohibited by law from being a Director;
- 18.1.3 are disqualified from acting as a charity trustee by virtue of the Charities Act;
- 18.1.4 cease to be a Member of the Charity;
- 18.1.5 have a bankruptcy order made against them or a composition is made with their creditors generally in satisfaction of their debts;
- 18.1.6 in the written opinion of a registered medical practitioner who is treating the Director, have become physically or mentally incapable of acting as a director and may remain so for more than three months;
- 18.1.7 resign by written notice to the Charity, provided that at least three Directors will remain in office once the resignation takes effect; or
- 18.1.8 are absent from at least two meetings of the Directors held within a period of 12 consecutive months, without the permission of the Directors, and the Directors resolve that their office be vacated; or
- 18.1.9 are removed from office by a resolution of the Directors that it is in the best interests of the Charity or otherwise in contravention of the Code of Conduct for Directors that their office be vacated passed at a meeting at which at least half of the Directors are present. Such a resolution must not be passed unless:
 - (a) the Director has been given at least 14 Clear Days' notice in writing of the meeting of the Directors at which the resolution will be proposed and the reasons why it will be proposed; and
 - (b) the Director has been given a reasonable opportunity to make representations to the meeting either in person or in writing. The other Directors must consider any representations made by the Director (or the Director's representative) and inform the Director of their decision following

such consideration. There shall be no right of appeal from a decision of the Directors to terminate the directorship of a Director.

19 Proceedings of Directors

19.1 Subject to the provisions of the Articles, the Directors may regulate their proceedings as they think fit.

19.2 The Directors shall meet at least six times a year.

19.3 Acts done by a meeting of the Directors or of a committee or by a person acting as a Director shall not be invalidated by the subsequent realisation that:

19.3.1 the appointment of any such Director or person acting as a Director was defective;
or

19.3.2 any or all of them were disqualified; or

19.3.3 any or all of them were not entitled to vote on the matter.

20 Calling a directors' meeting

20.1 Any Director may call a meeting of the Directors by giving notice of the meeting to the Directors or by authorising the company secretary (if any) to give such notice.

20.2 Notice of a meeting of the Directors must be given to each Director and must be in writing. The notice must specify:

20.2.1 the time, date and place of the meeting;

20.2.2 the general particulars of the business to be considered at the meeting; and

20.2.3 if it is anticipated that the 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.

21 Participation in Directors' meetings

21.1 Any Director may participate in a meeting of the Directors in person or by means of video conference, telephone or any suitable electronic means agreed by the Directors and by which all those participating in the meeting are able to communicate with all other participants.

21.2 If all the Directors participating in the 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.

22 Quorum for Directors' meetings

22.1 The quorum for Directors' meetings shall be five.

22.2 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

22.3 If the total number of Directors for the time being is less than the quorum required for decision-making by the Directors, the Directors shall not take any decision other than a decision to appoint further Directors.

23 Chairing Directors' meetings

23.1 The Directors shall appoint a Chair of Directors from the early years sector for 5 years [although that term may be renewed or extended]. On the same basis, the Directors may also appoint a Vice-Chair of Directors who shall have charity governance experience and be appointed for a term of 4 years [although that term may be renewed or extended.]

23.2 If at any meeting of the Directors neither the Chair nor Vice-Chair of Directors, if any, is participating in the meeting within 20 minutes of the time at which it was to start, the participating Directors must appoint one of themselves to chair the meeting.

24 Decision-making by Directors

24.1 The general rule about decision-making by Directors is that any decision of the Directors must be either a majority decision at a meeting or a decision taken in accordance with article 25.

24.2 Each Director has one vote on each matter to be decided. The Chair of the meeting shall not have a second or casting vote and the resolution shall, in the event of an equality of votes, be deemed to be lost.

24.3 The Directors may at their discretion invite other persons to attend its meetings, with or without speaking out, and without voting rights.

25 **Unanimous decisions by Directors**

- 25.1 A decision of the Directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter.
- 25.2 Such a decision may take the form of a resolution in writing, copies of which have been signed by each eligible Director or to which each eligible Director has otherwise indicated agreement in writing.
- 25.3 References in this article to eligible Directors are to Directors who would have been entitled to vote on the matter had it been proposed as a resolution at a Directors' meeting.
- 25.4 A decision may not be taken in accordance with this article if the eligible Directors would not have formed a quorum at such a meeting.

26 **Delegation by Directors**

- 26.1 The Directors may delegate, on such terms of reference as they think fit, any of their powers or functions to any committee comprising two or more Directors.
- 26.2 The Directors may delegate the implementation of their decisions or day-to-day management of the affairs of the Charity to any person or committee.
- 26.3 The terms of reference of a committee may include conditions imposed by the Directors, including that:
- 26.3.1 the relevant powers are to be exercised exclusively by the committee to whom the Directors delegate; and
- 26.3.2 no expenditure or liability may be incurred on behalf of the Charity except where approved by the Directors or in accordance with a budget previously agreed by the Directors.
- 26.4 Persons who are not Directors may be appointed as members of a committee, subject to the approval of the Directors.
- 26.5 Every committee shall act in accordance with the terms of reference on which powers or functions are delegated to it and, subject to that, committees shall follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by Directors.

- 26.6 The terms of any delegation to a committee shall be recorded in the minute book.
- 26.7 The Directors may revoke or alter a delegation.
- 26.8 All acts and proceedings of any committee shall be fully and promptly reported to the Directors.

27 Conflicts of interest

- 27.1 A Director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the Charity or in any transaction or arrangement entered into by the Charity which has not previously been declared.
- 27.2 A Director must absent themselves from any discussions of the Directors in which it is possible that a conflict will arise between their duty to act solely in the interests of the Charity and any personal interest (including but not limited to any personal financial interest) and be absent during any vote and have no vote on the matter and shall not be counted in the quorum for that part of the discussion.
- 27.3 If a conflict of interests arises for a Director because of a duty of loyalty owed to another organisation or person and the conflict is not authorised by virtue of any other provision in the Articles, the unconflicted directors may authorise such a conflict of interests where the following conditions apply:
- 27.3.1 the conflicted director is absent from the part of the meeting at which there is discussion of any arrangement or transaction affecting that other organisation or person;
- 27.3.2 the conflicted director does not vote on any such matter and is not to be counted when considering whether a quorum of directors is present at the meeting; and
- 27.3.3 the unconflicted directors consider it is in the interests of the charity to authorise the conflict of interests in the circumstances applying.

In this article 27.3 a conflict of interests arising because of a duty of loyalty owed to another organisation or person only refers to such a conflict which does not involve a direct or indirect benefit of any nature to a director or to a connected person.

28 **Secretary**

- 28.1 The Directors may appoint any person who is willing to act as the secretary for such term at such remuneration and on such conditions as the Directors think fit. From time to time the Directors may decide to remove such person and to appoint a replacement.
- 28.2 A secretary who is also a Director may not be remunerated, otherwise than as permitted by these Articles.
- 28.3 Any provision of the Act or these Articles requiring or authorising a thing to be done by a Director and secretary shall not be satisfied by being done if the same person is acting in both capacities.

29 **Change of charity name**

- 29.1 The name of the Charity may be changed by:
- 29.1.1 a decision of the Directors; or
- 29.1.2 a Special Resolution of the Members,
- or otherwise in accordance with the Act provided the Members or Directors, as the case may be, have first consulted with the NDNA Members.

30 **Amendment of Articles**

- 30.1 No addition, alteration or amendment of these Articles shall cause the Charity to cease to be a Charity in law.

31 **Minutes**

- 31.1 The Directors shall cause the Charity to keep the following records in writing and in permanent form:
- 31.1.1 minutes of proceedings at general meetings;
- 31.1.2 minutes of meetings of the Directors and of committees of the Directors, including the names of the Directors present at each such meeting;
- 31.1.3 copies of resolutions of the Charity and of the Directors, including those passed otherwise than at general meetings or at meetings of the Directors; and

31.1.4 particulars of appointments of officers made by the Directors.

31.2 All such records shall be open to inspection during normal working hours by any Director or by any person authorised by the Directors.

32 **Seal**

32.1 The seal, if any, may only be used by the authority of the Directors or of a committee of the Directors authorised by the Directors.

32.2 The Directors may determine by what means and in what form the seal is to be used.

32.3 Unless otherwise decided by the Directors, if the seal is affixed to a document, the document must also be signed by at least one authorised person in the presence of a witness who attests the signature.

32.4 For the purposes of this article, an authorised person is:

32.4.1 any Director;

32.4.2 the secretary (if any); or

32.4.3 any person authorised by the Directors for the purpose of signing documents to which the seal is applied.

33 **Records and accounts**

33.1 The Directors shall comply with the requirements of the Act and the Charities Act 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 Charity Commission of:

33.1.1 annual reports;

33.1.2 annual returns; and

33.1.3 annual statements of account.

33.2 Accounting records relating to the Charity must be made available for inspection by any Directors at any reasonable time during normal office hours.

33.3 A copy of the Charity's latest available statement of account shall be supplied on request to any Director or Member, or to any other person who makes a written request and pays the Charity's reasonable costs of fulfilling the request, within two months of such request.

34 **Communications**

34.1 Subject to the Articles, anything sent or supplied by or to the Charity under the Articles may be sent or supplied in any way in which the Act provides for documents or information which are authorised or required by any provision of the Act to be sent or supplied by or to the Charity.

34.2 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.

34.3 A Director may agree with the Charity that notices or documents sent to that Director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

34.4 The Charity may deliver a notice or other document to a Member or Director:

34.4.1 by delivering it by hand to the address recorded for them in the register of Members;

34.4.2 by sending it by post or other delivery service in an envelope (with postage or delivery paid) to an address recorded for them in the register of Members;

34.4.3 by fax to a fax number notified by them in writing;

34.4.4 by electronic mail to an address notified by them in writing;

34.4.5 by a website, the address of which shall be notified to them in writing; or

34.4.6 by advertisement in at least two national newspapers.

34.5 This article does not affect provisions in any relevant legislation or the Articles requiring notices or documents to be delivered in a particular way.

34.6 If a notice or document is delivered by hand, it is treated as being delivered at the time it is handed to or left for the Member.

34.7 If a notice or document is sent:

34.7.1 by post or other delivery service in accordance with article 34.4.2 it is treated as being delivered:

- (a) 24 hours after it was posted, if first class post was used; or
- (b) 72 hours after it was posted or given to delivery agents, if first class post was not used;

provided it can be proved conclusively that a notice or document was delivered by post or other delivery service by showing that the envelope containing the notice or document was:

- (c) properly addressed; and
- (d) put into the post system or given to delivery agents with postage or delivery paid.

34.7.2 by fax, it is treated as being delivered at the time it was sent;

34.7.3 by electronic mail, it is treated as being delivered at the time it was sent;

34.7.4 by a website, it is treated as being delivered when the material was first made available on the website, or if later, when the recipient received (or is deemed to have received) notice of the fact that the material was available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a Business Day.

34.8 If a notice is given by advertisement, it is treated as being delivered at midday on the day when the last advertisement appears in the newspapers.

35 **Irregularities**

35.1 The proceedings of any meeting or 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 by accidental omission to give or any non-receipt of notice) or 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.

36 Indemnity

36.1 Subject to article 36.2 but without prejudice to any indemnity to which they may otherwise be entitled:

36.1.1 every Director or former director of the Charity shall be indemnified out of the assets of the Charity in relation to any liability they incur in that capacity; and

36.1.2 every other officer or former officer of the Charity may be indemnified out of the assets of the Charity in relation to any liability they incur in that capacity.

36.2 This article does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Act or by any other provision of law and any such indemnity is limited accordingly.

37 Rules

37.1 The Directors may from time to time establish such rules as they may consider necessary for or conducive to the effective operation of the Charity. In particular, but without prejudice to the generality of the above, such rules may regulate:

37.1.1 the admission of NDNA Members and other non-voting members of the Charity, their rights and privileges and other conditions of membership;

37.1.2 the conduct of NDNA Members and other non-voting members in relation to one another;

37.1.3 the conduct of Charity's employees and volunteers; and

37.1.4 the procedure at any meetings to the extent that such procedure is not regulated by the Act or by the Articles.

37.2 The Charity in general meeting may alter, add to or repeal the rules by special resolution.

37.3 The rules shall be binding on all Members, Directors, NDNA Members and other non-voting members so far as applicable to them and no rule shall be inconsistent with or shall affect or repeal anything contained in the Articles.