

NO.

**THE COMPANIES ACT 1985**

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**COMPANY LIMITED BY GUARANTEE  
AND NOT HAVING A SHARE CAPITAL**

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**MEMORANDUM OF ASSOCIATION**

**-of-**

**WEST/NORTH WEST HOMES LEEDS LIMITED or EAST/NORTH EAST HOMES  
LEEDS LIMITED or SOUTH/SOUTH EAST HOMES LEEDS LIMITED**

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1. **NAME**

The name of the company is [ ] HOMES LEEDS LIMITED ("the Organisation").

2. **REGISTERED OFFICE**

The Organisation's registered office is to be located in England.

3. **OBJECTS**

The objects of the Organisation shall be in the [ ] area where Leeds City Council ("the Council Member") owns or manage housing stock to:

- (1) provide, manage, maintain, improve, demolish or convert the housing stock owned or managed by the Council Member from time to time together with any other amenities or facilities for the benefit of residents of such housing stock either exclusively or together with persons who are not residents of such housing stock;
- (2) provide amenities and services of any description for residents of housing stock owned or managed by the Council Member from time to time either exclusively or together with persons who are not residents of such housing stock;
- (3) carry out any activity which contributes to the regeneration or development in the area of the Council (within the meaning of Section 126 of the Housing Grants Construction and Regeneration Act 1996) including but not limited to:-
  - (a) securing that land and buildings are brought into effective use;

- (b) contributing to or encouraging economic development;
  - (c) creating an attractive and safe environment;
  - (d) preventing crime or reducing the fear of crime;
  - (e) providing or improving housing or social and recreational facilities for the purpose of encouraging people to live or work in the said area or for the purpose of benefiting people who live there;
  - (f) providing employment for local people;
  - (g) providing or improving training, educational facilities or health services for local people;
  - (h) assisting local people to make use of opportunities for education, training or employment;
  - (i) meeting the special needs of local people which arise because of disability or because of their sex or the racial group to which they belong.
- (4) provide, manage, maintain or improve accommodation required from time to time for the benefit of persons who require temporary accommodation;
  - (5) provide services of any description for the Council Member;

4. **POWERS**

The Organisation shall have power to do any thing that a natural or corporate person can lawfully do which is necessary or expedient in furtherance of its objects unless prohibited by this Memorandum

5. Without limiting the powers described in Clause 4 the Organisation shall have power to:
- (1) carry out works to land, buildings or other property;
  - (2) contract with the Council Member in furtherance of its objects;
  - (3) subject to such consents as may be required by law to borrow money, issue loan stock or raise money in such manner as the Organisation shall think fit and to secure the repayment of any money borrowed raised or owing by such security as the Organisation shall see fit (including by way of floating charge) upon the whole or any part of the Organisation's property or assets (whether present or future) and also by giving similar security to secure and guarantee the performance by the Organisation of any obligation or liability it may undertake or which may become binding on it;

- (4) insure and arrange insurance cover for the Organisation from and against all such risks as the Board may think fit and to pay any premium in respect of such insurance;
- (5) insure and arrange insurance cover for and to indemnify its employees and voluntary workers and the Council Member from and against all such risks incurred in the proper performance of their duties as it shall consider appropriate and to pay any premium in relation to indemnity insurance in respect of liabilities of its Board Members or any of them which would otherwise attach to them in respect of any negligence, default, breach of duty or breach of trust of which they may be guilty in respect of the Organisation PROVIDED THAT such insurance shall not extend to any liability in respect of an act or omission which such Board Member or Board Members knew or ought reasonably to have known was a breach of duty or trust or which was committed by such Board Member or Board Members recklessly without due regard as to whether such act or omission might be a breach of duty or trust;
- (6) invest any monies of the Organisation not immediately required for the furtherance of its objects as it determines and as permitted by law;
- (7) subject to such consents as may be required by law and compliance with all formal guidance issued by the Organisation's regulators (if any) to carry on any trade or business either for the purpose of raising funds for the Organisation or for the furtherance of the objects of the Organisation in any of the following ways
  - providing goods, materials, housing management or other administrative, professional or technical services, or maintenance works to registered social landlords under the Local Authorities (Goods and Services) Act 1970 and/or
  - providing housing management services to other organisations under section 95 of the Local Government Act 2003, subject to the Council Member being able to satisfy the requirements of associated Orders and Guidance.and for such purposes to purchase or otherwise acquire or to encourage or promote and in any way support or aid the establishment and development of any subsidiary, or any other body;
- (8) make donations, grants or loans or provide services or assistance to such persons and Organisations and on such terms as the Organisation shall think fit to further the objects of the Organisation

PROVIDED THAT in case the Organisation shall take or hold any property which may be subject to any trusts, the Organisation shall only deal with or invest the same in such manner as allowed by law, having regard to such trusts.

6. **APPLICATION OF INCOME AND PROPERTY**

The income and property of the Organisation shall be applied solely towards the promotion of its objects as set forth in the Memorandum of Association and no portion thereof shall be paid or transferred, directly or indirectly, save as provided below by way of dividend, bonus or otherwise howsoever by way of profit, to the Council Member and no Board Member shall be appointed to any office of the Organisation paid by salary or fees or receive any remuneration or other benefit or money or money's worth from the Organisation except as hereafter provided in Article 24 of the Articles of Association of the Organisation PROVIDED THAT nothing herein shall prevent any payment in good faith by the Organisation:-

- (1) Of reasonable and proper remuneration (including pensions, contributory pension payments, payment of premiums to pension policies and terminal grants and gratuities) to any officer or employee of the Organisation (not being a Board Member) in return for any services rendered to the Organisation;
- (2) Of fees, remuneration or other benefit in money or money's worth to a company of which a Board Member may be a member holding not more than 2% of the share capital of the company;
- (3) To any Board Member of reasonable out-of pocket expenses in accordance with the said Article 24;
- (4) (For the avoidance of doubt) to a Board Member of remuneration in accordance with the said Article 24
- (5) Of reasonable and proper remuneration to the Council Member or employees thereof (not being Board Members) in return for any services rendered to the Organisation;
- (6) Of reasonable and proper rent for premises demised or let by the Council Member;
- (6) Of reasonable and proper interest on money lent by the Council Member

PROVIDED FURTHER THAT nothing shall prevent the Organisation from managing a property in accordance with its objects (including the full range of activities it may undertake) notwithstanding the fact that the tenant, lessee or licensee (or prospective tenant, lessee or licensee) of such property may be a Board Member SUBJECT TO the proviso that any Board Member who is a beneficiary of the Organisation shall not be entitled to speak in any debate or cast his/her vote in respect of any matter relating solely to the property of which he is lessee, tenant or licensee and shall absent himself/herself from such proceedings but such Board Member shall be entitled to speak and vote in respect of matters which relate not only to such property but also to other properties managed by the Organisation.

7. **EQUAL OPPORTUNITIES**

The Organisation shall at all times take into consideration the principles of equality of opportunity irrespective of age, gender, race, nationality, ethnic origin, religion, sexual orientation or disability.

8. **LIMITED LIABILITY**

The liability of the Council Member is limited.

9. **MEMBERS GUARANTEE**

The Council Member undertakes to contribute to the assets of the Organisation, in the event of the same being wound up while they are a member of the Organisation, or within one year after they cease to be a member of the Organisation, for payment of the debts and liabilities of the Organisation contracted before they cease to be a member of the Organisation, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding one pound.

10. **WINDING UP**

If, upon the winding up or dissolution of the Organisation, there remains, after the satisfaction of all its debts and liabilities any property whatsoever, the same shall be paid or transferred to the Housing Revenue Account (as defined in the 1989 Act) of the Council Member.

11. **DEFINITIONS**

- (a) “[ ] area” shall mean the area shown edged in black on the attached plan
- (b) terms defined in the Articles of Association of the Organisation shall have the same meaning in this Memorandum of Association.

I the person whose name and address are subscribed, am desirous of being formed into a company in pursuance of this Memorandum of Association.

**THE COMMON SEAL of LEEDS CITY COUNCIL**  
was hereunto affixed in the presence of:-

Director of Legal and Democratic Services

DATED

WITNESS to the above:-

NAME  
Address

**THE COMPANIES ACT 1985**

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**COMPANY LIMITED BY GUARANTEE  
AND NOT HAVING A SHARE CAPITAL**

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**ARTICLES OF ASSOCIATION**

**OF**

**LEEDS [ ] HOMES LIMITED**

**DEFINITIONS AND INTERPRETATION**

1. In the Articles unless the context otherwise requires:

"the Act"	Means the Companies Act 1985 (as amended by the Companies Act 1989) and any statutory modification or re-enactment thereof for the time being in force.
"the Articles"	Means these Articles of Association as originally adopted or as altered from time to time.
"Board"	Means the Board of Directors of the Organisation from time to time.
"Board Members"	Means the directors for the time being of the Organisation.
"Chair"	Means the Chair of the Organisation appointed pursuant to Article 31(1) or in his absence any vice or deputy chairman appointed pursuant to Article 31(3).
"clear days"	In relation to the period of a notice means 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.

"Council Board Member"	Means a Board Member appointed by the Council Member pursuant to Article 14.
"Council Member"	Means Leeds City Council or any successor body thereto who shall be the sole member of the Organisation.
"executed"	Means in relation to any contract, agreement or other document consent thereto and includes any mode of execution.
"Independent Board Member"	Means a Board Member appointed pursuant to Article 16.
"Local Authority Person"	Means any person: <ul style="list-style-type: none"> <li>(i) who is a member of the Council Member; or</li> <li>(ii) who is an officer of the Council Member (which for these purposes shall not include employees with non-managerial posts apart from housing employees).</li> </ul>
"Office"	Means the registered office of the Organisation.
"the seal"	Means the common seal of the Organisation.
"Secretary"	Means the secretary of the Organisation or any other person appointed to perform the duties of the secretary of the Organisation, including a joint, assistant or deputy secretary.
"Tenant"	Means an individual who holds a secure tenancy or lease of a residential property from and occupies a property belonging to the Council Member and for the purposes of the Articles only and (for the avoidance of doubt) without prejudice to any legal proceedings which may exist between the Council and the tenant, an individual will be deemed to hold a secure tenancy from and occupy a property belonging to the Council Member until such time as the Council takes possession of such a property from such an individual, or until such time as such an individual gives up possession of such a property to the Council (as the case may be).

- "Tenant Board Member" Means a Board Member appointed pursuant to Article 15.
- "the United Kingdom" Means Great Britain and Northern Ireland.

2. (1) Unless the context otherwise requires, words or expressions contained in these regulations bear the same meaning as in the Act but excluding any statutory modification thereof not in force when these regulations become binding on the Organisation.
- (2) In these Articles words importing individuals shall, unless the context otherwise require, include corporations and words importing the singular number shall include the plural, and vice versa and words importing the masculine gender shall include the feminine gender.

### **ADMISSION OF MEMBERS**

3. No person other than the Council Member shall be admitted to membership of the Organisation.
4. The Council Member shall nominate a person to act as its representative in the manner provided in Section 375 of the Act. Such representative shall have the right on behalf of the Council Member to attend meetings of the Organisation and vote thereat, and generally exercise all rights of membership on behalf of the Council Member. The Council Member may from time to time, revoke the nomination of such representative, and nominate another representative in his place. All such nominations and revocations shall be in writing.
5. The rights of the Council Member shall be personal and shall not be transferable.

### **GENERAL MEETINGS AND RESOLUTIONS**

6. All general meetings other than annual general meetings shall be called extraordinary general meetings.
7. The Board Members may call general meetings and, on the requisition of the Council Member pursuant to the provisions of the Act, shall forthwith proceed to convene an extraordinary general meeting for a date not later than eight weeks after receipt of the requisition. If there are not within the United Kingdom sufficient Board Members to call a general meeting, any Board Member or the Council Member may call a general meeting.
8. (1) An Annual General Meeting and an Extraordinary General Meeting not called on the requisition of the Council Member pursuant to Article 7 shall be called by at least twenty-one clear days' notice or by shorter notice if it is so agreed by the Council Member.

- (2) The notice shall specify the time and place of the Meeting and, in the case of an Annual General Meeting, shall specify the Meeting as such.
  - (3) The notice shall be given to the Council Member and to the Board Members and auditors.
9. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.
10. No business shall be transacted at any general meeting unless a quorum is present. The presence of a duly authorised representative of the Council Member shall be a quorum.
11. If the Council Member makes a decision which is required to be taken in a general meeting or by means of a written resolution, that decision shall be valid and effectual as if agreed by the Company in general meeting. Any decision taken by the Council Member pursuant to this Article 11 shall be recorded in writing and delivered by the Council Member to the Company for entry in the Company's minute book.
12. An entry stating that a resolution has been carried or lost in the minutes of any meeting shall be conclusive evidence of the fact.

#### **NUMBER OF BOARD MEMBERS**

13.
  - (1) The number of Board Members shall be up to a maximum of twelve, although no less than nine..
  - (2) Four Board Members shall be Council Board Members.
  - (3) Four Board Members shall be Tenant Board Members who shall be resident within the [ ] area.
  - (4) Four Board Members shall be Independent Board Members.
  - (5) No more than four Board Members shall be Tenants of the Local Authority.
  - (6) No more than four Board Members shall be Local Authority Persons.
  - (7) In the event that the number of Board Members shall be less than the numbers specified in this Article 13 the remaining Board Members shall use reasonable endeavours to appoint further Board Members and may act notwithstanding this Article.
  - (8) The First Board Members shall be those persons named in the statement delivered pursuant to Section 10(2) of the Act who shall be deemed to have been appointed under the Articles. Future Board Members shall be appointed as provided in the Articles.

#### **APPOINTMENT OF COUNCIL BOARD MEMBERS BY THE COUNCIL MEMBER**

14. (1) Subject to Article 13 the Council Member shall from time to time appoint four persons (such persons being members of the Council Member and being members for wards in the [ ] area) as Council Board Members and shall have the power to remove from office any such Board Member. The Council shall review from time to time the appointment of each Council Board member, and that review shall take place no later than 3 years after such appointment or last review (as the case may be).
- (2) Appointment or removal pursuant to Article 14(1) shall be determined by the Council Member. Such appointment or removal shall be effected by an instrument in writing signed by the Council Member and shall take effect upon lodgement at the registered office of the Organisation or such date later than such lodgement as may be specified in the instrument.
- (7) Notwithstanding any other provisions in these Articles the Council Member shall have power at any time by notice in writing to the Secretary to appoint and remove any Board Member.

#### **RETIREMENT AND ELECTION OF TENANT BOARD MEMBERS**

15. [(1) At every annual general meeting following the first annual general meeting of the Organisation elected Tenant Board Members shall retire from office in the following rotation (or in such other rotation as may be agreed from time to time between the Organisation and the Council Member):
- (a) at the first subsequent annual general meeting, one Tenant Board Member shall retire (or such other number as may be agreed from time to time between the Organisation and the Council Member);
  - (b) at the second subsequent annual general meeting, a further one Tenant Board Member shall retire (or such other number as may be from time to time between the Organisation and the Council Member); and
  - (c) at the third subsequent annual general meeting, a further two Tenant Board Members shall retire (or such other number as may agreed from time to time between the Organisation and the Council Member).
- and so forth such that the Tenant Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (c).
- (2) The Tenant Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Tenant Board Members, but as between persons who became Board Members on the same day those to retire shall be chosen by lot (or by such other process as may be agreed from time to time between the Organisation and the Council Member).

- (3) Prior to any such subsequent annual general meeting, nominations shall be made by Area Panels (as defined in Article 22) for the number of Tenant Board Members to be appointed thereat.(the process for such nominations shall be the process agreed from time to time between the Organisation and the Council Member).

The company secretary shall announce the results of the nominations referred to in Article 15(3) at each relevant annual general meeting and the Tenants so nominated shall be duly appointed as Tenant Board Members..

### **RETIREMENT AND ELECTION OF INDEPENDENT BOARD MEMBERS**

16. (1) At every annual general meeting following the first annual general meeting of the Organisation the Independent Board Members shall retire from office in the following rotation:

- (a) at the first subsequent annual general meeting, one Independent Board Members shall retire;
- (b) at the second subsequent annual general meeting, a further two Independent Board Members shall retire; and
- (c) at the third subsequent annual general meeting, a further one Independent Board Member shall retire

and so forth such that the Independent Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (c).

- (2) The Independent Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Independent Board Members but as between persons who became Board Members on the same day those to retire shall be chosen by lot PROVIDED THAT where an Independent Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Independent Board Member (“the Predecessor”), the period of time for which the Independent Board Member shall have held office shall, for the purposes only of this Article 16(2) be deemed to include the period since the last election or appointment of the Predecessor.
- (3) If, at the meeting at which a Board Member retires in accordance with Article 16(1), there are no other candidates to fill the post the retiring Board Member shall, if willing to act, be deemed to have been re-appointed unless a resolution not to reappoint the Board Member is passed by the meeting.
- (4) No person other than an Independent Board Member retiring by rotation shall be appointed as an Independent Board Member at any general meeting unless he is recommended by the Board.

- (5) Subject to Articles 16(1) – (4) the Council Member may by Ordinary Resolution in General Meeting appoint any eligible person who is willing to act as an Independent Board Member.
- (6) Subject to Articles 13, 16 and 18 the Organisation may by Ordinary Resolution in general meeting appoint any person who is willing to act as a Board Member to fill a vacancy.
- (7) Subject to Articles 13, 16 and 18 the Board may appoint any person who is willing to act as an Independent Board Member to fill a vacancy until the next Annual General Meeting.
- (8) Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to the Council Member of any person (other than a Board Member retiring by rotation at the meeting) who is recommended by the Board for appointment or reappointment as an Independent Board Member at the meeting. The notice shall give the particulars of that person which would, if he were so appointed or re-appointed, be required to be included in the Organisation's register of Board Members.

#### **CASUAL VACANCIES**

17. Subject to Article 13 the Board may appoint a person who is willing to act to be a Board Member to fill a vacancy. The Board may only fill vacancies occurring among Council Board Members where the Council Member shall have failed within three months of a written request by the Organisation to make the appropriate appointments pursuant to Article 14(1). A Board Member appointed under this Article 17 shall hold office only until the second annual general meeting or the next following annual general meeting (as appropriate). If not re-appointed at such annual general meeting he/she shall vacate office at the conclusion thereof.

#### **DISQUALIFICATION AND REMOVAL OF BOARD MEMBERS**

18. A person shall be ineligible for appointment to the Board and if already appointed shall immediately cease to be a Board Member if the relevant individual:-
  - (1) ceases to be a Board Member by virtue of any provision of the Act or becomes prohibited by law from being a company director; or
  - (2) is or becomes a person disqualified from elected membership of a local authority (other than by reason of being an employee of a local authority); or
  - (3) becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or
  - (4) is, or may be, suffering from mental disorder and either:-

- (a) is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983 or, in Scotland, an application for admission under the Mental Health (Scotland) Act 1960; or
  - (b) an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his/her detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or
- (5) resigns his/her office by notice to the Organisation; or
  - (6) is removed from office by a resolution of (or written notice signed by) at least three quarters of all the other Board Members from time to time; or
  - (7) shall have been absent without permission of the Board or a committee of the Board (as the case may be) from three consecutive meetings of the Board or such committee of the Board and the Board resolves that his/her office be vacated; or
  - (8) in any period of 12 months, he/she shall have been absent without permission of the Board or committee of the Board (as the case may be) from at least 50% of the meetings of the Board or such committee of the Board held during that period and the Board resolve that his/her office be vacated; or
  - (9) in the case of a Tenant Board Member he/she ceases to be a Tenant of the Council Member or ceases to be resident within the [ ] area PROVIDED THAT this Article 18(9) shall not apply in respect of a Tenant Board Member temporarily ceasing to be a Tenant or temporarily ceasing to be resident in such area as a result of the demolition of or works carried out to that Tenant Board Member's home; or
  - (10) in the case of a Tenant Board Member he/she moves within the [ ] area to reside outwith the neighbourhood housing office area in respect of which he/she was elected, and there is a Tenant Board Member ("current Tenant Board Member") in respect of the neighbourhood housing office area into which he/she has moved (and if there is no current Tenant Board Member then he/she may remain as a Tenant Board Member until the next annual general meeting, at which time he/she shall retire and a new election for that area will be held); or
  - (11) is a Board Member and is (in the reasonable opinion of a majority of Board Members) in serious breach of their obligations as a Board Member and the Board resolves that his/her office be vacated; or
  - (12) is a Council Board Member and is or becomes a Tenant leading to a breach of the limit in Article 13(5); or
  - (13) is a Tenant Board Member and is or becomes a Local Authority Person leading to a breach of the limit in Article 13(6); or

- (14) is an Independent Board Member and is or becomes a Tenant or a Local Authority Person; or
- (15) is removed by resolution of the Council Member pursuant to Article 14; or
- (16) is a Council Board Member and upon appointment as such was a member of the Council Member, but who has ceased subsequently to be a member of the Council Member.

### **POWERS OF THE BOARD**

- 19. Subject to the provisions of the Act, directions of the Council Member in general meeting and the Memorandum and the Articles, the business of the Organisation shall be managed by the Board who may exercise all the powers of the Organisation. No alteration of the Memorandum or Articles or directions of the Council Member shall invalidate any prior act of the Board which would have been valid if that alteration had not been made. The powers given by this Article shall not be limited by any special power given to the Board by the Articles and a meeting of the Board at which a quorum is present may exercise all powers exercisable by the Board.
- 20. The Board may by power of attorney or otherwise, appoint any person to be the agent of the Organisation for such purposes and on such conditions as they determine, including authority for the agent to delegate all or any of his powers.

### **BORROWING POWERS**

- 21. The Board may exercise all the powers of the Organisation to borrow money without limit as to amount and upon such terms and in such manner as they think fit, and to grant any mortgage, charge or other security over its undertaking and property, or any part thereof, and to issue any debenture, whether outright or as security for any debt, liability or obligation of the Organisation or of any third party.

### **DELEGATION OF BOARD MEMBERS' POWERS**

- 22. (1) The Board may delegate any of their powers to any committee. A committee (except a committee called an Area Panel as specified in Article 22(4) below shall consist of no fewer than one Board Member from each category of Board Member (therefore no fewer than one Tenant Board Member, one Independent Board Member, and one Council Board Member) together with such other persons as the Board sees fit (but so that Board Members shall constitute a majority). They may also delegate to the Chair/or any vice or deputy Chair or to any executive officer such of their powers as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the Board may impose, and either collaterally with or to the exclusion of their own powers and may be revoked or altered. Subject to any such conditions, the proceedings of a committee with two or more members shall be governed by the Articles regulating the proceedings of the Board so far as they are capable of applying provided that

the quorum for the transaction of the business of committees (except a committee called an Area Panel as specified in Article 22(4) below) at the time when the meeting proceeds to business shall be one Board Member from any two such categories of Board Member.

- (2) The Board shall record any such delegations formally (in the case of delegations to any committee) in terms of reference, and (in the case of delegations to the Chair, or any vice or deputy Chair) in terms of appointment, and shall notify the Council Member of the nature and extent of any proposed delegations
- (3) The Board shall delegate the following powers to a committee called a Standards Panel comprising three Board Members (being the Chair and one Board Member from each of the other two such categories of Board Member) namely; the implementation of the Organisation's Code of Conduct for Board Directors; deciding whether a Board Member has failed to comply with such Code of Conduct; reviewing the stated values of the Organisation and how they are implemented in practice; reviewing associated policies and procedures of the Organisation, including those relating to hospitality, gifts, whistle-blowing (in accordance with the Public Interest Disclosure Act 1999) and other matters of business ethics.
- (4) The Board shall delegate either collaterally with or to the exclusion of their own powers (as may be agreed from time to time between the Organisation and the Council Member) the powers specified in Appendix 1 to committees called Area Panels .The number of Area Panels shall be agreed from time to time between the Organisation and the Council Member. Each Area Panel shall comprise one Board Member (being an Independent Board Member wherever reasonably practicable), two members of the Council Member from the [ ] area, and six Tenants from within the geographic area of the Area Panel.. No Board Member shall be appointed to more than one Area Panel. The quorum for the transaction of business by an Area Panel at the time when the meeting proceeds to business shall be agreed from time to time between the Organisation and the Council Member. Tenants shall be appointed to Area Panels in accordance with the outcome of an election process amongst Tenants from within the geographic area of the Area Panel, such process to be agreed from time to time between the Organisation and the Council Member.

### **ALTERNATE BOARD MEMBERS**

23. No Board Member shall be entitled to appoint any person as an alternate Board Member.

### **BOARD MEMBERS' EXPENSES AND REMUNERATION**

24. (1) The Board Members may be paid all travelling, hotel, and other expenses reasonably and properly incurred by them in connection with their attendance at meetings of the Board or committees of the Board or general meetings or otherwise in connection with the discharge of their duties.

(2) Subject to the provisions of Article 24(3) below, for so long as a Board Member (being either an Independent Board Member, or a Tenant Board Member) is the Chair, such Board Member is entitled to remuneration of £8873 per annum (or such other remuneration per annum as the Council Member may determine from time to time) for their services to the Organisation as Chair

(3) Such remuneration will take the form of a single annual payment, which will be made when the Chair has completed a successful appraisal.

(4) Subject to the provisions of Article 24(3) above, such remuneration accrues from day to day.

(5) the Chair is not accountable to the Organisation for any such remuneration which they so receive.

(6) In this Article 24, "successful appraisal" means an annual appraisal of the Chair's performance as Chair of the Organisation (such appraisal to be conducted by the Organisation), in respect of which appraisal the Organisation determines there is a successful outcome.

(7) For the avoidance of doubt, no Board Member is entitled to remuneration for their services to the Organisation either as a Board Member or as Chair of the Organisation, except in accordance with the provisions of this Article 24.

### **BOARD MEMBERS' APPOINTMENTS AND INTERESTS**

25. A Board Member may not have any financial interest personally or as a member of a firm or as a director or senior employee (being an employee with managerial status) in any contract or other transaction of the Organisation unless it is permitted by these Articles and is not prohibited by Clause 6 of the Memorandum.

26. Each Board Member shall register their financial and other interests in accordance with the Organisation's Code of Conduct for Board Directors.

### **PROCEEDINGS OF BOARD MEETINGS**

27. (1) Subject to any regulations established from time to time by the Organisation in general meeting the Board may regulate their proceedings as they think fit and the

quorum for the transaction of the business of the Board at the time when the meeting proceeds to business shall be [six comprising no fewer than two Tenant Board Members, two Independent Board Members, and two Council Board Members] PROVIDED THAT if the number of Board Members in one or more category of Board Member falls below two then the quorum requirement shall be reduced to one or none (as remain in office) in respect of such category or categories.

- (2) No fewer than [five] Board Members may call a meeting of the Board. It shall not be necessary to give notice of a meeting to a Board Member who is absent from the United Kingdom.
  - (3) If a quorum is not present within half an hour from the time appointed for a Board Meeting the Board Meeting shall, if requested by a majority of those Board Members present, be adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the Board Members present may determine.
  - (4) If at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting then notwithstanding Article 31(1) the Board Members present shall constitute a quorum.
28. Questions arising at a Board Meeting shall be decided by a majority of votes and each Board Member present in person shall be entitled to one vote. In the case of an equality of votes, the Chair shall have a second or casting vote.
29. (1) Any Board Member having an interest in any arrangement between the Organisation and another person or body shall disclose that interest to the meeting before the matter is discussed by the Board or committee of the Board. Unless the interest is of the type specified in Articles 29(2) or 29(3) the Board Member concerned shall not remain present during the discussion of that item unless requested to do so by the remaining members of the Board or committee of the Board. Unless permitted by Articles 29(2) or 29(3) the Board Member concerned may not vote on the matter in question, but no decision of the Board or any committee of the Board shall be invalidated by the subsequent discovery of an interest which should have been declared.
- (2) Provided the interest has been properly disclosed pursuant to Article 29(1) a Board Member may remain present during the discussion and may vote on the matter under discussion where the interest arises because:
- (a) the Board Member is a Tenant so long as the matter in question affects all or a substantial group of Tenants; or
  - (b) the Board Member is a director or other officer of a company or body which is a parent, subsidiary or associate of the Organisation; or

- (c) the Board Member is an official or elected member of any statutory body.
- (3) A Board Member shall not be treated as having an interest:
  - (a) of which the Board Member has no knowledge and of which it is unreasonable to expect him/her to have knowledge;
  - (b) in the establishment of a policy in respect of Board Member expenses payable pursuant to Article 29.
- 30. If a question arises at a meeting of the Board or of a committee of the Board as to the right of a Board Member to vote, the question may, before the conclusion of the meeting, be referred to the chair of the meeting and the Chair's ruling in relation to any Board Member other than him/herself shall be final and conclusive.
- 31. (1) At the first Board Meeting following each annual general meeting the Board Members shall appoint one of their number to be the chair of the Board to hold office until the next annual general meeting and at least three quarters of all the Board Members entitled to receive notice of a meeting of the Board may at any time remove him/her from that office
- (2) Unless he/she is unwilling to do so, the Board Member so appointed shall preside at every meeting of the Board at which he/she is present. But if there is no Board Member holding that office, or if the Board Member holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Board Members present may appoint one of their number to be chair of the meeting.
- (3) The Board may appoint a vice or deputy chair to act in the absence of the Chair on such terms as the Board shall think fit.
- 32. All acts done by a meeting of the Board, or of a committee of the Board or by a person acting as a Board Member shall, notwithstanding that it be afterwards discovered that there was a defect in the appointment of any Board Member or that any of them were disqualified from holding office, or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a Board Member and had been entitled to vote.

### **WRITTEN RESOLUTION**

- 33. A resolution in writing signed by:
  - (1) at least three quarters of all the Board Members entitled to receive notice of a meeting of the Board or of a committee of the Board; and
  - (2) the Chair of the Organisation or of the relevant committee; and

which satisfies the quorum requirements of Article 27(1) shall be as valid and effectual as if it had been passed at a meeting of the Board or (as the case may be) a committee of the Board duly convened and held and may consist of several documents in the like form each signed by one or more Board Members.

### **SECRETARY**

34. Subject to the provisions of the Act, the Secretary and any deputy or alternate Secretary shall be appointed by the Board for such term, at such remuneration and upon such conditions as they may think fit and any Secretary so appointed may be removed by them. If the Secretary is a paid employee of the Organisation, upon his/her employment ceasing he/she shall be required to resign as Secretary.

### **MINUTES**

35. The Board shall cause minutes to be made in books kept for the purpose:-
- (1) of all appointments of officers made by the Board Members; and
  - (2) of all proceedings at meetings of the Organisation and of the Board, and of committees of the Board and of the Council Member in its capacity as the sole member of the Organisation, including the names of the Board Members present at each such meeting.

### **RECORDS ACCOUNTS AND RETURNS**

36. The Organisation shall comply with the provisions of Part VII of the Act in respect of:-
- (1) the keeping and auditing of accounting records;
  - (2) the provision of accounts and annual reports of the directors; and
  - (3) in making an annual return.

### **THE SEAL**

37. (1) If the Organisation has a seal it shall only be used with the specific or general authority of the Board or of a committee of the Board. The Board may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a Board Member and by the Secretary or a second Board Member.
- (2) The Organisation may exercise the powers conferred by Section 39 of the Act with regard to having an official seal for use abroad, and such powers shall be vested in the Board Members.

### **NOTICES**

38. Any notice to be given to or by any person pursuant to the Articles shall be in writing except that a notice calling a meeting of the Board or of a committee of the Board need not be in writing.
39. The Organisation may give any notice to the Council Member either personally or by sending it by post in a prepaid envelope addressed to the Council Member at their registered address or by leaving it at that address.
40. The Council Member present by duly authorised representative at any meeting of the Organisation shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.
41. Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted.

### **INDEMNITY**

42. (1) Every Board Member or other officer of the Organisation shall be indemnified out of the assets of the Organisation against all losses or liabilities which he/she may sustain or incur in or about the execution of the duties of his/her office or otherwise in relation thereto, including any liability incurred in defending any proceedings, whether civil or criminal, in which judgement is given in his/her favour or in which he/she is acquitted or in connection with any application under Section 727 of the Act in which relief is granted to him/her and no Board Member or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Organisation in the execution of the duties of his/her office or in relation thereto PROVIDED THAT this Article shall only have effect in so far as its provisions are not avoided by Section 310 of the Act.
- (2) The Board shall have power to purchase and maintain for any Board Member or officer of the Organisation insurance against any such liability as is referred to in Section 310(1) of the Act.

### Appendix 1

#### **Budget responsibility**

- Manage Area Panel budget, approving expenditure relating to:
  - Environmental schemes
  - Community safety schemes
  - Tenant Participation support
  - Tenant consultation
- Be consulted on specifications for contracts such as grounds maintenance and repairs
- Provide nominees for inclusion in tender evaluation exercises

#### **Business Plan and Delivery Plan**

- Identify and recommend priorities for inclusion in Company Business Plan and Delivery Plan

- Agree local priorities for inclusion in annual local action plan, including actions for continuous improvement on BVKPIs
- Monitor performance on activities
- Monitor expenditure on activities

### **Tenant Inspection**

- Lead an annual Tenant Inspection of local service
- Lead regular tenant input into service monitoring e.g. estate walkabouts

### **Performance**

- Monitor performance of local service by receiving regular reports on:
  - Lettings
  - Empty property turnaround
  - Repairs
  - Rent Collection
  - Complaints and feedback

### **Tenant Participation**

- Support the development of Tenant and Resident Groups
- Manage the registration and audit process for registered tenant groups
- Consult with local T&R Groups and other representative groups on local service development
- Develop strategies to ensure inclusion of minority and hard to reach groups
- Negotiate local Compacts
- Operate small grants scheme from Area Panel budget

### **Tenancy Management**

- Be involved in deciding how to enforce tenancy conditions in local area
- Receive regular reports on tenancy enforcement issues e.g number of NISPs, ASBOs, details of targeted action
- Participate in relevant local partnerships e.g. community safety

**Cont'd**

**Repairs and Improvements**

- Agree tenant choice items on improvement programmes
- Participate in Board development of overall capital programme priorities and monitor implementation within local area
- Monitor responsive repairs performance and cost
- Monitor tenant satisfaction with repairs and capital improvements and make recommendations for improvements
- Participate in contract evaluation

**Lettings**

- Produce and administer Tenant Welcome information and induction/welcome for new tenants
- Analyse local lettings information, including reasons for refusal and take action or make recommendations arising from this
- Make recommendations for Local lettings Schemes

**Tenant Satisfaction**

- Monitor tenant satisfaction levels by use of surveys, analysis of complaints and feedback sessions with representative groups
- Recommend changes in service delivery identified through tenant satisfaction analysis

**Staffing issues**

- Be involved in induction of new staff based in local area
- Recommend changes in staffing levels or staffing designation in support of local service needs
- Nominate representatives for inclusion on recruitment panels where requested
- Agree work plans for local staff where relevant e.g caretaking teams

**Service development**

- Be consulted on all policy issues under consideration by the Board
- Make recommendations to the Board for any changes to service policies

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**NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBER**

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**THE COMMON SEAL of LEEDS CITY COUNCIL**

was hereunto affixed in the presence of:-

Assistant Chief Executive (Corporate Governance)

DATED

WITNESS to the above:-

NAME  
Address

**MEMORANDUM AND ARTICLES OF ASSOCIATION**

**OF**

**LEEDS [ ] HOMES LIMITED**

**Date of Incorporation:**

**Registration Number:**

**T.N. JACKSON**  
**DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES**  
Leeds City Council  
Civic Hall  
Leeds  
LS1 1UR