



GREAT YARMOUTH
BOROUGH COUNCIL

Environment Committee

Date: Wednesday, 27 January 2021
Time: 17:30
Venue: Remotely
Address: [Venue Address]

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

- 3** **MINUTES** **3 - 8**
- To confirm the minutes of the meeting held on the 4 November 2020.
- 4** **FORWARD PLAN** **9 - 10**
- Report attached.
- 5** **COUNCIL MEMBERSHIP OF WATER RESOURCES EAST (WRE) LIMITED** **11 - 28**
- Report attached.
- 6** **OUTDOOR SPACES PAPER** **29 - 33**
- Report attached.
- 7** **ANY OTHER BUSINESS**
- The Chairman has approved the following items of other business :-
- Update on COVID 19 work from Head of Environmental Health
 - Coastal Partnership East Update
- 8** **EXCLUSION OF PUBLIC**
- In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-
- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."
- 9** **CONFIDENTIAL GYB SERVICES - UPDATE**
- Details

Environment Committee

Minutes

Wednesday, 04 November 2020 at 16:00

PRESENT:-

Councillor P Carpenter (in the Chair); Councillors Annison, Bensly, Bird, Borg, Fairhead, Hacon, D Hammond, Robinson-Payne, Talbot & B Wright.

Councillor G Carpenter attended as a substitute for Councillor Cameron.

Councillor C M Walker attended as a substitute for Councillor Waters-Bunn.

Mrs P Boyce (Strategic Director), Mr J Wilson (Head of Environmental Services), Mrs J Beck (Head of Property & Asset Management), Mrs M Lee (Head of Customer Services), Mr C Silverwood (Director of Operational Services), Mr B Harris (Coastal Engineer, GYBC) & Mrs S Wintle (Corporate Services Manager).

Ms K Fisher (Environment Agency), Mr R Goodliffe (Coastal Manager, Coastal Partnership East) & Ms A Casey (Coastal Adaptation Officer, Coastal Partnership East).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Cameron, Talbot &

Waters-Bunn.

2 DECLARATIONS OF INTEREST

There were no declarations declared at the meeting.

3 MINUTES

The minutes of the meeting held on 19 February 2020 were confirmed by assent.

4 MATTERS ARISING

The Chairman reported that the Friends of Horsey Seals had visited Great Yarmouth and a number of Councillors were able to engage with them regarding the reduction of plastic pollution in the Borough.

5 FORWARD PLAN

The Committee received and considered the Forward Plan.

Councillor Robinson-Payne asked that an update on the Selective Licensing Scheme be added to the Forward Plan. The Head of Environmental Services reported that an update report on the Selective Licensing Scheme was being prepared for presentation to the Housing & Neighbourhood Committee. The Chairman asked if this Committee could see sight of this report. The Head of Environmental Services agreed to this request.

6 STREET CLEANSING IMPROVEMENT PLAN

The Committee received and considered the report from the Head of Environmental Services & Director of Operational Services.

The Chairman asked Chris Silverwood to introduce himself to the Committee as he had recently been appointed to the post of Director of Operational Services.

The Head of Environmental Services reported that as part of the FACET project, the Council was looking to undertake a pilot project of smart bin technology at Hemsby, reducing the trips for bin emptying and allowing

for better use of GYB resources. The pilot will run during the 2021 season and the findings will be reported back to this Committee to look at the potential to roll this out further across the Borough.

The Director of Operational Services reported that will funding from the Norfolk Strategic Fund, a team of operatives called the Litter Hit Squad who were highly visible in orange PPE had targeted and cleaned up problem hotspots and high profile areas across the Borough which had been very well received by the public. In the first four weeks, they removed 25 tonnes of detritus and weeds.

The Director of Operational Services reported that two new electric sweeping machines had been purchased with funding from the Norfolk Strategic fund.

The Chairman asked the Head of Environmental Services to go into more detail regarding the FACET project. The Head of Environmental Services reported that the Council had become a full partner of the FACET project meaning that with an investment of £80k (drawn from Covid funding streams), the Council can draw down in excess of £200k of funding for the implementation of the innovative projects around making the tourism sector into a more circular economy.

Councillor D Hammond commended the Hit Squad for the work they had undertaken in the vicinity of Sturdee Avenue.

Councillor Annison reported that the Hit Squad had undertaken outstanding work in Bradwell and asked that his heartfelt thanks be passed on to the members of staff involved.

Councillor Robinson-Payne reported the outstanding work undertaken by the Hit Squad on the Barracks Estate and the positive impact it had had on the local community.

Councillor C M Walker reported that as a result of this work, local residents and retailers were beginning to take renewed pride in the area in which they lived and worked.

RESOLVED:-

That the Committee notes the findings and updates of the Street Cleansing Improvement Plan.

7 UPDATE ON ROMAN PLACE IMPROVEMENTS

The Committee received and considered the report from the Head of Customer Services.

The Head of Customer Services reported that following approval from this Committee and with the proposals based on using a micro-pour surface which was under trial, wider testing of this surface dressing material was undertaken. However, upon further testing, the proposed surface dressing was found to be unsuitable due to being prone to the screwing and stripping of turning movements of cars in the car park. Therefore, the only option was the traditional method of resurfacing which was not economically viable as the required funds were not available.

The Head of Customer Services reported that with the available funding, improvements could still be made to the car park to address the potholes, re-lining of existing spaces and replacement signage as well as a general tidy up of the surrounding area. The current Traffic order restrictions would remain as 24 hours parking with no return within 12 hours. This area could still be considered as part of the wider review of the Residents Zone A. If endorsed these works would be completed by the end of March 2021.

The Chairman reported that the Committee had voiced their concerns regarding the suitability of the micro-pour surface at the last meeting in February.

Councillor Robinson-Payne, who was a Ward Councillor, reported that this car park had been a concern of hers for many years and had been looked over for improvements on several occasions. She was disappointed that improvements had been scaled back and felt that Norfolk County Council had let the Borough down and hoped that the car park would be included in Zone A in the near future.

Councillor Annison reiterated the concerns of the Committee expressed at the last meeting that the proposed micro-pour surface would not be fit for purpose and that he fully supported the concerns of Councillor Robinson-Payne.

Councillor Bensly also fully supported the views of Councillor Robinson-Payne and reported that the Committee should make its position known at the next meeting of the GYT&ISG and lobby the Council Council to resurface the car park. The Council did not want to be in the position of spending £16k of tax-payers money to fill in the pot holes if the car park was going to be resurfaced properly as this would be a waste of public funds.

The Head of Customer Services reported that the GYT&ISG was scheduled to meet in the New Year and she would pass the views of this Committee. Councillor C M Walker reported that she was disappointed that a County officer had not been asked to attend the meeting to answer questions. The Head of Customer Services assured the Committee that senior County officers sat on the GYT&ISG and she re-assured the Chairman that the views of the Committee would be made known.

RESOLVED:-

(i) That the Committee endorse the identified budget and spend contained

within section 5.1 of the report on the revised proposal of improvements as outlined in section 3 of the report; and

(ii) That the Committee agree that a proposal be made to the Great Yarmouth & Transport & Infrastructure Steering Group that Roman Place is to be refurbished as part of the Norfolk County Council Forward Capital Programme.

8 UPDATE ON HEMSBY COASTAL MANAGEMENT PROJET

The Committee received and considered the report from the Coastal Manager and Coastal Adaptation Officer, Coastal Partnership East

The Committee received a presentation from Kellie Fisher from the Environment Agency which provided an overview of coastal adaptation and how this might apply to Hemsby in relation to developing adaptation options for the longer-term management of the coast.

The Coastal Manager and Coastal Adaptation Officer, Coastal Partnership East ,gave a presentation to the Committee on the development of the short-term coastal defence scheme at Hemsby regarding ideas and options for the rock berm design.

The Chairman thanked the officers for their informative presentations.

Councillor Bensly thanked the officers for their presentations and for the invaluable work they were undertaking to protect vulnerable residents in his ward.

RESOLVED:-

That the Committee note the progress of this work.

9 ANY OTHER BUSINESS

The Chairman reported that she had received the following two items of urgent business:-

(i) Councillor Waters-Bunn, although unable to be present at the meeting, was concerned regarding large numbers of parents congregating at school gates across the Borough. The Head of Environmental Services reported that he would contact Councillor Waters-Bunn after the meeting to obtain specific details and to ascertain whether it might be prudent for the Covid Marshalls to be deployed at school gates at specified schools for a short period of time to reinforce the social distancing rule.

(ii) Councillor C M Walker reported that she had concerns regarding the residents in her ward as she felt that Councillors did not receive the most up-to-date Covid intelligence to disseminate to their constituents to help keep them safe and to signpost them to the necessary help. For example, following the recent outbreaks at local food processing plants which resulted in much increased numbers of Covid cases in the Magdalen ward. The Chairman reported that intelligence reports were updated several times a day and it was difficult for the Environmental Services Team to both act on the new information as well as share this sensitive information with the necessary bodies.

The Strategic Director reported that this was a very relevant point and that she would instruct the Communications Team to ensure that Councillors were made aware of issues in their wards as quickly as possible.

10 GYB LIAISON BOARD MINUTES

The Committee noted the minutes of the GYB Liaison Board by assent.

11 GYB COMPANY BOARD MINUTES

The Committee noted the confidential GYB Company Board minutes by assent.

12 EXCLUSION OF PUBLIC

The meeting ended at: 18:00

Forward Plan for Environment Committee

URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Environment
20-163	Outdoor Spaces	Strategic Director (KW)	18/01/21	27/01/2021
21-006	Council Membership of Water Resources East (WRE) Limited	Senior Strategic Planner	18/01/21	27/01/2021
21-007	GYB Services - update	Strategic Director (PB)	18/01/21	27/01/2021
19-111	Lowering the Council's Carbon Footprint	Head of Environmental Services	18/01/21	27/01/2021
20-135	Update on Roman Place Proposals	Head of Customer Services	TBC	TBC
20-050	Crematorium and Tea Rooms	Head of Customer Services	TBC	TBC
19-095	Environment Strategy	Head of Environmental Services	TBC	TBC

Key	
	Standing item on agenda

Policy & Resources	Council

Subject: Council Membership of Water Resources East (WRE) Limited

Report to: Executive Leadership Team 20th January 2021
Environment Committee 27th January 2021
Full Council 23rd February 2021

Report by: Senior Strategic Planner

SUBJECT MATTER

Appointment of Great Yarmouth Borough Council to membership of the Water Resources East (WRE) Strategic Advisory Group.

RECOMMENDATIONS

That Environment Committee:

- 1. Endorse the report as set out; and**
- 2. Recommend to Full Council the appointment of Great Yarmouth Borough Council to membership of the Water Resources East (WRE) Strategic Advisory Group**

1 BACKGROUND

1.1 Water Resources East (WRE) is a collaborative membership organisation in the East of England, bringing together companies with a stake in water to safeguard a sustainable supply of water for all water uses.

1.2 WRE is one of five regional groups in England formed through Defra and the Environment Agency to create a National Framework for water resource management. WRE is currently preparing a water resource management plan for the eastern region to 2045, helping (amongst other priorities) to secure water resources needed for housing development and economic growth.

1.3 Kings Lynn & West Norfolk, Breckland, the Broads Authority and North Norfolk District Council are all current members of WRE, acting within its Strategic Advisory Group. Membership of the Strategic Advisory Group offers the ability for members to vote on key matters within the organisation, including shaping the emergent resource management plan.

1.4 Whilst water resource issues are not currently identified as a significant strategic planning issue within the Council's Local Plan, this future position may change. The Council will be embarking on a whole Local Plan review later in 2021, therefore membership of WRE would offer the Council greater opportunities to plan for future water resources, both strategically and collaboratively with other County partners, as part of the Council's ongoing Duty to Co-operate.

1.5 Membership of the WRE Strategic Advisory Group would require the participation of one Council Member, meeting quarterly (three full days in total) during the year. If the Council were to become a member, it's total liability would be limited to £1 should WRE be dissolved.

1.6 Further details on the role and purpose of Water Resources East can be found at <https://wre.org.uk/wp-content/uploads/2020/01/WRE-Business-Plan-Approved-V6-Jun19.pdf>. The terms of reference for membership of WRE are provided in Appendix 1 of this report.

2. FINANCIAL IMPLICATIONS

2.1 Membership of Water Resources East may result in some efficiency savings for the Council through further collaborative planning of water resources across Norfolk, as part of discharging its Duty to Co-operate.

3. LEGAL AND RISK IMPLICATIONS

3.1 Membership of Water Resources East would mean that the Council would become a formal member of the company, however the total liability fee is nominal should the company be dissolved.

4. CONCLUSIONS

4.1 Membership of the Water Resources East (WRE) Strategic Advisory Group provides the Council with the opportunity to work more collaboratively with other key stakeholder when planning for the future water resources effecting the borough and wider East of England region.

5. RECOMMENDATIONS

That Environment Committee:

- 1. Endorse the report as set out**
- 2. Recommend to Full Council the appointment of Great Yarmouth Borough Council to membership of the Water Resources East (WRE) Strategic Advisory Group**

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated?

Area for consideration	Comment
Monitoring Officer Consultation:	To be consulted through Executive Leadership Team – 20 th January 2021
Section 151 Officer Consultation:	To be consulted through Executive Leadership Team – 20 th January 2021
Existing Council Policies:	N/A

Financial Implications:	Discussed in the report
Legal Implications (including human rights):	None directly
Risk Implications:	Discussed in the report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	None

Appendix 1 – Draft Articles of Association for Water Resources (WRE) Ltd.

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

WATER RESOURCES EAST (WRE) LIMITED

(the “Company”)

The subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of a company.

Name of subscriber

Authentication by each subscriber

Dated:

1. **PRELIMINARY**

The regulations contained in the model articles of association for private companies limited by guarantee contained in Schedule 2 to The Companies (Model Articles) Regulations 2008 in force at the time of adoption of these Articles shall not apply to the Company and these Articles alone shall constitute the articles of the Company.

2. **DEFINITIONS AND INTERPRETATION**

2.1 In these Articles the following expressions have the following meanings unless inconsistent with the context:

"these Articles"	these Articles of Association, whether as originally adopted or as from time to time altered by special resolution
"the 2006 Act "	the Companies Act 2006
"Connected"	in relation to a director of the Company has the meaning given in section 252 of the 2006 Act
"Directors"	the directors for the time being of the Company or (as the context shall require) any of them acting as the board of directors of the Company
"electronic address"	any address or number used for the purposes of sending or receiving documents or information by electronic means
"electronic form" and "electronic means"	have the meaning given in section 1168 of the 2006 Act
"executed"	includes any mode of execution
"hard copy form"	has the meaning given in section 1168 of the 2006 Act
"Net Funding Requirement"	The annual amount of funding required by the Company for its day to day operation as determined by an annual operating budget prepared by the Board, which excludes the costs relating to the Technical Programme
"office"	the registered office of the Company
"ordinary resolution"	has the meaning given in section 282 of the 2006 Act
"Principal Funding Members"	members of the Company who contribute 3% or more of the Company's Net Funding Requirement on an annual basis in cash, or (subject to Board approval) an in kind contribution which reduces the operating costs of the business
"seal"	the common seal of the Company (if any)
"special resolution"	has the meaning given in section 283 of the 2006 Act
"Standard Members"	any member of the Company that is not a Principal Funding Member
"Stakeholder Director"	a director of the Company appointed pursuant to the process detailed at article 16.3
"Technical Programme"	the technical programme will consist of all aspects of the Company's work, other than its day to day

operation

“the Statutes” the Companies Acts as defined in section 2 of the 2006 Act and every other statute, order, regulation, instrument or other subordinate legislation in force from time to time relating to companies and affecting the Company

“United Kingdom” Great Britain and Northern Ireland.

“in writing” hard copy form or to the extent agreed (or deemed to be agreed by virtue of a provision of the Statutes) electronic form or website communication

- 2.2 Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Statutes but excluding any statutory modification thereof not in force when these Articles become binding on the Company.
- 2.3 Words importing the masculine gender only shall include the feminine gender and the neuter (as appropriate).
- 2.4 References to any Statute or statutory provision include, unless the context otherwise requires, a reference to that Statute or statutory provision as modified, replaced, re-enacted or consolidated and in force from time to time and any subordinate legislation made under the relevant Statute or statutory provision.
- 2.5 Where the word “address” appears in these Articles it is deemed to include postal address and, where applicable, electronic address.
- 2.6 The expression “working day” in relation to a period of notice means any day other than Saturday, Sunday and Christmas Day, Good Friday or any day that is a bank holiday under the Banking and Financial Dealing Act 1971 in the part of the UK where the company is registered.
- 2.7 The expression “clear days” in relation to a period of notice to call a meeting means the number of days referred to excluding the day when the notice is given and the day of the meeting.

3. **OBJECTS**

- 3.1 The Company’s object(s), which are on a not-for-profit basis (save that any residual income will be distributed in accordance with article 29.2 on winding up) are:
- 3.1.1 To raise income by membership subscriptions, available public and private funding and the sale of services arising from pursuit of its objects, for example provision of technical consultancy services.
 - 3.1.2 To create a sustainable governance model for how water resources are managed across a wide range of stakeholders including, but not limited to, water companies, the agricultural sector, regulatory bodies, local authorities and those who use, have an impact on, and are affected by future water resource change.
 - 3.1.3 To assist the Company’s members in resilience planning and responding to regulators on matters of national policy and planning.
 - 3.1.4 To provide technical resources and decision making tools to assist the agricultural sector in responding effectively to the challenges of growth, climate change and the reductions in abstraction needed to meet the needs of the environment.
 - 3.1.5 To promote delivery of change at landscape scale, linking the activities of water companies, agriculture and other sectors in a framework that enhances biodiversity and conservation and the restoration of priority habitats through decisions about the management and use of water.
 - 3.1.6 To influence the development of the environmental land management system, securing farm revenues, whilst building natural capital and increasing the flow of eco-system services.
 - 3.1.7 To provide insight into other sector plans, for example increasing understanding of future energy needs for each sector in so far as they impact on critical water related interests.

- 3.1.8 To plan for the water resources needed for housing development and economic growth, in a way that promotes a flourishing natural environment and associated local interests.
- 3.1.9 To deliver the water related elements of the 25 Year Environment Plan for Eastern England (and any subsequent strategic plan that replaces it in future), whilst seeking to improve water quality at source.
- 3.1.10 To own appropriate trademarks and other intellectual property as may be appropriate relating to the operation and administration of the Company.
- 3.1.11 To appoint persons to represent the interests of the Company to any body and to pay towards the expenses of that body.
- 3.1.12 To purchase, take on lease or in exchange, hire or otherwise acquire any real or personal property and any rights or privileges which the Company may think necessary or convenient for the promotion of its objects and to construct, maintain and alter any buildings or erections necessary or convenient for the work of the Company.
- 3.1.13 To improve, manage, construct, repair develop, exchange, let on lease or otherwise, mortgage, charge, sell, dispose of, turn to account, grant licences, options, rights and privileges in respect of, or otherwise deal with all or any part of the property and rights of the Company as may be thought expedient with a view to the promotion of its objects.
- 3.1.14 To invest and deal with the moneys of the Company not immediately required in such manner as may from time to time be determined and to hold or otherwise deal with any investments made.
- 3.1.15 To lend and advance money or give credit on any terms and with or without security to any person, firm or company, to enter into guarantees, contracts of indemnity and suretyships of all kinds, to receive money on deposit or loan upon any terms, and to secure or guarantee in any manner and upon any terms the payment of any sum of money or the performance of any obligation by any person, firm or company.
- 3.1.16 To borrow and raise money for the purposes of the Company on such terms and such security as may be thought fit.
- 3.1.17 To draw, make, accept, endorse, discount, negotiate, execute and issue cheques, bills of exchange, promissory notes, bills of lading, warrants, debentures and other negotiable, transferable instruments.
- 3.1.18 To enter into any arrangements with any government or authority (supreme, municipal, local, or otherwise) that may seem conducive to the attainment of the Company's objects, and to obtain from any such government or authority any charters, decrees, rights, privileges or concessions which the Company may think desirable and to carry out, exercise and comply with such charters, decrees, rights, privileges, and concessions.
- 3.1.19 To co-operate with, or subscribe to any association, society or corporation whose objects are in general similar to the objects of the Company.
- 3.1.20 To pay all or any expenses incurred in connection with the promotion, formation and incorporation of the Company, or to contract with any person, firm or company to pay the same.
- 3.1.21 To do all such other things as may be deemed incidental or conducive to the attainment of the Company's objects.
- 3.1.22 None of the objects set forth in any sub-article of this article 3 shall be restrictively construed but the widest interpretation shall be given to each such object, and none of such objects shall except where the context expressly so requires, be in any way limited or restricted by reference to or inference from any other objects or objects set forth in such sub-article, or by reference to or inference from the name of the Company.

4. MEMBERS

- 4.1 The subscribers to the Memorandum of Association of the Company and such other persons as are admitted to membership in accordance with these Articles shall be members of the Company. No person shall be admitted as a member of the Company unless he is approved by the Directors. Every person who wishes to become a member shall deliver to the Company an application for membership in such

form as the Directors require to be executed by him agreeing to be bound by these Articles and on being so admitted his name shall be entered in the register of members of the Company.

4.2 Subject to the provisions of article 4.1, the membership of the Company shall comprise the following classes of member:

4.2.1 Principal Funding Members; and

4.2.2 Standard Members

4.3 Each of the (i) Principal Funding Members and (ii) Standard Members shall constitute separate classes of membership for the purposes of voting and of class rights as set out in these Articles. The Principal Funding Members and the Standard Members shall have voting rights in the Company.

4.4 The Directors shall have absolute discretion in determining whether to accept or reject any application for membership and shall not be bound to assign any reason for their decision but nothing in these Articles shall entitle the Directors to discriminate in any way between applicants for membership by reason of race, colour, sex, creed, age or disability.

4.5 In order to apply for membership of the Company each potential new member of the Company must have a relevant interest in sustainable water management issues and a desire to collaborate on multi-sector planning. The Directors will have sole discretion in determining whether a potential new member of the Company satisfies this condition.

4.6 No person or organisation shall hold membership as a Principal Funding Member and as a Standard Member concurrently, however, where a member is admitted as either such class of member and ceases to meet the criteria to remain in such class of member but fulfils the criteria for another class of membership, such member may be reclassified as being in such alternate class of membership by resolution of the Directors.

4.7 Subject to all moneys presently payable by him to the Company pursuant to any rules or bye-laws made by the Directors pursuant to **article 26** or otherwise having been paid, a member may at any time withdraw from the Company by giving at least seven clear days' notice in writing to the Company provided that after such retirement the number of members remaining is not less than two.

4.8 Membership shall:

4.8.1 not be transferable and shall cease on death or, for organisational membership, upon the winding up of that organisation; and

4.8.2 terminate if the majority of the Directors of the Company resolve that it is in the best interests of the Company that a membership is terminated.

4.9 The members may, by special resolution, direct the Directors to take, or refrain from taking, specified action. No such special resolution invalidates anything which the Directors have done before the passing of the resolution.

4.10 Any such person who contributes to the Company's activities set out in the provisions of article 5 is treated as *ex officio* and shall become a member of the Company upon the Company's approval of the member pursuant to article 4.1 and approval of the contributions.

5. **FUNDING OF THE COMPANY**

5.1 In order to fund the day-to-day operational activities of the Company (Net Funding Requirements pursuant to article 5.2) and in addition to receipts by way of subscription or dues, the Company shall have powers to obtain, collect and receive money and funds by way of contributions, donations, affiliation fees, subscriptions, grants, loans and any other lawful method, and to issue and make appeals and to take such other steps as may be required for the purpose of procuring contributions to the funds of the Company by any such method.

5.2 Subject to article 4.4 each Principal Funding Member will annually make a direct financial contribution of a minimum 3% of the Net Funding Requirements of the Company in cash or will make an 'in-kind' contribution, with a market value equal to 3% of the Net Funding Requirement, which reduces the overall operational cost of the business. The Board of Directors will decide the market value of any in-kind contribution after making reasonable enquiries, and the Board of Directors has the option to accept or decline an in-kind contribution as a contribution towards the Net Funding Requirement from any Principal Funding Member, or any potential Principal Funding Member. The board of Directors shall review and approve the cash contributions and the in-kind contributions annually to ensure the Net Funding

Requirement is met in full. Any such member may, by notice to the Company, contribute to the funding of the Company by way of gift or by loan that is approved by the Company.

5.3 If a Principal Funding Member declines to contribute at least 3% of the Net Funding Requirement in cash or by way of an in-kind contribution of a value equal to 3% of the Net Funding Requirement for the relevant year, the Board has the option to remove such member's status as a Principal Funding Member. If such member has appointed a director to the board of the Company and ceases to be a Principal Funding Member in accordance with these Articles, such director will be required to resign within 28 days of the start of the Company's financial year.

5.4 Standard Members will not be subject to any requirement to pay an annual fee to retain their membership of the Company.

6. **ANNUAL GENERAL MEETING**

6.1 The Company shall in each calendar year hold a general meeting as the Company's Annual General Meeting in addition to any other general meeting of the Company held in that calendar year and the Company shall specify the general meeting as the Annual General Meeting in the notice calling it.

6.2 Unless the members resolve otherwise by way of ordinary resolution passed, not more than 15 months shall elapse between the date of one annual general meeting of the Company and that of the next, provided that so long as the Company holds the Company's first annual general meeting within 18 months of the Company's incorporation, the Company need not hold such first annual general meeting in the calendar year of the Company's incorporation or in the following calendar year. Each annual general meeting of the Company shall be held at such time and place as the directors shall appoint.

7. **GENERAL MEETINGS**

7.1 The Directors may call general meetings.

7.2 If at any time there are not within the United Kingdom sufficient Directors capable of acting to form a quorum, any director or any two members of the Company may convene a general meeting in the same manner as nearly as possible as that in which meetings may be convened by the Directors.

8. **NOTICE OF GENERAL MEETINGS**

8.1 A notice convening a general meeting of the Company shall be called by at least fourteen clear days' notice in writing. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted.

8.2 Subject to the provisions of these Articles notice of general meetings shall be given to all members, to all Directors and to the auditors.

8.3 Notwithstanding the foregoing provisions of these Articles a general meeting may be called by shorter notice if it is so agreed in accordance with section 307(4) of the 2006 Act.

8.4 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.

8.5 Notwithstanding that the Company does not have a share capital, every notice convening a general meeting shall comply with the provisions of section 325(1) of the 2006 Act as to giving information to members in regard to their right to appoint proxies.

8.6 Every notice convening a general meeting shall be given in accordance with section 308 of the 2006 Act that is, in hard copy form, electronic form or by means of a website.

8.7 The Company may send a notice of meeting by making it available on a website or by sending it in electronic form and if notice is sent in either way it will be valid provided it complies with the relevant provisions of the Companies Act 2006.

8.8 A member present, either in person or by proxy, at any meeting of the Company shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.

9. **PROCEEDINGS AT GENERAL MEETINGS**

9.1 No business shall be transacted at any general meeting unless a quorum of members is present. Quorum shall be 50% of Principal Funding Members and 90% of Standard Members entitled to vote upon the business to be transacted, each being a member or a proxy for a member or a duly authorised

representative of a corporation. If within half an hour from the time appointed for the general meeting a quorum is not present the general meeting shall stand 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 Directors may determine; and if at the adjourned general meeting a quorum is not present within half an hour from the time appointed therefore the member or members present in person or by proxy or (being a body corporate) by representative and entitled to vote upon the business to be transacted shall constitute a quorum and shall have power to decide upon all matters which could properly have been disposed of at the meeting from which the adjournment took place.

- 9.2 The chairman, if any, of the Directors shall preside as chairman at every general meeting of the Company, or if there is no such chairman, or if he shall not be present within fifteen minutes after the time appointed for the holding of the meeting or is unwilling to act, the Directors present shall elect one of their number to be chairman of the meeting.
- 9.3 If at any meeting no director is willing to act as chairman or if no director is present within fifteen minutes after the time appointed for holding the general meeting, the members present shall choose one of their number to be chairman of the meeting.
- 9.4 A director shall, notwithstanding that he is not a member, be entitled to attend and speak at any general meeting.
- 9.5 The chairman may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business which might properly have been transacted at the meeting had the adjournment not taken place. When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Save as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
- 9.6 At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless before, or on the declaration of the result of the show of hands, a poll is duly demanded. Subject to the provisions of the Statutes, a poll may be demanded:
- 9.6.1 by the chairman; or
- 9.6.2 by at least two members having the right to vote at the meeting; or
- 9.6.3 by a member or members representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting,
- and a demand by a person as a proxy for a member shall be the same as a demand by the member.
- 9.7 Unless a poll is duly demanded a declaration by the chairman that a resolution has been carried or carried unanimously, or by a particular majority, or lost, or not carried by a particular majority and an entry to that effect in the minutes of the meeting of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
- 9.8 The demand for a poll may, before the poll is taken, be withdrawn but only with the consent of the chairman and a demand so withdrawn shall not be taken to have invalidated the result of a show of hands declared before the demand was made.
- 9.9 A poll shall be taken as the chairman directs and he may appoint scrutineers (who need not be members) and fix a time and place for declaring the result of the poll. The result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.
- 9.10 A poll demanded on the election of a chairman or on a question of adjournment shall be taken immediately. A poll demanded on any other question shall be taken either immediately or at such time and place as the chairman directs not being more than thirty days after the poll is demanded. The demand for a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which the poll was demanded. If a poll is demanded before the declaration of the result of a show of hands and the demand is duly withdrawn, the meeting shall continue as if the demand had not been made.
- 9.11 No notice need be given of a poll not taken immediately if the time and place at which it is to be taken are announced at the meeting at which it is demanded. In any other case at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.

10. **VOTES OF MEMBERS**

- 10.1 All members shall be entitled to receive notice of, and attend and speak at, any general meeting.
- 10.2 Each member may authorise such person as it thinks fit to act as its representative (a "Member's Representative") at any general meeting, in the manner provided in section 323 of the Act and section 323 of the Act shall apply mutatis mutandis to any member which is neither a corporation nor an individual as though such member were a corporation. Such Member's Representative shall be entitled to exercise the same powers on behalf of the member in question as that member could exercise if it were the member and such member shall for the purposes of the Articles be deemed to be present in person at any such meeting if a Member's Representative so authorised is present.
- 10.3 On a written resolution, every member has one vote, on a show of hands every member (being an individual) present in person or by proxy (not being himself a member entitled to vote) or (being a corporation) present by a duly authorised representative or proxy (not being himself a member entitled to vote) has one vote and on a poll every member present in person or by proxy or by a duly authorised representative (as the case may be) has one vote.
- 10.4 A member in respect of whom an order has been made by any court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder may vote, by his receiver, legal guardian or other person authorised in that behalf. Evidence to the satisfaction of the Directors of the authority of the person claiming to exercise the right to vote shall be deposited at the office, or at such other place as is specified in accordance with these Articles for the deposit of instruments of proxy, not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in default the right to vote shall not be exercisable. In calculating the time period in this **article 10.4**, no account shall be taken of any part of a day that is not a working day.
- 10.5 No member shall be entitled to vote at any general meeting unless all monies presently payable by him to the Company pursuant to any rules or bye-laws made by the Directors under **article 26** or otherwise have been paid.
- 10.6 No objection shall be raised to the qualification of any voter except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid. Any objection made in due time shall be referred to the chairman whose decision shall be final and conclusive.
- 10.7 An instrument appointing a proxy shall be in writing, executed by or on behalf of the appointor and shall be in the following form (or in a form as near thereto as circumstances allow or in any other form which is usual or which the Directors may approve):

"NAME [Limited]

I, [NAME], of [ADDRESS], being a member of the above-named Company, hereby appoint [NAME], of [ADDRESS], as my proxy to vote in my name and on my behalf at a general meeting of the Company to be held on [DATE], and at any adjournment thereof.

Signed on [DATE]."

- 10.8 Where it is desired to afford members an opportunity of instructing the proxy how he shall act the instrument appointing a proxy shall be in the following form (or in a form as near thereto as circumstances allow or in any other form which is usual or which the Directors may approve):

"[NAME] [Limited]

I, [NAME], of [ADDRESS], being a member of the above named Company, hereby appoint [NAME], of [ADDRESS], or failing him, [NAME], of [ADDRESS], as my proxy, to vote for me in my name and on my behalf at a general meeting of the Company to be held on [DATE], and at any adjournment thereof.

This form is to be used in respect of the resolutions mentioned below as follows:

Resolution No 1 *for *against

Resolution No 2 *for *against

* Strike out whichever is not desired

Unless otherwise instructed, the proxy may vote as he thinks fit or abstain from voting.

Signed on [DATE].”

- 10.9 The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
- 10.10 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a copy of that power or authority notarially or in some other way approved by the Directors may:
- 10.10.1 in the case of a proxy not being sent in electronic form be deposited at the office or at such other place within the United Kingdom as is specified for that purpose in the notice convening the meeting or in any instrument of proxy sent out by the Company in relation to the meeting not less than 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote; or
 - 10.10.2 in the case of a poll taken more than 48 hours after it is demanded, be deposited as aforesaid after the poll has been demanded and not less than 24 hours before the time appointed for the taking of the poll; or
 - 10.10.3 where the poll is not taken immediately but is taken not more than 48 hours after it was demanded, be delivered at the meeting at which the poll was demanded to the chairman of that meeting or to any director,

- 10.11 A proxy appointment which is being sent in electronic form must be received at an address specified by the Company for the purpose of receiving such communications in electronic form:
- 10.11.1 in (or by way of a note to) the notice convening the meeting; or
 - 10.11.2 in any form of proxy appointment sent out by the Company; or
 - 10.11.3 in any invitation contained in an electronic form to appoint a proxy issued by the Company,

in each case not less than 48 hours before the time for holding the meeting at which the person named in the instrument proposes to vote or in the case of a poll taken more than 48 hours after it is demanded, not less than 24 hours before the poll is taken, or where the poll is not taken immediately but is taken not more than 48 hours after it was demanded, be delivered at the meeting at which the poll was demanded to the chairman of that meeting or to any director.

An instrument of proxy which is not deposited or delivered in a manner so permitted shall be invalid.

- 10.12 In calculating the time periods in **article 10.10**, no account shall be taken of any part of a day that is not a working day.
- 10.13 A vote given or poll demanded by proxy or by the duly authorised representative of a corporation shall be valid notwithstanding the previous determination of the authority of the person voting or demanding a poll unless notice of the determination was received by the Company at the office or at such other place at which the instrument of proxy was duly deposited before commencement of the meeting or adjourned meeting at which the vote is given or the poll demanded or (in the case of a poll taken otherwise than on the same day as the meeting or adjourned meeting) the time appointed for taking the poll.

11. **WRITTEN RESOLUTIONS**

- 11.1 A written resolution, proposed in accordance with section 288(3) of the 2006 Act, will lapse if it is not passed before the end of the period of 28 days beginning with the circulation date.
- 11.2 For the purposes of this **article 11** “circulation date” is the day on which copies of the written resolution are sent or submitted to members or, if copies are sent or submitted on different days, to the first of those days.

12. **COMPANY SECRETARY**

The Company shall have a company secretary.

13. **NUMBER OF DIRECTORS**

Unless otherwise determined by the Board of Directors, the number of Directors shall be subject to a maximum of 20 Directors, including the Chairman and Managing Director. The minimum number of Directors shall be one.

- 13.1 Subject to article 16, the Company shall have the following board composition:
- 13.1.1 an independent non-executive chairman;
 - 13.1.2 the Managing Director;
 - 13.1.3 any non-executive directors appointed by the Principal Funding Members subject to article 16.2;
 - 13.1.4 any further non-executive directors appointed by the Principal Funding Members;
 - 13.1.5 a maximum of two Stakeholder Directors subject to article 16.3; and
 - 13.1.6 the company secretary.

14. **POWERS OF DIRECTORS**

- 14.1 Subject to the provisions of the 2006 Act and these Articles and to any directions given by special resolution, the business of the Company shall be managed by the Directors who may exercise all the powers of the Company. No alteration of these Articles and no such direction shall invalidate any prior act of the Directors which would have been valid if that alteration had not been made or that direction had not been given. A meeting of Directors at which a quorum is present may exercise all powers exercisable by the Directors.
- 14.2 The Directors, subject to these Articles, have unfettered power to form committees and any sub-committees in the Company as they see fit.

15. **DELEGATION OF DIRECTORS' POWERS**

- 15.1 The Directors may delegate any of their powers to:
- 15.1.1 any committee consisting of one or more directors and such other persons (if any) not being directors co-opted on to such committee as the Directors think fit provided that the number of co-opted persons not being directors shall not exceed one half of the total number of members of such committee; or
 - 15.1.2 the Managing Director (for the time being) of the Company or any director holding any other executive office.
 - 15.1.3 an alternate named substitute, who must be approved by the Board of Directors.
- 15.2 Any such delegation may be made subject to any conditions the Directors may impose and may be collateral to 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 Directors so far as they are capable of applying. Any committee or sub-committee are subject to their own terms of reference which must be approved by the Directors.

16. **APPOINTMENT**

- 16.1 Any person who is willing to act as a director, and is permitted by law to do so, may be appointed to be a director:
- 16.1.1 by a decision of the Directors; or
 - 16.1.2 by ordinary resolution.
- 16.2 Subject to the provisions of article 16.1, each Principal Funding Member is entitled to appoint one person to be a director of the Company ("**Principal Funding Director**"). The Directors and members of the Company are obliged to pass the necessary board resolutions and member resolutions to appoint the Principal Funding Director to the board within 90 days of the Principal Funding Member giving notice to the Company of their intention to appoint the Principal Funding Director. Subject to the provisions of article 5.3 and article 17 the Principal Funding Director will cease to be a director if the Principal Funding Member who nominated him for appointment so determines, or if the Principal Funding Member who appointed him ceases to be a Principal Funding Member of the Company.
- 16.3 A Principal Funding Member may request the appointment of a second Principal Funding Director from their organisation. The decision to allow this appointment shall be determined by ordinary resolution of the other Principal Funding Members, subject to the provisions of Article 16.2. Only one Principal Funding

Director appointed on behalf of each Principal Funding Member may attend a meeting of the Directors or vote on a resolution of the Directors.

16.4 The Managing Director shall be responsible solely for nominating Stakeholder Directors. Nominees put forward by the Managing Director must then be approved by the board of Directors. Stakeholder Directors will be selected from organisations who hold charitable status, have limited financial ability to become Principal Funding Members, or from organisations that the Directors determine to be suitable. The board of Directors shall review the suitability of each Stakeholder Director at least once every five years.

17. **DISQUALIFICATION AND REMOVAL OF DIRECTORS**

The office of a director shall be vacated if:

17.1 he ceases to be a director by virtue of any provision of the Statutes or these Articles or he becomes prohibited by law from being a director; or

17.2 he becomes bankrupt or makes any arrangement or composition with his creditors generally; or

17.3 a registered medical practitioner who is treating him gives a written opinion to the Company stating that he has become mentally or physically incapable of acting as a director and may remain so for more than 3 months; or

17.4 he is or has been suffering from mental or physical ill health and the Directors resolve at a meeting of the Directors that his office be vacated; or

17.5 he resigns his office by notice to the Company; or

17.6 he shall for more than six consecutive months have been absent without permission of the Directors from meetings of Directors held during that period and the Directors resolve that his office be vacated.

18. **DIRECTORS' APPOINTMENTS AND INTERESTS**

18.1 Subject to the provisions of the Statutes, and provided that he has disclosed to the Directors the nature and extent of any material interest of his, a director notwithstanding his office:

18.1.1 may be a party to or otherwise interested in any transaction or arrangement with the Company or in which the Company is in any way interested;

18.1.2 may hold any other office or employment with the Company (other than the office of auditor);

18.1.3 may be a director or other officer of or employed by or be a party to any transaction or arrangement with or otherwise interested in any body corporate promoted by the Company or in which the Company is in any way interested;

18.1.4 may, or any firm or company of which he is a member or director may, act in a professional capacity for the Company or any body corporate in which the Company is in any way interested other than as an auditor;

18.1.5 shall not by reason of his office be accountable to the Company for any benefit which he derives from such office, service or employment or from any such transaction or arrangement or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit; and

18.1.6 save for a vote under section 175(4) of the 2006 Act authorising any conflict of interest which the director or any other interested director may have or where the terms of authorisation of such conflict provide that the director may not vote in situations prescribed by the Directors when granting such authorisation shall be entitled to vote on any resolution and (whether or not he shall vote) shall be counted in the quorum on any matter referred to in any of **articles 18.1.1 to 18.1.4** (inclusive) or on any resolution which in any way concerns or relates to a matter in which he has, directly or indirectly, any kind of interest whatsoever and if he shall vote on any resolution as aforesaid his vote shall be counted.

18.2 For the purposes of **article 18.1**:

18.2.1 a general notice to the Directors that a director is to be regarded as having an interest of the nature and extent specified in the notice in any transaction or arrangement in which a

specified person or class of persons is interested shall be deemed to be a disclosure that the director has an interest in any such transaction of the nature and extent so specified;

- 18.2.2 an interest of which a director has no knowledge and of which it is unreasonable to expect him to have knowledge shall not be treated as an interest of his; and
- 18.2.3 an interest of a person who is for any purpose of the 2006 Act (excluding any statutory modification not in force when the Company was incorporated) connected with a director shall be treated as an interest of the director and in relation to an alternate director an interest of his appointor shall be treated as an interest of the alternate director without prejudice to any interest which the alternate director has otherwise.

19. **DIRECTORS' REMUNERATION AND EXPENSES**

- 19.1 Directors may undertake any services for the Company that the Directors decide.
- 19.2 The Company may pay any reasonable expenses which the directors properly incur in connection with their attendance at:
 - 19.2.1 meetings of Directors or committees of directors; or
 - 19.2.2 general meetings; or
 - 19.2.3 otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.
- 19.3 Subject to the provisions of this article 19 the Company may remunerate the chairman of the Company and the Managing Director of the Company as the Directors determine.

20. **PROCEEDINGS OF THE DIRECTORS**

- 20.1 Subject to the provisions of these Articles, the Directors may regulate their meetings, as they think fit. Any director may call a meeting of the Directors. Questions arising at a meeting shall be decided by a majority of votes. In the case of an equality of votes, the chairman shall have a second or casting vote. Notice of every meeting of the Directors shall be given to each director, including any director who may for the time being be absent from the United Kingdom and have given the Company an address within the United Kingdom for service.
- 20.2 Any director may participate in a meeting of the Directors or a committee constituted pursuant to **article 15** of which he is a member by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and, subject to these Articles and the Statutes, shall be entitled to vote and be counted in a quorum accordingly. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chairman of the meeting then is.
- 20.3 The quorum for a meeting of the Directors shall be fixed to the chairman of the Company, the Managing Director of the Company and at least one third of the Principal Funding Directors, save that, if and for so long as the Company has only one Principal Funding Director, the attendance of the sole Principal Funding Director is required for a meeting of the Directors to be quorate.
- 20.4 Notwithstanding any vacancies in their number, the continuing Directors or where there is only one, the sole continuing director, may continue to act but if the number of Directors is less than the number fixed as the quorum they, or (in the case of a sole director) he, may only act for the purpose of filling vacancies or calling a general meeting.
- 20.5 The Directors may appoint one of their number to be the chairman of the board of Directors and may remove him from that office. Unless he is unwilling to do so, the director so appointed shall preside at every meeting of the Directors at which he is present. But, if there is no director holding that office, or if the director holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Directors present may appoint one of their number to be chairman of the meeting.
- 20.6 All acts done by any meeting of the Directors or of a committee constituted pursuant to **article 15**, or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any director or person acting as aforesaid, or that they or 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 director and had been entitled to vote.

20.7 A resolution in writing, signed by all the directors entitled to receive notice of a meeting of Directors or of a committee constituted pursuant to **article 15** shall be as valid and effectual as if it had been passed at a meeting of the Directors or (as the case may be) such a committee duly convened and held and may consist of several documents in the like form each signed by one or more directors or members of the committee (as the case may be).

20.8 If, and as a consequence of section 175(6) of the 2006 Act a director cannot vote or be counted in the quorum at a meeting of the Directors then the following apply:

20.8.1 if the meeting is inquorate then the quorum for that purpose of that meeting shall be reduced by one for each director who cannot vote or be counted in the quorum; and

20.8.2 if despite **article 20.8.1**, the meeting is still inquorate then it must be adjourned to enable the members of the Company to authorise any situation in which a director has a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Company.

21. **MINUTES**

The Directors shall cause minutes to be made in books kept for the purposes:

21.1 of recording the names and addresses of all members; and

21.2 of all appointments of officers made by the Directors; and

21.3 of all proceedings at meetings of the Company and of the Directors and of committees constituted pursuant to **article 15** including the names of directors and members (as appropriate) present at each such meeting.

22. **THE SEAL**

The Company shall not have a common seal.

23. **ACCOUNTS**

No member shall (as such) have any right of inspecting any accounting records or other book or document of the Company except as conferred by statute or authorised by the Directors or by ordinary resolution of the Company.

24. **COMPANY COMMUNICATION PROVISIONS**

24.1 Where:

24.1.1 a document or information is sent by post (whether in hard copy or electronic form) to an address in the United Kingdom; and

24.1.2 the Company is able to show that it was properly addressed, prepaid and posted, it is deemed to have been received by the intended recipient 24 hours after it was posted.

24.2 Where:

24.2.1 a document or information is sent or supplied by electronic means; and

24.2.2 the Company is able to show that it was properly addressed,

it is deemed to have been received by the intended recipient immediately after it was sent.

24.3 Where a document or information is sent or supplied by means of a website, it is deemed to have been received by the intended recipient:

24.3.1 when the material was first made available on the website; or

24.3.2 if later, when the recipient received (or is deemed to have received) notice of the fact that the material was available on the website.

24.4 Pursuant to section 1147(6) of the 2006 Act, sections (2) (3) and (4) of that section shall be deemed modified by **articles 24.1, 24.2 and 24.3**.

24.5 If at any time by reason of the suspension or curtailment of postal services within the United Kingdom the Company is unable effectively to convene a general meeting by notices sent through the post or by electronic means, a general meeting may be convened by a notice advertised in at least one national daily newspaper and such notice shall be deemed to have been duly served on all members entitled thereto at noon on the day when the advertisement appears. In any such case the Company shall send confirmatory copies of the notice by post if at least seven days prior to the meeting the posting of notices to addresses throughout the United Kingdom again becomes practicable.

25. **DOCUMENTS SENT IN ELECTRONIC FORM OR BY MEANS OF A WEBSITE**

25.1 Where the 2006 Act permits the Company to send documents or notices to its members in electronic form or by means of a website, the documents will be validly sent provided the Company complies with the requirements of the 2006 Act.

25.2 Subject to any requirement of the 2006 Act only such documents and notices as are specified by the Company may be sent to the Company in electronic form to the address specified by the Company for that purpose and such documents or notices sent to the Company are sufficiently authenticated if the identity of the sender is confirmed in the way the Company has specified.

26. **RULES OR BYE-LAWS**

26.1 The Directors may from time to time make such rules or bye-laws as they may deem necessary or expedient or convenient for the proper conduct and management of the Company and for the purposes of prescribing classes of and conditions of membership, and in particular but without prejudice to the generality of the foregoing, it may by such rules or bye-laws regulate:

26.1.1 the admission and classification of members of the Company, and the rights and privileges of such members, and the conditions of membership and the terms on which members may resign or have their membership terminated and the entrance fees, subscriptions and other fees or payments to be made by members;

26.1.2 the conduct of members of the Company in relation to one another, and to the Company's servants;

26.1.3 the setting aside of the whole or any part or parts of the Company's premises at any particular time or times or for any particular purpose or purposes;

26.1.4 the procedure at general meetings and meetings of the Directors and committees constituted pursuant to **article 15** in so far as such procedure is not regulated by these Articles; and

26.1.5 generally, all such matters as are commonly the subject matter of such rules,

provided, nevertheless, that no rule or bye-law shall be inconsistent with, or shall affect or repeal anything contained in these Articles.

26.2 The Company shall have power to alter or repeal the rules or bye-laws referred to in **article 26.1** and to make additions thereto. The Directors shall adopt such means as they deem sufficient to bring to the notice of members all such rules or bye-laws made pursuant to this **article 26** which, so long as they shall be in force, shall be binding on all members.

27. **INDEMNITIES FOR DIRECTORS**

27.1 Subject to the provisions of, and so far as may be permitted by, the 2006 Act but without prejudice to any indemnity to which the person concerned may be otherwise entitled, the Company may indemnify every director, alternate director or other officer of the Company against all costs, charges, losses, expenses and liabilities incurred by him in the execution and discharge of his duties or the exercise of his powers or otherwise in relation to or in connection with his duties, powers or office, including any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust in relation to anything done or omitted to be done or alleged to have been done or omitted to be done by him as a director, alternate director or other officer of the Company and against any such liability incurred by him in connection with the Company's activities as trustee of an occupational pension scheme as defined in section 235(6) of the 2006 Act.

27.2 The directors may buy and maintain at the cost of the Company insurance cover for or for the benefit of every director, alternate director or other officer of the Company or of any associated company (as defined in section 256 of the 2006 Act) against any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust by him in relation to the Company (or such associated company), including anything done or omitted to be done or alleged to have been done or

omitted to be done by him as a director, alternate director, auditor or other officer of the Company or associated company.

27.3 Subject to the provisions of, and so far as may be permitted by, the Statutes, the Company shall be entitled to fund the expenditure of every director, alternate director or other officer of the Company incurred or to be incurred:

27.3.1 in defending any criminal or civil proceedings; or

27.3.2 in connection with any application under section 1157 of the 2006 Act.

28. REGISTERED OFFICE

The Company's registered office is to be situated in England and Wales.

29. LIABILITY OF MEMBERS

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

29.1.1 payment of the Company's debts and liabilities contracted before such party ceases to be a member;

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

29.1.3 the adjustment of the rights of the contributories among themselves.

29.2 If at the conclusion of the winding up or dissolution of the Company there remains after the satisfaction of all its debts and liabilities any property or operating surplus whatsoever, the same shall be paid to or distributed: (i) among the then Principal Funding Members of the Company in proportion to their contribution to the Net Funding Requirement in the year that the Company passes a resolution to wind up or is otherwise dissolved; or (ii) on such other basis as the then current Principal Funding Members shall unanimously agree in writing.

Name and Address of Subscribers:

Anglian Water Services Limited

Lancaster House
Lancaster Way
Ermine Business Park
Cambridgeshire
PE29 6XU

Affinity Water Limited

Tamblin Way, Hatfield
Hertfordshire
AL10 9EZ

Lincolnshire County Council

County Offices
Newland
Lincoln
LN1 1YL

National Farmers Union of England and Wales

Agriculture House
Stoneleigh Park
Stoneleigh
Warwickshire, CV8 2TZ

Northumbrian Water Limited

Northumbria House
Abbey Road
Pity Me
Durham
DH1 5FJ

Severn Trent Water Limited

Severn Trent Centre
2 St John's Street
Coventry
CV1 2LZ

RWE Generation UK PLC

Windmill Hill Business Park
Whitehill Way
Swindon
Wiltshire, SN5 6PB

South Staffordshire Water PLC

Green Lane
Walsall
West Midlands
WS2 7PD

URN:

Subject: Outdoor Spaces Paper

Report to: Environment Committee, Wednesday 27th January 2021

Report by: Kate Watts, Strategic Director

SUMMARY

This paper provides Members with an update regarding outdoor spaces across the Borough under the following themes:

- Management of our outdoor spaces
- Outdoor play inspections
- Section 106 agreements
- Playing pitch strategy

Members are asked to note the content of this report and resolve to use the previously committed funding allocation of £15,790 to appoint a Technical Assistant on a part time basis to survey and log all the Council's outdoor assets, so that a detailed strategic review of these can then be undertaken and presented to this Committee.

1. INTRODUCTION

- 1.1 The Council owns a significant amount of outdoor leisure spaces that offer sport, play and recreational opportunities for our residents and visitors to the Borough. These range in size from the larger Beaconsfield and Wellesley sites to smaller play areas with minimal play equipment.
- 1.2 This paper attempts to identify and present the Council's current position with regards to various themes in relation to these sites.

2. OUTDOOR SPACES AUDIT

- 2.1 Information regarding the Council's outdoor assets is held in part on the Council's asset management database Concerto. Additional information is held in paper format (deeds etc) and some information is held by third parties such as GYBS. This creates significant difficulties in accessing information about these sites, preventing the Council from strategically managing them.

- 2.2 Specifically, the Council's Environment Committee had previously requested a strategic review in relation to the Council's play areas, of which there are 96. The Environment Committee wanted to understand the condition of these sites, the level of usage and consider what the Council may wish to keep and invest in, and what the Council may wish to dispose of, for example to Parish Councils.
- 2.3 A proposal for a play officer was presented to this Committee in September 2019 and funding allocated of £15,790, however this was not progressed and as a result this funding is still available.
- 2.4 Whilst this paper will now explore a number of themes under the outdoor spaces umbrella, it is critical that the Council brings together all the information it can regarding its outdoor spaces to allow the Council to understand the offer provided by each of these sites, the condition of the sites and any equipment provided, the level of usage of the site alongside any cost (repairs and maintenance) or income (rented courts) these sites generate. This work would involve:
- Identifying and bringing together information and uploading it in totality onto the Concerto database
 - Undertaking a visual inspection alongside mapping of each sites detailing as appropriate what equipment it has and its condition, usage details, photographs and proximity to other sites
 - Financial analysis of sites (cost/income)
 - Community engagement – understand usage, need, residents view, appetite to transfer etc (as appropriate)
- 2.5 This would then allow for a strategic review of these sites against the Councils' Asset Management Strategy, enabling each site to be considered in terms of keeping it, investing further in it (or simply understanding the ongoing repairs and maintenance liabilities) or disposing the site. Future income opportunities could also be identified. It is worth noting that this work would help with Open Space Needs Assessment discussed further in section 5 of this report.
- 2.6 However, to do this, additional resource will be required. Property Services have recommended that this resource could take the form of a Technical Assistant (Band 5) appointed on a fixed term basis (PT for 9 months). It is recommended that the funding previously allocated for the play officer post is redirected to support this recruitment.
- 2.7 Whilst the detail of a financial business case has not yet been developed there is clearly an invest to save opportunity through identify clusters of sites and then considering how these could be rationalised. It is proposed that as part of this work the conclusions of the strategic review are presented to Members of the Council's Environment Committee.

3. MANAGEMENT OF OUR OUTDOOR SPACES

- 3.1 Currently our outdoor leisure spaces are maintained and managed by GYBS. From time to time the Council has received complaints from members of the public and elected Members about how these sites are managed. For example, the Members wanted to make improvements to St Georges park and whilst the subsequent management changes were not satisfactory and the works given back to GYBS, there was clearly an initial issue.
- 3.2 As well as maintaining our outdoor spaces, GYBS also manage the hire of these sites, for example the tennis courts on Gorleston seafront. In these instances, there is an additional profit share that means that any income is then split between GYBS and the Council. There is minimal advertising of these sites, and whilst some would benefit from further investment there is clearly an opportunity to also increase income.
- 3.3 With the recent appointment of the Operations Director for GYBS there is scope to work with GYBS to improve both the maintenance of these sites alongside income generation. Work is now ongoing with the Operations Director to progress this.
- 3.4 Budgets for the management of these open spaces currently sit within the Neighbourhood and Community Team. It has been agreed to move these to Environmental Services so these can be managed as part of the contract management role that sits within this department regarding GYBS.

4. OUTDOOR PLAY INSPECTIONS

- 4.1 In addition to understanding the Council's existing assets and considering these against the Councils Asset Management Strategy it would be timely to also consider how these areas are inspected.
- 4.2 Currently our Environmental Rangers carry out routine play inspections which consist of a visual check of sites to identify any vandalism or wear and tear of equipment. This is undertaken on a risk assessment basis and sites can be visited weekly, fortnightly or three weekly. This totals 300 inspections every six weeks. EU guidance and insurance guidance outlines the need for these risk assessment-based inspections.
- 4.3 Additional operational inspections are required on a quarterly basis, these are delivered through a GYN appointed (and qualified) play inspector who also carries out repairs and minor installations of play equipment. These inspections are not just visual as they also involve testing of equipment. Currently this inspector is achieving on average a monthly inspection to each of our sites.
- 4.4 Finally, there is an annual inspection which is undertaken by an outside body. This is a detailed certificated inspection.
- 4.5 Because the operational inspections are being undertaken more frequently than the required quarterly inspections there is some duplication of work. This has

subsequently been reviewed with GYN, and as a result the Rangers have been able to reduce their inspections by half and remove this duplication of work. This has freed up significant Environmental Ranger resource.

5. SECTION 106 AGREEMENTS – SPENDING OF OFF-SITE CONTRIBUTIONS

- 5.1 Section 106 agreements for open space provision are negotiated between a developer and Council to help make new residential development schemes more attractive to communities and meet the additional needs for open space arising from the new occupants. Our current approach is to secure open space investment on major residential developments. This open space will not be routinely adopted by the Council but managed by a management company appointed by the developer. This works well.
- 5.2 However, on occasion a financial contribution towards offsite provision will be made. Spending of off-site contributions has historically been informed by Neighbourhood Managers in consultation with local communities. At present there isn't an up-to-date evidence base or policy on open space needs to inform such decisions. This has resulted in ad hoc decisions for play and open space investments that have not been properly considered in terms of the ongoing costs they create for the Council, such as repairs and maintenance costs.
- 5.3 The emerging Local Plan Part 2 includes a new policy to secure open space contributions which will apply to all new residential developments. Where off-site contributions are considered appropriate these will be £1,800 per dwelling. It is expected that the local Plan will be adopted in summer 2021. The new policy will likely secure more funding towards open space than the existing approach.
- 5.4 An Open Space Supplementary Planning Document (SPD) is also being prepared to provide further guidance on how open space will be secured and how off-site contributions could be used. It is likely that consultation on the SPD will take place by May 2021 with adoption by the end of 2021/early 2022. Alongside this there will need to be an update of open space needs (both qualitative and quantitative), this evidence can inform a strategy to ensure open space contributions from developments are focused to where they will have the most benefit.
- 5.5 Whilst the new policy and evidence base will assist planning officers better in agreeing section 106 spend with developers, there will still be a need for community engagement, especially where the Council is looking to negotiate 3rd party management of a site. Neighbourhood Managers will continue with community engagement, but the installation and ongoing maintenance of any equipment will now be overseen by Property Services.
- 5.6 Finally it is worth noting that central government are moving to an infrastructure levy for this type of spend (instead of section 106 agreements or Community Infrastructure Levy's) and whilst we will not know more until the new year about

how these proposals will work in practice the policy work currently being undertaken as part of the Local Plan Part 2 will still be relevant in terms of evidence base.

6. PLAYING PITCH STRATEGY

6.1 A playing pitch strategy is a key document that covers the sports of football, cricket, rugby league, rugby union, hockey and tennis and provides an assessment of the quantity, quality and capacity of all pitches and courts in an area. It also sets out a series of recommendations and actions for the development of pitch-based sports, both in terms of addressing deficiencies in the quantity and quality of facilities, whilst also seeking to improve participation.

6.2 This is a key strategic document that funders such as Sport England expect to have in place when considering investment opportunities. Interestingly, the Council's Sports and Leisure Strategy (2015) is more like a playing pitch strategy document than an overarching strategy, which is why the Active GY was subsequently developed.

6.3 A Playing Pitch Strategy would feed into planning policy's open space needs assessment and would help inform the following:

- Open Space Supplementary Planning Document and the implementation of our new Local plan Part 2 open space policy
- Inform decisions on the spend of open space s106 funds
- Inform the Local Plan Review

6.4 As such work with planning policy is being undertaken to allocate existing funding to support the development of this strategy. The Council's current Sports and Leisure Strategy contains a lot of the information required for a playing pitch strategy so it is hoped this can be updated, reducing the overall cost of this work.

7. CONCLUSION

7.1 This paper provides Members with an update regarding outdoor spaces across the Borough under the following themes:

- Management of our outdoor spaces
- Outdoor play inspections
- Section 106 agreements
- Playing pitch strategy

7.2 Members are asked to note the content of this report and resolve to use the previously committed funding allocation of £15,790 to appoint a Technical Assistant on a part time basis to survey and log all the Council's outdoor assets so that a detailed strategic review of these can then be undertaken and presented to this committee.