

THE COMPANIES ACTS 1985 TO 2006

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

**MEMORANDUM OF ASSOCIATION
OF
KENT INVICTA CHAMBER OF COMMERCE, INDUSTRY
AND ENTERPRISE LIMITED**

(Registered No. 2794615)

**Adopted by Special Resolution dated 29th July 1999
Name change by Special Resolution dated 29th July 1999
from Ashford Business Centre Limited
Name change by Special Resolution dated 14th October 2005
Amended by Special Resolution dated 20th October 2006
Amended by Special Resolution dated 25th October 2010
Amended by Special Resolution dated 26th October 2012
Amended by Special Resolution dated 3rd March 2023**

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1. The name of the Company is "Kent Invicta Chamber of Commerce, Industry and Enterprise Limited".
 2. The Company's registered office will be in England.

INTERPRETATION¹

1. In these Articles:

“Acts” means the Companies Act 2006 including any statutory modification or re-enactment thereof for the time being in force and any provisions of the Companies Act 1985 which for the time being remain in force and where appropriate individual acts referred to shall be called the Companies Act 1985 and the Companies Act 2006.

“Annual General Meeting” means a meeting held pursuant to Article 19.

“Auditors” means the auditors for the time being of the Company

“BCC” means British Chambers of Commerce (registered in England and Wales with the number 9635)

“Board” means the Board of Directors of the Chamber.

“By-law” means any By-law from time to time in force which has been duly made by the Board pursuant to these Articles or any of them.

“Chamber” means Kent Invicta Chamber of Commerce, Industry and Enterprise

“Chief Executive” means any person for the time being appointed to perform the duties of Chief Executive of the Chamber.

“Committee” means any committee established under Article 49.

“Company” means the above-named Company.

“Constitution” means the Memorandum and Articles of Association of the Chamber and any By-laws from time to time in force.

“Director” means a member of the Board.

“Electronic Form” has the meaning given it in section 1159 of the Companies Act 2006.

“Honorary Member” means an individual who has been admitted to Honorary Membership pursuant to Article 9.

“Majority Resolution” means a resolution of the Board passed by a majority of two-thirds of the members of the Board present and entitled to vote on the resolution.

“Member” means a member for the time being of the Chamber other than an Honorary Member.

“Membership” means a membership of the Company.

“Office” means the registered office of the Company.

“Officers” means the President, Honorary President, Chair & Vice Chair

“Non-Executive Director” means an individual referred to in Article 45 (e) and where the context so requires or admits includes an Officer.

“President” means the President of the Chamber.

“Seal” means the Common Seal of the Chamber.

“Secretary” means any person appointed from time to time to perform the duties of the Secretary of the Chamber.

“Section” means a Section referred to in Articles 68 to 70.

“Subscriber” means an individual who has subscribed to the Memorandum of Association and to these Articles.

“These presents” means these Articles of Association & Memorandum and byelaws of the Company from time in force.

“Year” where the context so admits means a calendar year from 1st January to 31st December.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography, and other methods of representation or reproducing words in visible form and in Electronic Form.

Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Acts or any statutory modification thereof in force at the date at which these Articles become binding on the Chamber.

AIMS AND PURPOSES

Pursuant to section 28 of the Act the following provisions (previously contained in the Chamber’s Memorandum of Association) are instead included in the Articles

2. The objects ("the principal objects") for which the Chamber is established are the promotion of commerce industry trade services transport and education within the County of Kent and elsewhere within the United Kingdom and anything incidental to or conducive to any of those objects and in furtherance of the principal objects the Chamber shall have the following express powers:

- (a) to promote commerce industry trade services transport and education and in that connection to foster advance and protect commercial industrial trade and professional enterprises and (without limitation) other activities and business undertakings of all kinds in the locality referred to above and elsewhere in the United Kingdom.
- (b) to seek admission to and to become a member of the BCC
- (c) to seek Accreditation from the BCC
- (d) to provide and develop business services to members and others and in particular (but without prejudice to the generality of the foregoing):
 - (i) to collect analyse or disseminate information (including statistics and other economic and business information) on all subjects of interest to members,
 - (ii) to provide educational and industrial courses including higher educational advisory services such as training needs analysis, and management export and training consultancy, or to collaborate with partners to make available to Members,
 - (iii) to promote organise and participate in international trade,
 - (iv) to issue export documentation,
 - (v) to encourage establish and support employment initiatives and initiatives for the start –up of businesses and enterprises and support for existing businesses.
 - (vi) to undertake such activities as may from time to time be required by the BCC for accreditation purposes.
- (e) to represent in the United Kingdom and to promote and protect the collective interests' views and opinions of the members and stimulate interest in and promote support or oppose any legislation or policies (whether local, municipal, regional, national, or international) affecting the interests of commerce industry trade services transport and education.
- (f) to promote high standards of business and the recognition and use of national and international standards.
- (g) to provide a means of securing business involvement, corporately and individually, in the local community or communities, to develop business links with and between enterprises and authorities, to develop and foster working relationships both within and outside the locality that will achieve the greatest

prosperity for the locality and its people and to stimulate public awareness of business interest.

- (h) to undertake and arrange for the settlement of disputes by arbitration and conciliation and alternative dispute procedures or otherwise.
- (i) to seek to attain all or any of the principal objects by united action with other Chambers of Commerce and Industry and BCC or other bodies in those cases where united action may ease the accomplishment of a particular object.

3. In furtherance of the principal objects but not otherwise the Chamber shall also have power:

- (a) to purchase, take on lease or in exchange, hire or otherwise acquire any real and personal estate.
- (b) construct, maintain and alter any houses, buildings, or installations.
- (c) to accept any gift of property, whether subject to any special trust or not, for any purpose within the principal objects.
- (d) to take such steps by personal or written appeals, public meetings or otherwise as may seem expedient for the purpose of procuring contributions to the funds of the Chamber.
- (e) to print and publish and sell any newspapers, periodicals, books, leaflets or computer programmes electronic data and other works and publications and to produce and market films and other audio or visual aids.
- (f) to sell, lease, mortgage or otherwise deal with all or any part of the property of the Chamber.
- (g) to borrow and raise money and secure its repayment in any manner.
- (h) to invest the funds of the Chamber in or upon such investments, securities or property as may be thought fit.
- (i) to undertake and execute any trusts or any agency business which may seem conducive to any of the principal objects.
- (j) to establish and support, and to aid in the establishment and support of, any other association formed to promote all or any of the principal objects.
- (k) to amalgamate with any companies, institutions, societies, or associations having objects wholly or in part like those of the Chamber.

- (l) to purchase or otherwise acquire and undertake all or any part of the property, assets, liabilities, and engagements of any body with which the Chamber is authorised to amalgamate.
 - (m) to transfer all or any part of the property, assets, liabilities, and engagements of the Chamber to any body with which the Chamber is authorised to amalgamate.
 - (n) to do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the principal objects.
 - (o) the number of Members is unlimited
 - (p) the Chamber shall keep an accurate register of Chamber Members.
4. The income of the Chamber, from wherever derived, shall be applied solely in promoting the above objects, and no distribution shall be made directly or indirectly to its members in cash or otherwise
5. The liability of the members is limited.
6. Every member of the Chamber undertakes to contribute to its assets, in the event of its being wound up while they are a member or within one year after they cease to be a member, for payment of the debts and liabilities of the Chamber, contracted before they ceased to be a member and of the costs, charges, and expenses of winding up and for the adjustment of the rights of contributories among themselves such amount as may be required not exceeding £1.00.
7. If on the winding up of the Chamber there remains any surplus after the satisfaction of all its debts and liabilities, the surplus shall not be distributed among the members of the Chamber, but shall be given or transferred to some other body (whether or not it is a member of the Chamber) having objects similar to those of the Chamber, or to another body the objects of which are charitable
8. Membership shall be open to: -
- (a) individuals who are in business on their own account,
 - (b) companies' corporations' firms and other organisations engaged or interested in commerce industry trade services transport and education,
 - (c) members of professions who have an interest in commerce industry trade services transport and education.
 - (d) any other individuals, companies, corporations, firms, or other organisations whom the Board may in its absolute discretion admit to membership.

9. The Board may admit to Honorary Membership of the Chamber for such period as it may determine: -
 - (a) individuals whom the Board considers are distinguished in leadership diplomacy commerce industry trade services transport and education.
 - (b) individuals whom the Board considers have rendered special service to the Chamber, or to the Chamber Network.
10. An Honorary Member shall receive notice of and shall be entitled to attend all General Meetings to speak but not vote. An Honorary Member shall not be required to sign any application for membership or to pay any fees or subscriptions, nor shall they be or be deemed to be a Member liable to contribute any amount on the winding-up of the Chamber.
11. All applications for membership shall be made either in writing or online in such form (containing an undertaking to be bound by the Constitution of the Chamber if elected) as the Board may in its absolute discretion from time to time prescribe.
12. The election of Members shall be by Resolution of the Board which (save as hereinafter mentioned) may refuse any application without giving reasons. The Board will operate fair and legal procedures for dealing with the approval of applications. Delivery of the application to the Chamber shall be accompanied by the amount of the entrance fee (if any) from time to time determined by the Board unless the Board determines that this amount may be paid at a later date. The Board may determine different entrance fees for various categories of Member. The Board may delegate these powers to the Chief Executive.
13. A Member may terminate membership by giving notice in writing at least one month before the day when their subscription shall next be due. If no such notice is received the Member shall be liable for the subscription for the ensuing year which shall be a debt due to and legally recoverable by the Chamber.
14. Unless the Board shall suspend the operation of this Article from time to time for a period either generally or in any specific case or cases, a Member shall automatically cease to be a Member: -
 - (a) if being a company an order shall be made, or resolution passed for winding up otherwise than for the purpose of reconstruction.
 - (b) if adjudicated bankrupt.
 - (c) if suspending payment or compounding with creditors.

- (d) if failing to pay the prescribed subscription within two months of the due date.
15. The Board may at any time by Majority Resolution expel any Member at any time provided that: -
- (a) not less than twenty-one days' notice of the proposed resolution and of the matters giving rise to the proposed resolution have been given to the Member concerned: and
 - (b) the Member concerned has been given a reasonable opportunity to make representations and to attend or be represented at the meeting of the Board called to consider the case and to be heard in defence.

Any Member so expelled shall lose all privileges of membership without prejudice to any claims that the Chamber may have, but the Board by resolution may re-admit to membership any Member so expelled at such time and on such terms as it may determine. The Board may delegate this power to the Chief Executive.

16. The annual subscription to the Chamber shall be at such rates as may from time to time be fixed by the Board and shall become due and payable in advance on such date or dates as the Board may from time to time determine. For the purpose of fixing the annual subscriptions the Board may by By-law or otherwise from time-to-time divide Members into categories and fix different rates of subscription for different categories. The Board may delegate this function to the Chief Executive. Annual subscriptions shall be non-returnable.
17. The interest and rights of a member are personal only and not transferable or transmissible on death or liquidation.
18. Members shall be entitled to vote at meetings of the Chamber in accordance with the subsequent provisions of these Articles.

GENERAL MEETINGS OF MEMBERS

19. The Chamber shall hold a general meeting in every year as its Annual General Meeting either in person or online if applicable, at such time and place as may be determined by the Board and shall specify the Meeting as such in the notice calling it, provided always that not more than fifteen months shall be allowed to elapse between two successive Annual General Meetings.
20. The Board may call general meetings either in person or online and, on the requisition of Members pursuant to the provisions of the Acts, shall forthwith proceed to convene general meetings in accordance with the provisions of the Acts.
21. Annual General meetings shall be called by at least fourteen clear days' notice, but a general meeting may be called by shorter notice if so agreed by a majority in number of the Members having a right to attend and vote being a majority together holding

not less than ninety per cent of the total voting rights at the meeting of all the Members. The notice of a meeting shall specify the time and place of the meeting and in the case of special business the general nature of that business, and shall be given to all Members, members of Board and auditors.

22. 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.
23. All business shall be deemed special that is transacted at an Annual General Meeting with the exception of the consideration of the accounts and balance sheet and the reports of the Board and the auditors, the election of members of the Board and the appointment of and the fixing of the remuneration of the auditors.
24. No business shall be transacted at any general meeting unless a quorum is present. Fifteen persons entitled to vote upon the business being transacted, each being a Member, or a person connected with a Member or a proxy for a Member or a duly authorised representative of a corporation, shall be a quorum.
25. If such a quorum is not present within half an hour from the time appointed for the meeting, or if during a meeting such a quorum ceases to be present, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such time and place as the Board may determine, and, if at such adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the Members present in person or through a person connected with a Member or by proxy or by duly authorised representative shall be a quorum.
26. The Chair or in their absence the Vice-Chair or in their absence the President or Honorary President (if applicable) or in their absence some other member of the Board nominated by the Board shall preside as Chair of the meeting, but if neither the Chair, Vice-Chair, President or Honorary President nor any such other person be present within fifteen minutes after the time appointed for holding the meeting and willing to act, the members of the Board present shall elect one of their number to be chair and if there is only one member of the Board present and willing to act they shall be chair.
27. If no member of the Board is willing to act as chair, or if no member of the Board is present within fifteen minutes of the time appointed for holding the meeting, the Members present in person or by proxy or duly authorised representative shall choose one of their number to be chair.
28. The chair may, with the consent of a meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at an adjourned meeting other than business which might properly have been transacted at the meeting had the adjournment not taken place. When a meeting is adjourned for fourteen days or more, at least seven clear days' notice shall be given specifying the time and place of

the adjourned meeting and the general nature of the business to be transacted. Otherwise, it shall not be necessary to give any such notice.

29. A resolution put to the vote of a general meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is duly demanded. Subject to the provisions of the Acts, a poll may be demanded: -

(a) by the chair; or

(b) by at least five Members having the right to vote at the meeting.

and a demand by a person as proxy for or duly authorised representative of or a person connected with a Member shall be the same as a demand by a Member.

30. Unless a poll is duly demanded a declaration by the chair that a resolution has been carried or carried unanimously, or by a particular majority, or lost, or not carried by a particular majority and an entry to that effect in the minutes of the meeting shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the resolution.

31. The demand for a poll may, before the poll is taken, be withdrawn but only with the consent of the chair 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.

32. A poll shall be taken as the chair directs and they 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.

33. A poll demanded on the election of a chair or on a question of adjournment shall be taken forthwith. A poll demanded on any other question shall be taken either forthwith or at such time and place as the chair directs not being more than thirty days after the poll is demanded. The demand for the 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.

34. No notice need be given of a poll not taken forthwith 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.

35. On a show of hands every Member who (being an individual) is present in person or by proxy or (being a company, corporation, firm or other organisation) is present by a proxy or a duly authorised representative or a person connected with a Member, not being himself a Member entitled to vote, shall have one vote and on a poll every

Member shall have one vote.

36. No Member shall vote at any general meeting, either in person or by proxy or duly authorised representative, or a person connected with a Member, unless all moneys presently payable by them to the Chamber in respect of subscriptions have been paid.
37. No objection shall be raised to the qualification of any voter except at the meeting or adjourned meetings at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid. Any objection made in due time shall be referred to the chair whose decision shall be final and conclusive.
38. On a poll, votes may be given either personally or by a person connected with a member or by proxy or duly authorised representative.
39. Any vote given or poll demanded by a proxy shall be valid notwithstanding the previous termination of the authority of the person voting or demanding a poll unless notice of the termination was received by the Secretary before the 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) was received by the Chair, the Secretary or any Director at the time appointed for taking the poll.
40. No Member shall have the right to receive notice of or to send a representative to or to vote at any meeting or exercise any other rights of membership whether conferred by these articles or otherwise if it is more than two months in arrears with the payment of any of its affiliation.
41. Members of the Board shall be entitled to attend and speak at any general meeting notwithstanding that they are not Members of the Chamber or persons connected with a Member or proxies or duly authorised representative of a Member.

THE BOARD

42. Unless otherwise determined by special resolution of the Company, the Board shall comprise not less than six or more than sixteen Directors:
43. No person shall be appointed a Director: -
 - (a) unless they have consented so to act; and
 - (b) who is not either:
 - (i) a member

- (ii) an Executive of the Chamber
 - (iii) the Board can make an exception if they agree a Non-Member would add significant value.
- 44. No person (other than a Subscriber) shall become a Non-Executive Director except an individual appointed by the Board to fill a casual vacancy. The Board shall at all times have power to fill a casual vacancy amongst the Non-Executive Directors to serve until the Non-Executive Director whose place they would have filled would have retired. The Board shall at all times have power to appoint the Chief Executive as an Executive Director.
- 45. The Board shall consist of: -
 - (a) the Chair who shall be elected by the Board from their number.
 - (b) the Vice-Chair who shall be elected by the Board from their number.
 - (c) the President who shall be elected by the Board from their number.
 - (d) up to 12 individuals (each a member unless agreed by the Board) who are either Subscribers or nominated by the Board, or (in the case of a casual vacancy) appointed by the Board
 - (e) the Chief Executive
 - (f) the Board may select an Honorary Vice President from their number if they deem appropriate
- 46. Subject to the provisions of the Acts, the Constitution and to any directions given by special resolution passed by the Members, the business of the Chamber shall be managed by the Directors who may exercise all the powers of the Chamber. No alteration of the Constitution 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. The powers given by this Article shall not be limited by any special power given to the Directors by the Constitution and a meeting of Directors at which a quorum is present may exercise all powers exercisable by the Directors. The Board may appoint its own meetings and regulate its own proceedings.
- 47. The quorum for the transaction of the business of the Board may be fixed by the Board and unless so fixed at any other number shall be six provided that of those present a majority are persons from the categories mentioned in clauses (a) (b) (c) (d) and (e) of Article 45.
- 48. The Directors may, by power of attorney or otherwise, appoint any person to be the

agent of the Chamber for such purposes and on such conditions as they determine, including authority for the agent to delegate all or any of their powers.

49. The Directors may delegate any of their powers to any committee consisting of at least one Board member and such other persons, whether or not Board members, as the Board may think fit. They may also delegate to the Chief Executive or any Executive Director such of their powers as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the Directors 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 Directors as far as they are capable of applying.
50. In the management of the business of the Chamber the Directors shall ensure that the Board and Committees of the Board are provided with such facilities (including secretarial assistance) as are reasonably required to enable the Board to conduct its functions and particularly its functions concerning representational matters.
51. No Director shall be entitled to remuneration for their services as a Director. The remuneration of Executive Directors shall be determined by the Board and may combine remuneration for services outside the scope of the ordinary duties of a Director and remuneration for services in discharge of the duties of a Director.

APPOINTMENT AND RETIREMENT OF DIRECTORS

52. No person shall be appointed or reappointed a director at any general meeting unless
 - (a) they are recommended by the directors; or
 - (b) not less than fourteen nor more than thirty-five clear days before the date appointed for the meeting, notice executed by two members qualified to vote at the meeting has been given to the Chamber of the intention to propose that person for appointment or reappointment stating the particulars which would, if they were so appointed or reappointed, be required to be included in the Chambers register of directors together with notice executed by that person of their willingness to be appointed or reappointed; or
 - (c) they are nominated by the Board.
53. 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 all who are entitled to receive notice of the meeting of any person who is recommended by the Directors for appointment or reappointment as a Director at the meeting or in respect of whom notice has been duly given to the Chamber of the intention to propose them at the meeting for appointment or reappointment as a Director. The notice shall give the particulars of that person which would, if they were so appointed or reappointed, be required to be included in the Chamber's register of Directors.

54. The Chamber may by ordinary resolution appoint a person who is willing to act to be a director either to fill a vacancy or as an additional Director and (subject to Article 56) may also determine the rotation in which any additional Directors are to retire.
55. Each Director (unless appointed under Article 57) shall be appointed by the Members at the Annual General Meeting and shall then hold office for a term of three years and will then be subject to re-election for a maximum further term of three years. After holding office as a Director for six years a Director shall retire and shall not then be eligible for re-election for a further period of three years, unless the Board feel the Directors experience is beneficial to the running of the Company
56. The Directors may appoint a person who is willing to act to be a director, either to fill a vacancy or as an additional Director, provided that the appointment does not cause the number of Directors to exceed any number fixed by or in accordance with the articles as the maximum number of Directors. Such Director shall be subject to re-election at the next Annual General Meeting of the Chamber

DISQUALIFICATION AND REMOVAL OF DIRECTORS

57. The office of a Director shall be vacated if:
 - (a) they cease to be a director by virtue of any provision of the Act or they become prohibited by law from being a director; or
 - (b) they become bankrupt or make any arrangement or composition with their creditors generally; or
 - (c) they resign their office by notice to the Chamber; or
 - (d) they shall for more than three consecutive meetings have been absent without permission of the Directors from meetings of Directors and the Directors resolve that their office be vacant.

OFFICERS

58. At the first Board meeting immediately following the adoption date and thereafter at the first Board Meeting following the Annual General Meeting and every two years thereafter:
 - 58.1. The Board shall elect from amongst its number a Chairperson who subject to these Articles shall hold office from the close of the meeting at which they are elected until the close of the meeting at which their successor is elected under the Article:
 - 58.2. The Chair must be an Eligible Person
59. At the first Board Meeting following each Annual General Meeting the Board may elect from amongst its number a Vice Chair, who, subject to these Articles, shall hold

office from the close of the meeting at which they are elected until the close of meeting at which their successor is or are elected under the Article.

60. The usual term of office of the Chairperson, Vice Chair is deemed two years from the close of the Annual General Meeting at which they are appointed. A retiring Chairperson may stand for re-election.
61. The Board may remove the Chairman or any Vice Chairman from office as follows:
 - 61.1 at any time during their first two years of office any four Directors may requisition the Secretary, and upon requisition the Secretary shall include in the notice for the next Meeting of the Board a resolution proposing that the term of office of the Chairman shall be determined at the end of the next Board Meeting.
 - 61.2 at the said Board Meeting, the Board will consider the resolution and any representations and will give reasonable opportunity for the Chairman to be heard. The Meeting will for the purposes of that resolution be chaired by a Vice Chairman. The resolution will then be put to the vote:
 - 61.3 If the said resolution is passed, the Board shall forthwith appoint a replacement who shall hold office for the unexpired residue of the term for which their predecessor was elected.
 - 61.4 A Vice Chairman may be removed for office at any meeting of the Board on a resolution proposed by any three Directors.
62. The President and Honorary Vice President (if applicable), are selected by the Directors and shall take office for a maximum of two three-year terms, unless the Board feel their experience is beneficial to the running of the company, whereby they can be re-elected.

CHIEF EXECUTIVE

63. The Chief Executive shall be appointed by the Board for such period, at such remuneration and upon such terms as the Board may think fit.
64. The Chief Executive shall not also be Secretary.
65. In relation to their duties and obligations as a Director of the Chamber, the Chief Executive shall act as Managing Director and exercise such of the powers of the Board as the Board may from time to time consider desirable to be exercised by the Chief Executive. 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.
66. In relation to their duties and obligations as a Board Member, the Chief Executive in conjunction with the Chair and other Officers shall be responsible for media relations

in connection with representational matters.

SECRETARY

67. Subject to the provisions of the Acts, the Secretary shall be appointed by the Board for such term, at such remuneration and upon such conditions as it may think fit; and any Secretary so appointed by the Board may be removed by the Board. The Secretary shall have no duties in relation to the functions of the Board in representational matters save to ensure that meetings are duly convened, minutes are taken and circulated, and proper records are kept. The Secretary shall act as the chief administrative officer of the Chamber ensuring that the documentation of the Chamber is in order, that all returns required by the Acts are duly made, and that the Chamber's own register and records are properly maintained, and (save in so far as the responsibility falls on some member of the Chamber executive) practical effect is given to decisions of the Board.

SECTIONS

68. The Board may, at its discretion, upon the application of Members who desire to associate themselves together in a Section with a view to representing the special interests of Members in a particular area on local matters, or of Members in a particular trade or other activity, authorise the formation of a Section.
69. The Board of its own volition and without any application may form a Section.
70. The Board may recognise as a Section an unincorporated association whose objects are within the powers of the Chamber provided that all its members are Members.

BY-LAWS

71. The Board shall have power to make, alter or revoke By-laws which are not inconsistent with the Memorandum of Association and these Articles, and which do not reduce the functions of the Board.
72. Without prejudice to the generality of the foregoing By-laws may be made, altered, or revoked in connection with: -
- (a) Membership
 - (b) Subscriptions
 - (c) Committees
 - (e) Proceedings of the Board, and
 - (f) Sections.

DIRECTORS CONFLICTS OF INTEREST

- The Board may, in accordance with the requirements set out in these Articles authorise any matter proposed to them by any Director which would, if not authorised, involve a Director breaching his duty under Section 175 of the Act to avoid conflicts of interest ("Conflict").
73. Any authorisation under these Articles will be effective only if: -
- (a) the matter in question shall have been proposed by any Director for consideration at a meeting of Directors in the same way that any other matter may be proposed to the Directors under the provisions of these Articles or in such other manner as the Directors may determine: -
 - (b) Any requirement as to the quorum of the meeting of Directors at which the matter is considered is met without counting at present the Director in question; and
 - (c) The matter was agreed to without their voting or would have been agreed to if their vote had not been counted.
74. Any authorisation of a Conflict under these Articles may (whether at the time of giving the authorisation or subsequently).
- (a) extend to any actual or potential conflict of interest which may be reasonably expected to arise out of the Conflict so authorised.
 - (b) be subject to such term and for such direction or impose such limits or conditions as the Directors may determine; and
 - (c) be terminated or varied by other Directors at any time.
- PROVIDED that this will not affect anything done by the Director prior to such termination or variation in accordance with the terms of the authorisation.
75. In authorising a Conflict the Directors may decide (whether at the time of giving the authorisation or subsequently) that if a Director has obtained any information through his involvement with the Conflict otherwise than as a Director of the Chamber and in respect of which they owe a duty of confidentiality to another person the Director is under no obligation to:-
- (a) disclose such information to the Director or to any Director or other officer or employee of the Chamber; or
 - (b) use or apply any such information in performing their duties as a director.

where to do so would amount to a breach of that confidence.

76. Where the Directors authorise a Conflict they may provide, without limitation (whether at the time of giving the authorisation or subsequently) that the Director: -
- (a) is excluded from discussions (whether at meetings of Directors or otherwise) related to the Conflict.
 - (b) is not given any documents or other information relating to the Conflict.
 - (c) may or may not vote (or may or may not be counted in the quorum) at any future meeting of Directors in relation to any resolution relating to the Conflict.
77. If the Directors authorise a Conflict:
- (a) the Director will be obliged to conduct themselves in accordance with the terms imposed by the Directors in relation to the Conflict.
 - (b) the Director will not infringe any duty they owe to the Chamber by virtue of sections 171 to 177 of the Act provided they act in accordance with such terms, limits, and conditions (if any) as the Directors impose in respect of its authorisation.
78. A Director is not required, by reason of being a Director (or because of the fiduciary relationship established by reason of being a Director) to account to the Chamber for any remuneration, profit or other benefit which they (or the Member through which they are qualified to be a Director) derives from or in connection with the relationship involving a Conflict which has been authorised by the Directors or by the Chamber in general meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.

MINUTES

79. The Board shall ensure minutes are recorded for the purpose of all proceedings at General Meetings of the Chamber, and of the Board, Sections (if any) and Committees, including the names of Board, Section or committee members present at each such meeting.
80. All minutes shall be open to inspection by any Director. Minutes of meetings of the Board, any Section and any Committee shall also be open to inspection by Members.

THE SEAL

81. The Board shall provide for the safe custody of the Seal of the Chamber. If a document (other than an export related document merely requiring authentication in the ordinary course of routine business) is executed by the Chamber by the affixing of

the Seal that affixing shall be witnessed by and signed by a Director. The Board may determine who shall sign any export related document to which the Seal is affixed by way of authentication in the ordinary course of routine business or the Board can delete this to the Chief Executive if they so wish. The Secretary shall keep a register of all documents executed by the Chamber whether by affixing of the Seal or otherwise in accordance with the provisions of Section 44 of the Companies Act 2006. Export related documents to which the Seal is affixed by way of authentication in the ordinary course of routine business shall be recorded in a separate part of that register.

ACCOUNTS

82. The accounting records and any other book or document shall be open to the inspection of any Director or Secretary. No Member shall (as such) have any right of inspecting any accounting records or other book or document of the Chamber except as conferred by statute or authorised by the Board or by any ordinary resolution of the Chamber.

AUDITORS

83. Auditors shall be appointed, and their duties regulated in accordance with the Acts. The Auditors shall have the right at their discretion to attend any meeting of the Board.

NOTICES

84. Any notice to be given pursuant to the Articles shall be in writing.
85. The Chamber may give any notice to a Member, an Honorary Member, or the Auditors either: -
- (a) by delivering it by hand to the last known address.
 - (b) by sending it by post or other delivery service in an envelope (with postage or delivery paid) to the last known address.
 - (c) by electronic communication to an address notified to the Chamber.
 - (d) by a website, the address of which shall be notified to the Member, Honorary Member, Board member or Auditor in writing.
86. If a notice is sent by post or other delivery service proof that an envelope containing the notice was properly addressed, prepaid, and posted shall be conclusive evidence that notice was given. A notice shall be deemed to be given, if sent by first class post, at the expiration of forty-eight hours after the envelope containing it was posted.
87. If a notice is delivered by hand, it is treated as being delivered at the time it is handed

to or left for the member, Honorary Member, Board member of auditors.

88. If a notice is sent in Electronic Form, it is treated as being delivered at the time it was sent.
89. If a notice is sent by a website, it is treated as being delivered when the material was first made available on the website, or if later, when the recipient received (or is deemed to have received) notice of the fact that the material was available on the website.
90. A Member present, either in person or by proxy or by a person connected with a Member, at any general meeting of the Chamber shall be deemed to have received notice of the meeting and, where requisite, of the purpose for which it was called.

INDEMNITY

- 91.1 Subject to section 232 of the 1985 Act, but without prejudice to any indemnity to which a Director may otherwise be entitled, each Director or other officer of the Chamber (other than any person (whether an officer or not) engaged by the Chamber as auditor) shall be indemnified out of the Chambers assets against all costs, charges, losses, expenses and liabilities incurred by them in the execution of his duties, or in relation thereto including any liability incurred by them in defending any civil or criminal proceedings, in which judgement is given in their favour or in which they are acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on their part or in connection with any application in which the court grants them relief from liability for negligence, default, breach of duty or breach of trust in relation to the Chamber's affairs.
- 91.2. The Chamber may buy and maintain insurance against any liability falling upon its Director or other officers which arises out of their respective duties to the Chamber or in relation to its affairs.
92. The Chamber shall have express power to purchase and maintain for any such Director or the Secretary insurance against any such liability, and if the power is exercised the fact shall be stated in the Directors' Report in accordance with the provision of the Acts.

WINDING-UP

93. The Chamber shall be wound up voluntarily whenever a special resolution is passed that the Chamber be wound up.

We, the several persons whose names and addresses are subscribed, are desirous of being formed into a Company, in pursuance of this Memorandum and Articles of Association.

NAMES AND ADDRESSES OF SUBSCRIBERS

Enterprise Ashford Limited J R E Finn-Kelcey Director
Ashford House M D Bushell Secretary
Ashford
Kent

Ashford (Kent) Chamber of Commerce C J Page Director
and Industry Limited M Brown Secretary
Ashford House
Ashford
Kent

Ashford Borough Council EHW Mexter Chief Executive
Civic Centre
Tannery Lane
Ashford Kent I H Kirkland Deputy Borough Secretary - Solicitor

Geerings of Ashford Limited PFD Hewson Financial
Cobbs Wood House Director
Chart Road
Ashford
Kent TN23 1EP

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