

AfN Governance Rules

(AfN Rules)

Approved by Council 13th December 2016
(logos in header updated Jan 2020)

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Introduction

Association for Nutrition (AfN) defines and advances standards of evidence-based practice across the field of nutrition and at all levels within the workforce. We protect and benefit the public by:

- **Championing Registered Nutritionists** whose entry onto the UK Voluntary Register of Nutritionists (UKVRN) is an assurance that they meet our rigorous standards of competence and professionalism.
- **Recognising high quality, relevant nutrition training** through our Degree Programme Accreditation, CPD Endorsement and Course Certification schemes.
- **Raising our profile** to protect the public and raise demand for, and recognition of, the contribution of Registered Nutritionists and the wider workforce in nutrition.

Our Objects Are:

- To promote the health of the public by the promotion and maintenance of high standards of practice among and the regulation of nutritionists;
- To advance the study and practice of nutritional science and medicine;
- To advance the education of the public and to promote research for the public benefit in the field of nutrition, health and allied subjects.

Our Vision

Nutritional health of all through evidence-based nutrition practice.

Our Values

A trusted, capable and transparent regulator protecting the public with integrity and professionalism.

Articles of Association

AfN is constituted as a charitable company. Its primary governing document is the charity's constitution which takes the legal form of 'Articles of Association'. The AfN Articles of Association sets the legal framework in which AfN must operate. It defines the purpose of the charity, its Charitable Objects and provision of the charity's business. Our Articles of Association is registered at Companies House and with the Charity Commission. The current version dates from 17 June 2010. Changing the Articles of Association requires the passing of a 'Special Resolution' of a General Meeting.

Rules

The Articles of Association permit Council to agree Rules for the purpose of carrying into effect any provision of the Articles of Association for regulating the affairs of the body. Rules can be determined, amended or rescinded by a simple majority vote of Council members and are always

subsidiary to the Articles of Association. They can only be effective where the Articles of Association are silent. If the operation of these Rules contradict the Articles in any way, the Articles of Association take precedence. The Rules were first agreed by Council in June 2011, and, following a review by Council, these Rules were agreed by Council 26th May 2016, amended by Council 5th December 2016 and approved on 13th December 2016

The Articles of Association are included in as Appendix 1 of this document.

AfN Rules

The Annual General Meeting

1.1 The Annual General Meeting is a meeting of the members of the Association. Notice of the Annual General Meeting shall be given in accordance with clauses 18, 21 and 22 of the Articles of Association (twenty one days clear notice).

1.2 The Chair of the Annual General Meeting shall normally be the Chair of Council, and shall exercise all the powers and duties of chair in relation to the conduct of the meeting. In accordance with clause 26 of the Articles of Association, if the Chair of Council is unable or fails to attend the Annual General Meeting within fifteen minutes of the start of the meeting or is unwilling to preside, the members present will choose some member of the Council as Chair, or if no such member be present, or willing to serve, the Chair of the meeting shall be elected by a simple show of hands by the members present.

1.3 A quorum at the Annual General Meeting shall be three members (clause 24). In accordance with clause 25 of the Articles of Association if a quorum is not reached within half an hour of the meeting's appointed start time, if the meeting is convened on the requisition of members, it shall be dissolved. In any other case it shall stand adjourned to the same day in the next week, at the same time and place, or at such other date, time and place as the Council may determine. If adjourned under these circumstances by precisely seven days with the same agenda, no new notice need be sent to members.

1.4 At each Annual General Meeting the business shall be to:

- a. Approve the minutes of the previous General Meeting
- b. Consider matters arising from the minutes of the previous General Meeting
- c. Receive the results of elections to Council
- e. Receive the Annual Report and Accounts, including reports from the Independent Examiner and/or auditor
- f. Consider any other business notified to the members on the agenda in writing in accordance with clauses 23-33 of the Articles of Association (twenty one days clear notice).

1.5 If a vote, ballot or poll is required at the Annual General Meeting it shall be conducted in accordance with clauses 28-36 of the Articles of Association.

Extraordinary General Meetings

2.1 All General Meetings, other than Annual General Meetings, shall be called Extraordinary General Meetings (clause 19). Notice of an Extraordinary General Meeting shall be given in

accordance with clauses 20, 21 and 22 of the Articles of Association (twenty one days clear notice).

2.2 Chair of the Extraordinary General Meeting shall normally be the Chair of Council, and shall exercise all the powers and duties of chair in relation to the conduct of the meeting. In accordance with clause 26 of the Articles of Association, if the Chair of Council is unable or fails to attend the Extraordinary General Meeting within fifteen minutes of the start of the meeting or is unwilling to preside, the members present will choose some member of the Council, or if no such member be present, or willing to serve, the chair of the meeting shall be elected by a simple show of hands by the members present.

2.3 Quorum at Extraordinary General Meeting shall be three members. In accordance with clause 25 of the Articles of Association if a quorum is not reached within half an hour of the meeting's appointed start time, if the meeting is convened on the requisition of members, it shall be dissolved. In any other case it shall stand adjourned to the same day in the next week, at the same time and place, or at such other date, time and place as the Council may determine. If adjourned under these circumstances by precisely seven days with the same agenda, no new notice need be sent to members.

2.5 If a vote, ballot or poll is required at the Annual General Meeting it shall be conducted in accordance with clauses 28-36 of the Articles of Association (twenty one days clear notice).

Composition of Council

3.1 In accordance with clauses 37 and 38 of the Articles of Association, Council will agree the total number of Council, which shall be between 3 and 30 members. All categories of AfN membership are eligible to serve as members of Council.

- 3.2 Council shall include;
- a. Chair of Council, who shall normally be President of the Association
 - b. Honorary Secretary
 - c. Honorary Treasurer
 - d. Chair of each of the main committees as the Council may determine from time to time
 - e. Members of the Association elected to Council
 - f. Members of the Association appointed by Council to fill a casual vacancy or by way of addition (clause 37)
 - g. Independent persons as lay representatives appointed by Council (who are not members of the Association) (clause 37)

3.3 Whether elected or appointed, members of the AfN Council serve in a personal capacity and do not act as delegates representing constituencies.

Election and Term of Office of Chair of Council

4.1 The Chair of Council, who shall normally be President of the Association, shall be elected by Council in accordance with the Articles of Association (clause 52). All members of the Association who fulfil the criteria are eligible to be nominated for election as Chair of Council.

4.2 Nominations for Chair of Council will be made in writing to the Honorary Secretary at a date as determined by Council. The election of Chair of Council, whether or not contested, shall be by a ballot of all members of Council.

4.3 The term of service for Chair of Council is one year. The Chair of Council shall be eligible for re-election for five subsequent terms (or a total of six years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of six consecutive terms and the beginning of the seventh, except as necessary to comply with clause 45 in the AfN Articles of Association (rotation of Council members.)

Appointment and Term of Office of Hon. Officers and Chairs of Main Committees

5.1 All Honorary Officers and chairs of main committees shall be appointed by Council in accordance with the Articles of Association (Clause 53) which permit Council to establish Rules for their appointment. All members who fulfil the criteria are eligible for appointment as an Honorary Officer or as chair of a main committee.

5.2 Nominations for Honorary Officers and chairs of a main committee will be made in writing to the Honorary Secretary at a date as determined by Council. Whether or not contested, appointment shall be by ballot of all members of Council.

5.3 If a member appointed by a ballot of Council as Honorary Officer or chair of a main committee is not already a member of Council, then that person may be appointed to Council by addition (under Rule 7.4) and if so, they will remain on Council for as long as they are appointed an Honorary Officer or chair of a main committee, subject to the normal limits of terms of service in Rules 5.4, 7.3 and 7.4. If Council does not wish to appoint said member to Council, Council reserves the right to appoint a Council member to that position. If a serving member of Council is appointed by Council to one of these roles, then that member's term as Honorary Officer or chair of a main committee will run concurrently with their membership of Council.

5.4 The term of appointment for Honorary Officers is one year. They shall be eligible for reappointment by Council for five subsequent terms (or a total of six years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of six consecutive terms and the beginning of the seventh, except as necessary to comply with clause 45 in the AfN Articles of Association (rotation of Council members.)

5.5 The appointment of chairs of main committees will be made by Council. Council, in making the appointment, may consult with the members of the main committee, working groups or sub-panels, and may, at its discretion, open a call for nominations to the whole membership. Whether or

not the appointment of a chair of main committees is contested, appointment shall be by a ballot of all members of Council.

5.6 The term of appointment for chairs of main committees is one year. The chairs of main committees shall be eligible for reappointment for five subsequent terms (or a total of six years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of six consecutive terms and the beginning of the seventh, except as necessary to comply with clause 45 in the AfN Articles of Association (rotation of Council members.)

Election to Council and Term of Office of Members of the Association

6.1 In accordance with the Articles of Association (clause 37) Council will agree the number of vacancies for election of members to Council, which, in the absence of any other such decision, shall normally be four vacancies each year (equivalent to twelve elected members in total, subject to a three year rotation, leading to four retirements/ vacancies in each year.)

6.2 At least twelve weeks before the Annual General Meeting the Honorary Secretary will publish the number of vacancies for Council. Members of the Association may nominate qualified persons to fill these vacancies. The closing date for nominations shall be at least ten weeks before the Annual General Meeting.

6.3 Nominations must be delivered to the Chief Executive in writing using the agreed nomination form before the closing date. Nominations received after the closing date, or nominations which are incomplete, incorrect or for persons not qualified to fill these vacancies will not be accepted.

6.4 Members of the Association will be qualified to be nominated to election to Council if they are;

- a. A current member of the AfN who is of good standing at the time of the closing date for nominations, and;
- b. Supported in writing by two current members of the AfN who are of good standing at the time of the closing date for nominations, and;
- c. Are not disqualified or declared unfit from being a trustee or company director, and
- d. Are not disqualified under clause 43 of AfN Articles of Association

6.5 At least six weeks before the Annual General Meeting a full list of candidates for election, with biographical details, will be posted on the AfN website and sent by electronically to all members entitled to vote.

6.6 The election will be conducted by a ballot using the Single Transferable Vote system as described by the Electoral Reform Society. The process will be transparent and the full voting figures and calculating sheet of the ballots will be published. Every current member of the AfN who is of good standing at the time of the closing date for nominations will have one vote. The

Chief Executive (or his or her appointed representative) shall be responsible for the fair conduct of the election and shall be the returning officer.

6.7 The term of service for an elected member of Council is three years, except as necessary to comply with items 44 & 45 in the AfN Articles of Association, in that one third of the membership of Council shall retire each year; and members of Council to retire shall be those who have been longest since their last election or appointment in accordance with clause 45 of Articles of Association.

6.8 Council members shall be eligible for re-election or re-appointment for one subsequent term (or a total of six years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of two consecutive terms and the beginning of the third.

Appointment to Council of Members of the Association to fill a Casual Vacancy or by way of Addition

7.1 In accordance with the Articles of Association (clause 37) members of the Association may be appointed by Council to fill a casual vacancy or by way of addition to the Council, provided the prescribed maximum is not exceeded.

7.2 A member of the Association appointed by Council to fill a casual vacancy may only serve the remainder of the uncompleted term (Clause 37).

7.3 A member of the Association appointed by Council by way of addition, shall retain office only until the next Annual General Meeting, but shall then be eligible for re-election (Clause 37) subject to provisions regarding rotation of Council members and good standing (Clause 44-48).

7.4 These Rules restrict the total number of members appointed to Council by Council 'by addition' to 20% of the total number of Council agreed in item 3.1. If the total number of Council is 10 or less, only one appointed member 'by addition' will be allowed. Members may be appointed by Council from the membership 'by addition' only for the purpose of bringing specific expertise to Council, on such terms and such periods as decided by the Council, subject to the provision in clause 37, in that 'Other persons appointed by Council shall retain office only until the next Annual General Meeting, but shall then be eligible for re-election.' Eligibility for appointment to Council will be restricted to current members of the AfN who are of good standing, are not disqualified or declared unfit from being a trustee or company director or disqualified under clause 43 of the AfN Articles of Association.

Appointment to Council of Independent Persons as Lay Representatives

8.1 In accordance with the Articles of Association (clause 37) Council may additionally appoint one or more independent persons as lay representatives of Council (on such terms and such periods as decided by the Council) provided the prescribed maximum is not exceeded.

8.2 These Rules restrict the total number of independent persons/lay representatives appointed to Council by Council to no more than 50% of the total number of Council agreed in

item 3.1, minus one. Eligibility for independent persons/lay representatives on Council will be restricted to persons who are not or have never been a member of the Association, are not eligible for membership of the Association, not disqualified or declared unfit from being a trustee or company director or disqualified under item 43 of AfN Articles of Association.

8.3 The term of service for an independent persons/lay representative is three years, except as necessary to comply with items 44 & 45 in the AfN Articles of Association, in that one third of the membership of Council shall retire each year; and members of Council to retire shall be those who have been longest since their last election or appointment in accordance with clause 45 of Articles of Association.

8.4 Independent persons/lay representative Council shall be eligible for reappointment for one subsequent term (or a total of six years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of two consecutive terms and the beginning of the third.

8.5 The appointment of an independent persons/lay representative to Council shall be made by Council. Council, in making the appointment, may consult with the members of the main committee, working groups or sub-panels, and may, at its discretion, open a public call for nominations, determine person specifications and hold interviews as part of its selection process.

Requirements for all Council Members

9.1 Any member of the Council, whether appointed or elected, who is absent from two or more meetings in one calendar year may be removed from the Council by a majority vote of the Council.

9.2 Council members, whether elected or appointed, whose membership of the Association has expired, are voluntarily suspended, or are not of good standing; and/or are disqualified or declared unfit from being a trustee or company director; and/or is disqualified under clause 43 of AfN Articles of Association will be deemed to have resigned from Council from the date of the last Council.

9.3 Council members, whether elected or appointed, are expected to abide by all AfN policies as agreed by Council from time to time, including, but not limited to;

- a. Payment of Expenses
- b. Equal Opportunities
- c. Health and Safety
- d. Register of Interests and Declaration & Management of Conflicts
- e. Code of Conduct and volunteer agreements for Council Members, Committee members, assessors & volunteers
- f. Handling confidential information & use of personal data

9.4 A Council member, whether elected or appointed, breaching one or more of the AfN policies as agreed by Council (Rule 9.1- 9.3) may be removed from the Council by a majority vote of

the Council. The Declaration & Management of Conflicts policy will apply in the consideration of breaches of AfN policy by a Council member.

Meetings of Council

10.1 At least twenty-one days' notice shall be given of every meeting of the Council. The agenda of each meeting shall be sent to every member of the Council at least five working days beforehand. For the purpose of this Rule, notice shall be deemed to have been served if it has been posted to each member of the Council at the latest address given to the Chief Executive by each Council member or sent by e-mail to an electronic address supplied by the Council member.

10.2 There shall normally be at least three meetings of the Council per year. The Chief Executive shall be responsible for circulating agenda and papers, minuting meetings, conducting ballots and all other activities required for the running of the Council. The Chief Executive, and other such staff of the Association as decided by the Chief Executive, may attend Council as observers, and may speak to Council if invited to do so by the Council, but may not vote. All staff members attending Council are expected to abide by all AfN policies as agreed by Council from time to time as specified in item 9.3, above.

10.3 Quorum at meetings of the Council shall be at least three members of Council or 40% of the total membership of Council, whichever is higher. If a quorum is not reached, or if during a meeting the number of Council members present (not counting those debarred by reason of a declared interest) falls below the required number, the meeting shall be adjourned and any unfinished business shall be transacted at the next meeting or on such other day as the Chair may decide.

10.4 Chair of Council, who shall normally be President of the Association, shall exercise all the powers and duties of chair in relation to the conduct of the meeting. In accordance with the Articles of Association (clause 52), if the Chair of Council is unable or fails to attend the meeting within five minutes of the start of the meeting or is unwilling to preside, the members of Council will choose one of their number to be chair of the meeting.

10.5 Voting at meetings of the Council shall be in accordance with clause 50 of the Articles of Association. In the event of a tied vote the Chair of the meeting shall have a second and casting vote.

10.6 At each Council meeting the business shall be to:

- a. Approve the minutes of the previous Council Meeting
- b. Consider matters arising from the minutes of the previous Council Meeting
- c. Consider and approve matters for decision
- d. Consider matters for discussion
- e. Receive reports, accounts, minutes of main Committees, reports from the independent examiner and/or auditor, reports from the Honorary Officers (Chair of Council, who shall normally be President of the Association, Honorary Secretary and Honorary Treasurer) and reports from the Chief Executive.

- f. Consider any other business notified to the meeting on the agenda in writing in accordance with the Articles of Association.

10.7 Members of the Association, and other such people, including guests, as decided by Council, may attend Council as observers, and may speak to Council if invited to do so by the Council, but may not vote. All observers to Council are expected to abide by all AfN policies as agreed by Council from time to time.

Main Committees

11.1 Council shall decide the number, purpose, terms of reference and reporting arrangements for main committees, and method for selecting members for appointment to main committees. In the absence of any other such decision by Council, the main committees shall normally be Registration Committee, Accreditation Committee, Certification Committee, Business Planning & Governance Committee and Finance Committee.

11.2 Members of main committees shall be appointed by Council. Council, in making the appointment, will apply the method for selecting members for appointment to main committees as agreed by Council (item 11.1). Council may consult with the chair and members of the main committee, working groups or sub-panels, and may, at its discretion, open a call for nominations to the whole membership. If no method is agreed by Council under item 11.1 appointment shall be by open advertisement to all members, (sent electronically or by post) and submission of a CV by interested members for consideration by the main committee and appointed by Council on recommendation of the main committee.

11.3 The membership of main Committees shall be at least three, and will consist of at least one member of Council; two members of the Association (one of whom may also be the member of Council); other members of the Association for Nutrition and other such independent persons/ lay representatives as appointed by Council. The maximum number of independent members allowed will be no more than 50% of the total number of the Committee agreed in item 11.1 by Council, minus one. Eligibility for independent members/ lay representatives of the main Committee will be restricted to persons who are not or have never been a member of the Association, are not eligible for membership of the Association, are not disqualified or declared unfit from being a trustee or company director or disqualified under clause 43 of AfN Articles of Association.

11.4 Quorum of a main committee will be two members of the Committee, at least one of whom will be a Council member. If a quorum is not reached, or if during a meeting the number of members present (not counting those debarred by reason of a declared interest) falls below the required number, the meeting shall be adjourned and any unfinished business shall be transacted at the next meeting or on such other day as the Chair of the Committee may decide.

11.5 A main committee shall have the power to, in consultation with the AfN Chief Executive, and in accordance with its terms of reference, form working groups, sub-committees and panels and agree the membership, terms of reference and reporting arrangements thereof. The

formation, membership, purpose and terms of reference of any working groups, sub-committees and panels formed by a main committee must be reported to the next Council meeting.

11.6 No main committee, working group, sub-committee, panel, chair or member thereof may commit the Association to any expenditure or activity until the Council has sanctioned such expenditure or activity, nor commit the Association to any allocation of non-financial resources (e.g. staff time) until the Chief Executive has sanctioned such allocation of resources.

11.7 The Chief Executive, or a deputy appointed by the Chief Executive, shall be responsible for the recording of the minutes of the proceedings of all main committees, copies of which shall also be provided to all members of the Council.

11.8 Meetings of main committees, subcommittees, panels and working groups shall commence with the confirmation of the minutes of the previous meeting. The chair of the committee shall decide whether the committee may consider any business that is not on the agenda for the meetings, where the conduct of such other business is not covered by these Rules.

11.9 Chair of a main committee shall exercise all the powers and duties of chair in relation to the conduct of the meeting. If the chair is unable or fails to attend the meeting within five minutes of the start of the meeting or is unwilling to preside, the members of the main committee will choose one of their number to be chair of the meeting.

11.10 The term of service for appointments to a main committee is normally three years except for members of Council appointed by Council to serve on a main Committee as necessary to comply with item 45 in the AfN Articles of Association, (in that one third of the membership of Council shall retire each year; and members of Council to retire shall be those who have been longest since their last election or appointment) and items 6.1 – 6.8 in these rules.

11.11 Members of main Committees (excluding the Chair) shall be eligible for re-appointment for two subsequent terms (or a total of nine years) and then for subsequent terms provided that at least one year shall have elapsed between the expiry of two consecutive terms and the beginning of the third.

11.12 There is no limit on the number of times an independent person may be appointed to a main Committee, subject to the term of service, re-election and reappointment rules that apply to all main committee members.

11.13 A member of a main committee who is absent from three or more meetings in one calendar year (if less than three meetings were held, then all meetings in one calendar year) may be removed from the main Committee by a majority vote of the main committee.

11.14 Members of main committees will not be eligible to serve if they are disqualified or declared unfit from being a trustee or company director; and/or is disqualified under clause 43 of AfN Articles of Association; and/or if they are a current member of the Association, whose membership has expired, is voluntarily suspended, or is not of good standing.

11.15 All members of main committees are expected to abide by all AfN policies as agreed by Council from time to time, including, but not limited to;

- a. Payment of Expenses
- b. Equal Opportunities
- c. Health and Safety
- d. Register of Interests and Declaration & Management of Conflicts
- e. Code of Conduct and volunteer agreements for Council Members, Committee members, assessors & volunteers
- f. Handling confidential information & use of personal data

11.16 A member of a main committee breaching one or more of the AfN policies as agreed by Council may be removed from the committee by a majority vote of the Committee. The Declaration & Management of Conflicts policy will apply in the consideration of breaches of AfN policy by a member of a main committee.

Financial Matters

12.1 The Council shall consider and approve Financial Standard Operating Procedures and other such policies and procedures which shall describe the detailed arrangements for the following:

- a. the accounting records and systems of internal control
- b. procurement policies (subject to (12.2) below) including the setting of values for different procedures where the contract has an estimated value less than £50,000.

12.2 Any proposed contract for the supply of goods, materials, services and the execution of works with an estimated value in excess of £50,000 shall be procured based on the following a formal tender process;

- a. a public notice of intention to place a contract shall be placed in a relevant print or on-line publication
- b. a specification of the goods, materials, services and the execution of works shall be drawn up
- c. tenders are to be sent, in a sealed marked envelope, to the Chief Executive by a stated date and time
- d. tenders submitted are to be opened after the stated closing date and time by the Chief Executive and at least one member of Council
- e. tenders are then to be assessed and reported to the appropriate meeting of Council or main Committee.

Neither the Council, nor any Committee, is bound to accept the lowest or any tender, estimate or quote.

Other Sub-Committees, Panels and Working Groups of Council

13.1 Council shall have the power to, in consultation with the AfN Chief Executive and in accordance with its Articles of Association, agree the number, purpose, terms of reference, the

method for appointing members, the total number of members of, and reporting arrangements for working groups, sub-committees and panels. The formation, membership, purpose and terms of reference of any working groups, sub-committees and panels formed by Council must be reported to the next Council meeting.

13.2 No working group, sub-committee, panel, chair or member thereof may commit the Association to any expenditure or activity until the Council has sanctioned such expenditure or activity, nor commit the Association to any allocation of non-financial resources (e.g. staff time) until the Chief Executive has sanctioned such allocation of resources.

13.3 Meetings of such subcommittees, panels and working groups shall commence with the confirmation of the minutes of the previous meeting. The Chair of the Committee shall decide whether the working group, sub-committee, panel may consider any business that is not on the agenda for the meetings, where the conduct of such other business is not covered by these Rules.

Power, authority and responsibility of the Chief Executive

14.1 In accordance with cause 41 in the Articles of Association the Council will appoint a Secretary, who will act as Company Secretary for the purposes of company law, and thereafter shall be called the Chief Executive. The Chief Executive is an Officer of the Association appointed by the Council. The Chief Executive shall have such power, authority and responsibility delegated to him/ her as shall be decided by Council for implementing decisions of Council and the proper management and organisation of the charity's business. The Chief Executive will be responsible for the employment, review, appraisal and dismissal of AfN staff and for their job descriptions and shall have day-to-day control of the management of the charity.

14.2 Members of Council will observe the principles of mutual respect and friendly cooperation with members of the staff. Council members are entitled to expect reasonable assistance from the staff, to enable them to perform their Council functions, but staff do not 'report' to Council members. Staff are employed as an entity and there is a clear line management structure under which all staff are responsible to the Chief Executive. The Chief Executive reports to Council, with line-management normally through the Chair of BP&G for such matters as annual appraisal, agreeing holiday and reporting sick leave. Council members are not line-managers, although certain staff will, of necessity and willingly, work closely with Council members, Honorary Officers, main committee chairs, committee members and other such office-holders. In these cases Council members should work in partnership with AfN staff for the benefit of the Association, respecting their professionalism and taking account of their advice in making decisions.

Appendix 1

Articles of Association

(Please see attached PDF)