ARUNDEL COMMUNITY LAND TRUST LTD.

STANDING ORDERS

Standing Orders should be read alongside the Rules of Arundel CLT Ltd. In case of doubt, the Rules apply.

Version 3

June 2024

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1 MEMBERSHIP

1.1 How to become a member of Arundel CLT

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1.1.1 The board may, from time to time, set the procedures and forms to be used for applying for shares and for the minimum allowable shareholding under rule 4.1 (one share in Arundel CLT Rules registered August 2019. — 6.1

1.1.2 The membership application form will signpost applicants to the Rules available on the Arundel CLT website, in particular Section 6.

1.1.3 Key points from Rule 6 will be provided with Share Certificates so members are aware of their responsibilities to be bound by the Rules and, when acting as members, to act in the interests of Arundel CLT and for the benefit of the community as guardians of the objects of the society. — 6.4

1.1.4 At each board meeting any applications for membership received since the last board meeting will be considered. No applicant will be considered to be a member until after the board meeting at which their application is approved. Rule 6.9 says the board has the power to refuse any application at its absolute discretion, but usual practice will be an assumption of acceptance unless clear evidence can be shown to refuse any application. — 6.9

1.1.5 Where an applicant can be shown to have acted in such a way that a reasonable person may conclude that the individual (or group, if such definition is appropriate) has acted with the intention of causing or risking causing harm to the CLT, whether reputational, financial or of any other nature, that person's application may be refused.

1.1.6 In the event of a refusal of application for membership, the applicant will have the right to attend a specially convened board meeting, at which at least four board members are present, to appeal against the refusal. The applicant and the board will present their case and a decision, based on the evidence, will be decided by majority vote of the board members present. A documentary record of evidence presented by the applicant and the board will be made.

1.1.7 No new membership applications will be considered by the board during the 21 day notice period before an AGM or SGM. — 6.8

1.2 Child Members

Rule 12

1.2.1 Arundel CLT Rules have no minimum age requirement for members and we welcome child members. However, children must sign their own application form and understand the responsibilities of membership which includes voting rights. For this reason, the minimum age is 11, with parental countersignature required up to the age of 16. — 12.1

1.3 Code of Conduct

1.3.1 All members must observe the Code of Conduct adopted by the CLT - see Appendix A.

1.4 Ending membership

1.4.1 There are sections in the Rules covering ending membership by: withdrawing shares (Rule 7.9); death, bankruptcy or mental incapacity (Rule 13) and expulsion (6.10-6.16). 7.9, 13, 6.10-6.16

2 DIRECTORS AND BOARD

2.1 Powers, responsibilities, skills, experience 18.2

2.1.1 The minimum number of Directors in the Rules is two, but Arundel CLT aims for a board of 8-12 Directors as the optimum size to ensure efficient and effectiveness alongside an adequate mix of skills and experience and resilience over time. 18.3

2.1.2 When the number of Directors drops below 12 but remains above 8, the board will review the skills, experience and terms of board members and

a) decide whether to co-opt (Rule 21)
b) recommend to the AGM if additional Directors should be elected and give guidance to members about skills/experience required

2.1.3 The board will review what mix of skills and experience is needed on a regular basis and report to AGMs on the skills and experience available from existing board members and identify any gaps.

2.2 Appointment of directors 18.4

2.2.1 Directors are appointed by members at AGM or, between AGMs, may be co-opted by the board (Rule 21). See also AGM

2.2.2 Directors must be at least 16 (the minimum required by the Co-operative Community Benefit Societies Act 2014) and should be a CLT member unless reason not to be is accepted by the board (appointments between AGM) or members (appointments at AGM). Details of other disqualifications (e.g. bankrupt; convicted of dishonesty) are set out in Rule 18.9. 18.8, 18.9

2.2.3 Prospective directors must find members to act as proposer and seconder and declare their intention to stand for the board 14 days before the AGM. 18.4

2.2.4 The notice of the AGM shall include a Nomination and Application form which must be completed and returned to the secretary at least 14 days before the AGM. Valid applications will be circulated to all members not less than 7 days before the AGM and may be publicised on the website. 28.3

2.2.5 Directors will be elected in accordance with a procedure set out by the board (who may vary or amend it from time to time). The board may set selection criteria for candidates wishing to stand for election as board members and these may provide for prospective candidates to be approved by the board before they become eligible to stand for election as board members. Wording from NCLT Model Rules

2.2.6 The normal arrangements for voting at general meetings will apply Rule 31

2.2.7 If the number of nominations exceeds the numbers of vacancies, the Secretary and Chair will anticipate the options for voting under Rule 31. For example, if votes by show of hands is unlikely to be straightforward, ensure ballot papers are available, including possibility of Single Transferable Voting.

2.3 Board review and renewal

2.3.1 Keeping the board fresh, focused and effective has to involve regular renewal of its membership. The CLT will need to periodically review what skills or attributes the board requires to meet the changing challenges and demands of the society.

2.3.2 Rule 19 provides for retirement by rotation: at least one third of the directors appointed by the member must stand down (as well as any directors who must stand down under rule 18.5, which says Directors appointed by the board of directors must stand down at the end of the next AGM). The members may reappoint them, at that AGM. 18.5, 19

2.3.3 Directors will normally be elected for a term of three years, expiring at the annual General Meeting in their third year of office.

2.3.4 This Standing Order will need to be applied to be consistent with Rule 19.2 which says the directors who stand down at an AGM will be those who have held office for the longest time. The chair may decide, by drawing lots, who is to be treated as in office for the longest time, if more than one director was appointed or reappointed on the same day). At every AGM each board member who has serviced their fixed term shall retire from office. 19.2

2.3.5 Any director having completed nine year's continuous service shall not be eligible for re-election for at least one full term of three years.

2.3.6 If there is not an adequate mix of skills and experience on the board between AGMs Rule 21 provides for the board to co-opt. 21

2.4 Board member dismissal - right of appeal

2.4.1 In the event of a board member being dismissed from the board, for example, because of a breach of the Code of Conduct, or, under Rule 18.10 (failing without good reason and without board permission to attend three meetings in a row); that board member may request a specially convened board meeting to discuss the matter. A majority vote of all those present would determine the outcome. Any board member so dismissed would not be barred from standing for election to the board in the future. 10,18

3 MEETINGS OF MEMBERS

3.1	**Annual General Meetings**	28,30,31
3.1.1	Must be held within 15 months of previous AGM	28.1
3.1.2	At least 21 days clear notice with business prescribed in the Rules including suitable form for proxy voting	28.3, 28.4
3.1.3	The details relating to Notices sent by email, procedures (e.g. quorum, adjournment, proxies and voting) are provided for in the Rules.	37.2, 30, 31, 37.2
3.1.4	Disorderly conduct will be handled by the Chair as set out in the Code of Conduct.	Appendix A
3.2	**Special General Meetings**	29,30,31
3.2.1	See Rules and Code of Conduct	29, 30, 31 Appendix A

4 BOARD MEETINGS AND DECISIONS

4.1	**Board meetings**	Rule 22
4.1.1	Quorum and powers to call meetings are covered in Rule 22:	
	• Any director may request the secretary to call a board meeting • The secretary must call a meeting on a request from a director • To participate in a meeting, it is irrelevant where the director is or how they communicate with each other	22.2 22.3 22.4
4.1.2	Four directors are a quorum for board meetings (Rule 22.1 requires two unless board decide on higher number which we are doing in these Standing Orders).	22.1
4.1.3	The minimum notice given shall be 7 days.	
4.1.4	During the course of board meetings, the chair's decision as to the interpretation of the Rules and these Standing Orders will be final.	
4.1.5	Conduct at meetings will be handled by the Chair with reference to the Code of Conduct. There is no right of appeal against dismissal from any single meeting, whether a General Meeting or a board meeting. Persistent breaches may result in lost of board membership and/or CLT membership.	Appendix A
4.1.6	If anyone interrupts the proceedings at any meeting, the Chair may, after warning, order that s/he be removed from the meeting and may adjourn the meeting for such period as is necessary to restore order.	

4.2 Decisions of the board of directors

Rule 23

4.2.1 Issues relating to decision are covered in Rule 23:

- Majority vote; chair has casting vote
- The Chair and Deputy Chair will be appointed by the board at the first meeting after the AGM — 23.1, 23.2
- If neither Chair nor Deputy are present, another may be selected to chair for that meeting (Rules also allow board to appoint any director to chair a particular board meeting
- Written resolutions - see Rule 23.3 – all must sign or otherwise authenticate; date of last signature required to reach a majority. — 23.3, 23.4

4.3 Agenda for board meeting immediately after each AGM

4.3.1 At CLT Board meeting immediately after each AGM the first business shall be to:

- elect a Chair and Deputy Chair. The Chair cannot be a member of the Town Council. The previous Chair may be re-elected
- elect a Treasurer and a Secretary — 20.1
- consider whether co-options are needed because, following the election of directors at the AGM, either the board is too small, or is lacking in skills and experience (have regard to recommendations to the AGM – see Standing Order 2.1.4 above)
- set at least three dates for board meetings before the next AGM
- review banking arrangements and update as necessary nominations for authorised signatories — Fin. Reg 2.1
- approve two signatories for any legal or other appropriate business. These shall normally be the Secretary and one other board member. In the event that the Secretary is not a member of the Board, any two Directors may be approved
- consider need for board education and team building so any other specific roles and responsibilities can be allocated in due course — Fin Reg 2.6.1
- decide when to conduct the annual risk assessment
- schedule other annual business e.g. review of these Standing Orders.

4.4 Agenda for other board meetings

- Welcome and introductions for observers
- Apologies, with the reason given to the Secretary
- New declarations of interest - see below for Register of Interests
- Minutes of previous meeting – to consider, approve and sign
- Points of accuracy only, not re-opening discussion
- Outstanding actions from minutes
- Quarterly updates from Treasurer
- Urgent Business – at the discretion of the Chair, to hear issues that have arisen since the agenda was issued
- Other items covered by agenda
- Applications for membership or cessation of membership received by the Secretary
- AOB
- Date of next meeting

4.5 Agenda for meeting to be ready for AGM

4.5.1 An appropriately timed board meeting will be held to review and approve:

- Annual accounts for recommendation to AGM
- Asset register
- Mix of board skills and experience needed to report to AGM on what is available from existing board members and identify any gaps (see Standing Order 2.1.4 above).

4.6 Committees and sub groups of the board

4.6.1 The CLT board may appoint Committees but:

- shall not appoint any member of a Committee so as to hold office later than the next AGM.
- may appoint persons other than members of the CLT to any Committee; and
- may at any time dissolve or alter the membership of a Committee.

Every Committee shall at its first meeting and before proceeding to any other business, elect a Chair who shall hold office until the next AGM, and settle its programme of meetings for the year.

Except where ordered by the CLT board the quorum of a Committee shall be one-half of its members.

The Standing Orders on conduct, and interests of members in contracts and other matters shall apply to Committee meetings

A person who has made a proposal that by resolution has been referred to a Committee of which they are not a member, may attend to explain their proposal to the Committee but shall not vote.

4.6.2 The CLT board may appoint ad hoc task-and-finish or theme or focus groups from time to time to progress board business efficiently and effectively with smaller numbers, and/or those with a particular interest or expertise.

These groups will have no decision making powers.

Such groups may involve board members only or, may provide opportunity to engage wider CLT membership. For groups involving the wider CLT membership, there will always be at least one director on the group.

4.7 Emergency business

4.7.1 Should it not be appropriate to convene a special board meeting then any emergency business will be handled by the secretary, in consultation with the chair and one other board member. Actions will be reported promptly to the board.

5 POWERS AND UNAUTHORISED ACTIVITIES

5.1.1 Arundel CLTs powers are set out in the Rules and these Standing Orders explain how they can be used. Rule 35

5.1.2 No member of the CLT Board or of its Committees or any other sub groups, shall in the name of or on behalf of the CLT issue orders, instructions or directions or otherwise represent the CLT unless authorised to do so by the CLT board.

6 TRANSPARENCY AND CONFIDENTIAL BUSINESS

6.1.1 As a community organisation, Arundel CLT will aim to be as transparent as possible in the conduct of its affairs. For example, minutes of SGMs and AGMs, and board meetings, will be posted on the website which is open to anyone to see.

6.1.2 The CLT board will use its best endeavours to keep the wider CLT membership and the community updated about its activities.

6.1.3 However, from time to time some business may need to be declared to be confidential to the CLT board, or a Committee or sub group.

6.1.4 Any member in breach of this Standing Order may be held to account in accordance with the Code of Conduct and removed from the CLT board, Committee or sub group and from any Committee and

Code of Conduct

6.1.5 There is a standing invitation to CLT members to observe board meetings.

6.1.6 The public and press may be invited to and admitted to any meeting of the CLT at the discretion of the board.

7 SECRETARY

7.1.1 The board appoints the secretary. The secretary may be a director. The board may remove the secretary.

20.1
20.2

7.1.2 The secretary is responsible for preparing and sending all returns to be made to the Financial Conduct Authority and liaising with the Treasurer to ensure any other required returns are made (e.g. HMRC).

20.3
Fin Reg 2.5

7.1.3 Other responsibilities of the Secretary are set out in 'The Essential Society Secretary' published by Co-operatives UK. These include general legal compliance such as Data Protection and Money Laundering.

7.1.4 The secretary is not required to possess any formal qualifications. However, the board will appoint someone who has the ability and/or access to the relevant advice to enable them to carry out the role. Arundel CLT receives support from Action for Rural Housing in Sussex and the Community Land Trust Network.

7.1.5 The secretary shall provide each new board member with a letter of introduction, which confirms whether the Board member is elected or co-opted and these Standing Orders which include:

- the Code of Conduct – and the Board member's written undertaking to observe It
- the Financial Regulations.

7.1.6 The secretary shall ensure a letter of resignation is provided by any board member standing down.

7.1.7 The secretary shall maintain the following registers and records:

- Members' and Share Register (combined document)
- Register of Directors' Interests
- Minute book/archive
- Other records of CLT meetings.

7.1.8 The register of members and officers will be kept at the Registered Office. It will include full name and postal address, and the number of shares. C&CBS Act s3.30(1)

Fin Reg 2.4

7.1.9 The Treasurer will ensure an appropriate and accurate register of assets is maintained.

7.1.10 The secretary will take applications for membership of the CLT to board meetings and issue Share Certificates to approved members. Rule 6

SO 1

7.1.11 The secretary will ensure notice to attend meetings of the CLT are given in accordance with Rules and Standing Orders

31.5-31.8

7.1.12 The secretary will accept proxy votes and ensure they are properly used and organise any postal ballots.

7.1.13 The Secretary may delegate responsibilities provided this is allowed by law and within the Rules.

8 FINANCIAL MATTERS

8.1.1 The Rules contain important financial provisions such as shareholdings, audit and accounts and restriction on use of assets. 3-17, 26, 34

8.1.2 Even when the conditions prevail for unaudited accounts, the board will arrange an independent examiner to report on the accounts before the secretary and directors scrutinise them. Any issues not resolved following this process will be highlighted to members when they are presented to the AGM. 26

8.1.3 In addition, the CLT shall comply with Financial Regulations (Appendix B). These should normally be drafted by the Treasurer, and be submitted to the CLT board for agreement and adoption. They should be reviewed every year. The Financial Regulations shall include detailed procedures for the following:

- the accounting records and systems of internal control
- the assessment and management of risks faced by the CLT
- the financial reporting requirements of Board members

All accounting and financial matters, including budgets which shall be controlled and administered in accordance with the Rules and adopted Financial Regulations.

9 RISK ASSESSMENT AND INSURANCE

9.1.1 A risk assessment will be undertaken annually of all the activities of the CLT and a report approved by the board. This assessment will also cover the appropriateness of the internal audit arrangements.

9.1.2 The risk assessment will be reviewed annually.

9.1.3 Following the annual risk assessment, the board will review the level of insurance cover and ensure it is adequate and appropriate for the activities of the CLT. Minimum cover may include Public Liability, Employers' Liability, Money and Fidelity Guarantees, as appropriate.

9.1.4 If the CLT undertakes a new activity not covered by the existing risk assessment an assessment will be undertaken before the activity commences.

10 DATA PROTECTION

10.1.1 Appropriate safeguards to protect sensitive information will be put in place. The Data Protection Policy and associated Privacy Notices will be reviewed annually by the Data Protection Officer, and a report approved by the Board.

10.1.2 The Secretary will be the nominated Data Protection Officer unless this has been specifically delegated by the board to another board member. Standing Order 7.1.13

11 REVIEW OF STANDING ORDERS

11.1.1 Standing orders will be reviewed annually by the secretary and the chair, and any amendments will be decided by the board.

CODE OF CONDUCT

1 Behaviour as a member of the CLT

Any member who acts in a way that a reasonable person may conclude that the individual or group responsible acted with the intention of causing or risking causing harm to the CLT or with neglect to the same, whether reputational, financial or of any other nature may risk termination of their membership.

2 Behaviour as a director of the CLT

Any director who acts in a way that a reasonable person may conclude that the individual or group responsible acted with the intention of causing or risking causing harm to the CLT or to impact on the business being conducted by the board either at its meetings or at any other time, or with neglect to the same, whether reputational, financial or of any other nature will risk termination of their directorship.

3 Behaviour during all CLT meetings

Behaviour at a meeting, whether a members' meeting or a meeting of the board of directors, is important to the success of the meeting. Everyone needs to feel that their point was made and understood.

To allow CLT business to progress here are some simple ground rules for behaviour before and during meetings:

All people attending any meeting of the CLT must agree to abide by the code of conduct and act in a manner that supports equal opportunities for all.

They must:

- declare any private interests in the matters discussed
- act appropriately and treat everyone at the meeting with respect
- allow everyone to take part without interruption or intimidation and treat everyone equally

They must not:

- seek to gain any advantage for themselves, their family or friends

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- act or speak in a way that may be perceived as bullying, abusive, discriminatory or derogatory

Everyone is required to respect the ruling of the Chair.

All contributions should be addressed to the meeting via the Chair.

The time available for meetings is finite.

The Chair of a meeting is allowed to set a time limit on someone who is permitted to speak if needed.

Individual and personal disputes should not be allowed to affect conduct within the meeting but should be resolved elsewhere.

People should not have meetings within meetings by discussing issues with other individuals or groups of individuals.

Everyone must respect others' contributions and not interrupt when someone is speaking.

In contributing to the meeting, everyone will ensure that comments they make do not amount to a personal attack on another individual and should avoid using heated and emotional words or behaviour.

No member shall at a meeting persistently disregard the ruling of the Chair, wilfully obstruct business, or behave irregularly, offensively, improperly or in such a manner as to bring the CLT into disrepute.

If, in the opinion of the Chair, a member has acted in a manner contrary to that required by the Code of Conduct, the Chair shall express that opinion to the CLT board and thereafter any board member may move that the member named be no longer heard or that the member named should leave the meeting, and the motion, if seconded, shall be put to a vote of the Board members present forthwith and without discussion. If a member reasonably believes another member is in breach of the Code of Conduct, that member is under a duty to report the breach to the Chair.

The Chair may adjourn the meeting or take such further steps as may reasonably be necessary to resolve the matter.

4 Majority decisions

All members must accept and abide by majority decisions

Majority decisions at members' meetings

If a project is voted on and agreed by a majority of those present at a properly constituted meeting and a member or group of members cannot support the project, their membership

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of the CLT will not be forfeit unless they fail to act in accordance with this Code of Conduct or their motives show that they do not support the Objects of the CLT.

Within any constraints imposed by the decisions already made, reasonable argument and debate, conducted in a fair way and in accordance with this Code of Conduct, will be encouraged.

Majority decisions at meetings of the board of directors

If any matter is voted on and agreed by a majority of those present at a properly constituted meeting of the board of directors and a director or group of directors cannot support the decision, they must either:

a) abstain from any adverse comment or action which may impact on the conduct of the board in their support of that decision any following resultant action; or
b) resign their directorship

Within any constraints imposed by the decisions already made, reasonable argument and debate, conducted in a fair way and in accordance with this Code of Conduct, will be encouraged.

5 Declarations of Interest

Prospective Directors and Directors will be asked to complete Declarations of Interest Forms. It is a Director's responsibility to:

- notify the Secretary promptly of any changes to their declaration
- disclose at the start of any meeting, any interests they anticipate as being relevant to the published agenda
- notify the meeting immediately, if during a meeting any interests become relevant during the course of the discussion that they had not anticipated

Rule 24.5 says that before any meeting of the board, the chair may decide whether a director (other than himself) has a material interest in the matter to be discussed. The chair's ruling is final. In the case of an interest relating to the chair, the deputy chair's ruling is final.

A register of interests will be maintained by the Secretary and a copy kept at the registered office held. Section 8.103 of the C&CBS Act 2014 gives the power to members to inspect the books (including registers) at any reasonable time.

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6 Confidentiality

Arundel CLT is committed to transparency, however, from time to time some business may need to be declared to be confidential to the CLT board, or a Committee or sub group.

Meetings may occasionally receive information which is not in the public domain often relating to individuals, organisations or financial matters.

It is the responsibility of each individual to ensure that this information remains confidential to the meeting unless prior authorisation has been given by the Chair for this to be discussed elsewhere.

Individuals must never use confidential information for their personal advantage or the advantage or disadvantage of anyone known to them or to disadvantage or discredit the CLT.

Any member guilty of disclosing confidential information may be subject to termination of their membership.

7 Breaches of the Code of Conduct

Anyone who does not comply with the Code of Conduct during meetings will be asked to leave by the Chair. Anyone excluded from a meeting because of their behaviour will only be allowed to return to future meetings if they agree to abide by the code of conduct.

Persistent breaches may result in termination of membership.

Persistent breach by a board member may result in that board member forfeiting their position on the board.

Procedures relating to expulsion are set out in Rule 6.10 – 6.16.

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APPENDIX B FINANCIAL REGULATIONS

1 Reporting

1.1.1 The Treasurer will supply regular updates of income and expenditure, at least quarterly, throughout the year and detail actual figures against estimate.

1.1.2 The Treasurer will supply figures for the Annual Return of the CLT for the Financial Services Authority (the registering body for CBSs).

2 Banking arrangements and authorised signatories

2.1.1 The CLT's banking arrangements will be approved by the board. They will be regularly reviewed for efficiency and effectiveness.

2.1.2 A resolution of the board will nominate at least three members to be authorised by the CLT to sign cheques and authorise online payments.

2.1.3 All items of expenditure will be within policies authorised by the board. Payments up to £500 do not require specific board authorisation. The Treasurer will examine invoices and verify and certify the expenditure.

2.1.4 All transactions will require two board signatories (or the online approval process equivalent), one of which must be either the Treasurer or Deputy Treasurer and neither of which should be the beneficiary of the transaction.

2.1.5 Any bill may be paid by Direct Debit provided that the instructions are signed by two board members, one of which must be the Treasurer or Deputy Treasurer.

3 Loans and investments

3.1.1 All loans and investments will be negotiated in the name of the CLT and will be set for a period approved by the board.

3.1.2 All borrowings will be in the name of the CLT and will not be entered into until necessary approvals have been given. Any application will be approved by board, especially the terms and purpose.

3.1.3 These terms must be reviewed annually.

3.1.4 All investments of money under the control of the CLT will be in the name of the CLT and all certificates or other documents will be retained by the Treasurer.

4 Contracts and purchase orders

4.1.1 An official order or letter will be issued for all work or service paid for by the CLT over £500. The Board are responsible for obtaining good value for money and appropriate terms at all times.

4.1.2 Expenditure under £500 will be dealt with as per 2.1.3 above. Authorisation of the Board should be obtained in advance if this is feasible, in any event the amount being spent should be within budget4.1.3 Orders for values £501 to £2000 require a minimum of two quotations; for values above £2000 three quotations are required if practicable. This

requirement can be waived by board approval if the provider is a regular or essential supplier to the CLT, for example a lawyer or accountant.

4.1.4 All estimates for all work or goods over £500 will be approved by the Board; while the board is not obliged to accept the lowest quotation the reasons for accepting the quotation will be recorded.

4.1.5 No financial commitment over £500 will be entered into without the written approval of two board members (one of which must be the Treasurer or Deputy Treasurer) or full board approval and minuted.

5 Assets

5.1.1 The Treasurer will ensure that an appropriate and accurate Register of Assets is maintained by the CLT. It will be reviewed at least annually, in conjunction with a health and safety inspection of assets if appropriate.

6 HMRC

6.1.1 The Treasurer will promptly complete any VAT or Corporation Tax (CT) Return that is required.

APPENDIX C – RETENTION OF DOCUMENTS

DOCUMENT	MINIMUM RETENTION PERIOD	REASON
Minute books	Indefinite	Archive
Receipt and payment account(s)	Indefinite	Archive
Receipt books of all kinds	6 years	VAT
Bank statements, including deposit/savings accounts	6 years	Audit
Bank paying-in books	6 years	Audit
Cheque book stubs	6 years	Audit
Quotations and tenders	12 years/indefinite	Statute of Limitations
Paid invoices	6 years	VAT
Paid cheques	6 years	Statute of Limitations
VAT records	6 years	VAT
Petty cash, postage and telephone books	6 years	Tax, VAT, Statute of Limitations
Timesheets	Last completed audit year	Audit
Wages books	12 years	Superannuation
Insurance policies	While valid	Management
Certificates for Insurance against liability for employees	40 years from date on which insurance commenced or was renewed	The Employers' Liability (Compulsory Insurance) Regulations 1998 (SI. 2753), Management.
Investments	Indefinite	Audit, Management
Title deeds, leases, agreements, contracts	Indefinite	Audit, Management
Members' and Share register (combined document)	Indefinite, individual records retained for 6 years following resignation or removal as a member.	Audit, Management
Register of Directors	Indefinite, individual records retained for 6 years following resignation or removal as a director.	Audit, Management
Subscribers	Indefinite, individual records retained only for as long as the individual is subscribed.	Management