



Charitable Incorporated Organisation
Charity Registration Number 1163821

Queen Alexandra's Royal Army Nursing Corps

Association Board of Trustee Handbook

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Amendments

Ser	Date	Page	Amendment
1	19 Oct 23 BoT AGM Mtg	64	Delete annual flowers/gifts after 80 th birthday. Flowers/Gifts to be provided only at 80 th , 90 th , 100 th birthday only To be updated
2	9 Jan 24	31	Update ToRs Ben & Grants Sub Committee
3	15 Feb 24	Front Cover	Association Logo to Kings Crown

CHAPTER 1

Introduction

Context

1. The Queen Alexandra's Royal Army Nursing Corps (QARANC) Association provides practical friendship to its members both serving and retired, irrespective of rank or time served. The Association maintains and supports the ethos and traditions of the Corps and assists in raising the Corps profile.
2. The Association is registered with the Charity Commission for England and Wales as a Charitable Incorporated Organisation (CIO), Registered Charity Number 1163821.

History

3. The QARANC Association was founded in 1947 by Dame Louisa Wilkinson DBE RRC. The Association was then able to support the many thousands of members of the Queen Alexandra's Imperial Military Nursing Service (QAIMNS) who were leaving the service after the Second World War, having shared experiences their civilian nursing colleagues would not have done. This continues today through Headquarters and branches countrywide.

Purpose and Charitable 'Objects'

4. The 'Objects' of the CIO are to promote the efficiency of the Army by:
 - a. Maintaining contact between past and present members of the Corps, fostering mutual friendship between them and providing for social gatherings for them; and
 - b. Fostering Esprit de Corps, comradeship and the welfare of the Corps and preserving its traditions;
 - c. Relieving either generally or individually, members of the Association or past and present members of the Corps and their dependants, who are in conditions of need, hardship or distress.
5. Association funds are maintained through donations, legacies, investments and contributions from members which may be used to give financial assistance to those who are in need or distress whether they be serving or retired. Members may be remembered in appreciation and recognition of their service, commitment or friendship. Support may be afforded to members on operational duty or through grants for representative activities.

Activities

6. The Association helps members keep in touch with one another by organising social gatherings. This is mostly done within the branches which are located

countrywide. Members who wish to enjoy the benefits of the Association and do not wish to join a branch may become a member of Headquarter Roll. The Association publishes the QARANC Gazette twice a year to which all members and all Branches may contribute articles of interest. Serving members are encouraged to submit items relating to current activities within the Corps.

Management

7. The Association is managed by a Board of Trustees in accordance with its Constitution. The Board comprises Ex Officio, Nominated and Elected members who represent the membership, whether they be officer or soldier, serving or retired and regular and reserve personnel.

8. The Board will normally meet quarterly, with a number of sub-committees including Governance, Finance and Grants, Marketing, Media and Communication, Heritage and Chattels, meeting as required to achieve the Charity's objectives.

Administration

9. The General Secretary of the Association manages the day-to-day running of the Association and can offer advice as required.

The Constitution

10. The Constitution of Queen Alexandra's Royal Army Nursing Corps Association revised from the original Constitution as adopted and approved by the first subscribers on 5th December 1947 incorporated subsequent amendments approved by Members at the Annual General Meetings held on 9th June 1984, 8th June 1985, 2nd June 1990, 1st June 1991, 1st June 1996, and 3rd June 2000. A revised Constitution for Charity Number 270278 was adopted at the Annual General Meeting on 10th May 2003 to incorporate the amendments and the Association's changing needs.

11. In 2014, it was agreed by the then Central Committee/ Board of Trustees following a governance review to change the charity to a Charitable Incorporated Organisation. A revised constitution was agreed and the new Charity (Number 1163821) was approved by the Charity Commission on 2 October 2015. The Board of Trustees elected to make this operational from 1 January 2016.

Chapter 2

Constitution

Charitable Incorporated Organisation (“the CIO”) formed under this Constitution formally represents the incorporation of the charitable association Queen Alexandra’s Royal Army Nursing Corps Association, 270278. The charitable objects remain the same. The CIO is the successor body to the original Charity.

Name

1. The name of the Charitable Incorporated Organisation (“the CIO”) is Queen Alexandra’s Royal Army Nursing Corps Association.

National location of principal office

2. The CIO must have a principal office in England or Wales. The principal office of the CIO is in England.

Objects

3. The objects of the CIO are:

a. To promote the efficiency of the Army by:

(1) Maintaining contact between past and present members of the Corps, fostering mutual friendship between them and providing for social gatherings for them; and

(2) Fostering esprit de corps, comradeship and the welfare of the corps and preserving its traditions.

b. To relieve either generally or individually members of the Association or past and present members of the Corps and their dependants¹, who are in conditions of need, hardship or distress.

Powers

4. The CIO has power to do anything which is calculated to further its objects or is conducive or incidental to doing so. In particular, the CIO has the power to:

a. Borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as

¹ “Dependants” are children either pre-school or in full-time education up to the age of 18 or under 23 years of age if in full time education or vocational training. Dependents may also apply to a resident spouse or long-term partner who is dependent on the retired or serving member of the Corps for financial support: support for dependents is provided whilst the retired or serving member of the Corps is alive. The QARANC Association may provide restricted assistance to widows, widowers at the time of the death of the retired or serving member of the Corps or as detailed in this note, children undergoing full time secondary education.

appropriate with sections 124 and 125 of the Charities Act 2011, if it wishes to mortgage land;

- b. Buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- c. Sell, lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;
- d. Employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a trustee only to the extent that it is permitted to do so by paragraphs 6-8 (Benefits and payments to trustees and connected persons) and provided it complies with the conditions of those paragraphs;
- e. Deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

Application of income and property

5. The income and property of the CIO must be applied solely towards the promotion of the objects.
 - a. Trustees are entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by them when acting on behalf of the CIO.
 - b. Trustees may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011.
 - c. None of the income or property of the CIO may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any trustee of the CIO.
 - d. Nothing in this paragraph shall prevent a trustee or connected person² receiving any benefit or payment which is authorised by paragraphs 6-8.

² A "connected person" means: a child, parent, grandchild, grandparent, brother or sister of the charity trustee; the spouse or civil partner of the charity trustee; a person carrying on business in partnership with the charity trustee or with any person who otherwise would be defined as a "connected person"; an institution which is controlled by the charity trustee or any "connected person"; a body corporate in which the charity trustee or any "connected person" has a substantial interest; or two or more persons defined as a "connected person" who, when taken together, have a substantial interest.

Benefits and payments to trustees and connected persons:

6. General provisions: No trustee or connected person may:
 - a. Buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;
 - b. Sell goods, services, or any interest in land to the CIO;
 - c. Be employed by, or receive any remuneration from, the CIO;
 - d. Receive any other financial benefit from the CIO; unless the payment or benefit is permitted by paragraph 7 or authorised by the court or the Charity Commission (“the Commission”). In this paragraph, a “financial benefit” means a benefit, direct or indirect, which is either money or has a monetary value.
7. Scope and powers permitting trustees’ or connected persons’ benefits
 - a. A trustee or connected person may receive a benefit from the CIO as a beneficiary provided that it is available generally to the beneficiaries of the CIO.
 - b. A trustee or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where that is permitted in accordance with, and subject to the conditions in, sections 185 to 188 of the Charities Act 2011.
 - c. Subject to paragraph 8 a trustee or connected person may provide the CIO with goods that are not supplied in connection with services provided to the CIO by the trustee or connected person.
 - d. A trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).
 - e. A trustee or connected person may receive rent for premises let by the trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
 - f. A trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.
8. Payment for supply of goods only – controls: The CIO and its trustees may only rely upon the authority provided by paragraph 7(c) if each of the following conditions is satisfied:

- a. The amount or maximum amount of the payment for the goods is set out in a written agreement between the CIO and the trustee or connected person supplying the goods (“the supplier”).
 - b. The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
 - c. The other trustees are satisfied that it is in the best interests of the CIO to contract with the supplier rather than with someone who is not a trustee or connected person. In reaching that decision the trustees must balance the advantage of contracting with a trustee or connected person against the disadvantages of doing so.
 - d. The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with a trustee with regard to the supply of goods to the CIO.
 - e. The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.
 - f. The reason for their decision is recorded by the trustees in the minute book.
 - g. A majority of the trustees then in office are not in receipt of remuneration or payments authorised by paragraphs 6-8.
9. In paragraphs 7 & 8 “the CIO” includes any company in which the CIO: holds more than 50% of the shares; or controls more than 50% of the voting rights attached to the shares; or has the right to appoint one or more directors to the board of the company.

Conflicts of interest and conflicts of loyalty

10. Trustees must:
- a. Declare the nature and extent of any interest, direct or indirect, which they have in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and
 - b. Absent themselves from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between their duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).
 - c. Any trustees absenting themselves from any discussions in accordance with this paragraph must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

Liability of trustees to contribute to the assets of the CIO if it is wound up

11. If the CIO is wound up, the trustees of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Trustees

12. Functions and duties of trustees: The trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each trustee:

- a. To exercise their powers and to perform their functions in their capacity as a trustee of the CIO in the way they decide in good faith would be most likely to further the purposes of the CIO; and
- b. To exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to: having any special knowledge or experience; and, if acting as a trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

13. Eligibility for trusteeship

- a. Every trustee must be a natural person³.
- b. No individual may be appointed as a trustee of the CIO: if he or she is under the age of 16 years; or if he or she would automatically cease to hold office under the provisions of paragraph 20(e).
- c. No one is entitled to act as a trustee whether on appointment or on any re-appointment until they have expressly acknowledged, in whatever way the trustees decide, his or her acceptance of the office of trustee.

14. Number of trustees

- a. There should be: not less than 4 nor more than 7 appointed trustees; 4 *ex officio* trustees; and 7 nominated trustees.
- b. There must be at least 3 trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the trustees, or appoint a new trustee.

³ A "natural person" is a human being as distinguished from a person (as a corporation) created by operation of law.

c. The maximum number of trustees that can be appointed is as provided in sub-paragraph (a) of this paragraph. No trustee appointment may be made in excess of these provisions.

15. First trustees: The first trustees were as follows –

Colonel David Bates ARRC – *Ex Officio* Director Army Nursing Services (President)

Colonel Sue Bush RRC – *Ex Officio* Colonel Commandant (Chairman)

Warrant Officer Class 1 Lee Richens – *Ex Officio* – Senior QARANC Warrant Officer

Lieutenant Colonel (Retired) Pauline Novak RRC – Nominated (Vice President)

Lieutenant Colonel Gary Kenward – Nominated (Senior Serving Officer)

Lieutenant Colonel Anthony McGrath – Nominated (Senior Reserve Member)

Major Katherine Dalby-Welsh – Nominated (Chattels Member)

Lieutenant Colonel (Retired) Marjorie Bandy RRC – Appointed Member

Lieutenant Colonel (Retired) Clare Fenby – Appointed Member

Major (Retired) Dorothy Calderwood – Appointed Member

Major (Retired) Moira Dixson – Appointed Member

Mrs Karen Eifflaender – Appointed Member

Mrs Julia Fay Jones – Appointed Member

Appointment of trustees

16. **Appointed trustees:** Apart from the first trustees, every appointed trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the trustees. An appointed trustee's term may be extended for a further 2 three year periods, followed by a 1 year period, to a total of 10 years. All appointed trustees shall be retired members of QARANC. In selecting individuals for appointment as appointed trustees, the trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

17. **Ex officio trustees:** They shall automatically "*ex officio*" be a trustee, for as long as they hold that office. If unwilling to act as a trustee, the office holder may, before accepting appointment as a trustee, give notice in writing to the trustees of his or her unwillingness to act in that capacity; or after accepting appointment as a trustee resign under the provisions contained in paragraph 20 (Retirement and removal of trustees). The office of *ex officio* trustee will then remain vacant until the office holder ceases to hold office. The following will be *ex officio* trustees:

a. Chief Nursing Officer (Army) (CNO(A)) or most Senior Corps Member – President

b. Both QARANC Colonels Commandant

c. The Senior QARANC Warrant Officer

18. **Nominated trustees:**

- a. The President and Colonels Commandant shall nominate seven trustees as follows:
- (1) One shall be a retired QARANC Officer (Lt Col/Col) to be Chair of the Board of Trustees;
 - (2) One shall be a senior serving QARANC Officer;
 - (3) One shall be a serving Reserve Officer of the QARANC;
 - (4) One shall be a QARANC soldier of the rank of Cpl or above;
 - (5) One shall be a QARANC Reserve soldier of the rank of Cpl or above;
 - (6) Two shall be civilians with specialist background in a relevant field of expertise.
- b. Each appointment shall be approved and ratified by the trustees. The appointment of the Chair of the Board of Trustees and the civilian trustees will be subject to the terms in paragraph 24. The other appointments will be subject to the serving Officer or Soldier remaining in the post listed in (a) and will be for a maximum of three years.
- c. The appointment will be effective from the later of the date of the vacancy; and the date on which the trustees or the Association General Secretary are informed of the appointment/nomination.
- d. Any trustee nominated by the President and Colonels Commandant has the same duty under paragraph 12 as the other trustees to act in the way he or she decides in good faith would be most likely to further the purposes of the CIO.

Information for new trustees

19. The Association will make available to each new trustee, on or before their first appointment:
- a. A copy of the current version of this constitution; and
 - b. A copy of the CIO's latest Trustees' Annual Report and statement of accounts.

Retirement and removal of trustees

20. A trustee ceases to hold office if they:
- a. Are an *ex officio* trustee who retires by notifying the CIO in writing (but only if enough trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);

- b. Are an *ex officio* trustee who is absent without the permission of the trustees from all their meetings held within a period of one year and the trustees resolve that his or her office be vacated;
- c. Die;
- d. Become incapable by reason of mental disorder, illness or injury of managing and administering their own affairs; or
- e. Are disqualified from acting as a trustee by virtue of sections 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

21. Any person retiring as a trustee is eligible for reappointment.

Taking of decisions by trustees

22. Any decision may be taken either at a meeting of the trustees; or by resolution in writing or electronic form agreed by all of the trustees, which may comprise either a single document or several documents containing the text of the resolution in like form to each of which one or more trustees has signified their agreement.

President, Chair of the Board of Trustees and Civilian Trustees

23. The Chief Nursing Officer (Army) (CNO(A)) for the time being shall be the President of the charity and if that office should cease to exist then such other office holder or person as the trustees from time to time decide.

24. The Chair of the Board of Trustees of the CIO and the civilian trustees, shall be nominated by the President and Colonel Commandant and subject to approval and ratification by the Board of Trustees and shall hold the appointment for an initial period of 3 years which may be extended annually up to a maximum of 6 years.

Delegation by trustees

25. The trustees may delegate any of their powers or functions to a committee or committees, and, if they do, they shall determine the terms and conditions on which the delegation is made. The trustees may at any time alter those terms and conditions, or revoke the delegation.

26. This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the trustees, but is subject to the following requirements:

- a. A committee may consist of 2 or more persons, but at least one member of each committee must be a trustee;
- b. The acts and proceedings of any committee must be brought to the attention of the trustees as a whole as soon as is reasonably practicable; and

- c. The trustees shall from time to time review the arrangements which they have made for the delegation of their powers.

Branches

27. The trustees may establish and provide for branches of the charity as the trustees from time to time think fit. The trustees shall determine the rules and regulations for the administration and management of such branches.

Meetings of trustees

28. Calling meetings

- a. Any trustee may call a meeting of the trustees.
- b. Subject to that, the trustees shall decide how their meetings are to be called, and what notice is required.

29. **Chairing of meetings.** The Chair of the Board of Trustees shall chair trustees' meetings. If the Chair of the Board of Trustees is unwilling to preside or is not present within 10 minutes after the time of the meeting, the trustees present may appoint one of their number to chair that meeting.

30. Procedure at meetings

- (a) No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is five trustees, or the number nearest to one third of the total number of trustees, whichever is greater, or such larger number as the trustees may decide from time to time. A trustee shall not be counted in the quorum present when any decision is made about a matter upon which he or she is not entitled to vote.
- (b) Questions arising at a meeting shall be decided by a majority of those eligible to vote.
- (c) In the case of an equality of votes, the person who chairs the meeting shall have a second or casting vote.

31. Participation in meetings by electronic means

- a. A meeting may be held by suitable electronic means agreed by the trustees in which each participant may communicate with all the other participants and shall include the use of video conferencing.
- b. Any trustee participating at a meeting by suitable electronic means agreed by the trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting.
- c. Meetings held by electronic means must comply with rules for meetings, including chairing and the recording of decisions.

Membership of the CIO

32. The members⁴ of the CIO shall be its trustees for the time being. The only persons eligible to be members of the CIO are its trustees. Membership of the CIO cannot be transferred to anyone else. Any member who ceases to be a trustee automatically ceases to be a member of the CIO.

Informal or associate (non-voting) membership

33. The trustees may create associate or other classes of non-voting membership, and may determine the rights and obligations of any such members (including payment of membership fees), and the conditions for admission to, and termination of membership of any such class of members.

34. Other references in this constitution to “members” and “membership” do not apply to non-voting members, and non-voting members do not qualify as members for any purpose under the Charities Acts, The Charitable Incorporated Organisations (General) Regulations 2012 “General Regulations” or The Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012 “Dissolution Regulations”.

Decisions which must be made by the trustees of the CIO

35. Any decision to: amend the constitution of the CIO; amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs, in accordance with the Charities Act 2011; or wind up or dissolve the CIO (including transferring its business to any other charity); must be made by a resolution of the trustees of the CIO acting as the members of the CIO.

36. Decisions of the trustees may be made either by resolution at a general meeting; or by resolution in writing, in accordance with paragraph 38.

37. Any decision specified in paragraph 35 must be made in accordance with the provisions of paragraph 52 (Amendment of constitution), paragraphs 53-56 (Voluntary winding up or dissolution), or the provisions of the Charities Act 2011, the General Regulations or the Dissolution Regulations as applicable. Those provisions require the resolution to be agreed by a 75% majority of those members voting at a general meeting, or agreed by all members in writing.

38. Except where a resolution in writing must be agreed by all the trustees, such a resolution may be agreed by a simple majority of all the trustees who are entitled to vote on it. Such a resolution shall be effective provided that a copy of the proposed resolution has been sent to all the trustees eligible to vote; and the required majority of trustees has signified its agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a trustees’s agreement must be authenticated by their signature, by a statement of their identity accompanying the

⁴ Membership of the CIO is not the same as Membership of the Association. Association members are informal or associate members as in paragraph 19, and do not have voting rights on matters of the Association.

document, or in such other manner as the CIO has specified. The resolution in writing may comprise several copies to which one or more trustees has signified their agreement. Eligibility to vote on the resolution is limited to trustees who by definition are the members of the CIO on the date when the proposal is first circulated.

General meetings of trustees

39. Calling of general meetings of trustees: The trustees may designate any of their meetings as a general meeting of the trustees of the CIO. The purpose of such a meeting is to discharge any business which must by law be discharged by a resolution of the trustees of the CIO as specified in paragraphs 35-38 (Decisions which must be made by the trustees of the CIO).

40. Notice of general meetings of trustees: The minimum period of notice required to hold a general meeting of the trustees of the CIO is 14 days, except where a specified period of notice is strictly required elsewhere in this constitution, by the Charities Act 2011 or by the General Regulations, a general meeting may be called by shorter notice if it is so agreed by a majority of the trustees of the CIO. Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to be given 48 hours after it was posted or sent.

41. Procedure at general meetings of trustees: The provisions in paragraphs 29-31 governing the chairing of meetings, procedure at meetings and participation in meetings by electronic means apply to any general meeting of the trustees.

Saving provisions

42. Subject to paragraph 43, all decisions of the trustees, or of a committee of trustees, shall be valid notwithstanding the participation in any vote of a trustee: who was disqualified from holding office; who had previously retired or who had been obliged by the constitution to vacate office; who was not entitled to vote on the matter, whether by reason of a conflict of interest or otherwise; if, without the vote of that trustee and that trustee being counted in the quorum, the decision has been made by a majority of the trustees at a quorate meeting.

43. Paragraph 42 does not permit trustees to keep any benefit that may be conferred upon them by a resolution of the trustees or of a committee of trustees if, but for paragraph 42, the resolution would have been void, or if the trustee has not complied with paragraph 10 (Conflicts of interest).

Execution of documents

44. The CIO shall execute documents either by signature or by affixing its seal (if it has one). A document is validly executed by signature if it is signed by at least two of the trustees. If the CIO has a seal, it must comply with the provisions of the General Regulations; and the seal must only be used by the authority of the trustees or of a committee of trustees duly authorised by the trustees. The trustees may

determine who shall sign any document to which the seal is affixed and unless otherwise so determined it shall be signed by two trustees.

Use of electronic communications

45. The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular: the requirement to provide within 21 days to any trustee on request a hard copy of any document or information sent to the trustee otherwise than in hard copy form; and any requirements to provide information to the Commission in a particular form or manner.

Keeping of Registers

46. The CIO will comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, a register of its trustees.

Minutes

47. The trustees must keep minutes of all:
- a. Appointments of officers made by the trustees;
 - b. Proceedings at general meetings of the CIO;
 - c. Meetings of the trustees and committees of trustees including: the names of the trustees present at the meeting; the decisions made at the meetings; and where appropriate the reasons for the decisions;
 - d. Decisions made by the trustees otherwise than in meetings.

Accounting records, accounts, annual reports and returns, register maintenance

48. The trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Charity Commission, regardless of the income of the CIO, within 10 months of the financial year end.

49. The trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

Rules

50. The trustees may from time to time make such reasonable and proper rules or byelaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bye laws must not be inconsistent with any provision of this constitution. Copies of any such rules or bye laws currently in force must be made available to any trustee of the CIO on request.

Disputes

51. If a dispute arises between trustees of the CIO about the validity or propriety of anything done by the trustees under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

Amendment of constitution

52. As provided by sections 224-227 of the Charities Act 2011:

a. This constitution can only be amended, by resolution agreed in writing by all trustees of the CIO; or by a resolution passed by a 75% majority of those voting at a general meeting of the trustees of the CIO called in accordance with paragraphs 1.39-1.41 (General meetings of trustees).

b. Any alteration of paragraph 3 (Objects), paragraphs 53-56 (Voluntary winding up or dissolution), this paragraph, or of any provision where the alteration would provide authorisation for any benefit to be obtained by trustees of the CIO or persons connected with them, requires the prior written consent of the Charity Commission.

c. No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.

d. A copy of every resolution amending the constitution, together with a copy of the CIO's constitution as amended must be sent to the Commission by the end of the period of 15 days beginning with the date of passing of the resolution, and the amendment does not take effect until it has been recorded in the Register of Charities.

Voluntary winding up or dissolution

53. As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of its trustees. Any decision by the trustees to wind up or dissolve the CIO can only be made: at a general meeting of the trustees of the CIO called in accordance with paragraphs 1.39-1.41 (General meetings of trustees), of which not less than 14 days' notice has been given to those eligible to attend and vote: by a resolution passed by a 75% majority of those voting, or by a resolution passed by decision taken without a vote and without any expression of dissent in response to the question put to the general meeting; or by a resolution agreed in writing by all trustees of the CIO.

54. Subject to the payment of all the CIO's debts: any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied. If the resolution does not contain such a provision, the trustees must decide how any remaining assets of the CIO shall be applied. In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.

55. The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular: the trustees must send with their application to the Commission: a copy of the resolution passed by the trustees of the CIO; a declaration by the trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and a statement by the trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution; the trustees must ensure that a copy of the application is sent within seven days to every trustee and employee of the CIO, and to any trustee of the CIO who was not privy to the application.

56. If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

Interpretation

57. Section 118 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this constitution.

Chapter 3

Classes of Membership

1. There shall be four classes of Membership of the Association being: Existing Life Membership; Full Membership; Associate Membership and Honorary Membership. There shall be no new Life Membership of the Association.

Full Membership

2. Former or serving members, as appropriate, of the following services shall be eligible:

- a. The Queen Alexandra's Royal Army Nursing Corps (Regular).
- b. The Queen Alexandra's Royal Army Nursing Corps (Reserve).
- c. The Queen Alexandra's Imperial Military Nursing Service.
- d. The Queen Alexandra's Imperial Military Nursing Service (Reserve).
- e. The Territorial Army Nursing Service.
- f. Voluntary Aid Detachment who have served as trained nurses or Nursing Orderlies.
- g. Women's Royal Army Corps (including ATS) personnel who have served as Nursing Orderlies.
- h. Members of any organisations (referred to in sub paras (a) to (g) which may have been replaced by a newer organisation.

Associate Membership

3. Certain nurses associated with QAIMNS or QARANC in other ways than by embodied service with them may be considered for Associate membership under conditions to be decided by the Board of Trustees.

Honorary Membership

4. The Board of Trustees may invite persons not eligible for Full or Associate membership to become Honorary members in acknowledgement of some special interest displayed in the organisation. Honorary membership does not carry eligibility for benefits nor voting powers.

Revocation of Membership

5. The Board of Trustees may, at any time and for any reason, if they consider it necessary in the interests of the Association, reject application for membership or

renewal of membership or revoke a person's current membership of the Association. Any member of the Association who is in arrears with their annual subscription will have their name removed from the membership list and will only be re-admitted to membership upon payment by them of a current subscription. Life members who cannot be traced and of whom there has been no trace for at least three years will then have their names removed from the membership list.

Subscriptions

6. Full and Associate members of the Association shall pay an annual subscription. Serving personnel shall contribute through the Days Pay Giving Scheme. Retired members shall pay an annual subscription as agreed annually by the Board of Trustees.

Entitlements

7. Members of the Association are entitled to the following:
 - a. To attend the Association Reunion;
 - b. To wear the Association brooch, scarf, tie etc.
 - c. To receive a copy of each edition of the QARANC Gazette but in the case of Existing Life Members they are required to pay for each edition thereof.

Chapter 4

Management of Board of Trustee Meetings

Meeting Dates

1. These should be agreed and notified no later than the October meeting for the following year.

Agenda

2. A pack will be sent to all Trustees no later than 10 days prior to the meeting. This will provide advance notice of the items to be discussed at the meeting. Trustees wishing to discuss an item at the Board meeting must notify the General Secretary in writing no later than 21 days before the meeting. Supporting documentation must be submitted with the request and this will then be distributed with the pre-meeting pack.

3. If all those present at a Board meeting agree, a new item of business may be introduced on the day of the meeting. However, the item must be presented with all the supporting documentation and that documentation is reproduced for all those at the meeting to see.

Conflict of Interest or Conflict of Loyalty

4. Trustees who feel they might have a Conflict of Interest or Conflict of Loyalty must declare this at the start of the meeting and this will be dealt with in accordance with the Conflict-of-Interest Policy. It is a legal requirement that a Conflict of Interest or Conflict of Loyalty must be declared and should not affect any decision a Trustee might make.

Quorum

5. There shall be a quorum when at least 5 members of the Board are present at a meeting. Every matter shall be determined by a majority of votes of the members. In the case of equal votes the Chairman shall have a second or casting vote.

Minutes of Meetings

6. Accurate records of decisions (RoDs) made at meetings should be kept in accordance with the Charity Commission recommendations. These should give:

- a. The name of the charity
- b. The type of meeting
- c. The date and time of the meeting
- d. The names of those present
- e. The name and position who Chaired the meeting
- f. The capacity of those attending such as trustee or staff member
- g. Any absences for agenda items due to conflicts of interest

- h. Apologies for absence
7. The record of decisions should record exactly what was agreed. This should include:
- a. The exact wording of any resolution and who proposed it
 - b. What information was used to make decisions (if required)
 - c. How many votes were made for and against, and how many abstentions (if a vote was required)
 - d. What action is needed and who will be responsible for taking it
 - e. The date, time, and venue of the next meeting
8. Records of Decisions should be drafted by the General Secretary and presented to the Chairman no later than 10 working days following the meeting. The RoDs should be sent to all Trustees in their draft format no later than 21 days following the meeting. They will then be ratified at the following Board Meeting. A copy of the RoDs should be made available for the Auditor should they ask to see them.

Conflict of Interest or Conflict of Loyalty Policy

Background

9. Trustees have a legal obligation to act in the best interests of the Queen Alexandra's Royal Army Nursing Corps Association (QARANC) ("the Charity"), and in accordance with the Charity's governing document, and to avoid situations where there may be a potential conflict of interest.
10. Conflicts of interests may arise where an individual's personal or family interests and/or loyalties conflict with those of the Charity. Such conflicts may create problems; they can:
- a. Inhibit free discussion;
 - b. Result in decisions or actions that are not in the interests of the Charity; and
 - c. Risk the impression that the Charity has acted improperly.
11. The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety.

The Declaration of Interests

12. Accordingly, Trustees are asked to declare their interests, and any gifts or hospitality received in connection with their role in the Charity. A declaration of interest form is provided for this purpose, listing the types of interest that should be declared. To be effective, the declaration of interests will be updated at least annually, and also when any changes occur.

13. If Trustees are not sure what to declare, whether to declare or when the declaration needs to be updated, they should err on the side of caution. If Trustees would like to discuss this issue, they can contact the General Secretary for confidential guidance.

14. The register of interests shall also be used to record all gifts received by the Trustees. Interests and gifts will be recorded on the Charity's register of interests, which will be maintained by the General Secretary.

15. The information provided will be processed in accordance with current data protection legislation and guidance. Data will be processed only to ensure that Trustees act in the best interests of the Charity. The information provided will not be used for any other purpose.

What a Trustee should do if they face a Conflict of Interest

16. If a Trustee is a user of the Charity's services, or the carer of someone who uses the Charity's services, they should not be involved in decisions that directly affect the service that they, or the person they care for, receive(s). They should declare their interest at the earliest opportunity and withdraw from any subsequent discussion. The same applies if they face a conflict for any other reason.

17. If a Trustee is a trustee of another charity or holds a position of authority in a Unit or Organisation requesting monetary assistance from the Charity, they should not be involved in decisions that affect the outcome of whether a grant is given or not. They should declare their interest at the earliest opportunity and withdraw from any subsequent discussion.

18. Trustees may, however, participate in discussions from which they may indirectly benefit, for example where the benefits are universal to all users, or where their benefit is minimal.

19. If a Trustee fails to declare an interest that is known to the Charity General Secretary or the Chair of the Board of Trustees, the Charity General Secretary or Chair will declare that interest.

Decisions taken where a Trustee has an Interest

20. In the event of the Trustees having to decide upon a question in which a Trustee has an interest, all decisions will be made by vote, with a simple majority required. A quorum must be present for the discussion and decision; interested parties will not be counted when deciding whether the meeting is quorate. Interested Trustees may not vote on matters affecting their own interests.

21. All decisions under a Conflict of Interest will be recorded by the General Secretary and reported in the Minutes of the Meeting. The report will record:

- a. The nature and extent of the conflict;
- b. An outline of the discussion;
- c. The actions taken to manage the conflict.

22. Where a Trustee benefits from the decision, this will be reported in the Annual Report and Accounts in accordance with the current Charities SORP.

23. All payments or benefits in kind to Trustees will be reported in the Charity's Accounts and Annual Report, with amounts for each trustee listed for the year in question. Where a Trustee is connected to a party involved in the supply of a service or product to the Charity, this information will also be fully disclosed in the Annual Report and Accounts. Independent external moderation will be used where conflicts cannot be resolved through the usual procedures.

Managing Contracts

24. If a Trustee has a conflict of interest, they must not be involved in managing or monitoring a contract in which they have an interest. Monitoring arrangements for such contracts will include provisions for an independent challenge of bills and invoices, and termination of the contract if the relationship is unsatisfactory.

Chapter 5

Chair of the Board of Trustees

1. In addition to the general responsibilities of a trustee, duties of the chair include the following:
 - a. Providing leadership to the organisation and the board by ensuring that everyone remains fully informed and focused on the delivery of the organisation's charitable purposes to provide greater benefit to those who serve and have served.
 - b. Liaising regularly with the General Secretary to keep an overview of the organisation's affairs and to provide support as appropriate prioritising work streams where necessary.
 - c. Chairing and facilitating board meetings.
 - d. Chairing finance and benevolence/grants sub-committee meetings.
 - e. Being a member of the governance sub-committee.
 - f. Giving direction to board policy making prioritising where appropriate.
 - g. Bringing impartiality and objectivity to decision making.
 - h. Checking that decisions taken at meetings are implemented in a timely fashion.
 - i. Addressing conflict within the board and the organisation, liaising with the RHQ staff, trustees, and appropriate others to mediate and mitigate, as necessary.
 - j. Developing the board of trustees and RHQ staff including induction, training, appraisal, and succession planning.
 - k. Together with the General Secretary ensure the President and Colonels Commandant are briefed on matters of note.
 - l. Together with the RHQ staff plan the annual cycle of board meetings and other sub-committee meetings where required.
 - m. Together with the RHQ set agendas for board and other general meetings as required.
 - n. Sitting on appointment and disciplinary boards.

- o. Ensuring the vice-chair is kept up to date and consulted on all issues concerning the organisation.
- 2. The vice-chair acts for the chair when the chair is not available and undertakes assignments at the request of the chair

Personal specification

- 3. In addition to the personal specification for a trustee, the chair should have the following qualities.
 - a. Leadership skills.
 - b. Experience of committee work.
 - c. Tact and diplomacy.
 - d. Good communication and interpersonal skills.
 - e. Impartiality, fairness, and the ability to respect confidences.

Chapter 6

Governance Sub-Committee

Purpose

1. The purpose of the Governance Sub-Committee is to ensure that the Board of Trustees (hereafter referred to as The Board) fulfils its legal, regulatory, ethical and functional responsibilities in a transparent manner complying with the 2011 Charity Act, Charity Commission guidelines and the Governing Document⁵.

Authority

2. The Governance Sub-Committee is authorised by the Board to:
- a. Review the organisation's governance matters and make recommendations to the Board;
 - b. Take action to enable it to fulfil its responsibilities;
 - c. Seek independent advice⁶ to perform its duties where necessary.

Responsibilities and Accountability

3. The Governance Sub-Committee will ensure that:
- a. The Board is able to govern the organisation in accordance with its statutory obligations through effective policy monitoring, business audit and quality assurance processes in conjunction with fit for purpose trustee training and development programmes.
 - b. There are effective induction and mentoring processes for Trustees and they have the necessary knowledge to be able to discuss, debate and plan the organisation's mission, vision, goals, objectives and principle functions; budget and financial statements and make an effective contribution to the business of the organisation.
4. The Governance Sub-Committee is responsible for advising the Board on effective governance of the Association through:
- a. Developing and reviewing governance policies and procedures;
 - b. Reviewing on an annual and as required basis the performance of the Board as a whole and the contribution of individual members;
 - c. Ensuring that all decisions taken at both Board and Branch level comply with the objects of the Governing Document;

⁵ The Governing Document is also referred to as 'The Constitution' and 'The Handbook'.

⁶ Agencies which may be approached for independent advice include Confederation of Service Charities (COBSEO) and National Council of Voluntary Organisations (NCVO).

d. The review of all policies prior to the presentation to The Board for their formal ratification. Those exempt from formal Board ratification are detailed at paragraph 6.

e. Undertaking in association with Sub-Committee Chairs the annual COBSEO governance self-assessment tool; reviewing the outcomes of self-assessments and making recommendations to The Board;

i. The appointment of an external assessor to undertake a biennial or triennial review of the effectiveness of The Board will be addressed in 2020/2021 along with the potential appointment of a Non-Executive Trustee from outside of the QARANC.

f. Recommending a plan for Board development based on the strategic plan and internal and external board assessments.

g. Monitoring, in conjunction with the Association's office staff, the attendance and contribution of Trustees at Board and Committee meetings; monitor the uptake of NCVO and other training and participation in annual performance review meetings.

5. The Governance Sub-Committee is responsible for compiling the annual Governance Statement and seeking ratification from The Board at the AGM (paragraph 10 refers).

Execution

6. The Governance Sub-Committee will seek formal ratification from the President and Chair on policies that are exempt from formal Board ratification, and which define the following:

- a. The roles and responsibilities of the Trustees;
- b. Conflict of interest and loyalty procedures;
- c. Procedures for the nomination, election and retention of Trustees.

7. The Governance Sub-Committee will ensure that:

- a. The Board does not fall below the number of trustees required by the Governing Document but recognises that some variance in the number of Trustees may be required because of Service exigencies;
- b. Nominations and appointments to The Board comply with the Governing Document and other legal requirements;
- c. Trustees appointed to The Board are fully aware of the requirements of the Governing Document, understand and agree with the mission and vision of The Association and the Code of Conduct for Trustees;
- d. Trustees appointed to The Board understand and agree to the time and participation requirements of The Board.

Membership

8. The Governance Sub-Committee will be comprised of 4 members and will be chaired by a Trustee appointed by the Chair. The Chair of the Organisation will be a member along with one other Trustee and the Office Manager.

Reporting

9. An Action and Decision Log will be recorded and updated at each meeting. These will be confirmed by the Chair and all attendees within 4 weeks of the meeting. This log will be made available to all Trustees via the website <https://www.qarancassociation.org.uk/> and a summary of actions and decisions presented via a report to each Board meeting which should be submitted to the General Secretary no later than 10 working days prior to a Board meeting.

10. The annual Governance Statement will be published with the Annual Audit of Accounts and provide information to the Board and external parties on:

- a. The governance framework of the organisation, including information about the board's committee structure, its attendance records, and the coverage of its work;
- b. The board's performance, including its assessment of its own effectiveness;
- c. Highlights of board committee reports;
- d. An account of the Board's assessment of its compliance with the Charities Governance Code.

Frequency

11. The Committee will meet at least 4 times per year and additionally as required.

Chapter 7

Finance Sub-Committee

Purpose

1. The Trustees are responsible for the viability and correct running of the financial affairs of the Charity. Whilst much of the running of the Charity is delegated to the Regimental Secretary, some decisions must be taken by the Trustees or formally delegated by the Chair.

Authority

2. The Finance Sub-Committee is authorised by the Board to:
- a. Review the Risk Management Plan (in conjunction with the Governance sub-committee).
 - b. Review Cash Reserves Policy.
 - c. Approval of Forecast of Income and Expenditure.
 - d. Review Investment Policy
 - e. Approval of annual accounts prior to the AGM
 - f. Pay and terms of conditions of Charity staff.
 - g. Approval of annual budget plans submitted by Chairs of Sub Committees
 - h. Other related tasks as decided by the board.

Responsibilities and Accountability

3. The Finance Sub-Committee is responsible for advising the Board. The Committee is responsible to the Board for all matters pertaining to the successful running of the Charity. It provides advice and guidance to the Trustees and oversees the general running of the Charity and the terms and conditions of employed and contracted staff.

4. The Finance Sub-Committee is responsible for
- a. Examining the draft audited annual accounts of the Charity and present the accounts and their recommendations to the Board.
 - b. Recommend to Trustees the annual Forecast of Income and Expenditure and monitor during the year.
 - c. Ensure sufficient funds are available for the charitable grants recommended by the Benevolence & Grants Committee.
 - d. Ensure that all the relevant financial policies, guidelines and checks are in place to ensure good governance and recommend these policies as appropriate to the Board.

- e. Monitor the income derived from the Payroll Giving Scheme through the Treasurer.
- f. Monitor the income derived from the Gift Aid Scheme, donations, and legacies to ensure efficiency and effectiveness.
- g. Make recommendations to the Board regarding annual pay rises and allowances for employed and contracted staff.
- h. Monitor the Auditors and recommend when a review is required. (every 5 years)
- i. Deal with all other administrative matters arising or referred to the Committee by the Regimental Secretary as they occur.
- j. Monitor and take action when there is cash in excess of expenditure. Making recommendations to the Board if required.
- k. Internal Financial Controls. Internal financial controls are at Annex A.

Membership

5. The Finance Sub-Committee will be comprised of at least a Chair and three members appointed by the Board. The committee should consist of:
- a. The Chair of the Board of Trustees.
 - b. Two other Trustees:
 - (1) The specialist finance trustee
 - (2) A trustee who on the basis of the Annual Trustee Skills Audit has the required skills and knowledge
 - c. The Treasurer.
 - d. The Office Manager who will act as Secretary
 - e. Chairs of sub-committees will attend to present their annual spending plans and when requests for additional funding are required.
 - f. In addition, members may be appointed who in the view of the Committee would add value.
 - g. Appointment to and retirement from the committee may happen at any time with a majority of the Finance Committees approval, in or out of committee. The Committee must subsequently approve any nominations at their next meeting.

Reporting

6. An Action and Decision Log will be recorded and updated at each meeting. These will be confirmed by the Chair and all attendees within 4 weeks of the meeting. This log will be made available to all Trustees and Association staff via the website <https://www.qarancassociation.org.uk> and a summary of actions and

decisions presented via a report to each Board meeting which should be submitted to the Regimental Secretary no later than 10 working days prior a Board meeting.

7. The Chair of the Finance Committee shall report to the Trustees at the Board AGM. In their absence, a nominated member of the Finance Committee shall make a report.

Frequency

8. The committee should meet quarterly or more frequently if required.

Annex A: Internal Financial Management Controls

Chapter 8

Benevolence and Grants Sub-Committee

1. The purpose of the Benevolence and Grants Sub Committee is to ensure that the Board of Trustees (hereafter referred to as The Board) fulfils its legal, regulatory, ethical and functional responsibilities in a transparent manner complying with the 2011 Charity Act, Charity Commission guidelines and the Governing Document .

Authority

2. The Benevolence & Grants Sub-Committee is authorised by the Board to:
- a. Consider requests for **Grants**⁷ from and make awards to Association members.
 - b. Consider requests, in line with The Association's Benevolence Guidelines, for Benevolence support from and make awards to anyone who has served as a Regular or Reserve member of the QARANC, or its predecessor organisations, with one day's paid service or more.
 - c. Consider requests, in line with The Association's Benevolence Guidelines, for Benevolence support from and make awards to spouses/partners/dependents of anyone who has served as a Regular or Reserve.
 - d. Take action to enable it to fulfil its responsibilities
 - e. Seek advice from Service organisations / charities and civilian agencies to perform its duties where necessary.

Responsibilities, Accountability and Execution

3. The Benevolence & Grants Sub-Committee will ensure that:
- a. Advice from Case Worker Agencies is sought when members believe further information on an application for benevolence is required.
 - b. When conditions do not allow for the sub-committee to consider benevolence applications in person, applications are to be dealt with by email with the applicant's personal details redacted.

Caldicott Principles

4. When appropriate the committee will apply six of the eight Caldicott Principles. These principles apply to the use of confidential information within health and social care organisations. Because the committee has access to data where applicants for benevolent support can be identified and those individuals will expect that data to be kept private, the Board (28 April 2022) directed that the principles, where appropriate, apply to the work of the committee.

⁷ Grants are awarded to assist in the provision of social gatherings to promote comradeship, foster esprit de Corps and events and activities that preserve Corps and Army traditions.

- a. Principle 1: Justify the purpose(s) for using confidential information.
- b. Principle 2: Use confidential information only when it is necessary.
- c. Principle 3: Use the minimum necessary confidential information.
- d. Principle 4: Access to confidential information should be on a strict need-to-know basis Only those who need access to confidential information should have access to it, and then only to the items that they need to see.
- e. Principle 5: Everyone with access to confidential information should be aware of their responsibilities Action should be taken to ensure that all those handling confidential information understand their responsibilities and obligations to respect confidentiality.
- f. Principle 6: Every use of confidential information must be lawful. All those handling confidential information are responsible for ensuring that their use of and access to that information complies with legal requirements set out in statute and under the common law.
- g. Principle 7: Not applicable.
- h. Principle 8: Not applicable.

Membership

5. There will be 3 permanent members of the Benevolence & Grants Sub-Committee who are voting members of the Board:
 - a. Chair of the Board will Chair the committee;
 - b. One retired member who is an appointed Trustee;
 - c. One nominated Trustee who will be the senior serving Warrant Officer.
6. An appointed Trustee is Secretary to the Sub-Committee.
7. A quorum of four Trustees is required to make decisions.
8. All Trustees must attend at least one Benevolence and Grants meeting per year.
9. The Association Administration Manager is a non-voting member of the committee except under exceptional circumstances when a quorum cannot be achieved.

Safeguarding

10. The Administration Manager is the Association Safeguarding Lead and will ensure that the Safeguarding Log accurately reflects any safeguarding concerns raised by the Committee and that where appropriate, safeguarding concerns are escalated outside the Association.

Reporting

11. A Decision Log will be recorded and updated at each meeting. A Report on the work undertaken by the Benevolence and Grants sub-committee will be presented in a report prepared by the General Secretary to each Board meeting.

12. The sub-committee is required to submit a report on its annual activity to be included in the annual Governance Statement.

Frequency

13. The Committee will meet at least 4 times per year and additionally as required.

Chapter 9

Media and Communications Sub-Committee

Purpose

1. The Media and Communications Sub Committee was established by the Board of Trustees of Queen Alexandra's Royal Army Nursing (QARANC) Association in 2013 to provide a focus for all issues pertaining to media and communications by the Association. Media and communications include social media i.e. Facebook, Twitter and The Gazette.

Aims

2. The aims of the Sub Committee are to:
 - a. Support and promote the objects of the Association in respect of; fostering mutual friendship between past and present members of the Corps, fostering esprit de corps and in providing benevolence.
 - b. Exploit the use of all appropriate means of media and communications inclusive of links to other organisations which will help raise awareness of the Association and its activities and encourage membership and involvement.
 - c. Provide support to Branches regarding media and Gazette submissions.
 - d. Exchange ideas, strengthen bonds and share examples of good practice.

Sub Committee Membership

3. The Sub Committee is formed of three members of the Board of Trustees, plus the Gazette Editor and the Manager. Of the 3 trustee members, one is to be selected as Chairperson of the Sub-committee and one as Secretary.
4. Other members of the Board of Trustees and external individuals may be co-opted to provide additional technical support or specialist skills when required.
5. The General Secretary of the Board of Trustees will be called upon to assist with facilitation of meetings and the provision of contact details when requested.

Accountability

6. The Sub Committee is accountable to the President through the Board of Trustees and will provide updates to the Board of Trustees Meetings and President.

Review

7. The Sub Committee will review the relevance and value of its work by obtaining feedback from; Chief Nursing Officer (Army) Conference, liaison with junior members of the Corps and from the Branch Chairs and Secretaries meetings.

Meetings

8. The Sub Committee will meet four times a year prior to the Board of Trustees meetings. Interim meetings will be held when required.
9. Key outputs with target dates will be set and agreed at meetings. Where a member has difficulty completing a task within the timeline, they should inform the Chairman of the Sub Committee at the earliest opportunity.
10. Non-members may be invited to the meetings to provide technical, or specialist input as required.
11. A record of decisions will be circulated by the Chairman of the Sub Committee.

Sharing of Information and Resources

12. Sub Committee members will be required to share information and resources through meetings and electronic communication.
13. When sharing material, members should make clear if there are any restriction with copyright or circulation of material beyond the Sub Committee.

Branches

14. Branches will be asked to support the committee by the sharing of information and resources.
15. When sharing material, branches should make it clear if there is any restriction with copyright or circulation of material beyond the committee.

Chapter 10

Heritage Sub-Committee

Context

1. Heritage is seen to include history and is the current term in use to cover historical records, historical sites, artefacts, traditions and cultures. As such heritage encompass a wider remit than the term history. English Heritage use the following definition: “Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as bio-diversity, collections, past and continuing cultural practices, knowledge and living experiences. It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous, and local identities and is an integral part of modern life. It is a dynamic reference point and positive instrument for growth and change. The heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future”.

2. There is a need to ensure that the heritage of the Corps (and its antecedents) is both preserved and set in the context of military nursing. This requires an approach which recognises the synergies and dependencies on our partner Corps in the AMS, whilst recognising that our Corps heritage is unique. It also recognises the need for partnerships with nursing and military historians and others, outside of the Corps, who can help place our heritage within nursing and military contexts.

Purpose

3. The purpose of the QARANC Association Heritage Sub-Committee is to create a stronger understanding of Corps heritage in order to be the authoritative focus for others interested in our history, and to provide a clear understanding of the nature of military nursing that will help shape future force planning.

Accountability and Responsibility

4. The QARANC Association Heritage Sub-Committee will ensure that:
- a. The QARANC Association Heritage Collection is maintained in accordance with the ratified policy (HCC/AGMOct2019 Dated: 12 October 2019).
 - b. The Heritage Fund is managed correctly in accordance with the ratified protocol.
 - c. The Association becomes the central focus for the history of Army nurses and nursing.

Execution

5. The QARANC Association Heritage Sub-Committee will ensure:
- a. Association Heritage Collection:

- (1) An accessible register of of the Heritage Collection is correctly maintained.
 - (2) That the Heritage Collection is audited and inspected annually, and a report submitted to the Board of Trustees.
 - (3) That all loans are recorded and monitored in line with policy.
 - (4) That items in the Heritage Collection identified for disposal are sold at the best price. Proceeds of such sales are to be credited to the QARANC Association Central Fund and details reported annually to the Board of Trustees.
- b. Heritage information:
- (1) That there is a single publicly accessible record of publicly owned memorials and artworks pertaining to Army nurses and Army nursing.
 - (2) That there is a single publicly accessible record of public archives related to Army nurses and Army nursing, both in the UK and overseas.
 - (3) There is engagement in, and encouragement of, research related to Corps heritage.
 - (4) There are links to other relevant heritage or history groups and individuals, who can assist us with Corps heritage projects, or who might wish to use Corps heritage information.
 - (5) There is a presence at conferences related to these Terms of Reference (for example, a conference stand, advertising material, presentations or posters).
 - (6) There is support for Association members who want to write and publish about Corps heritage.
 - (7) There is a response to family history and nursing history enquiries relating to Army nurses.
- c. Education:
- (1) There is support for student researchers (for example, access to Corps information, access by proxy for international students, membership of supervisory teams).
 - (2) There is support for individuals and units who are planning battlefield tours/ staff rides with a military nursing component.
 - (3) There is a heritage website.
 - (4) There is support for the Museum of Military Medicine with presentation programmes at the Museum, and outreach programmes.

- d. Publications:
 - (1) There is a “Corps Heritage Matters” column in each Gazette.
 - (2) Opportunities are sought to publish on heritage matters, and to endorse publications by other individuals or organisations that are supportive of Corps heritage.
- e. Engagement:
 - (1) That there is membership from within the Committee of appropriate UK and international nursing and military history and heritage groups.
 - (2) That there is membership from within the Committee of online forums associated with Army nurses and Army nursing.

Membership

- 6. Membership of the QARANC Heritage Committee:
 - a. Chair (Appointed by the Board of Trustees. Not necessarily a trustee but should be a subject matter expert)
 - b. QARANC Regimental Secretary
 - c. Two Trustees (Appointed by the Board of Trustees, only one if the Chair is a trustee)
 - d. Two members of the Association who are Military Nursing Subject Matter Experts
 - e. Director of the Museum of Military Medicine (ex officio)
 - f. PhD Scholar (ex officio)
 - g. Other members to be co-opted by the Committee when required.

Reporting

- 7. An Action and Decision Log will be recorded and updated at each meeting. These will be confirmed by the Chair and all attendees within 4 weeks of the meeting. This log will be made available to all Trustees and Association staff via the website <https://www.qarancassociation.org.uk/> and a summary of actions and decisions presented via a report to each Board meeting which should be submitted to the General Secretary no later than 10 working days prior a Board meeting.

Frequency

- 8. The Heritage sub-Committee will meet at least four times a year and additionally as required.

Chapter 11

QARANC Association Gazette

Introduction

1. The Gazette is the official publication of the QARANC Association and is published twice a year, in April & October. It is not a Corps publication and although 'professional' articles are not usually encouraged, extracts may be considered of interest to the wider association.
2. Submission dates for items for the Gazette will be published in each edition.

Collection and Collation

3. The Gazette Editor (gazette@qarancassociation.org.uk) along with the General Secretary will manage and be responsible for:
 - a. The receipt and collation of items submitted for publication.
 - b. The order of items within each edition.
4. The General Secretary will manage the submission of items from the RHQ, including:
 - a. Obituaries
 - b. Donations made to the Association
 - c. Results of professional examinations and assessments
 - d. Honours, Awards and items from The London Gazette

Process

5. The editor will follow up submissions that do not meet the submission requirements and ask for them to be resubmitted following the published guidelines. The Editor will ensure each article meets the standard required for publication, editing as necessary. The Editor may seek articles from those known to have undertaken newsworthy activities, from the President of the Association, and the Chair of the Board of Trustees.
6. At the closing date for the submission of articles the Editor and General Secretary will meet and discuss the content of the edition.
7. The proofs from the publisher will be checked, and where necessary amended, and returned to the publisher within an agreed timeline.
8. The time frame for the publisher is six weeks from receipt of the proofs.
9. The photograph for the front cover will be chosen by the Editor and the General Secretary.

Final Proof and Distribution

10. The Editor will inform the General Secretary when the draft has been sent to the publisher.
11. The General Secretary will notify the publisher of the number of copies required and addresses to where they should be sent prior to distribution.

Chapter 12

Complaints

Context

1. The Queen Alexandra's Royal Army Nursing Corps (QARANC) Association views complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person or organisation that has made the complaint.
2. Our policy is:
 - a. To provide a fair complaints procedure which is clear and easy to use for anyone wishing to make a complaint.
 - b. To publicise the existence of our complaints procedure so that people know how to contact us to make a complaint.
 - c. To ensure that staff employed by the Association and the Trustees know what to do if a complaint is received.
 - d. To make sure all complaints are investigated fairly and in a timely manner.
 - e. To make sure that complaints are, wherever possible, resolved and that relationships are repaired/maintained.
 - f. To gather information which helps us to improve what we do.

Definition of a Complaint

3. A complaint is any expression of dissatisfaction, whether justified or not, about any aspect of the QARANC Association.

Where Complaints Come From

4. Complaints may come from any person or organisation that has a legitimate interest in the QARANC Association. A complaint can be received in person, by phone, by email or by letter. All complaints should initially be dealt with by the General Secretary of the Association, who will acknowledge, in writing within ten working days, the receipt of any complaint. The address for making a complaint will be published on the QARANC Association website, as well as being promulgated to branches.

Receiving Complaints

5. Complaints may arrive through channels publicised for that purpose or through any other contact details or opportunities the complainant may have.
6. Complaints received by telephone or in person need to be recorded in writing. The person who receives a phone or in person complaint should:
 - a. Write down the facts of the complaint.

- b. Take the complainant's name, address, and telephone number.
- c. Note down the relationship of the complainant to Queen Alexandra's Royal Army Nursing Corps Association (for example: Association member, beneficiary).
- d. Tell the complainant that we have a complaints procedure.
- e. Tell the complainant what will happen next and how long it will take.
- f. Where appropriate, ask the complainant to send a written account by post or by email so that the complaint is recorded in the complainant's own words.

Resolving Complaints: Stage One

7. In many cases, a complaint is best resolved by the person responsible for the issue being complained about. If the complaint has been received by that person, they may be able to resolve it swiftly and should do so if possible and appropriate. Whether or not the complaint has been resolved, the complaint information should be passed to The Chair of the Board of Trustees QARANC Association within 5 (five) working days. On receiving the complaint, the Chair of the Board of Trustees records it in the complaints log.

8. If it has not already been resolved, they delegate an appropriate person to investigate it and to take appropriate action. If the complaint relates to a specific person, they should be informed and given a fair opportunity to respond. Complaints should be acknowledged by the person handling the complaint within 10 working days. The acknowledgement should say who is dealing with the complaint and when the person complaining can expect a reply which must be within 28 days. If this is not possible because for example, an investigation has not been fully completed, a progress report should be sent with an indication of when a full reply will be given. Whether the complaint is justified or not, the reply to the complainant should describe the action taken to investigate the complaint, the conclusions from the investigation, and any action taken because of the complaint.

Resolving Complaints: Stage Two

9. If the complainant feels that the problem has not been satisfactorily resolved at Stage One, they can request that the complaint is reviewed by the President of the QARANC Association. At this stage, the complaint will be passed to Chief Nursing Officer (Army).

10. The request for the intervention of the President should be acknowledged within 7 days of receipt. The acknowledgement should say who will deal with the case and when the complainant can expect a reply. They may investigate the facts of the case themselves or delegate a suitably senior person to do so. This may involve reviewing the paperwork of the case and speaking with the person who dealt with the complaint at Stage One. If the complaint relates to a specific person, they should be informed and given a further opportunity to respond. The person who dealt with the original complaint at Stage One should be kept informed of what is happening.

Ideally complainants should receive a definitive reply within four weeks. If this is not possible because for example, an investigation has not been fully completed, a progress report should be sent with an indication of when a full reply will be given.

11. Whether the complaint is upheld or not, the reply to the complainant should describe the action taken to investigate the complaint, the conclusions from the investigation, and any action taken as a result of the complaint. The decision taken at this stage is final, unless the Board decides it is appropriate to seek external assistance with resolution.

Resolving Complaints: External Stage

12. The complainant can complain to the Charity Commission at any stage. Information about the kind of complaints the Commission can involve itself in can be found on their website at: www.charitycommission.gov.uk/publications/cc47.aspx.

Variation of the Complaints Procedure

13. The Board may vary the procedure for good reason. This may be necessary to avoid a conflict of interest, for example, a complaint about the Chair should not also have the Chair as the person leading a Stage Two review.

Monitoring and Learning from Complaints

14. Complaints will be recorded on a Complaints Log which will include the date raised and date the case was closed with the outcome.

15. Complaints are reviewed annually or more often if required to identify any trends which may indicate a need to take further action.

Responsibility

16. Overall responsibility for this policy and its implementation lies with the Board of Trustees. The Chair of the Board of Trustees will keep the Board informed of the number and nature of complaints, and the outcomes, reporting to the Board on this at least annually.

Chapter 13

Data Protection Policy

Introduction

1. The purpose of this policy is to define the general procedures of, and provide guidance to, the QARANC Association (Data Controller) and to ensure compliance with data protection legislation. The Association is committed to ensuring that the procedures and guidance set out in this policy are followed.
2. These procedures will apply to the processing of personal information which includes obtaining, holding, using, sharing or disclosing such information and covers information held within computer databases and shared drives as well as manual records.
3. The procedures and guidance set out in this policy shall be followed by any individual who processes personal data on the behalf of the Association including permanent and temporary employees, agency staff, contractors and consultants or members and volunteers. Individuals not employed by the Association are referred to as 'data processors'.
4. Personal information will only be held by the Association to enable it to perform its functions and to ensure the information it processes is accurate. From time-to-time personal information passed by the Royal British Legion (RBL) and SSAFA the Armed Forces Charity (formerly Sailors and Airman's Association) will be used in the process of benevolence cases. All such information will be protected in order to safeguard privacy and comply with the law.
5. The Association is required by law to identify the appropriate 'lawful basis' for processing personal data as described in Appendix A of this policy and to publish those lawful basis in the Association's privacy notices.
6. All employees and data processors of the Association are responsible for understanding and complying with the procedures that have been adopted in order to ensure data protection compliance.
7. The Association is responsible for notifying the Information Commissioner's Office (ICO) of the personal data it holds or is likely to hold and the general purposes that this data will be used for. The notification is required to be renewed annually by the General Secretary who should also advise the Data Protection Officer of any changes in the way the Association holds personal data.

Responsibilities

8. The Board of Trustees has overall responsibility for data protection compliance across the Association. The Trustee Board delegates day to day management of data protection compliance to the Data Protection Officer.
9. It is the responsibility of the Data Protection Officer to:

- a. Assess the obligations of the Association under data protection legislation and be aware of current compliance status.
 - b. Brief the Trustee Board on data protection risks and recommend solutions.
 - c. Review data protection and related policies to ensure they reflect best practice.
 - d. Offer guidance to staff and individuals undertaking work on behalf of the Association on data protection issues and promote clear and effective procedures.
 - e. Annually review the notification to the Information Commissioner.
 - f. Manage all subject access requests received by the Association.
 - g. Ensure written records are kept of all processing activities which describes the type of information processed, the lawful basis for processing, the security of information and whether it is shared.
10. It is the responsibility of all individuals (employees, agents, volunteers, sub-contractors, and other parties) undertaking work on behalf of the Association to comply with the procedures set out in this policy. Individuals who undertake work on behalf of the Association and who are not paid employees are classed as 'data processors'.
11. Any non-compliance with this policy will be referred to the Board of Trustees and may constitute a disciplinary matter. All individuals undertaking work on behalf of the Association have a responsibility to report non-compliances. If individuals are unsure as to whether a particular activity amounts to a non-compliance, they should discuss their concerns with their line manager or the Data Protection Officer.
12. In respect of processing undertaken by third parties, no contractor/supplier shall be authorised to process the Association's data without first entering into a formal agreement. Formal agreements must have statements which stipulate the requirements for the secure processing of the Association's data or access to the data. Agreements must stipulate the requirement for contractors/suppliers to notify the Association immediately should a breach occur in respect of the Association's data. All data processors of personal data will be reviewed prior to the commencement of their processing and must satisfy the Association's security standards.

Organisational Measures

13. The Association shall ensure that the following measures are taken with respect to the collection, holding and processing of personal data.
- a. All employees of the Association, agents, volunteers, contractors or other parties working on behalf of the Association shall be made fully aware of both their individual responsibilities and the Association's responsibilities

under data protection legislation and under this policy and shall be provided with a copy of this policy.

- b. Only employees, agents, volunteers, sub-contractors or other parties working on behalf of the Association that need access to, and use of, personal data in order to carry out their assigned duties correctly, shall have access to personal data held by the Association.
- c. All employees, agents, volunteers, contractors or other parties working on behalf of the Association handling personal data will be appropriately trained to do so.
- d. All employees, agents, volunteers, contractors or other parties working on behalf of the Association shall be required and encouraged to exercise care, caution, and discretion when discussing Association related matters that relate to personal data, whether in the workplace or otherwise.
- e. Methods of collecting, holding, and processing personal data shall be regularly evaluated and reviewed.
- f. All personal data held by the Association shall be reviewed periodically
- g. The performance of those employees, agents, volunteers, contractors or other parties working on behalf of the Association handling personal data shall be regularly evaluated and reviewed.
- h. All employees, agents, volunteers, contractors or other parties working on behalf of the Association handling personal data will be bound to do so in accordance with the principles of data protection legislation and this policy.
- i. Where any agent, contractor, volunteer or other party working on behalf of the Association handling personal data fails in their obligations under this Policy that party shall indemnify and hold harmless the Association against any costs, liability, damages, loss, claims or proceedings which may arise out of that failure.

Data Privacy Impact Assessments

14. The Association shall carry out Data Protection Impact Assessments for any, and all new projects and/or new uses of personal data. Data Protection Impact Assessments shall be overseen by the Data Protection Officer and shall address the following:

- a. The type(s) of personal data that will be collected, held, and processed.
- b. The purpose(s) for which personal data is to be used.
- c. The Association's objectives.
- d. How personal data is to be used.
- e. The parties (internal and/or external) who are to be consulted.

- f. The necessity and proportionality of the data processing with respect to the purpose(s) for which it is being processed.
- g. Risks posed to data subjects.
- h. Risks posed both within and to the Association.
- i. Proposed measures to minimise, and handle identified risks.

Compliance to Data Protection Principles

15. All employees, agents, volunteers, contractors or other parties working on behalf of the Association shall comply with the following data protection principles as set out in data protection legislation (and as defined under EU Regulation 2016/679 General Data Protection Regulation – GDPR) which requires that personal data must be:

- a. Processed fairly and lawfully and in a transparent manner. Data protection legislation seeks to ensure that personal data is processed lawfully, fairly, and transparently, without adversely affecting the rights of the data subject. All data subjects must have access to a privacy notice which provides full details on how the Association will process their personal data. The privacy notice will also describe which lawful purpose the processing falls under (as described in Appendix A of this policy). The Association shall not process personal data for any purpose, which is incompatible for the purpose or purposes for which it was collected.
- b. Collected for specified, explicit, and legitimate purposes and not further processed in a manner that is incompatible with those purposes. The Association will not collect personal data of any sort unless for a specific, identified and lawful purpose. The Association collects personal data in relation to employees who are employed by the Association, from members applying for membership, from third party organisations referring individuals who may require assistance.
- c. Adequate, relevant, and limited to what is necessary in relation to the purposes for which it is processed. The Association will only collect and process appropriate information and only to the extent that it is sufficient to fulfil its functions or comply with any legal requirements. Excessive personal data about an individual must not be requested or collected if it is not relevant to the purpose of the processing.
- d. Accurate and, where necessary, kept up to date. Every reasonable step must be taken to ensure that personal data that is inaccurate, having regard to the purposes for which it is processed, is erased, or rectified without delay. The Association shall ensure that when processing personal data, information is recorded accurately and where it is identified that personal information is incorrect, it must be rectified as soon as the Association becomes aware of it.

e. Kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data is processed. The Association shall only retain personal information for as long as it is necessary for the purpose for which it was collected. A data retention schedule will be held by the Association which will stipulate the retention periods for each data type.

f. Processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction, or damage, using appropriate technical or organisational measures. The Association will take appropriate measures against unauthorised or unlawful processing and against accidental loss, destruction of or damage to personal data. All individuals undertaking work on behalf of the Association are responsible for ensuring that any personal data, which they hold, is kept securely and is accessible by authorised individuals only. They must ensure personal information is not improperly disclosed whether it is deliberately or accidentally. Such processes include the following requirements:

- (1) Personal data held in IT systems must only be accessed by those undertaking work on behalf of The Association.
- (2) Access to systems that hold personal data must be by unique user log in and password.
- (3) Where volunteers of the Association (e.g. branch secretaries) are processing member personal data on shared personal devices (laptops, computers), any personal data saved onto that device must be protected from access by other individuals by means of password protection.
- (4) Passwords used to protect personal data should be changed regularly and should not use words or phrases that can be easily guessed.
- (5) Under no circumstances should any password be written down or shared between employees, agents, volunteers, contractors, or other parties working for the Association.
- (6) Personal data held in hardcopy format must be held securely to protect the confidentiality of the information. It must be locked away and not left on view to unauthorised individuals.
- (7) When emailing personal data as an attachment or in the body of an email appropriate security methods must be applied in line with the Association's IT security policy.
- (8) No personal data should be stored on external devices unless those devices are either encrypted or the contents are password protected.

- (9) When any personal data is to be erased or otherwise disposed of for any reason, it should be securely deleted or disposed of by shredding.
- (10) Personal data must be handled with care at all times and should not be left unattended or on view to unauthorised employees, agents, volunteers, sub-contractors or other parties at any time.
- (11) Where personal data is being viewed on a computer screen and the computer screen in question is to be left unlocked for any period of time, the user must lock the computer and screen before leaving it.
- (12) Where personal data held by the Association is used for marketing purposes, it shall be the responsibility of The Data Protection Officer to ensure that the appropriate consent is obtained and that no data subjects have opted out.
- (13) Where agents of the Association receive and process member information, they must ensure that the following security measures are in place.
- (14) Where volunteers process Association data in their own homes, care must be taken to ensure Association data is always protected from unauthorised access by other household members.

Rights of Individuals

16. Data protection legislation sets out the following rights applicable to data subjects:

- a. The right to be informed. Where personal data is collected directly from data subjects, those data subjects will be informed of its purpose at the time of collection through a privacy notice made available on The Association's website. Where personal data is obtained or received directly from a third party, the relevant data subjects must be informed by the Association that their personal data has been received. The Association must inform them as soon as reasonably possible and provide them with the contact information for The Association, the purpose of the processing of their personal data and their rights under data protection legislation.
- b. The right of access. Data subjects may make subject access requests ("SARs") at any time to find out more about the personal data which the Association holds about them, what the Association is doing with that personal data, and why. Data subjects wishing to make a SAR may do so in writing. SARs should be addressed to the Association's Data Protection Officer. All SARs received shall be handled by the Association's Data Protection Officer. Responses to SARs must be made within one month of receipt, however this may be extended by up to two months if the SAR is complex and/or numerous requests are made. If such additional time is required, the data subject shall be informed. On receipt of a request a review must be undertaken to identify what personal data about the individual is being processed. A copy of the

information will then be provided to the data subject ensuring that checks have been made to ensure that the data does not contain personal data of other individuals.

c. The right to rectification. Data subjects have the right to require the Association to rectify any of their personal data that is inaccurate or incomplete. The Association shall rectify the personal data in question, and inform the data subject of that rectification, within one month of the data subject informing the Association of the issue. The period can be extended by up to two months in the case of complex requests. If such additional time is required, the data subject shall be informed.

d. The right to erasure (also known as the 'right to be forgotten'). Data subjects have the right to request that the Association erases the personal data it holds about them in the following circumstances:

(1) It is no longer necessary for the Association to hold that personal data with respect to the purpose(s) for which it was originally collected or processed.

(2) The data subject wishes to withdraw their consent to the Association holding and processing their personal data.

(3) The data subject objects to the Association's holding and processing their personal data (and there is no overriding legitimate interest to allow the Association to continue doing so).

(4) The personal data has been processed unlawfully.

(5) The personal data needs to be erased in order for the Association to comply with a particular legal obligation.

(6) Unless the Association has reasonable grounds to refuse to erase personal data, all requests for erasure shall be complied with, and the data subject informed of the erasure, within one month of receipt of the data subject's request. The period can be extended by up to two months in the case of complex requests. If such additional time is required, the data subject shall be informed.

In the event that any personal data that is to be erased in response to a data subject's request has been disclosed to third parties, those parties shall be informed of the erasure (unless it is impossible or would require disproportionate effort to do so).

e. The right to restrict processing. Data subjects may request that the Association ceases processing the personal data it holds about them. If a data subject makes such a request, the Association shall retain only the amount of personal data concerning that data subject (if any) that is necessary to ensure that the personal data in question is not processed further. In the event that any affected personal data has been disclosed to third parties, those parties

shall be informed of the applicable restrictions on processing it (unless it is impossible or would require disproportionate effort to do so).

f. The right to object. Data subjects have the right to object to the Association processing their personal data based on legitimate interests and direct marketing. (Appendix A refers to legitimate interests). Where a data subject objects to the Association processing their personal data based on its legitimate interests, the Association shall cease such processing immediately, unless it can be demonstrated that the Association's legitimate grounds for such processing override the data subject's interests, rights, and freedoms, or that the processing is necessary for the conduct of legal claims. Where a data subject objects to the Association processing their personal data for direct marketing purposes, the Association shall cease such processing immediately.

Data Breach Notification

17. All personal data breaches must be reported immediately to the Association's Data Protection Officer.

18. If a personal data breach occurs and that breach is likely to result in a risk to the rights and freedoms of data subjects (e.g. financial loss, breach of confidentiality, discrimination, reputational damage, or other significant social or economic damage), the Data Protection Officer must ensure that the Information Commissioner's Office is informed of the breach without delay, and in any event, within 72 hours after having become aware of it.

19. The Data Protection Officer must ensure that all affected data subjects are informed of the breach directly and without undue delay.

20. Data breach notifications shall include the following information:

- a. The categories and approximate number of data subjects concerned.
- b. The categories and approximate number of personal data records concerned.
- c. The name and contact details of the Association's data protection officer (or other contact point where more information can be obtained).
- d. The likely consequences of the breach.
- e. Details of the measures taken, or proposed to be taken, by the Association to address the breach including, where appropriate, measures to mitigate its possible adverse effects.

21. Examples of breaches include and are not limited to:

- a. Personal data being emailed to the wrong recipient.
- b. Personal data being found in normal waste bins and not shredded.

- c. Where it has been identified that an unauthorised individual has gained access to personal data processed by the Association.
- d. Laptops and computers storing Association personal data being sold or stolen.

Disclosure of Personal Data

22. The Association should not disclose personal information relating to individuals who are not the data subject. Disclosures of information in response to a subject access request should not include information, which identifies a third party.

23. Requests received from third parties for an individual's personal information should be referred to the Data Protection Officer without delay. Any request received from an organisation or individual who is not the data subject, where they are requesting personal information on data subject/s, the data protection officer must be contacted.

Supporting Policies and Guidance

24. This policy is supported by the following policies and guidance:
- a. QARANC IT Security Policy
 - b. QARANC Marketing and Communications Policy
 - c. QARANC Data Retention Schedule

Monitoring and Review

25. This policy will be reviewed and approved by the Trustee Board annually and issued to all employees, agents, volunteers, sub-contractors or other parties working on behalf of the Association.

26. Compliance to the requirements of this policy will be monitored through a range of audit methods which include questionnaires sent to volunteers to confirm that compliance to policy is being met.

Definitions

Personal data means any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.

Processing means any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction.

Data controller means the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data.

Processor means a natural or legal person, public authority, agency or other body which processes personal data on behalf of the controller.

Recipient means a natural or legal person, public authority, agency or another body, to which the personal data are disclosed, whether a third party or not.

Consent of the data subject means any freely given, specific, informed and unambiguous indication of the data subject's wishes by which he or she, by a statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to him or her.

Personal data breach means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or otherwise processed.

Chapter 14

Financial Controls

Background

1. Internal financial controls are in place to assist the Board of Trustees to:
 - a. Meet their statutory and regulatory responsibilities to safeguard the Charity's assets;
 - b. Administer the Charity's finances and assets in a way that identifies and manages risk;
 - c. Ensure the quality of financial reporting, by keeping adequate accounting records and preparing timely and relevant financial information and reports;
 - d. Meet the Charity Commissions Statement of Recommended Practice (SORP 2015) to meet accounting and reporting standards.
2. The QARANC Association must ensure that assets are properly used, its funds are spent effectively and its financial affairs are properly managed in keeping with its charitable objects and public benefit.
3. Internal financial controls are to be in place to reduce risks.

Financial Records

4. Financial records will be kept in accordance with SORP 2015 and HM Revenue and Customs requirements.
5. The Financial year will begin on 1 July and end on 30 June.
6. Accounts will be prepared for Audit within 8 weeks following the end of the financial year. Audited accounts will be presented for endorsement by the Board of Trustees at the Annual General Meeting.
7. The Board of Trustees will appoint an auditor to audit accounts annually at a General Meeting.
8. The Board of Trustees should meet their responsibility to file the Trustees Annual Report, Accounts, and Annual Return with the Charities Commission on time and to make the report available to the public when requested for which a fee may be charged

Budgets and Financial Reporting

9. Prior to the start of each financial year, the Trustees will approve an annual budget of income and expenditure.
10. Quarterly management accounts will be presented to Trustees. The Trustees may from time to time request additional financial reports.

Bank Accounts

11. The General Secretary and Treasurer hold details of all bank accounts (including branch accounts) as approved by the Board of Trustees.
12. The opening and closing of accounts will be authorised through a resolution at a Board of Trustees Meeting unless exceptional circumstances dictate otherwise. In the event of this emergency the action will be authorised by the President, Vice President and Chairman.
13. Delegation of financial authority and signatories will be reviewed annually or on change of post holders and recorded in the minutes of a Board of Trustee Meeting. The bank Mandate should be amended accordingly.
14. Reconciliation of current accounts is to be undertaken weekly. Reconciliation of deposit accounts is to be undertaken monthly.

Income

15. Investment Dividend income is received quarterly.
16. Officers and Soldiers are invited to pay one day's pay to the Association which is Gift Aided at source through Payroll Giving.
17. Reservist and retired members of the QARANC are invited to pay annually normally by Direct Debit.
18. Receipt of legacies and all other income is to be managed by the General Secretary and Treasurer in accordance with appropriate accountancy record keeping practice.
19. All monies received are to be banked without delay, normally within 5 days of receipt.
20. The General Secretary and Treasurer are to inform the Trustees at every Board meeting on Debtors and report action taken to manage outstanding monies owed.

Donations & Gift Aid Claims

21. Donors are invited to complete a Gift Aid form if they are a UK tax-payer or eligible for Gift aid Relief. These forms are retained by the General Secretary and the Treasurer will ensure the relevant accountancy policies and practices are met.

Expenditure

22. All Expenditure made must be in accordance with the budget and agreed Schedules of Financial Delegation.
23. All budgeted expenditure must be approved by a minimum of two Trustees.
24. Any unbudgeted expenditure must be approved by a simple majority vote of the Board of Trustees.

25. The General Secretary may make an immediate cash grant to a beneficiary at an amount agreed and minuted annually.
26. When expenditure exceeds budget allocation in excess of 5%, this must be reported to and agreed by the Board of Trustees.
27. The Treasurer maintains the accounting records to standards set by SORP 2015 and the agreed schedules of financial delegation.

Cheques

28. The Treasurer will be responsible for holding the cheques (unused) which must be kept securely.
29. The relevant payee's name will always be inserted on the cheque before signature and the cheque receipt will always be properly completed. These details are entered onto the Accounts System automatically on production of printed cheques. Blank cheques will never be signed.
 - a. A cheque must not be signed by the person to whom it is payable.
 - b. Each cheque should be signed in accordance with the Schedule of Financial Delegation.
30. The only exceptions to cheques not being supported by appropriate documentation would be for such items as advanced deposits for goods, etc. Here a cheque requisition form will be used and the cheque receipt kept.

Credit and Debit Cards

31. The only Debit Card is that allocated to the Heritage Account. The Heritage Account holding will be fixed annually by the Board of Trustees.
32. Credit cards issued will have a limit on expenditure agreed annually.
33. Credit and Debit cards will not be used to withdraw cash.
34. Credit and Debit cards issued to the Association, including those held in the name of any Trustee, will only be used for those activities that are a direct consequence of the cardholders' function within the organisation. Any abuse may result in disciplinary or administrative action.
35. All Credit and Debit card transactions are to be supported by a payment voucher and/or invoice, which is to be passed to the Treasurer and recorded in the accounting records.
36. The Credit and Debit Card Policy will be communicated to the Cardholder when or before the card is issued and signed by the card holder annually in agreement to the Credit Card policy.
37. Credit and Debit Cards may be cancelled at any time and when the holder ceases to work for the Association.

BACS, Direct Payments & Internet Banking

38. Only the Heritage Account has a facility for Internet Banking, other than read only access or BACS payments.

39. Direct Debits and Standing Orders will be managed in accordance with the schedules of financial delegation. These payments are normally administered by the Treasurer or General Secretary.

Cash Payments

40. Cash payments are only made in exceptional circumstances. There is no Petty Cash float.

Expenses and allowances

41. The Association will pay expenses for legitimate expenditure properly incurred on its behalf.

42. Trustees and members can be reimbursed directly for expenditure incurred for goods and services paid for on behalf of the Association. However, this is not encouraged, and where possible invoices and expenditure will be paid for directly by the Association.

43. The Association may authorise some payments for travel, hotels, conferences, training and out of pocket expenses in relation to carrying out an activity to meet its objects.

44. As a guide for the reimbursement of expenditure paid for personally by Trustees or Volunteers, they must provide:

- a. Authority for travel (i.e. invitation or Admin Instruction).
- b. Travel fares evidenced by tickets or receipts.
- c. Original receipts.
- d. Car mileage based on Google Maps calculation.

45. Mileage claims will be paid at the current allowance as agreed by the Board of Trustees and no more than the HMRC approved rates so that payments do not create a tax or NI liability for the individual or the Association. The allowance will be agreed annually.

46. The general rule for travel costs is that the Association will only pay for economy class tickets.

47. The expense claim should include a self-declaration that the claim is accurate and incurred on the business of the Association.

48. A minimum of one Trustee and the General Secretary must approve an expenses claim.

49. No Trustee or cheque signatory may approve their own expenses, or make a payment of expenses to themselves.

Loans

50. The Association does not offer loans and therefore has no Loans policy.

51. Borrowing will only be considered for the working purposes of the Association in furthering its Objects.

Fixed Assets and Chattels

52. The Board of Trustees has a duty to safeguard the assets of the Association from loss or damage and to ensure their proper use.

53. Only assets in excess of £100 will be capitalised. The Fixed Asset Register will include details of the date of purchase or donation, the cost (when known), and an identifiable description of the asset. The Fixed Assets register is reviewed annually to make sure they exist, remain in good repair and are being put to appropriate use.

54. The Chattels Register is maintained by the Heritage & Chattels Subcommittee. The Register will include details of the date of purchase or donation, the value of the item, a detail identifiable description the asset should be labelled and the current location recorded.

55. All Chattels disposed of or written off are recorded in the Disposals Register, kept by the General Secretary.

56. The Chattels will be re-valued every 5 years.

57. Insurance cover for fixed assets & Chattels including public liability cover is reviewed annually.

Reserves Policy and Capital Commitments

58. The Trustees will ensure that they have a Reserves Policy in place at all times.

59. Where the Association is planning on taking on any new capital commitment (of greater than £50k) this will be reviewed specifically against the existing Reserves. If required a drawdown from the COIF account or Investments may be undertaken.

60. Should a drawdown of Investments be required, the Association will make reasonable checks to ensure that the withdrawal leaves sufficient funds available against its Reserves Policy.

61. The level of reserves will be reported and reviewed as part of the quarterly Management Accounts.

62. The Board of Trustees will ensure that the Reserves Policy is reported in the Trustees Annual Report as required by Charity Law.

Restricted Funds

63. The nature and any restrictions relating to restricted funds are recorded both in the minutes, and separately in the accounts.

Schedule of Delegated Financial Authority

64. The Charity banks with Holt's Royal Bank of Scotland plc at its Farnborough Branch. The sort code is 16-19-26

65. The following accounts are maintained:

- a. Central Fund Current Account – 14564241
- b. Central Fund Deposit Account – 10112478
- c. Benevolent Fund Current Account – 14564063
- d. Benevolent Fund Deposit Account – 10112486
- e. QARANC Heritage Account – 19967441

66. The Budget will be approved by the Board of Trustees at the beginning of the financial year. Changes, as agreed by the Trustees may be made in year.

67. Delegation of financial authority and signatories will be reviewed annually and on change of post holders and recorded in the minutes of a Board of Trustees meeting.

68. The Budget provides the authority for expenditure. All agreed budgeted expenditure requires the approval of a minimum of two trustees. Any unbudgeted expenditure or extraneous payments must be approved by a simple majority vote by the Board of Trustees. This vote may be undertaken at a Board Meeting, in writing or electronically. However all requests for grants and benevolence must be approved on a case by case basis at a Board Meeting or in writing, including electronic communication, by a simple majority of the Board of Trustees. The General Secretary may make an immediate cash grant to a beneficiary (at an amount to be agreed and minuted annually) currently up to two hundred pounds (£200.00). Any such grants must be informed to the Board of Trustees within 5 working days and minuted at the next Board of Trustees Meeting. Any expenditure cannot be approved by the person to whom it relates.

69. When expenditure exceed budget allocation in excess of 5%, this should be reported to the Board of Trustees.

70. Payment may be made by cheque, debit or credit card following approval for the expenditure.

71. The authorised signatories for cheques will be:

- a. The President
- b. The Chairman
- c. The General Secretary

d. The Treasurer

72. A single signature is required for cheques up to one thousand pounds (£1000.00). Cheques in excess of one thousand pounds will require two signatories. A signatory cannot sign a cheque for their own claim.

73. The Association Credit Card has a limit. Authorised purchases cannot exceed £1000.00.

74. The Motor Mileage Rate is agreed annually by the Board of Trustees. The rate is currently thirty pence (30p) per mile.

Financial Reserves Policy

75. This policy relates to all funds, including the Benevolence Fund and includes Current and Deposit accounts. The QARANC Association Fund holds no Restricted or Endowment Funds

76. The QARANC Association Fund aims to hold reserves amounting to approximately 9 months of its average annual expenditure and operating costs.

77. The Board of Trustees have agreed that in order to meet the aims and objectives and a possible increase in grants, a holding of a slightly higher Reserve of £200,000 is recommended.

78. The current balance on Current and Deposit accounts are sufficient to cover the Reserve.

Financial Investment Policy

79. The general objective is to produce the highest level of income that is sustainable whilst at the same time preserving, and where possible, increasing the worth of the Association funds.

80. The Board of Trustees have wide powers of investment but have determined to invest via the Armed Forces Common Investment Fund (AFCIF) in order to achieve the best possible total return.

81. The mix of the portfolio will be kept under periodic review by the Board of Trustees and the Advisory Board to the AFCIF. Quarterly reports will be presented to the Trustees for discussion at each Board Meeting and reviewed by the Board of Trustees annually.

82. Following the year end of the accounts on 30 June annually and agreement of budget and any special projects, the Board of Trustees should determine whether sufficient funds are available or if investments need to be drawn down to meet the proposed expenditure, if this is the case the Board of Trustees will seek advice on possible options.

83. Income from Investments will be credited to an income account with a recognised bank.

84. Should the Board of Trustees decide that a surplus has accrued then that surplus may be reinvested.

Wills

85. The QARANC do not provide a free or discounted Wills service for QARANC Association Members, or anyone else seeking assistance with will making.

Legacies

86. The Board of Trustees, will on occasions provide details of the charity by virtue of a flyer inserted into the QARANC Gazette, by way of making members aware of the charitable status and details they may require in order to leave a legacy to the QARANC Association.

87. The Association will not solicit any individuals, they will only provide the necessary information that a Solicitor might ask for. All legacies will be acknowledged by letter or form, as required by the solicitor dealing with the estate on behalf of the benefactor.

88. Any legacy left to the QARANC association will be used exclusively for the purpose of benevolence unless stated to the contrary.

Chapter 15

Benevolence

Purpose

1. The Queen Alexandra's Royal Army Nursing Corps (QARANC) Association are governed by their Constitution and 'objects' – 'to relieve either generally or individually members of the Association, or past and present members of the Corps and their dependants who are in conditions of hardship or distress (beneficiaries)', and will consider requests from those eligible for benevolence.

Eligibility

2. Any past or present member of the Corps or Association and dependants who may be in need of assistance due to hardship or distress are eligible to apply.

3. Former Corps members must have completed more than 7 days paid service. Eligible dependants are normally restricted to those under 18 years of age, however eligibility as a 'qualifying dependant' may be considered due to injury or life limiting illness.

4. To qualify applicants must demonstrate they have limited savings and income.

Process

5. All applications are normally processed via the SSAFA case worker, The Royal British Legion or The Officers' Association. This applies to serving and retired personnel. In exceptional circumstances cases may be considered following direct contact or in the case of serving personnel through the Chain of Command. Evidence of need must be produced with costings. If medical or mobility equipment is required this must be supported by a recent Occupational Health Assessment.

6. Grants made can only be used for the specific purpose of the request and will generally not be made payable to an individual.

7. Cases will be considered by the Finance and Grants Committee or the Board of Trustees and soon as practicable and the decision will be notified in writing to the Caseworker.

8. All applications will be managed 'In Confidence' and will not be shared out with the organisation or individual initiating the request.

Benevolence Grants

9. Applications for the following may be considered:

- a. House repairs and adaptations (not supported by Social Services and Local Authority Grants)
- b. Mobility and disability aids (not supported by Social Services and Local Authority Grants)
- c. Removal expenses

- d. Rent deposits and Bonds
 - e. White Goods
 - f. Priority Debt/Debt clearance (Bankruptcy). Normally payment of debt will need to be supported by a Debt Management plan.
10. Benevolence Grants will not be considered for
- a. Medical/dental treatment/equipment available via the NHS.
 - b. Non-priority debt
 - c. Bank loans
 - d. Credit Card bills
 - e. Hire Purchase Payments Legal Fees
 - f. Loans of any type will not be made.

Annuitants

11. In cases of long term hardship or need, the Board of Trustees may invite the applicant to become an annuitant. Annual or biannual payments will be made at a rate agreed and reviewed annually by the Board of Trustees. Annuitants will be reassessed every two years to ensure they continue to meet criteria.

Chapter 16

Grants

Purpose

1. The QARANC Association are governed by their Constitution and 'objects' and will consider requests from those eligible for grants. These may be to assist in the provision of social gatherings to promote comradeship, fostering esprit de Corps and events and activities that preserve Corps and Army traditions.
2. The QARANC Association donate an annual grant to the Army Medical Services Sports Union (AMSSU). This is reviewed by and agreed annually by the Board of Trustees.

Eligibility

3. Only Association Members are eligible to apply for grant. Grants may be to subsidise events, sporting activities, adventurous training or any activity that is in keeping with the 'Objects'. Applicants must have normally held Association membership for at least 6 months.
4. Applications from Teams or individuals for a grant towards a sport that has already received a grant through the AMSSU will not normally be considered by the Association.

Process

5. All applications for grants for sporting activities or adventurous training activities should be submitted in the first instance to the General Secretary. Applications should ordinarily be submitted on the grants form (see form downloads). Cases will be considered by the Finance and Grants Committee or the Board of Trustees and soon as practicable and the decision will be notified in writing to the applicant. Grants made can only be used for the specific purpose of the request and will generally not be made payable to an individual.
6. All applications will be managed 'In Confidence' and will not be shared out with the organisation or individual initiating the request.
7. Applications for the following may be considered:
 - a. Adventurous Training (Level 3 only)
 - b. Representative Sport (not already in receipt of AMSSU funding)
 - c. Costs associated with the organisation of social gatherings i.e. venue hire
 - d. Refreshments (Passing Out Parades, Medal Parades, Church Parades, Branch Meetings). Grants will not be considered for non-association members attending any event.

8. Grants requested by serving personnel for adventurous training pursuits or representative sport will not usually exceed 30% of the individuals personal contribution. However in exceptional circumstances the Finance and Grants Sub-Committee may override this provision following agreement by the Board of Trustees. However the grant will not exceed an absolute maximum of £500.
9. Grants to offset personal contributions of those participating in Battlefield Tours will not normally exceed £50.00 per member. Grants requested for Battlefield Tours will only be permitted by each member once in every five years.
10. Grants requested for assistance with social gatherings will be considered on a case by case basis. Consideration will be given to overall Branch activity and individual contributions. Grants awarded to offset costs associated with social gathering and refreshments, will be decided according to the total membership attending and the award should in so far as practicable, only benefit Association members. Grants requested by Association members to subsidise events will not normally exceed 10% of any personal contribution payable. However, in exceptional circumstances the Finance and Grants Sub-Committee may override this provision following agreement by the Board of Trustees.

Chapter 17

Gifts (including flowers)

Gifts to Trustees and Branch Officers

1. In accordance with the Charity Commission Guidelines it is permissible to award a gift to a Trustee or Branch Officer who is about to retire. The Association's money may be used to buy a small gift as a leaving or retiring present.
2. Small gifts usually do not need the commission's authority, providing that:
 - a. The value of the gift is minimal
 - b. The Board of Trustees agree it is in the Association's best interest
3. The Board of Trustees have approved two levels of gifts:
 - a. A gift to the value not exceeding £60.00 for all Trustees
 - b. A gift for a Trustee or Branch Member who has given outstanding service to the QARANC Association. This gift will be given on an ad hoc basis and to a value agreed by the Board of Trustees.
4. Authority to purchase any gift has to be approved by the Board of Trustees along with the amount allocated for the gift and recorded for each gift presented.

Policy for Flowers and Gifts to Association Members

5. The following general principles apply but, following a recommendation from the General Secretary, the President, Vice President or Chairman of the Association may in exceptional cases exercise authority to authorise a gift.
 - a. A birthday card and appropriate gift will be sent to members of the QARANC Association when reaching the age of 80 and annually on their birthday thereafter until their membership is relinquished.
 - b. Floral or monetary gifts at Christmas for those suffering with illness or from hard times will be coordinated through the General Secretary. Branches should liaise with the RHQ.
 - c. In exceptional circumstances the Headquarters may authorise a floral gift for a member on RHQ Roll who is unwell or who may benefit from the support of the membership. This will be subject to the discretion of the Chairman and the General Secretary.
 - d. No flowers or gifts will be sent to serving QARANC personnel from the QARANC Association RHQ directly on the birth of their child.

Responsibility of Branches

6. Association branches may choose to arrange flowers or a gift from the Association Branch for serving members on the birth of a child.

7. Association Branches are to notify the General Secretary of the names of members who they wish to nominate as recipients for a floral Christmas gift. Names of proposed recipients must be received no later than 1 December.

8. Association Branches are to notify the General Secretary of the names of members who they wish to nominate to receive a monetary gift (due to hardship) (of an amount agreed and ratified by the Board of Trustees) at Christmas. Names of proposed recipients must be received no later than mid October for ratification by the Board of Trustees.

Annuitants

9. Annuitants that are in receipt of yearly or half yearly grant from the QARANC Association will receive a monetary gift (of an amount agreed and ratified by the Board of Trustees) at Christmas time.

Funeral Flowers

10. Flowers requested for funerals for Association members will be managed by the General Secretary at Headquarters.

11. No charitable or other donation will be made as an alternative to flowers from the QARANC Association.

Authorisation

12. All authorisations for annual funds for flowers and monetary gifts are to be agreed in principle by the Board of Trustees at the July meeting annually. The General Secretary will ordinarily be responsible for the detailed arrangements. Costs per gift should be considered and should be equitable across all recipients. Value for money and quality should be monitored by the General Secretary.