



QUEEN ALEXANDRA'S ROYAL ARMY NURSING CORPS ASSOCIATION

Charitable Incorporated Organisation
1163821

ANNUAL GOVERNANCE STATEMENT 2019/20

Purpose

- 1.1. In this Governance Statement the term 'Board' is used to describe the Board of Trustees of the QARANC Association (referred to hereafter as 'The Association'). The term 'Trustee' is used to describe a member of the Board of Trustees who was/is an individual registered with the Charity Commission as a Trustee during the period this statement covers.
- 1.2. This Governance Statement has been prepared and published by the Board in compliance with our duty to report on the ways in which we have fulfilled our responsibilities and obligations relating to our overarching duty¹ to:
 - a. Maintain contact between past and present members of the Corps, fostering mutual friendship between them and providing for social gatherings;
 - b. Foster Esprit de Corps, comradeship and welfare of the Corps and preserving its traditions;
 - c. Provide relief either generally or individually to members of the Association or past and present members of the Corps and their dependents who are in need, hardship and distress.

Role of the Board of Trustees

- 2.1 Our principal responsibility lies in ensuring that the Association:
 - a. Provides practical friendship to its members both serving and retired, irrespective of time served;
 - b. Maintains and supports the ethos and traditions of the Corps and assists in raising the Corps profile.

¹ <http://handbook.britisharmynurses.com>

- 2.2 The core function of the Board is to fulfil its legal, regulatory, ethical and functional responsibilities in transparent manner complying with the 2011 Charity Act, Charity Commission guidelines, The Charity Governance Code² and the Governing Document¹.

Scope of Board of Trustee Responsibilities

- 3.1 As Trustees we acknowledge that we have overall responsibility for ensuring that The Association has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve our objectives, and can only provide reasonable and not absolute assurance.
- 3.2 The Trustees manage the affairs of The Association through exercising:
- a. Their powers and performing their functions in the way they decide in good faith would be most likely to further the purposes of The Association;
 - b. In the performance of those functions such care and skill as is reasonable having regard to specialist knowledge and experience.

Governance Arrangements

- 4.1 **The Board:** Composition of the Board in 2019/20 is detailed at Appendix 1.
- a. The Board has met 4 times during the year.
 - b. We have not cancelled a meeting because it was not 'quorate'.
 - c. During Covid-19 restrictions the Board held one meeting via Zoom (a video and audio-conferencing platform).
 - d. Most trustees have an excellent attendance record at Board and sub-committee meetings. Service exigencies have precluded some Trustees who are Regular and Reservist Service personnel from attending all meetings.
- 4.2 **The Sub-Committees** (Governance; Finance; Benevolence and Grants; Membership; Media and Communications; Heritage) meet as required to achieve The Association's objectives. During Covid-19 restrictions each committee has held meetings using Zoom. The Terms of Reference for each Sub-Committee is described in The Governing Document.
- 4.3 The membership of each Sub-Committee is detailed at Appendix 2.
- 4.4 Sub-Committee reports on their activities during 2019/20 are provided at Appendix 3.
- 4.5 In all aspects of our work the Board, sub-committees and the Association Office use the Governance Code² (For Smaller Charities) to ensure high standards of governance are applied to all aspects of our work.
- 4.5.1. **Organisational Purpose:** The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
- 4.5.2. **Leadership:** The Board commissioned in 2019 the National Council for Voluntary Organisations (NCVO) to undertake an organisational effectiveness review and completed the Confederation of Service Charities (COBSEO) governance self-assessment tool to ensure that the Board provides strategic leadership in line with the charity's aims and values. The COBSEO governance self-assessment tool will be reviewed annually and the outcomes of the

² <https://www.charitygovernancecode.org/en>

assessment and recommendations from the NCVO organisational effectiveness review are being addressed.

4.5.3. Integrity: The Board has begun work on re-defining its vision and using this work as a platform to develop a 3 to 5-year strategy. We believe this demonstrates that the Board acts with integrity and creates a culture which helps achieve its charitable purposes. The Board is aware of the importance of the public's confidence and trust in charities, in 2019 we introduced a new process for selecting and appointing trustees, all trustees are provided with extensive induction materials which in association with a package of resources for existing trustee's ensure they can undertake their duties effectively. Newly appointed sub-committee chairs are provided with a mentor.

4.5.4. Decision-making, risk and control: The Board, and its sub-committees, makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored. We are in the process of developing a new risk-register to encompass broad organisational risks and those of the sub-committees. The risk register will be reviewed at every Board meeting. All sub-committees were required to submit in shadow form their budget proposals for expenditure during 2019. Formal budget planning will commence for the 2020-2021 financial year.

4.5.6. Board effectiveness: To enable the Board to work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions we have introduced a Skills Audit which all trustees complete as part of their selection process and thereafter annually. The result of an individual's skills audit is incorporated into the annual performance review meeting with the Chair and the results of the collective Board skills audit inform recruitment and selection processes. A Performance Review process for all trustees has been developed, its roll-out was delayed due to Service exigencies related to Covid-19. The Board approved the creation of a role for a Vice-Chair in October 2019 and action to appoint a trustee will take place in 2020.

4.5.7. Diversity: The Board's approach to diversity supports its effectiveness, leadership and decision-making. Board membership is representative of QARANC Regular and Reservist serving personnel and Veterans and all trustees and Association staff are encouraged to have a voice and express their views.

4.5.8. Openness and accountability: The Board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be, and will publish this statement and other documents on the QARANC Association website.

Minutes of The Board of Trustee and Sub-Committee Meetings

5.1 Minutes of The Board and Sub-Committee meetings are public documents. Contact gensec@qarancassociation.org.uk if you would like a copy.

Review of Effectiveness of the Board

This is the first Governance Report since the NCVO review and what must be borne in mind whilst reading is the fact that all trustees are volunteers and, being from or serving with, the QARANC many have been or are front line workers during this crisis with Covid-19.

The Board has been most effective in carrying out/working through and developing the 38 work strands that the NCVO review report produced. The activity in the early part of the year was not hindered by the advent of Covid-19 restrictions.

The central office rapidly adapted to home working; there were, obviously, incurred costs to ensure H&S compliance and equipment – lap tops, telephones etc. There have been some connectivity problems but these are being resolved. The Board, itself, continued meetings by virtual means as did the sub-committees.

I, as Chair, am extremely pleased that the effectivity of the Charity has not been compromised by Covid-19. There are, of course, outside problems with matters such as Benevolence but communication is the key and, so far, we appear to maintain our position.

As to the future: what can be seen from the report is the fact that the Membership sub-committee has been inactive due to trustee resignations. The new sub-committee has been formed and the next years priority will be to drive this forward.

The Risk Register is due completion this coming year.

The future with Covid-19 is not known but the central office and Board are, I feel, ready and able to continue our work.

This Governance Statement is approved by members of the Board of Trustees on 29th October 2020 and signed on its behalf by:

**Colonel Alison Farmer ARRC QHN
Chief Nursing Officer Army
President The QARANC Association**

**Colonel (Retd) John Quinn OStJ
Chair Board of Trustees**

Appendices:

1. Composition of The Board of Trustees.
2. Sub-Committee Composition.
3. Sub-Committee Reports.

Trustee Appointments, Resignations and Extensions: July 2019 - June 2020

Current *Ex Officio* (3)

Name	Trustee Appointment	Date of Appointment	Appointment Expiry Date	Sub Committee Membership
Col Alison Farmer ARRC QHN Chief Nursing Officer Army	President	December 2019	Completion of appointment	n/a
Col Carol Kefford Colonel Commandant	Colonel Commandant	July 2017	Completion of appointment	n/a
WO2 Caroline Olive	Senior QARANC Warrant Officer	2019	Completion of appointment	Benevolence & Grants – permanent member Finance

Current Nominated Trustees (7)

Name	Trustee Appointment	Date of Appointment	Appointment Expiry Date	Sub Committee Membership ³
Col (Retd) John Quinn OSTJ	Chair of the Board of Trustees	July 2016	July 2022	Finance (Chair) Benevolence & Grants (Chair) Governance Heritage
Lt Col Debra Ritsperis	Senior Regular QARANC Officer	July 2017	November 2021	Media & Comms (Chair) Governance Membership wef July 2020
Lt Col Joanne Cooke	Senior Reserve QARANC Officer	July 2019	July 2022	Media and Comms. To assume role of Chair wef July 2020
Vacancy	QARANC Regular Soldier			
Cpl Hannah Gray	QARANC Reserve Soldier	April 2020	April 2023	Media & Comms
Alisa Lakeman-Ford	Specialist Trustee (Finance)	January 2020	January 2023	Finance
Vacancy	Specialist Trustee (Legal)			

³ All trustees are required to attend at least one Benevolence and Grants meeting a year.

Current Appointed Trustees (4-7)

Name	Trustee Appointment	Date of Appointment	Appointment Expiry Date	Sub Committee Membership
Lt Col (Retd) Merrill Bate ARRC	Appointed	November 2018	November 2021	Governance (Chair) Finance
Lt Col (Retd) Simon Davies RRC VR	Appointed	April 2020	April 2023	Membership to assume role of Chair July 2020
Lt Col (Retd) Keiron Spires QVRM TD	Appointed	April 2017	April 2023	Heritage (Chair)
Captain Adam MacDonald	Appointed	April 2020	April 2023	Membership
Mrs Elizabeth Keenan	Appointed	May 2019	May 2022	Benevolence & Grants – permanent member
Sgt Rosina Dicks	Appointed	April 2020	April 2023	Membership
Vacancy				

Retirements and Resignations

Name	Trustee Appointment	Date of Appointment	Appointment Expiry Date	Sub Committee Membership
Col Alison McCourt OBE ARRC QHN. Chief Nursing Officer Army	President	February 2018	Completion of appointment December 2019	N/A
Lt Col (Retd) Philip Saunders	Appointed	January 2016	January 2020	Benevolence & Grants
Lt Col (Retd) Gary Talbot-New	Appointed	May 2018	Resigned January 2020	Membership (Chair)
Major (Retd) Moira Dixson	Appointed	January 2013	January 2020	Benevolence & Grants
Sgt Hannah Robertson	Nominated	April 2019	Resigned April 2020	Membership

Extensions of Appointments

Name	Date of Appointment	Date of Extension	Length of Extension	Notes and Total Service
Col (Retd) John Quinn	July 2016	July 2019	3 years (2022)	June 2020: 4 years
Lt Col (Retd) Keiron Spires	April 2017	April 2020	3 years (2023)	2020: 3 years, 2 months
Lt Col Debra Ritsperis	July 2017	July 2020	1.3 years (2021)	2020: 3 years

Sub-Committee Composition 2019-2020

The Terms of Reference for each Sub-Committee⁴ can be found in The QARANC Association Handbook¹.

1. Governance

The committee comprises 4 members of which one must be The Association Chair. Two members must be Trustees. External individuals may be co-opted to provide specialist knowledge. A quorum comprises 3 members.

- Col (Retd) John Quinn
- Lt Col (Retd) Merrill Bate: Chair
- Lt Col Debra Ritsperis: Senior Serving Officer
- Sarah Young: Association Office Manager

2. Finance

The committee consists of the 6 members, of whom 4 must be Trustees. Chairs of sub-committees are invited to attend the committee as and when required.

- Col (Retd) John Quinn: Chair
- Lt Col (Retd) Merrill Bate: Governance
- Alisa Lakeman-Ford: Specialist Trustee
- WO2 Caroline Olive: Senior Serving Warrant Officer
- Mrs Sally Cranwell-Child: Treasurer
- Mrs Sarah Young: Association Office Manager

3. Benevolence and Grants

The committee is managed by the General Secretary, who has no voting rights, except under exceptional circumstances when a quorum of 4 Trustees attending a Benevolence & Grants meeting cannot be achieved. This is not to happen as routine but in extreme circumstances / urgency of decision. All Trustees are required to attend at least one Benevolence and Grants meeting a year. Permanent members are detailed below.

- Col (Retd) John Quinn: Chair
- Major (Retd) Moira Dixson: until January 2020
- Lt Col (Retd) Phillip Saunders: until January 2020
- Mrs Elizabeth Keenan
- Lt Col (Retd) Merrill Bate: Stand-By for urgent decisions
- Lt Col (Retd) Keiron Spires: Stand-By for urgent decisions
- Alisa Lakeman-Ford: Stand-By for urgent decisions
- WO1 Caroline Olive
- Sue McAteer: Association General Secretary

All Trustees have attended at least one committee meeting during the year.

⁴ As at June 2020 the Membership sub-committee TORs require updating following the appointment of a new Chair and for that reason are not available in the Handbook.

Media and Communications

The committee is formed of three trustees, a member of the Association Office and the Editor of The Gazette. Other trustees and external individuals are co-opted to provide additional technical support and specialist skills as required.

- Lt Col Debra Ritsperis (Chair)
- Lt Col Joanne Cooke
- Sgt Hannah Robertson
- WO2 Robbie Beech (co-opted)
- Mrs Sarah Young: Association Officer Manager
- Mrs Alison Roberts: Association Administrative Officer
- Alison Spires: Editor of The Gazette (co-opted)

4. Heritage

The Committee is formed of 3 trustees; the Association Chair; the General Secretary; 2 members of The Association who are Military Nursing subject matter experts and the Director of the Museum of Military Museum (non-voting); other members (non-voting) may be co-opted when required.

- Col (Retd) John Quinn
- Lt Col (Retd) Keiron Spires: Chair
- Trustee vacancy
- Sue McAteer: QARANC Regimental Secretary
- Alison Spires: Subject Matter Expert
- Graham Bandy: Subject Matter Expert
- Director of the Museum of Military Medicine (*ex officio*)
- PhD Scholar (*ex officio*)
- 6 co-opted members.
- 2 Observers from the QARNNS⁵

5. Membership

The committee is formed of three members of the Board of Trustees and the General Secretary. Other members of the Board of Trustees and external individuals may be co-opted to provide additional technical support and specialist skills as required.

- Col (Retd) John Quinn
- Lt Col (Retd) Gary Talbot-New (Chair until January 2020)
- Lt Col Simon Davis (To undertake role of Chair wef July 2020)
- Sue McAteer (Association General Secretary)

⁵ QARNNS: Queen Alexandra's Royal Naval Nursing Service

Sub-Committee Reports

Governance Committee Report

Purpose: to ensure the Board fulfils its legal, regulatory, ethical and functional responsibilities in a transparent manner complying with 2011 Charity Act, Charity Commission Guidelines and the Governing Document.

Responsibilities: to ensure the Board is able to govern the organisation in accordance with its statutory obligations through effective policy monitoring, business audits and quality assurance processes in conjunction with fit for purpose trustee training and development programmes.

Achievements:

- The committee was created in February 2019;
- The COBSEO Governance self-assessment was completed in February 2019 and again in 2020, both assessments demonstrate considerable improvement. The Board and RHQ are working to deliver required actions.
- NCVO conducted an Organisational Review in Spring 2019; this has led to considerable improvements in the management and resourcing of the Charity's operations and has informed the development of a governance action plan. The review will be repeated in 2021.
- Guidelines on the use of on-line video and audio-conferencing platforms have been developed.
- Board members and the Association Office team have attended two development events:
 - NCVO – Charity Governance Code;
 - WRAC Association – sharing information.
- An audit of trustee skills, knowledge and experience has been undertaken. The audit informs the annual trustee performance reviews and decisions on the recruiting of new trustees and training and development of Board members.
- A trustee performance review process has been introduced.
- Job Descriptions for the Chair and all trustees have been developed and form part of the new trustee application process.
- New trustee recruitment and application processes have been introduced.
- A Trustee Induction Plan is in place.
- Processes to confirm and record the appointment, extension, resignation and retirement of trustees have been introduced.
- New Trustees undertaking a role as Chair of a sub-committee are provided with a mentor.
- Terms of Reference for all sub-committees (less Membership: note 4, page 8 refers) have been updated.
- The Governance sub-committee handed over its role in oversight of The Association's finances to a newly formed Finance Sub-Committee.
- The development of core policies to improve the efficiency and effectiveness of the Association's operations is being undertaken.

Problems and Actions Taken:

- The Board does not regularly review the Risk Register and the current Register is not fit for purpose. The Office Manager is undertaking risk management training and it is intended to introduce a new tool in 2020-2021.

- Identification of risks emerging during Covid-19 are being logged by the Governance committee and a report will be submitted to the Board in October 2020.
 - The NCVO organisational review and COBSEO governance assessment tool identified a number of issues of which many have been addressed; action is being taken to resolve the remaining issues.
 - A development event to enable the Board and Association Office to reframe the charity's values and vision, as a precursor to developing a 3-5 year strategic plan, due to be held in June 2020 has been postponed due to Covid-19 restrictions.
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Finance Committee Report

Purpose: to review and monitor overall expenditure against income to ensure financial propriety and compliance with the Charity Commission's regulations and, all sub-committee projected budgets considering projected income whilst reviewing investment status.

Responsibilities: the sub – committee meets quarterly, or as required by circumstance, to consider all financial matters that affect, may affect the charity.

Achievements:

- On formation of the committee in January 2020 the Governance committee handed over the responsibility for finance it had held since February 2019.
- The Board recruited a financial specialist trustee.
- The Terms of Reference have been written and sanctioned by the Board.
- A shadow budget process for all sub-committees was commenced in July 2019 with a view to introducing formal budgeting processes in FY 2020-2021.
- The process for the central office and all sub-committees to submit projected budgets for each Financial Year to the financial sub-committee for review, discussion and agreement prior to ratification by the Board has been put in place.
- A committee member attended an on-line AFCGIF (Armed Forces Charity Growth and Income Fund) Webinar held by BlackRock. The COBEO Sector Strategic Review has been circulated to all Board members and will help inform financial decisions by the Board and all sub-committees.
- In recognition of the financial implications of the Covid-19 pandemic a separate budget line for related expenditure has been created.
- The Association has obtained authorisation from HMRC to receive Gift Aid donations.

Problems and Actions Taken:

- Covid-19 has affected investment income but not as much as initially indicated. This has led to introducing rolling budgets and sub-committees, who are fully aware of the situation, are cooperative.
 - The global financial crisis has not affected our charitable aims. However, the sub-committee remain alert to changing circumstances.
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Benevolence and Grants Committee Report

Purpose:

- 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 consider requests from those eligible for benevolence.
- To provide Grants to Association members to foster friendship and esprit de corps.

Responsibilities:

- Consider requests for Grants from and make awards to Association members;
- Consider requests for Benevolence support 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.
 - to spouses/partners/dependents of anyone who has served as a Regular or Reserve.
- Promote awareness of the benevolence and Grants provision.

Achievements:

- In Financial Year 2019-2020 the committee authorised benevolence expenditure of £105,134.72. This includes costs of £26,025 attributed to Covid-19 support provided to all Serving and Reservist QARANC personnel.
- The inability, on the closure of Robertson House during Covid-19 workplace restrictions, of the committee to meet in person to consider applications for benevolence led to the use of email communication with personal details of applicants redacted. As a result, all benevolence requests received from caseworker agencies have been responded to.
- A small group of Trustees form a Stand-By group to assess and comment on urgent benevolence applications and grant requests.
- In recognition of the need to respond to benevolence applications requiring a speedy resolution the delegated authority of the General Secretary to make awards was increased from £1000 to £2000.
- The use of Zoom during the Covid-19 pandemic enabled the Association to maintain contact with Branch Chairs and Secretaries and provided a medium for the sharing of ideas in which members were being and could be supported.
- Grants awarded to include:
 - Annual contribution to AMS recruiting and the AMS Band.
 - The distribution of Easter cards and "keeping-in-touch" gifts to Branch members during the Covid-19 pandemic.
 - Support to Branches for events that foster mutual friendship.
 - Support to serving personnel and Units for a number of events and initiatives including Adventure Training, Regimental/Family Days, Nursing Times Awards Dinner, SSVC cinema link.
 - £30,000 to the AMS Sports Union.

Problems and Actions Taken:

- The sub-committee's Terms of Reference and Benevolence Guidelines required updating and both have been approved by the Board.
- The level of information required to inform complex benevolence applications is not always received from caseworkers necessitating a delay in responding in the ways the committee would

wish. When Covid-19 restrictions are reduced a discussion with the Royal British Legion, SSAFA and Officers Association will take place.

Heritage Committee Report

Purpose: 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.

Responsibilities: The Committee is responsible for ensuring that:

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

Achievements:

- The establishment of a comprehensive online catalogue of the Heritage Collection which will allow us to document acquisitions, and record provenance, loans and disposals. All committee members and Trustees have access to the catalogue.
- The selective purchasing of items using the Heritage Fund. The researching of purchased items to create a useful artefact which in due course will be offered on loan to the Museum of Military Medicine (MMM). As these items remain part of our Heritage Collection they can also be loaned for other purposes, especially when they are not on display in the MMM.
- The number of personal collections donated to the Association has increased as people become aware that we are willing to take them, document them and research them.
- The delivery of three peer-reviewed papers at the Florence 2020 International History of Nursing Conference with the associated networking opportunities and surfacing of both the Association and the QARANC archives within the MMM.
- The establishment of a PhD Scholarship and PhD Scholar, who has now successfully completed year 1.
- The number of enquiries coming to us either via the website, Facebook or Twitter has increased.
- The increase in networking either by inviting others to our committee meetings or our involvement in wider heritage projects. For example, we were approached by The National Archives to assist in their project of reviewing all of the records of Army nurses serving in WW1 in order to create a comprehensive dataset (which we will have access to).
- We continue to gather oral histories.

Problems and Actions Taken:

- Due to serious health issues of the Chair, the Publication Project (publishing the biographies and reports of the nurses who submitted reports to Maud McCarthy in 1919) had to be postponed. The Covid-19 pandemic has also restricted input from some of the committee members who were working/ returned to work during the critical period. We agreed to postpone for 12 months and are on track to publish by the end of 2020. The Board of Trustees has confirmed the funding can be carried over.
- Robertson House was refurbished without notice and many of our newly renovated items were left unprotected, so they need plaster dust removing. This was not possible before Robertson House closed during Covid-19 workplace restrictions. In addition, the QARANC Association offices were all relocated to the 2nd Floor and artefacts have had to be removed from the ground floor. We now have permission to re-enter Robertson House to carry out essential cleaning. We

are involved in the discussions about the best placement for our heritage items and are using Richard Rogers Conservation Ltd to give expert guidance.

- The closure of Robertson House meant that heritage items out for refurbishment could not be returned, and their associated invoices were not submitted.
- The Board of Trustees has agreed the payment of outstanding invoices when they are submitted. We now have permission for these items to be returned to Robertson House and dates are being negotiated.
- The popularity of Army nursing and nursing artefacts generally has risen and there are a few major collectors who bid against us at auction.
- We are setting clear ceilings for our auction bids so that we are not drawn into bidding more than an item is worth to us. We will not bid on collections on eBay that have been split into multiple lots.
- Access to primary source material is key for a PhD. Fortunately, we had autograph books in the Heritage Collection, plus an autograph book/ diary combination which allowed the scholar to complete year 1. However, she will need access to the items in the QARANC archives at the Museum of Military Medicine in order to progress in year 2.
- The Board of Trustees has agreed that we will extend the PhD funding for a 4th year if it becomes necessary. Access to the Museum of Military Medicine is under negotiation and we expect to be able to retrieve the items she needs within the next 2 weeks. She will then have these on a long-term loan so that she can work with them at home. Any purchases from the Heritage Fund which would be useful to her will be posted on to her.

Media and Communications Committee Report

Purpose: Support and promote the objects of the charity by exploiting media and communications to raise awareness of the Association and its activities and encourage membership involvement. Provide support to Branches regarding media and Gazette submissions.

Responsibilities:

- Website management
- Development of the Media & Comms Strategy
- Undertaking a Media & Comms Systems review
- Association Facebook and Twitter Administration
- Management of Rogue Social Media
- Gazette Strategy
- Association Information Flyer production & publication

Achievements:

- The committee was formed in September 19
- Purchase of a new website template from Church Insight.
- Commissioned British Forces Broadcasting Services to assist with design of Media & Comms strategy
- Initiated use of Microsoft Office 365 and implementation of cloud based remote working (saving £10,000 on alternative proposal).
- Commenced use of Complete Data Installations for provision of IT support to the office.
- Participation in Facebook and Twitter administration-proactively supporting social media storm on 200th anniversary of Florence Nightingale in May 2020, during COVID lockdown period.

- Facilitation of the removal of the QARANC and Association crests from a rogue Association website using Army HQ to challenge the intellectual property rights.
- Facilitation of the correction of the colour palate of the tactical recognition flash on the Defence Brand Portal
- Empowering the office manager to manage the Gazette administration, to free the Editor for main role and both to draft the Gazette strategy.
- Facilitation of the design and production of Association flyers, with copyright to the Association to be inclusive in our communication
- Raise the awareness and improve engagement of the Association among the Serving population by sponsorship of the Scholarships for nurse leadership development.
- Raise awareness of the Association in similar charities by sponsoring an Armed Forces and Veterans International Conference.

Problems and Actions Taken:

- Bespoke design of a new website proved too resource intensive, and concerns over a singleton provider led to a change of plan to purchase a ready-made template from a well-resourced company with working day customer support.
- The Gazette Editor was unsighted on Board and sub-committee work, and unable to anticipate and exploit opportunities the Board were discussing. Action taken was to invite the Editor as a non-voting member to Board Meetings.
- COVID-19 lockdown prevented physical meetings, the sub-committee continued to meet on Zoom, perhaps even more effectively and flexibly to accommodate work commitments.
- A member of the sub-committee was too busy at work to commit to activity, and was permitted to stand down.
- There is still a disconnect in IT between the records of Serving members, provided by the Defence networked IT in the RHQ, and the data owned by the Association. Work continues to bridge this gap, progress slowed by working remotely during Covid-19 lockdown when this information is not cloud based.

Membership Committee Report

Purpose: To publicise the benefits of membership to serving and retired QARANC soldiers and officers in line with the charities aims and objectives.

Responsibilities: In collaboration with the Association Office and Branches:

- Maintain contact between past and present members of the Corps and fostering mutual friendship between them.
- Communicate with new entrants to the Corps, Service leavers, Reservists and Veterans to promote the benefits of membership of the Association.
- Grow membership numbers.

Achievements: Nil in this last year: the previous sub-committee members for personal and Service reasons resigned as trustees leaving this sub-committee inactive.


Problems and Actions Taken:

- After a recruiting campaign there are now four Trustees assigned to membership. As all are new in post an experienced trustee will mentor the new Chair.

- The finance sub-committee have allocated an initial budget, sanctioned by the Board, for the coming year. The main effort by the Board will be to give this sub-committee pace to action accordingly.
 - The Terms of Reference are to be written.
-

Colonel AEB Farmer ARRC QHN

President



John Quinn (Jan 21, 2021 13:21 GMT)

Col (Retd) John Quinn

Chair



Mrs Sue McAteer

General Secretary