SAMA 82	Controlled Document

The South Atlantic Medal Association (1982)

TRUSTEES POLICY

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Ratifying Body	Board Of Trustees
Policy Lead	Stephen Penfold
Available (upon approval) to	Members and Volunteers
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POLICY CONTEXT & REQUIREMENT

This policy has been developed to protect the organisation, employees, trustees, membership and volunteers by ensuring there are clear and effective procedures for the appointment and management of trustees

Version Control				
Version	Author	Status	Date	Change Detail
2.0	Andrew Lockett	Implemented	11/11/2024	N/A
2.1	Alan Dodsworth	Implemented	19/08/2026	New Front Page, Policy Lead & Version Control

1. Governance

1.1. Trustees have the ultimate collective responsibility for directing the affairs of the Association, ensuring that it is solvent and well run, and delivering the charitable outcomes for which it is set up.

1.2. The detailed responsibilities and duties are published by the Charity Commission in their booklet, The Essential Trustee; what you need to know." (Ref CC3).

1.3. Trustees must ensure that the Association complies with:

1.3.1. Charity law and the requirements of the Charity Commission as regulator,

1.3.2. Company law,

1.3.3. the requirements of these rules, and the charitable purpose and object as set out in the Memorandum and Articles of Agreement,

1.3.4. the requirements of other legislation,

1.4. Trustees are required to act with integrity and avoid any personal conflicts or misuse of the Association funds or assets.

2. Duties

2.1. Trustees must, in their duty of prudence:

2.1.1. ensure that the Association is and will remain solvent,

2.1.2. use the Association funds and assets wisely, and only to further the purposes and objectives of the Association,

2.1.3. avoid undertaking activities that might place the Association's property, funds, assets, or reputation at undue risk,

2.1.4. take special care when investing the funds of the Association or borrowing funds for the Association's use.

2.2. Trustees must, in their duty of care:

2.2.1. exercise reasonable care and skill as Trustees, using personal knowledge and experience to ensure that the Association is well run and efficient,

2.2.2. consider obtaining external professional advice on all matters where there may be material risk to the Association, or where the Trustees may be in breach of their duties.

2.3. The Trustees shall have powers to make further rules for the good governance of the Association provided they are consistent with:

2.3.1. Company law,

2.3.2. Charity law,

2.3.3. Memorandum and Articles of Association,

2.3.4. other laws relevant to association conduct.

3. Health, safety, and the environment

3.1. Trustees are to take the lead in ensuring the health and safety of all those who work, support, volunteer for and are affected by the activities of the association.

3.2. Health and safety are developing processes and trustee response must be progressive and responsive to new methods and new threats.

3.3. See Policy 14 Health and Safety.

4. Association structure

4.1. The structure and organisation of the Association is set out in 'Policy 7 association Structure and Organisation'.

5. Trustee Data

5.1. Trustees are listed in the public domain of both Company House and the Charity Commission.

5.2. Trustees are also Directors of the charitable company.

6. Trustee and appointment Portfolios

6.1. President Chairman

6.2. Treasurer

6.3. Secretary
6.4. Governance & Documentation
6.5. AGM Planning
6.6. Welfare and grants
6.7. Regions and Branches
6.8. Public Relations
6.9. Pilgrimages and flights
6.10. Approval expenses
6.11. Appeals & tribunals
6.12. Office Management
6.13. Liaison with other charities
6.14. Data Protection
6.15. Health, Safety and Environment,
6.16. Safeguarding,
6.17. Website and GOR,
6.18. Newsletter,
6.19. Five-year Plan,
6.20. Memorials,
6.21. Finance Committee,
6.22. Seafarer liaison,
6.23. General Management,
6.24. Equal Opportunities,
6.25. TORs,
6.26. Gift Aid,
6.27. Auditing/Inspection.

7. Insurance

7.1. Annually in October or November a review of insurance is undertaken to cover employer's liability, trustee liability and a range of other insurance issues.

8. Meeting and communication

8.1. A considerable amount of work is done by exchange of emails.
8.2. At the AGM there may be up to four meetings as well as the AGM. These are:
8.2.1. trustees – pre AGM,
8.2.2. region and branch representatives – pre AGM,
8.2.3. open forum - on completion of the AGM,
8.2.4. Other groups as demand requires.
8.3. Trustees hold around three meetings per year outside the AGM weekend.
8.3.1. A significant number of meetings take place as conference or video calls.

9. Authorisation of rules and procedures

9.1. trustees by majority vote may authorise the use or application of association procedures.
9.2. a record of the authorisation is recorded in the trustee minutes and within the list of procedures.

10. Sub Committees

10.1. Trustees can authorise the formation of sub committees, usually with a trustee as chair; the committee is given a terms-of-reference and reporting instructions.

11. Expenses

11.1. See Policy 3 Reimbursement of Expenses.

12. Annual Reports:

12.1. The following annual reports are provided and made available to interested parties including Company House and the Charity commission.
12.2. The annual reports consist of:

12.2.1. state of financial position
12.2.2. income and expenditure statement
12.2.3. short annual report
12.2.4. long annual report
12.2.5. asset assessment
12.2.6. stock valuation for shop and income and expenditure estimates for the forthcoming year.

12.3. The long annual report may contain the following (may vary from year to year):
12.3.1. the Objectives,
12.3.2. chairman's annual review,
12.3.3. reports to Charity Commission,
12.3.4. pilgrimage data,
12.3.5. cenotaph parade,
12.3.6. grant funding,
12.3.7. data protection,
12.3.8. health, safety and environment,
12.3.9. public relations,
12.3.10. web site,
12.3.11. activities,
12.3.12. fund raising,
12.3.13. achievements,
12.3.14. wider maritime community,
12.3.15. financial review,
12.3.16. share of expenditure,
12.3.17. report by inspector of accounts,
12.3.18. association structure,
12.3.19. governance and trustees,
12.3.20. management,
12.3.21. association documentation,
12.3.22. SAMA 82 Memorial at NMA,
12.3.23. five-year plan,
12.3.24. reference and administrative details,
12.3.25. Charity sector information,
12.3.26. supporting charities.

13. SAMA 82 Concessionary Flights

13.1. SAMA 82 acts as the MoD agent for the use of reduced cost flights for veterans to the Falkland Islands.

13.2. The office carries out most of this work and liaises with the MoD at Abbeywood and Brize Norton.

14. Region and Branch system

14.1. Members are nominated to carry out lead duties in areas of the United Kingdom and in selected countries throughout the world.

14.2. The Regional coordinators hold occasional meetings and:
14.2.1. is chaired by the Trustee with responsibility for the area coordinators.
14.2.2. the Association Secretary and Treasurer may attend.

14.3. See Policy 5 Regional Coordinators

14.4. See Policy 6 Branch Rules

15. Memorials

15.1. Memorial at the NMA

15.1.1. In 2012 the association completed and dedicated a memorial at the National Memorial Arboretum as a cost of around £60,000.
15.1.2. The memorial has a restricted fund to support the upkeep and repair.
15.1.3. Maintenance was carried out in early 2022 to ensure its pristine condition for the 40th anniversary.
15.2. Around the world, South Atlantic Veterans are recorded on memorials. A list is retained in the office containing details and photographs.
15.2.1. The record has been sourced from reports by members and beneficiaries and is updated by the office. Additions to the list are welcome.
15.2.2. In the Falkland Islands alone there are 15 memorials to the 1982 conflict.

16. Parading Standards

16.1. The association has five standards owned centrally, plus one branch owned standard in the southeast. The SAMA Wales standard may become available.
16.2. Standards are distributed throughout the UK for use at military events and, where requested and on the coverage of expenses, at a beneficiary's funeral.

17. Shop

17.1. The office runs a shop selling mainly SAMA endorsed items for beneficiaries.
17.2. SAMA 82 Merchandise is supplied to the regional coordinators for sale at events.

18. Funding arrangements

18.1. See Policy 4 Financial Arrangements
18.2. The association has a general fund and several restricted funds.
18.3. Restricted funds hold sums that have been provided and used for specific charitable purposes.
18.4. Funds are opened when there is a requirement and are closed when the purpose is fulfilled, and the residue depleted.
18.5. The following restricted funds are in place:
18.5.1. Pilgrimage,
18.5.2. Memorial,
18.5.3. Cenotaph lunch,
18.5.4. Newsletter,
18.5.5. FFA Fund,
18.5.6. HMS Sheffield,
18.5.7. Falkland Island benches.

19. Income and expenditure

19.1. see Policy 4 Financial Arrangements
19.2. Income comes from:-
19.2.1. investments with the Black Rock Armed Forces Charities Growth and Income Fund by Blackrock,
19.2.2. grants from funds such as ABF and Seafarers for specific purposes,
19.2.3. members' donations
19.2.4. corporate donations
19.2.5. fundraising from events
19.3. The income and expenditure are in rough balance although over the long term the surplus has been sufficient to offset depreciation of funds and assets.

20. List of approved Association Procedures and documents.

20.1. SAMA 82 Policies
20.2. Approval information is recorded in Policy 1 – Authorisation sheet.
20.3. Terms of Reference for key roles.
20.4. Constitutions for branches
20.5. Charity Commission reference documents (found on www.gov.uk)
20.5.1. The essential trustee CC3 – recommended

20.5.2. What makes a charity CC4
20.5.3. Internal financial controls for charities CC8
20.5.4. Managing charity's finances CC12
20.5.5. Charity fund raising CC20
20.5.6. Charities and risk management CC26
20.5.7. Conflicts of interest CC29
20.5.8. Finding new trustees CC30
20.5.9. Changing your charity's governing documents CC36
20.5.10. Charities and insurance CC49

21. Trustee Eligibility and election

21.1. Under the law governing registered charities, persons may not be trustees where:

21.1.1. certain breaches have occurred over dishonesty or bankruptcy,
21.1.2. they have been removal as a trustee or director of a company,
21.1.3. See Policy 8 Conflict of Interest,
21.1.4. See Policy 7 Association Structure and Organisation,
21.1.5. Candidate trustees are required to complete a trustee eligibility form before going forward for election,
21.1.6. Trustees should retire from their duties at age 75, although they may continue in post on an annual basis after that age if so re-elected.

Attachments available
Trustee Eligibility declaration
Association Objectives (Company Objectives)
Membership rules
Proposal Form for Trustee Election