South Atlantic Medal Association 1982 (SAMA82)
Statement of income and expenditure
for the year ended 31 December 2016

<table>
<thead>
<tr>
<th>Receipts</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>1768.74</td>
</tr>
<tr>
<td>Membership donations</td>
<td>12848.32</td>
</tr>
<tr>
<td>Other donations</td>
<td>7735.98</td>
</tr>
<tr>
<td>Funds raised at/for AGM</td>
<td>2039.50</td>
</tr>
<tr>
<td>Corporate donations &amp; Grants</td>
<td>8218.91</td>
</tr>
<tr>
<td>Sales</td>
<td>4934.08</td>
</tr>
<tr>
<td>Money returned</td>
<td>0.00</td>
</tr>
<tr>
<td>Interest paid gross &amp; investment gains</td>
<td>37377.94</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td><strong>74423.67</strong></td>
</tr>
<tr>
<td>Bank and other asset balances brought forward</td>
<td><strong>307219.27</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales- Purchase of stock</td>
<td>2,409.91</td>
</tr>
<tr>
<td>Employee costs</td>
<td>21,421.23</td>
</tr>
<tr>
<td>Premises costs</td>
<td>5,380.40</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td></td>
</tr>
<tr>
<td>Post and Carriage</td>
<td>953.83</td>
</tr>
<tr>
<td>Printing and Stationery</td>
<td>1,431.81</td>
</tr>
<tr>
<td>Equipment and repairs</td>
<td>471.00</td>
</tr>
<tr>
<td>Fund Raising</td>
<td>341.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>528.39</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td></td>
</tr>
<tr>
<td>Web site</td>
<td>686.86</td>
</tr>
<tr>
<td>Newsletter</td>
<td>7,295.04</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
</tr>
<tr>
<td>Legal and professional</td>
<td>63.00</td>
</tr>
<tr>
<td>Committee and other</td>
<td>137.42</td>
</tr>
<tr>
<td>AGM</td>
<td>0.00</td>
</tr>
<tr>
<td>Bank and Finance</td>
<td>229.79</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>1,859.27</td>
</tr>
<tr>
<td><strong>Area and Branch</strong></td>
<td></td>
</tr>
<tr>
<td>Area Conference &amp; Meetings</td>
<td>2,212.50</td>
</tr>
<tr>
<td>Area Representatives</td>
<td>0.00</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>1,157.09</td>
</tr>
<tr>
<td><strong>Receptions, Events, Pilgrimage T&amp;S, Grants and Returns</strong></td>
<td></td>
</tr>
<tr>
<td>Remembrance Lunch</td>
<td>2,175.50</td>
</tr>
<tr>
<td>Pilgrimage travel &amp; subsistence</td>
<td>24.50</td>
</tr>
<tr>
<td>Grants awarded</td>
<td>6,239.14</td>
</tr>
<tr>
<td>Money returned to Members</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>55,017.68</strong></td>
</tr>
</tbody>
</table>

**Bank and other asset balances carried forward** **326,625.06**

Prepared by Andrew Lockett: Treasurer  
Date: 8 March 2017

I confirm that I have inspected the account files and bank statements that have been kept for the year ended 31 December 2016 and that the above details are a true summary.

Tim Parrott: Inspector of Accounts  
Date: 13/3/17

Schedule of Bank and Other Asset Balances

<table>
<thead>
<tr>
<th>Account Details</th>
<th>31-Dec-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSBC Current</td>
<td>5,553.19</td>
</tr>
<tr>
<td>HSBC Number 2 01504660</td>
<td>883.72</td>
</tr>
<tr>
<td>HSBC Deposit 41517236</td>
<td>46,698.15</td>
</tr>
<tr>
<td>Black Rock 0004367024</td>
<td>272,948.82</td>
</tr>
<tr>
<td>Paypal</td>
<td>341.18</td>
</tr>
<tr>
<td>Cash (For Office Emergency Purposes)</td>
<td>200.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>326,625.06</strong></td>
</tr>
</tbody>
</table>
South Atlantic Medal Association (1982) (SAMA82)

A Company Limited by Guarantee – formed on 19 February 2007 - Registered Number 6113679
Registered as a Charity on 17 April 2007 – Registered Number 1118842


Association Secretary: Jane Adams

Annual Report
Period 1 January 2016 to 31 December 2016

1. Objectives

1.1. The Association has the following objectives:

1.2. The Company’s name is The South Atlantic Medal Association (1982) (SAMA82)

1.3. The Charity’s registered office is to be situated in Wales.

1.4. The Charity’s main objectives are:-

1.4.1. to promote the efficiency of the armed forces by maintaining contact between serving members of the armed forces and members and former members of the armed forces and the Merchant Navy who served in the 1982 Falklands conflict;

1.4.2. to advance the education of the public and members of the armed forces in matters relating to the 1982 Falklands conflict;

1.4.3. to promote good citizenship for the benefit of the public at large by commemorating the contribution made by those who died during the Falklands conflict and in particular but not exclusively by maintaining within the precincts of the Falkland Island Memorial Chapel in Pangbourne College a virtual Garden of Remembrance open to the public as a memorial to those service personnel and civilians who died during the 1982 Falklands conflict;

1.4.4. to relieve serving and former members of the armed forces and the Merchant Navy and their dependents, who served in the 1982 Falklands conflict who are in need by virtue of hardship, sickness or old age by;

1.4.4.1. making grants of money to them or
1.4.4.2. providing or paying for goods, services, facilities, or assistance for them or
1.4.4.3. making grants of money to other persons or bodies who provide goods, services, or facilities to those in need or
1.4.4.4. sponsoring return visits to the Falkland Islands for those in need of relief from trauma or distress caused by their involvement in the 1982 Falklands conflict.

1.5. Extensions to the Main Objectives

1.6. The following extensions to the main objectives have been authorised by the Directors.

1.6.1. The 1982 Falklands Conflict is to be construed as the period from the 2 April 1982 to the 21 October 1982 thereby including the immediate period after the cessation of hostilities until the 21 October 1982.

1.6.2. The 1982 Falklands Conflict is also known as the 1982 South Atlantic Conflict and includes the sea areas and islands in which hostilities took place in the defence or recovery of British Territory during 1982.

1.6.3. A supplementary category of beneficiaries are those, who not being serving members of the armed forces or the Merchant Navy were integrated with the forces or the Merchant Navy during the hostilities. This category includes, but is not limited to, NAAFI staff, Chinese unofficials and civil servants. The dependants of these persons are also beneficiaries.
1.6.4. With regards to the unlawful occupation of British territories, at no time is the wording of the objectives to be construed as offering benefit to the Argentine public or members of the Argentine forces or support elements who took part in the planning, preparation, invasion, occupation, or withdrawal of such forces or support elements between 1976 and 1982 inclusive.

1.7. For the use of Falkland Families Association funds managed by SAMA82, the following objectives shall apply:

1.7.1. To maintain and strengthen existing friendships between relatives and friends of those who died during the Falklands War of 1982 and between those relatives and friends and inhabitants of the Falkland Islands.

1.7.2. To be a mutually supportive and caring association for those whose friends or relatives died in the war.

2. **Chairman’s annual review**

2.1. This year we continued to see a number of events both nationally, and at the local level at which SAMA was represented. They include the National event on Armed Forces Day held in Cleethorpes, other events at Plymouth, Scarborough, Hull and Little haven, Bournemouth Air Show, HMS Sultan Show. Trustees also attended services in Hull and Pangbourne. A SAMA wreath was laid at the Cenotaph during the FIGO Battle Day service and of course various Remembrance Day Parades up and down the country.

2.2. This year saw a change in the rules regarding participation in the main parade in London. The Royal British Legion had to put in further security checks in place which meant that instead of issuing generic tickets, each ticket had to have the name of the veteran and some form of identity was required. This resulted in a drop in numbers attending.

2.3. Our newsletter continues to be a very useful means of informing members of the various activities planned throughout the country and this year we sent out 3800 copies. Please continue to send in articles for publication.

2.4. We are very fortunate to continue to have financial support from both the Seafarers Association and the Army Benevolent Fund for the production of the newsletter.

2.5. Since my last report, we have seen 145 new members but very sadly received notifications of 32 members who have passed away. To their families we extend the Association’s sympathy and give thanks for the part that they each played during the conflict of 1982.

2.6. Interestingly our numbers are increasing as more and more members reach retirement age, this also of course brings an increasing number of calls for assistance as some members then begin to struggle financially. Please do continue to contact the SAMA office with any news of members who have passed away or who are in need of assistance.

2.7. 103 veterans applied to use the RAF air bridge concessionary scheme and unfortunately 32 were unable to travel due to flight problems and severe weather.

3. **Beneficiaries**

3.1. The efficiency of the armed forces of today and the present merchant navy is a key beneficiary target.

3.2. Whilst the public is a beneficiary under the citizenship, education and information objectives of the charity, more specific beneficiaries are those who became veterans of the conflict from the following participating elements:

- The Royal Navy
- The Royal Marines
- The Army
- The Royal Air Force
- The Royal Fleet Auxiliary
- The Royal Maritime Auxiliary Service
- The Royal Naval Supply and Transport Organisation
Commercial elements of the Merchant Navy
Qualifying Residents of the Falkland Islands
Others in Support of the Forces and Merchant Navy

3.3. It is understood that 25948 persons formed the group above. In addition, new medal holders who received their medals for service immediately after the surrender of Argentine forces will enter this group as they receive their medals.

3.4. In addition, dependants of those listed above are also beneficiaries of the charity. Estimating the numbers of qualifying dependants has not been attempted.

3.5. Dependants and next of kin of those killed in action during the conflict are also included. There were 255 killed in action and the estimate for the number in this group is around 1100.

4. Activities

4.1. The Association engages in the following activities:

4.1.1. Sponsoring pilgrimages to the Falkland Islands to enable beneficiaries to come to terms with any PTSD or other emotional issues caused by their participation in the conflict.

4.1.2. Publishing a regular newsletter to all on the address list so that veterans can keep in touch with fraternity organizations, veterans and the armed forces of today.

4.1.3. Maintaining and developing a web site with information about the association and the conflict.

4.1.4. Maintaining memorials at the NMA and a virtual garden of remembrance at Pangbourne College open to the public for the education of the public and as a public commemoration of those who died.

4.1.5. Maintaining a welfare structure so that those in need can be given access to the appropriate service charity or service support network.

4.1.6. Maintaining and developing a list of relevant memorials regularly updated to cover mainly the United Kingdom and the Falkland Islands.

4.1.7. Providing grants for South Atlantic veterans and dependants in need and for beneficiaries in need of immediate cash during an unforeseen crisis.

4.1.8. Running a regional structure to reach out to beneficiaries though local contacts.

4.1.9. Providing marked products to enhance the camaraderie of beneficiaries, project the work of the association and the lessons learned from the conflict.

4.1.10. Parading SAMA standards at armed forces events, public events and private funerals.

4.1.11. Presenting displays and materials at armed forces days and other armed forces and military events across the United Kingdom.

4.1.12. Office open house – Targeted at the association beneficiaries, it also welcomed other veterans who may wish to support the association and its objectives.

4.1.13. Taken membership of local chamber of commerce. The Association Secretary attends local networking groups to enhance the local profile of the association and encourage local support.

4.2. The 1982 conflict relied very heavily for its success on the logistic and support resources of the Royal Fleet Auxiliary and the rest of the Merchant Navy; both services suffered persons killed on duty including six Hong Kong Chinese. The Merchant Service is a full and respected part of the association and benefits from the charity.

5. Fund raising arrangements

5.1. The association has the following key fund raising sources:

5.1.1. Initial membership fee of £10 per applicant which gives membership for life in accordance with the membership rules.

5.1.2. Membership fees for associate membership and honorary membership as set by the trustees and it is one off fee for life.
5.1.3. Investments mainly within the Armed Forces Common Investment Fund (AFCIF) managed by BlackRock.

5.1.4. Just giving arrangements.

5.1.5. Membership donations.

5.1.6. Corporate donations and grants from other charities.

5.1.7. Other donations from those with an interest in the work of the association or the history and development of the South Atlantic.

5.1.8. Sales from the shop run from the office.

5.1.9. Collections at armed forces events in combination with a display of the association’s activities.

5.1.10. Local branch organised fundraising.

5.1.11. The HMRC provision of gift aid.

5.2. Trustees monitor and regulate fund raising activities and require a business plan for each project arrangement.

6. Achievements 2016

6.1. Sponsored 88 pilgrims to the Falkland Islands at a cost of £4334 £10,309.

6.2. Sold £4934 (£5733.00) of marked products to veterans and others.

6.3. Provided grants of £6239 (£1755).

6.4. Held an area conference for the purpose of co-ordinating and informing the regional co-ordinators and branches in support of our objectives.

6.5. Paraded the standard 21 (19) times (including funerals).

6.6. Membership numbers. SAMA82 currently has 4216 members.

6.7. New members in 2016 - 127 (139).

6.8. The creation of a new branch – The HMS Sheffield branch.

6.9. Made representation at the following events:

6.9.1. National Armed Forces’ Day Cleethorpes
6.9.2. Armed Forces’ Day, Scarborough
6.9.3. Armed Forces’ Day, Hull
6.9.4. Bournemouth Air Show
6.9.5. Devon and Cornwall Armed Forces’ Day, Torpoint
6.9.6. North Devon Veterans’ Association Annual Event
6.9.7. Plymouth Armed Forces’ Day
6.9.8. Christchurch Mayor’s Dinner and Service
6.9.9. HMS Sultan Show
6.9.10. RNA Trafalgar Dinner, Christchurch District
6.9.11. Liberation commemoration - Stanley
6.9.12. Local Business Exhibition, Cwmbran
6.9.14. Yeovilton Air Show
South Atlantic Medal Association

7. Performance

7.1. The office arrangement has provided excellent communication with those who have had need of the association’s services.

7.2. New financial indices have been prepared and are available separately to enable an ongoing view of the effective performance of the charity and the use of its funds to achieve its objectives.

7.3. From this analysis of the association’s expenditure, 76% of spending has been identified as being in direct support of the association’s objectives. The table of cost v objectives will be made available at the AGM.

7.4. To ensure that management performance is reaching appropriate standards an audit by an independent auditor was carried out on the management processes undertaken by trustees and employees and the processes and records maintained for the governance of the association. An interim report was provided in September 2016 and a complete report is expected in the spring of 2017.


8.1. At the end of year the association had within the central funds, including unrestricted and restricted, the sum of £326,625.06 (£307,219.27) in the bank, cash and investments.

8.2. Wage awards are based on achieving an increase rate slightly over the prevailing rate of inflation. A further standard has been the living wage rather than the national minimum wage as a starting benchmark for the office assistant. On the 1 February 2017 the Association must enrol qualifying employees into its auto enrolment pension scheme. Arrangements were in hand and ready for implementation at the end of 2016.

8.3. The association is committed to and pays wages in excess of the National Living wage.

8.4. The SAMA procedure “FinanceArrangement-04” is the in-house document covering the procedure for the management of the Association funds.

8.5. Total incoming funds for the central funds were £74423.67 (£79000.31).

8.6. There are two main sources of donations and they are as follows for financial year 2016:

8.6.1. Members donations £12848 (£14705).
8.6.2. Corporate donations and grants £8219 (£12268).
8.6.3. Other donations not within the descriptions above were £7736 (£4386).

8.7. Gains from interest and investment, mainly from the Armed Forces Common Investment Fund (AFCIF), was £37378 (£14443).

8.8. A gift aid claim was fulfilled in December bringing in £1518.17 (£2086.33).

8.9. Sales from marked items realised £4934 (£5733) and stock costs were £2409 (£3840).

8.10. Subscriptions – for the purpose of joining the Association totalled £1269 (£1390)

8.11. Total outgoing funds were £55018 (£48413)

8.12. Employee costs including NI, tax, wages and training costs were £21421 (£20530)

8.13. Premises costs including utilities and maintenance were £5380 (£4031). The office was required to move to a new location within the same building and this brought some extra costs. The new accommodation is a slight improvement on the old.

8.14. Administrative costs including post, printing, stationery, equipment, repairs, fund raising costs, insurance were £3726 (£4855)

8.15. The inspector of accounts Mr Rod Devoy received £217 (£210) which was included in governance. Mr Rod Devoy stood down as the company’s inspector/examiner and Mr Tim Parrott has taken his place.

8.16. Non office expenditure on governance was £2289 (£3216).
8.17. The non-office expenditure on newsletters, web site, newsletter, NMA memorial and WW memorial project was £7982 (£7676.36).

8.18. Travel and subsistence Expenses. The payment of expenses is governed by the SAMA document Reimbursement – 03. Governance costs of travel and subsistence was £1859 (£2383).


8.20. The area conference cost £1862 (£1430) excluding travel. Measures are in place to reduce and contain this cost.

8.21. Grants given totalled £6239 (including Liberty Lodge (FVF), Dunkirk little Ships and Veterans Scotland) (£1755). The grants committee became active in analysing grant requests and making recommendations. The grants committee works to a written procedure.

8.22. There are six restricted funds held by the Association:

8.22.1. Pilgrimage – used for the purpose of sponsoring pilgrimage, providing grants and defraying expenses used in the support of the pilgrimage programme. This fund has now run out of donor defined funds and is supported from the general fund. It continues to accept dedicated donations.

8.22.2. Remembrance lunch – used for the purpose of providing hospitality following the Whitehall veterans’ march at the Cenotaph on remembrance Sunday. Veterans are invited to donate money for this purpose and the shortfall is made up from unrestricted funds.

8.22.3. Newsletter – A fund dedicated to the production of the newsletter for which we are supported by two major charities. At the moment the costs of preparation, production and distribution of the newsletter exceeds the grants received for this purpose from ABF and Seafarers.

8.22.4. Memorial – The memorial at the National Memorial Arboretum was funded by kind donations from service charities, veterans of the South Atlantic conflict and other supporters at a cost of over £60,000. It was dedicated in 2012. A residue of about £15831 remains for the continuing maintenance and care of the memorial.

8.22.5. Falkland Families Association FFA – money for SAMA to disperse under a written agreement with the FFA and their legacy officers. £24314 remains from this fund which is open to application from dependants for travel to and from the Falkland Islands.

8.22.6. A sixth restricted fund dedicated to HMS Sheffield personnel began operation in 2016 and has accumulated £2774 during the year with no expenditure.

8.23. The office is rented premises from Torfaen Council and provides a compact office sufficient for needs. It also provides an excellent meeting room, office, store room with attached kitchen. The premises cost for 2016 was £5380 (£4031).

8.24. Apart from the memorial at the National Memorial Arboretum, no property in the ownership of this association or is or has been held in the names of trustees. The status of the memorial is that it was built and paid for by the association on land gifted for the purpose of holding memorials. Whilst this structure has little expectation of being sold it remains an asset and the association’s responsibility. It is in the interest of the Association to maintain it in good condition and apply a notional valuation. This valuation was depreciated to £27509 at the end of 2016.

8.25. A grant was received from ABF The Soldiers Charity. This grant of £5000 met some of the costs of the twice yearly newsletter. A further grant from Seafarers UK is expected in the next financial year. We are grateful to these two charities for their continued support and for the funds that are made available.

8.26. The Association’s policy on reserves is to maintain, readily available, reserves to meet the expected annual expenditure of the association. The policy also places a ceiling on the amount of reserves to be retained of £300,000. If this figure is breached the association is to increase the outgoings in accordance with the objectives of the association so that the reserves fall below this ceiling. For this purpose Trustees have decided not to include the central restricted funds or branch funds for the purpose of limiting the reserves.

8.27. Inflation. The inflation rate at the beginning of 2017 was 1.8%. For SAMA funds this means that inflation has eroded our wealth by about £5760.
8.28. Strengths, weaknesses, opportunities and Threats

8.28.1. Strengths: The association has had a stable income over the last few years and this has matched the outgoings fairly closely. The trustee body works well and the association has an excellent and well-motivated office staff. The Association maintains a five year plan, prepares and updates suitable procedures for its operation and has the support of major service charities that provide guidance, advice and a forum for expressing concerns the charity may have. The area, regional and branch system works well but the association is always short on numbers for local leadership.

8.28.2. Weaknesses: The association sees that the wider participation of the veterans is a weak point but, without doubt, the various events that are staged, and to which SAM82 sends representatives, always attracts veterans from the conflict, some of whom have never heard of the association. Over the last year a continuing growth in membership has been witnessed.

8.28.3. Opportunities: To carry on some of the work of the FFA and to use the funds made available for the effective benefit of the wider South Atlantic Family.

8.28.4. Opportunities: The charity also foresees the growing need to support the elderly rather than the pilgrim and to fortify its trustee board with non-veterans to ensure its continuation until the 14 June 2042. It has already started to lay provision for this change. From the 14 June 2017 all classes of membership, except honorary, will be entitled to vote at annual and extraordinary meetings.

8.28.5. Threat: The MoD allows the South Atlantic veterans to use spare seat capacity on their regular flights to the Falkland Islands thus lowering the cost of making a pilgrimage to the islands. This is a much appreciate privilege and it is greatly treasured by the association. If this facility was closed to the association it would clearly be a huge set-back for the organization and for those in need of help. Unfortunately such decisions are often embedded in political expediency and it will be difficult for SAM8A to influence outcomes. Nevertheless we continue to talk harmoniously with the veterans’ minister over the continuation of this much appreciated facility and so far the MoD has taken great care to enable best use of the flight facility by South Atlantic veterans.

8.29. The Association has a further 25 years of expected life and should wind up on the 14 June 2042 in recognition that those who served in the conflict, and still alive, would be under the care of other viable arrangements. It recognizes the need to remain on a plateau of financial reserves before reducing the reserves towards the end of its life. Discussion is underway over whether the descendants of the medal holders would wish to continue the existence of the association by making changes to the objectives appropriate to purpose.

8.30. Where a restricted fund is materially in deficit fund allocations are made at the start of the ensuing financial year to bring liquidity back into the restricted fund.

8.31. The financial accounts and documents were sent to the inspector (Mr Tim Parrott) on the 9 February 2017. The accounts were satisfactorily reviewed by the finance sub-committee on the 9 February 2017 and presented to the trustees on the 9 March 2017. At a meeting of area representatives at Denison Barracks on the 21 January 2017 the key financial values for 2016 were explained to the area representatives.

8.32. Three branches, Caravan and Camping, Scotland and Christchurch manage their own funds which are inspected prior to the SAM82 AGM. Their funds are managed and accounted for in accordance with the articles and memorandum of the association and are included in the statement of financial position summarising the assets and liabilities of the association. The trustees maintain a document defining the rules associated with the running of branches which is periodically updated.

8.33. A fourth branch, The HMS Sheffield Branch, will use a ring fenced fund within the main SAM8A accounts for their income and the provision of grants.

9. Structure
9.1. The governing documents are the articles and memorandum of the company set up on the 19 February 2007.

9.2. The charity is set up as a private company limited by guarantee and is registered with the charity commissioners.

9.3. The guarantee requires that in the event of the association winding up with liabilities each member will pay £1 to defray the liability.

10. Governance and Trustees

10.1. The trustees are selected from armed forces veterans, merchant navy, serving armed forces, retired people and associated civilians. Candidates need an interest in and an understanding of the South Atlantic and its very special features. Some potential trustees take part in the regional networks and are selected on the basis of aptitude, interest and willingness to undertake the duties of a trustee. Training is organized to ensure that new trustees are properly informed so that they understand the duties, responsibility and range of qualities required within the governing body. Trustees have a duty to ensure that that trustees are fit and proper persons to carry out the task of managing the charity and that any shortfall in meeting this standard is identified and appropriately managed. Candidate trustees offer themselves for election at the AGM. Trustees have the power to co-opt new trustees between successive AGMs.

10.2. From the 14 June 2017 associate members will receive the same voting rights as full members and be able to take a full part in the democratic and management processes in the same way as full members do at present.

10.3. At each AGM no fewer than three trustees must step down and may offer themselves for re-election.

10.4. The training undertaken includes:

10.4.1. The read list of SAMA documentation and COBSEO sources training notes.

10.4.2. Where possible trustees attend training courses provided by COSEO or legal teams on their behalf.

11. Management

11.1. Individual trustee and employee responsibility – the list of portfolios.

   Chairman – Gordon Mather
   Vice Chairman – Derek Cole
   Treasurer – Andrew Lockett
   Secretary – Jane Adams
   Governance – Andrew Lockett
   AGM planning – Paul Nolan
   Welfare/Grants – Joe Erskine – Non trustee
   Areas/Branches – Brian Sherrington
   Public Relations – Debbie Pick
   Pilgrimages/flights – Gordon Mather
   Expenses & reimbursement – Andrew Lockett
   Appeals/Tribunals – Brian Sherrington
   Office Management – Derek Cole
   Liaison with other Charities – Debbie Pick
   Data Protection – Jane Adams
   Health, Safety & Environment – Steve Wiggins
   Safeguarding – Jane Adams
   Website/Garden of Remembrance – Paul Holling
   Newsletter – David Kidd – Non trustee
   Five Year Plan – Andrew Lockett
   NMA Memorial – Jane Adams
   Finance Committee – Andrew Lockett/Jane Adams/Derek Cole/Gordon Mather
   Seafarers Liaison – Steve Wiggins
   Equal Opportunities – Gordon Mather
Grant Management Committee – Brian Sherrington  
World-wide South Atlantic Memorials – Marie Hurcum - employee

11.2. The Charity has two part time employees who run the office and the day to day activities of the association.  The key employee is the Secretary of the Association.  The Secretary is assisted by an Office Assistant.

11.3. There are three categories of members: full, associate and honorary. A procedure defines the democratic rights and duties of members. A joining fee of £10 is requested on joining. No further fees are mandatory.

11.4. In order to maintain good communication with the public, beneficiaries and members, the association maintains and continuously improves a web site.

11.5. The following regional or activity-based centres are organized in promoting participation and involvement in the Association’s objectives and fraternity:

Yorkshire, Lincolnshire, Nottinghamshire and Derbyshire.
Lancashire, Cheshire, Merseyside, Manchester and Isle of Man
Scotland and Ireland
SAM(A(82) Scotland Branch
Staffordshire, Shropshire, Herefordshire, Worcestershire, Warwickshire and W/Midlands
Kent, Sussex, Surrey and London.
Cambridgeshire, Northamptonshire, Bedfordshire, Hertfordshire, Essex, Norfolk and Suffolk
Hampshire, Isle of Wight, Berkshire and Wiltshire
Dorset and Somerset
Devon and Cornwall
Oxfordshire, Middlesex Gloucestershire and Buckinghamshire
Cumbria, Northumberland Tyne & Wear and Durham
SAM(A (82) Christchurch & District Branch.
SAM(A (82) Camping & Caravan Branch
SAM(A (82) HMS Sheffield Branch
Overseas Representatives
Spain & Portugal
Scandinavia
United States of America
Australia

11.6. The following Organisations have a close charitable relationship with the Association:

ABF The Soldiers Fund: Former holder of South Atlantic Fund Money and a supplier of grants to the Association.
Seafarers UK: Former holder of South Atlantic Fund money and a supplier of grants to the association.

The Royal Navy and Royal Marines fund: Holder of South Atlantic fund money
Falkland Veterans Association (FVF): Owner and manager of Liberty lodge, Stanley – accommodation for up to 12 visiting pilgrims.  FVF is a registered charity and company and has the same beneficiary cohort as SAMA(82)
SAM(A Falkland Islands: Operates to support SAMA visitors and the islanders.
Combat Stress: Organisation that provides professional treatment for persons suffering from PTSD.

Armed Forces Common Investment Fund: An investment scheme for service charities to pool spare resources into one managed fund that benefits from scale. The whole fund is estimated to be about £260million and in which SAMA is but a small participant.
COBSEO: Confederation of British Service Charities who provide information, guidance, training and top level connections for Service Charities.

SAM(A (82) Wales Branch: Runs an independent organisation in South Wales as a registered charity. Charity number: 1109747
The Charity is managed under a number of procedures defining the processes to be followed. Procedures are authorised by trustees, published electronically and reviewed periodically for update.

The following procedures have been authorised:

- Association Rules
- Procedure authorisation Record
- Branch Rules
- Enhancements to Objectives
- Finance Arrangements
- Membership
- Regional Coordinators
- Reimbursement
- Spend Algorithm
- Sub-Committee – Plans
- Sub-Committee – Finance
- Sub-committee – Grants
- Grant Management
- Data protection
- Equal Opportunities
- Safeguarding
- Staff Handbook
- Appointment of life Vice Presidents
- Five Year Plan – Last modification 15 December 2015

The following procedures are in draft or in the process of modification:

- Document Control
- Terms of Reference for chair, treasurer, president, secretary, welfare and grants trustee.

Trustees are encouraged to maintain handover notes related to their role; those in place include the Chairman and Treasurer.

**12. Reference and Administrative details**

- **Name of Charity:** The South Atlantic Medal Association (1982) (SAMA82).
- **Patron:** HRH The Prince of Wales KG, KT, GCB, OM, AK, QSO, PC, ADC.
- **President:** Commodore Jamie Miller CBE Royal Navy.
- **Short Name:** SAMA82.
- **Charity Number:** 1118842.
- **Company Number:** 6113679.
- **Registered Office and Principal Office:** Unit 25 Torfaen Business Centre, Panteg Way, New Inn, Pontypool, Gwent, Wales NP4 0LS.
- **Charity Trustees 1 January 2016 to 9 April 2016 (AGM):**
  - Gordon Mather, Robin Smith, Andrew Lockett, Paul Nolan, Brian Sherrington, Paul Holling, Steve Wiggins, Derek Cole, Debbie Pick.
- **Charity Trustees 9 April 2016 (AGM) to 31 December 2016:**
  - Gordon Mather, Robin Smith, Andrew Lockett, Paul Nolan, Brian Sherrington, Paul Holling, Steve Wiggins, Derek Cole, Debbie Pick.
- **The above were also Directors of the Company during the same periods.**
- **The title South Atlantic Medal Association 1982 comes from the name of the medal awarded to participants in the 1982 South Atlantic Conflict. The battle of the Falklands during World War 1 also resulted in the award of a South Atlantic Medal so the 1982 suffix is important to differentiate from this earlier award. The World War 1 battle is a significant commemorative annual event in the Falkland Calendar on the 8 December.
13. The Charity Sector, Regulation and the Commission

13.1. Recent high profile charity outcomes have been damaging to the charity sector. The Charity Commission has embarked on a process of strengthening the regulation of the sector and the capabilities of trustees in achieving compliance. One focus of attention has been on the aspect of fund raising which is key part of any charity. The association has reviewed its fund raising arrangement and has included a list of fund raising sources used by the charity. The charity trustees have imposed suitable controls and will introduce suitable written policies and a more structured approach to this management issue.


15. Summary of restricted funds – See separate table