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.
South Atlantic Medal Association

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. We are very fortunate to continue to have financial support from both the Seafarers UK and ABF The Soldiers Charity for the production of the newsletter.

2.2. 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.

2.3. The association sponsorship of pilgrimages to the Falkland Islands are recorded in the table later in the report.

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. Pilgrimage Statistics and Report

4.1. The trustees are looking into a scheme that helps to cover some of the costs of administering the flight applications. The office costs for each flight are around £22 to £30.

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications received</th>
<th>Cancelled by applicant</th>
<th>Unsuccessful applications</th>
<th>Successful Concessionary flights</th>
<th>Purchased through FIGO</th>
<th>Cost</th>
<th>Cost Per application</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>227</td>
<td>19 (8%)</td>
<td>5</td>
<td>203</td>
<td>0</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2013</td>
<td>132</td>
<td>13 (10%)</td>
<td>5</td>
<td>114</td>
<td>0</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2014</td>
<td>85</td>
<td>19 (22%)</td>
<td>0</td>
<td>62</td>
<td>0</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2015</td>
<td>114</td>
<td>18 (16%)</td>
<td>3</td>
<td>93</td>
<td>0</td>
<td>£4324.31</td>
<td>£37.93</td>
</tr>
<tr>
<td>2016</td>
<td>171</td>
<td>27 (16%)</td>
<td>42</td>
<td>102</td>
<td>16</td>
<td>£4131.00</td>
<td>£23.74</td>
</tr>
<tr>
<td>2017</td>
<td>201</td>
<td>22 (11%)</td>
<td>35</td>
<td>144</td>
<td>31</td>
<td>£4747.52</td>
<td>£23.62</td>
</tr>
</tbody>
</table>

4.2. The association is grateful to the Ministry of Defence for giving beneficiaries access to flights to the Falkland Islands. The association is also grateful for the help and support, with Libor money for flights, as controlled by the Falklands Veterans Foundation (FVF). The association recognises the great contribution of the FVF, not only in this work, but in the provision of accommodation at Liberty Lodge.
5. Data Protection

5.1. Trustees are working on producing procedures and arrangements for compliance to the relevant data protection regulations. This will continue to be expanded and be tested against the requirements during 2018.

5.2. The trustees have prepared the following:

- 5.2.1. A risk assessment quantifying the severity of consequences and the likelihood of breach.
- 5.2.2. Identification of classes and individuals of data holders and classes of data held.
- 5.2.3. Identification of classes of data subjects associated with the risk classification and identifying the heading under which the data is held – consent, contract, legal obligation, vital interests, public interest, legitimate interest.
- 5.2.4. A procedure identifying the measures necessary to minimise risk, control and protect data, create the relevant expertise, assess through audit the compliance and short-comings and the reports required for trustees and annual reporting.
- 5.2.5. Trustees are bringing information together for the privacy statement.

6. Health, Safety and the Environment

6.1. A new health and safety policy document was published which included the regional and area representatives. This policy is reviewed annually.

7. Public Relations

7.1. Trustees have appointed a trustee to lead on matters of the media and public relations under the control of the Chairman. The purpose is to intercept adverse or mitigate on information that poses a threat to the organisation, its beneficiaries or to the harmony of parties involved in the South Atlantic.

7.2. The trustee is tasked with achieving positive progress with the association objectives 1.4.2 and 1.4.3. The trustee works to establish good working relationships with a wide and diverse range of media outlets focusing on key areas of the United Kingdom and within the Falkland Islands.

7.3. Briefs are prepared for dissemination for foreseeable events and the trustee manages the co-ordination of responses to news and other items where the association is expected to contribute to the debate or reaction. Much of this is achieved by personal attendance, interaction and contributions at such events as:

- 7.3.1. Remembrance at Whitehall,
- 7.3.2. Portsmouth area events,
- 7.3.3. Funerals of beneficiaries,
- 7.3.4. Remembrance Pangbourne College,
- 7.3.5. Liaison with other charities,
- 7.3.6. Meet the public days at bases and AFDs.

8. Activities

8.1. The Association engages in the following activities:

- 8.1.1. 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.
- 8.1.2. 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.
- 8.1.3. Maintaining and developing a web site with information about the association and the conflict.
- 8.1.4. 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.
- 8.1.5. Maintaining a welfare structure so that those in need can be given access to the appropriate service charity or service support network.
- 8.1.6. Maintaining and developing a list of relevant memorials regularly updated to cover mainly the United Kingdom and the Falkland Islands.
- 8.1.7. Providing grants for South Atlantic veterans and dependants in need and for beneficiaries in need of immediate cash during an unforeseen crisis.
8.1.8. Running a regional structure to reach out to beneficiaries through local contacts.

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

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

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

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

8.2. 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.

9. Fund raising arrangements

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

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

9.1.2. Membership fees for associate membership and honorary membership as set by the trustees and it is a one off fee for life.

9.1.3. Investments mainly within the Armed Forces Common Investment Fund (AFCIF) managed by BlackRock.

9.1.4. Just giving arrangements.

9.1.5. Membership donations.

9.1.6. Corporate donations and grants from other charities.

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

9.1.8. Sales from the shop run from the office.

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

9.1.10. Local branch organised fundraising.

9.1.11. The HMRC provision of gift aid.

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

10. Achievements 2017

10.1. Sponsored 144 pilgrims to the Falkland Islands at a cost of £4717.

10.2. Sold £6340 (£4934) of marked products to veterans and others.

10.3. Provided grants of £6795 (£6239).

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

10.5. Paraded the standard approx. 23 times (including funerals).

10.6. Membership numbers. SAMA82 currently has 4157 members.

10.7. New members in 2017 - 142 (127).

10.8. Made representation at the following events:

Armed Forces’ Day, Blackpool,
Armed Forces’ Day, Devon and Cornwall, Torpoint,
Armed Forces’ Day, Hull,
Armed Forces’ Day, Littlehaven,
Armed Forces’ Day, Plymouth,
Armed Forces’ Day, Portsmouth,
Armed Forces’ Day, Scarborough,
11. Office Performance

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

11.2. 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.

11.3. 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.

11.4. The office has collated the various medal lists for all the services and now holds an electronic central register of the 28688 personnel awarded the South Atlantic Medal in 1982.

11.5. The office has set in motion necessary IT upgrades that will improve the SAMA82 website and Discussion forum.

11.6. The office has updated most documentation in anticipation of the implementation of the General Data Protection Regulation 2018.

11.7. Efficient links are maintained and developed with outside agencies in order to facilitate veteran wellbeing and to aid remembrance and commemoration.

11.8. Have introduced new systems to ensure adequate financial controls are in place in regards to the purchase of SAMA82 branded items from our online shop.

11.9. We said farewell to Jane Adams who stepped down as the Association Secretary on the 31 October 2017. Jane has given the Association an enormous amount of time, skill and energy during her eight and a half years with us. At the trustees’ meeting on the 15 March 2018, both Jane, and her husband Steve were appointed honorary life presidents in recognition for their huge contribution to the well-being, development and success of the Association. We welcome Joanne Stevens as our third Association Secretary.

12. Wider Maritime Community

12.1. As a mainly military association, the needs of the merchant navy and other merchant marine support requires special attention from trustees in ensuring that the objectives of the association are applied effectively to these beneficiaries.

12.2. An appointed trustee has been given special duties in interacting with other seafaring charities and contributing to MoD funded and initiated surveys on the needs of former merchant seafarers classed as veterans. This survey is to be conducted by Oxford Brookes University.

12.3. Despite being targeted for merchant seafarer veterans born before January 1950; rational parallels with the role of the merchant fleet in the South Atlantic Conflict were made and this 1982 group will now be considered in the study. Information packs have been organised and should be distributed to those merchant navy personnel (and support groups) for whom the association has an address.
South Atlantic Medal Association

12.4. Over the period of the 35th anniversary of the Falklands Conflict in 2017, the Don Memorial Bar, Stockton (Julie Cooper) and Billy Mcgee (MNA Archivist) expressed a wish to support SAMA82. In events culminating on 17th June at the Don Bar and a single day event at the Stockton Branch of Tesco, the donors were able to put a grand total of £819.30p into SAMA funds.


13.1. At the end of the year the association had within the central funds, including unrestricted and restricted, the sum of £359407.39 (£326,625.06) in the bank, cash and investments.

13.2. 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 1st February 2017 the Association enrolled one of our employees into the pension fund and made available membership of the pension fund to the second employee. A third employee was enrolled into membership of the pension fund on her appointment to Secretary on the 1st November 2017.

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

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

13.5. Total incoming funds for the central funds were £131057.00 (£74423.67).

13.6. There are a number of sources of donations and they are as follows for financial year 2016:

- 13.6.1. Members’ donations: £27112.68 (includes 35 year fund raising projects income (£12848).
- 13.6.2. Corporate donations and grants £19664.40 (£8219). Includes grants from Seafarers and ABF.
- 13.6.3. Other donations not within the descriptions above were £13727.26 (£7736).

13.7. Gains from interest and investment, mainly from the Armed Forces Common Investment Fund (AFCIF), was £35518.79 (£37378).

13.8. A gift aid claim was fulfilled in December bringing in £1460.88 (£1518.17) and was included in corporate donations.

13.9. Sales from marked items realised £6340.41 (£4934) and stock costs were £9618.06 (£2409). This was a year to re-establish stock and invest in an area of fund raising. From calculations of sales and restocking costs for the period 2010 to 2017 inclusive, average sales perform at around £5018 and restocking at £4334. Based on the trends, detected in the recent evaluation of office cost associated with running the shop, the annual average office cost is around £1500. The shop cannot, therefore, be justified on its profit generation alone. Its key success and justification remains in providing branded items for members and beneficiaries to achieve objectives 1.4.2 and 1.4.3.

13.10. Subscriptions – for the purpose of joining the Association totalled £1199.46 (£1269).

13.11. Total outgoing funds were £98274.67 (£55018).

13.12. Employee costs including NI, tax, wages, pension and training costs were £25290.89 (£21421).

13.13. Premises costs including utilities and maintenance were £4683.80 (£5380).

13.14. Administrative costs including post, printing, stationery, equipment, repairs, fund raising costs, insurance were £16035.57 (£3726).

13.15. The inspector of accounts Mr Tim Parrott kindly gave his services free of charge. Mr Parrott has agreed to inspect the accounts for 2017.

13.16. Non office expenditure on governance was £4681.81, (£2289).

13.17. The non-office expenditure on newsletters, web site, newsletter, NMA memorial and WW memorial project was £8762.00, (£7982).

13.18. Travel and subsistence Expenses. The payment of expenses is governed by the SAMA document Reimbursement – 03. Governance costs of travel and subsistence was £1497.87 included in governance costs (£1859).


13.20. The area conference cost £254.23, (£1862) excluding travel. Measures have now been effective in reducing the cost of the area conference.

13.21. Grants given totalled £6795.99 (£6239). The grants committee continued activity in assessing and selecting suitable candidates for grants. The grants committee works to a written procedure.

13.22. There are six restricted funds held by the Association:
South Atlantic Medal Association

13.22.1. 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.

13.22.2. 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.

13.22.3. 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.

13.22.4. 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.

13.22.5. Falkland Families Association FFA – money for SAMA to disperse under a written agreement with the FFA and their legacy officers. £22250, (£24314) remains from this fund which is open to application from dependants for travel to and from the Falkland Islands.

13.22.6. A sixth restricted fund dedicated to HMS Sheffield personnel began operation in 2016 and has accumulated £3233.01, (£2774). The fund took a share of office costs of £295.

13.23. Apart from the memorial at the National Memorial Arboretum, no property is in the ownership of the 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 £23383.27, (£27509) at the end of 2017.

13.24. 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, expected early in 2017 was followed up with further grant in the summer. We are grateful to these two charities for their continued support and for the funds that are made available.

13.25. Apart from the memorial at the National Memorial Arboretum, no property is in the ownership of the 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 £23383.27, (£27509) at the end of 2017.

13.26. 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.

13.27. Inflation. The inflation rate at the beginning of 2017 was 1.8% rising to 3% by the middle of the year resulting in a loss of value for the fund of about £10000.

13.28. Recurring annual charges, such as insurance, are expensed on payment provided they are less than £1000.

13.29. Strengths, weaknesses, opportunities and Threats

13.29.1. 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 local leadership.

13.29.2. 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 SAMA82 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. The association is beginning to see a small decline in membership donation and corporate donations which may require policy action to remedy during the next three years.

13.29.3. 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.

13.29.4. 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.
South Atlantic Medal Association

13.30. 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 SAMA 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.

13.31. The Association has a further 24 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.

13.32. 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.

13.33. The financial accounts and documents were sent to the inspector (Mr Tim Parrott) on the 15 February 2017. The accounts were presented to the trustees on the 15 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.

13.34. Three branches, Caravan and Camping, Scotland and Christchurch manage their own funds which are inspected prior to the SAMA82 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.

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

13.36. The reimbursement of expenses procedure was reviewed during the year introducing two mileage rates depending on distance covered. This made the cost of a journey by vehicle more comparable to public transport costs thereby reducing the need for travellers to research competitive costing using public sector transport.

13.37. The association is grateful for the hard work of Tim Parrott who has inspected the accounts for the second time. His report will be available at the annual general meeting.

13.38. For a statement of financial position & summary of income and expenditure – See separate tables

14. How Trustees spend association money

14.1. Measured as a percentage of the association’s expenditure.

14.1.1. Pilgrimage 6.9%,
14.1.2. Remembrance Lunch 4.6% with over 50% of this recovered on focused giving,
14.1.3. NMA Memorial 0.2% which comes from donor defined restricted fund,
14.1.4. Newsletter 12.6% paid for mainly by grants from ABF and Seafarers,
14.1.5. FFA Flights 3.6% paid from donor defined restricted fund,
14.1.6. HMS Sheffield 0.3% costs to cover office costs,
14.1.7. Grants 9.3%,
14.1.8. Web Site 3.1%,
14.1.9. Parading Standard 0.7%,
14.1.10. Area & Branch Organisation 9.6%,
14.1.11. World Wide Memorials <0.1%,
14.1.12. Governance 6.1%,
14.1.13. Fund Raising central 0.2%,
14.1.14. Respect 0.6%, laying of wreaths, almost entirely paid for by matched donations,
14.1.15. Employment Training 0.1%,
14.1.16. Employment Leave 2.6%,
14.1.17. Office Administration 6.3% to cover costs that cannot be allocated to purpose (to be dispersed to key allocation areas in 2018, together with leave and employee training costs),
14.1.18. Project Scotland 8.3% entirely recovered with a profit,
14.1.19. Project South West 8.9% entirely recovered with significant profit,
14.1.20. 35th Anniversary Event 5.5%.

14.2. About 80% of the expenditure is related to the accomplishment of the stated objectives.
15. Report by the Inspector of Accounts – Period 1 Jan 2017 to 31 Dec 2017

15.1. The accounts were inspected and reviewed by Tim Parrott (member) and this report submitted on the 27 March 2018.

15.2. Summary

15.2.1. A review was made of the manual accounts maintained in excel spreadsheets compared to a the banks statements and records of payments and receipts from the office. This was done electronically by comparing the value of each transaction and the running balance in the spreadsheets with an electronic copy of the year’s bank statement. There were some 1600 records.

15.2.2. Only one discrepancy was found. A post office receipt for £2.90 paid by visa was recorded, however this did not show up in the bank statement. This is an error by the post office and a £2.90 donation to our funds. There were a couple of transposition errors in the Utility Warehouse monthly summary, but these had no effect on the accounts.

15.3. Accounting Practices

15.3.1. The accounts are maintained as single entry on a cash book basis.

15.3.2. The Limited Company is not VAT registered.

15.3.3. The fund is not large and the transactions are in the main donations in and monthly staff and office costs out. In addition, there are annual insurances and monthly utility bills which include prepayments. These prepayments have been expensed in the current year and have not been declared as an asset in the final balances.

15.3.4. The main records are in the treasurer’s spreadsheet and match exactly with those on the SAMA 82 HSBC bank accounts. The opening and closing balances for 2017 on the bank statements have been sighted.

15.3.5. Donations and monies received in the office are accounted for in a two-man operation and banked locally.

15.3.6. No petty cash is held in the office and the visa card really doubles as the petty cash account. This is accurate and ensures all transactions are recorded barring when the post office makes an error.

15.3.7. The office business processes are under review.

15.3.8. Assets are depreciated on a reducing balance basis and then written off in the year when the value becomes negligible or at the end of their useful life. Reducing balance is by a percentage of the current value each year. This should be shown in the income and expenditure accounts as a separate expenditure. At present it is shown in the assets.

15.3.9. Statutory returns are made to Companies House annually for accounts and the company return. In addition, annual accounts are sent to the Charity Commissioners.

15.3.10. Stock is not well defined in terms of profit. There are opening and closing balances for the value of the stock. Stock includes items that have commercial value and “advertising” materials such as “stickers” and other “give away” items that do not. There are stock purchase values in expenditure and sales values in income. There is no clear “cost of sales” figure to compare to “sales revenue” to see if the sales are making a profit.

15.3.11. Office costs are attributed to activities so that a balanced view can be taken of real cost and profit of SAMA 82’s commercial and charitable activities.

15.4. Analysis

15.4.1. Bills in general are always paid in advance as commercial businesses do not give charities extended credit facilities.

15.4.2. Income is matched to expenditure and last year £8000 was drawn from the deposit account to supplement income to cover expenditure. A gain of £4000 on the current account was recorded, so on paper a net loss of £4000. This has been offset by the investment income for the year of which has been re-invested. The fund total value has increased £35,000 over the 12 months some 9%.

15.4.3. The 35th anniversary item sales plus attendance at a number of venues has added to the funds and brought heightened awareness of SAMA 82.

15.5. Recommendations

15.5.1. Business processes for stock management and profitability should be reviewed. Opening and closing stock balances should be reported at cost price and compared to sales and purchases in the year. This will give an accurate gross margin value on sales. This can be compared to the office costs to check the actual profitability.

15.5.2. The depreciation should be brought in to the expenditure statement and the opening and closing asset balances.

16. Structure

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

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

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

17. Governance and Trustees
South Atlantic Medal Association

17.1. The trustees are selected or proposed and then democratically elected by members 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 elected 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. The upper limit of trustee numbers is nine.

17.2. From the 14 June 2017 associate members gained full voting rights alongside full members.

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

17.4. The training undertaken includes:

17.4.1. The read list of SAMA documentation and COBSEO sources training notes.
17.4.2. Where possible trustees attend training courses provided by COSEO or legal teams on their behalf.

18. Management

18.1. Individual trustee and employee responsibility – the list of portfolios.
Chairman – Gordon Mather,
Vice Chairman – Derek Cole,
Treasurer – Andrew Lockett,
Secretary – Jane Adams / Jo Stevens,
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 – Joanne Stevens,
Health, Safety & Environment – Tom Herring,
Safeguarding – Jo Stevens Report required,
Website/Garden of Remembrance – Paul Holling,
Newsletter – David Kidd – Non trustee,
Five Year Plan – Andrew Lockett,
NMA Memorial – Joanne Stevens,
Finance Committee – Andrew Lockett/Jo Stevens/Derek Cole/Gordon Mather,
Seafarers Liaison – Alan Burgess,
Equal Opportunities – Gordon Mather,
Grant Management Committee – Brian Sherrington,
World-wide South Atlantic Memorials – Marie Hurcum – employee.

18.2. Safeguarding – The office ensures that the risk to our office volunteer who is a vulnerable adult is minimised by ensuring both SAMA employees are present on the days that the individual attends the office. Advice from the individuals’ case worker was sort on whether it was appropriate for the office manager and assistant to complete a disclosure and barring service check and it was confirmed that this was not necessary.

18.3. 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.

18.4. 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.

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

18.6. 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,
South Atlantic Medal Association

Lancashire, Cheshire, Merseyside, Manchester and Isle of Man,
Scotland and Ireland,
SAMA(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,
SAMA (82) Christchurch & District Branch,
SAMA (82) Camping & Caravan Branch,
SAMA (82) HMS Sheffield Branch.

Overseas Representatives:
Spain & Portugal,
Scandinavia,
United States of America,
Australia.

18.7. 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 Not-Forgotten Association. This association has been very generous to individual members of the association in providing hospitality and entertainment.
The Royal Navy and Royal Marines fund.
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). Charity Number 1094950, Company number 04585276.
SAMA 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 (BlackRock): 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 £315 million and in which SAMA is but a small participant. The fund is changing its status from a CIF to another format which has additional tax benefits.
COBSEO: Confederation of British Service Charities who provide information, guidance, training and top level connections for Service Charities.

In addition we recognise the role of SAMA (82) Wales as an independent registered charity for the whole of Wales for which SAMA82 has no control or responsibility. Charity number: 1109747

18.8. 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.
18.9. The following procedures have been authorised:

<table>
<thead>
<tr>
<th>Document Number</th>
<th>Documentation Name</th>
<th>Issue No</th>
<th>Amendment No</th>
<th>Authorisation Date</th>
<th>Authorizer</th>
<th>Capacity</th>
<th>Date Superseded</th>
<th>Minute Authorised Reference</th>
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<td>130921</td>
<td>Vice Chairman</td>
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<td>3</td>
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<td></td>
<td>Minutes 3 Oct 2013</td>
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<td>6</td>
<td>Branch Rules</td>
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<td>3</td>
<td>130917</td>
<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 3 Oct 2013</td>
<td></td>
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<tr>
<td>7</td>
<td>Association Rules</td>
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<td>2</td>
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<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 6 Feb 2014</td>
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<td>8</td>
<td>Sub Committee - Plans</td>
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<td>2</td>
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<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 3 Oct 2013</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Form - Information Request</td>
<td>1</td>
<td>1</td>
<td>130922</td>
<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 3 Oct 2013</td>
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<td>Minutes 23 July 2014</td>
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<td>1</td>
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<td>Extant</td>
<td></td>
<td>Minutes 6 Feb 2014</td>
<td></td>
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<td>180315</td>
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<td>Extant</td>
<td></td>
<td>Minutes 15 Mar 2018</td>
<td></td>
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<td>Staff Handbook</td>
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<td>2</td>
<td>141001</td>
<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>E Mail 24 Sept 2014</td>
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<td>14</td>
<td>Health &amp; Safety Risk Assessment</td>
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<td>2</td>
<td>150924</td>
<td>Steve Wiggins</td>
<td>Extant</td>
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<td>Minutes 24.09.15</td>
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<td>15</td>
<td>Records - Retention &amp; Destruction</td>
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<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 8 Sept 17</td>
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<td>16</td>
<td>Relationships Argentine Veterans</td>
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<td>1</td>
<td>170309</td>
<td>Chairman</td>
<td>Extant</td>
<td></td>
<td>Minutes 9 Mar 17</td>
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<td>17</td>
<td>Donations to &amp; Fundraising for SAMA</td>
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<td>171010</td>
<td>Chairman</td>
<td>Original</td>
<td></td>
<td>Minutes 10.10.17</td>
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<td>18</td>
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<td>1</td>
<td>1</td>
<td>171010</td>
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<td>Original</td>
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<td></td>
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<td>19</td>
<td>Equal opportunities</td>
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<td>1</td>
<td>171010</td>
<td>Chairman</td>
<td>Original</td>
<td></td>
<td>Minutes 10.10.17</td>
<td></td>
</tr>
</tbody>
</table>

18.10. The following are in the process of preparation or amendment.

18.10.1. Document Control,
18.10.2. Terms of Reference for chair, treasurer, president, secretary, welfare and grants trustee,
18.10.3. Trustees are encouraged to maintain handover notes related to their role; those in place include the Chairman and Treasurer,
18.10.4. Data Protection,
18.10.5. Advice and guidance on media contact,
18.10.6. Branch Rules,
18.10.7. Sub-committee Finance,
18.10.8. Sub-committee grants,
18.10.9. Grant Management,
18.10.10. Data Protection,
18.10.11. Equal Opportunities,
18.10.12. Staff Handbook,
18.10.13. Appointment of Life Vice Presidents.
NMA Memorial - The SAMA82 Memorial at the National Memorial Arboretum in Staffordshire, is designed to reflect the Falklands Islands’ landscape. The main memorial is a 7ft (1.92m) curved wall made from Cotswold stone. Rocks taken from the Falklands islands landscape have been placed around the curved stone wall. The memorial wall itself is modelled on the larger cemetery in San Carlos Bay. The site also features two benches and several granite plaques on rocks taken from the Falklands. The memorial was officially unveiled at the SAMA82 AGM Service 2012.

19. Five Year Plan

19.1. The plan has been reviewed and has achieved its five year goal. A further five year plan is to be prepared to cover the period until 2023.

20. Reference and Administrative details

20.2. Patron: HRH The Prince of Wales KG, KT, GCB, OM, AK, QSO, PC, ADC.
20.3. President: Commodore Jamie Miller CBE Royal Navy.
20.4. Short Name: SAMA82.
20.5. Charity Number: 1118842.
20.6. Company Number: 6113679.
20.7. Registered Office and Principal Office: Unit 25 Torfaen Business Centre, Panteg Way, New Inn, Pontypool, Gwent, Wales NP4 0LS.
20.8. Charity Trustees 1 January 2017 to 1 April 2017 (AGM):
20.9. Charity Trustees 1 April 2017 (AGM) to 31 December 2017:
20.10. The above were also Directors of the Company during the same periods.
20.11. 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.

21. The Charity Sector, Regulation and the Commission

21.1. 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.

22. The South Atlantic Medal Association is Supported by:-

![Supporter Logos]
<table>
<thead>
<tr>
<th></th>
<th>Central Funds</th>
<th>Branch Funds</th>
<th>All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted funds</td>
<td>Restricted funds excluding shared fund</td>
<td>Scotland</td>
</tr>
<tr>
<td>Fixed Assets Equipment</td>
<td>£3,825.98</td>
<td>£2,383.27</td>
<td>£9.99</td>
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<tr>
<td>Stock Assets Sale Stock</td>
<td>£10,713.21</td>
<td>£0.00</td>
<td>£0.00</td>
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<tr>
<td>Current Financial Assets Cash &amp; Bank</td>
<td>£318,899.25</td>
<td>£37,274.12</td>
<td>£779.41</td>
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<tr>
<td>Current Assets</td>
<td>£329,611.47</td>
<td>£37,274.12</td>
<td>£779.41</td>
</tr>
<tr>
<td>Total Assets</td>
<td>£339,437.45</td>
<td>£50,559.39</td>
<td>£779.41</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>£0.00</td>
<td>£0.00</td>
<td>£0.00</td>
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<tr>
<td>Non Current Liabilities</td>
<td>£0.00</td>
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<td>£0.00</td>
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<tr>
<td>Total Liabilities</td>
<td>£2,000.00</td>
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<td>£0.00</td>
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<td>Net Assets</td>
<td>£336,437.45</td>
<td>£50,559.39</td>
<td>£779.41</td>
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<tr>
<td>Capital and Reserves</td>
<td>£336,437.45</td>
<td>£50,559.39</td>
<td>£779.41</td>
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</table>

Notes:
Current Liabilities £2,000 - outstanding.

For the year ended 31st December 2017 the company was subjected to an audit under Section 477 of the Companies Act 2006. The Directors acknowledge their responsibility for complying with the requirements of this Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Andrew Jannells Lockett (AJ Lockett)
South Atlantic Medal Association 1982 (SAMAB2)

Statement of income and expenditure for the year ended 31 December 2017

<table>
<thead>
<tr>
<th>Year Ended</th>
<th>Receipts</th>
<th>Expenditure</th>
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<tbody>
<tr>
<td>31-Dec-17</td>
<td>2,658.56</td>
<td>2,658.56</td>
</tr>
<tr>
<td>2,658.56</td>
<td>Sales - Purchase of stock</td>
<td>9,618.06</td>
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<tr>
<td>21,491.23</td>
<td>Employee costs</td>
<td>25,290.85</td>
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<tr>
<td>5,360.46</td>
<td>Premises costs</td>
<td>4,683.80</td>
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<tr>
<td>363.83</td>
<td>Administration</td>
<td>1,856.47</td>
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<tr>
<td>1,431.81</td>
<td>Post and Carriage</td>
<td>751.72</td>
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<tr>
<td>471.05</td>
<td>Printing and Stationery</td>
<td>5,610.69</td>
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<tr>
<td>341.09</td>
<td>Equipment and repairs</td>
<td>6,864.45</td>
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<tr>
<td>338.18</td>
<td>Insurance</td>
<td>546.24</td>
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<td>0.00</td>
<td>Whisky temporary loan</td>
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<td>862.36</td>
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<td>228.79</td>
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<td>2,152.55</td>
<td>Area Conference &amp; Meetings</td>
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<td>Area Representatives</td>
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<td>1,157.09</td>
<td>Travel and Subsistence</td>
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<td>2,175.50</td>
<td>Recreational, Events, Pilgrimage T&amp;S, Grants and Returns</td>
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<td>24.30</td>
<td>Pilgrimage travel &amp; subsistence</td>
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<td>6,288.14</td>
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<td>0.00</td>
<td>Money returned to Members</td>
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<td>0.00</td>
<td>SW Area Account</td>
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<td>55,017.48</td>
<td>Total Expenditure</td>
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Gain/Loss | 32,782.33 |

31-Dec-17 Schedule of bank and other asset balances

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<tr>
<th>Item</th>
<th>Amount</th>
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<td>HSBC Current 81133858</td>
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<tr>
<td>HSBC Number 2 01504660</td>
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<td>HSBC Deposit 41511238</td>
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<td>Black Rock 000436724</td>
<td>308,453.50</td>
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<td>Paypal</td>
<td>611.81</td>
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<tr>
<td>Cash (for office emergency purposes)</td>
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<td>SW Area Santander Account for local fund raising</td>
<td>16.29</td>
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<tr>
<td>Total</td>
<td>359,407.39</td>
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Date: 15 March 2018

Prepared by Andrew Lockett; Treasurer

I confirm that I have inspected the account files and bank statements that have been kept for the year ended 31 December 2017 and that the above details are a true summary.

Tim Parrott; Inspector of Accounts

Print Date: 16/03/2018