

ACP 11

ADMINISTRATION OF CIVILIAN COMMITTEES IN THE AIR TRAINING CORPS



AMENDMENT SHEET

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*Throughout this document Chairman is a generic term.

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CHAPTER 1

INTRODUCTION

PURPOSE OF THE PUBLICATION

1. The Air Training Corps is a voluntary youth organisation for the air minded under the sponsorship of the Ministry of Defence (MOD), but its squadrons are based in their local Communities and are part of their own cities, towns and villages. Some of the activities are sponsored and financed by MOD but others are not, and it is in connection with the latter that squadrons need the help of their civilian committees.
2. These revised instructions have been introduced to ensure that civilian committees and councils are provided with common governance and information which will help them to fulfil their obligations to the Air Training Corps at whichever level they serve.

AIMS OF THE AIR TRAINING CORPS

3. It is important that all should be clear on the aims of any organisation with which they are associated. Those of the ATC are defined in the Royal Warrant in the following terms:
 - a. To promote and encourage among young people a practical interest in aviation and the Royal Air Force (RAF);
 - b. To provide training which will be useful both in the Services and civilian life and;
 - c. To foster the spirit of adventure and to develop the qualities of leadership and good citizenship.
4. The ATC is thus a youth organisation in the normal sense of that term, but with particular emphasis on training in aviation subjects. It is not an RAF recruiting organisation but it nevertheless enjoys a special relationship with the RAF. Public financing and RAF support are in the main directed towards aviation orientated activities and towards other activities which will be of particular value to those cadets who elect for a career in the RAF or indeed one of the other Armed Forces. Of course, such public funding and support does not, and is not intended to, exclude help for youngsters whose careers may follow other avenues.

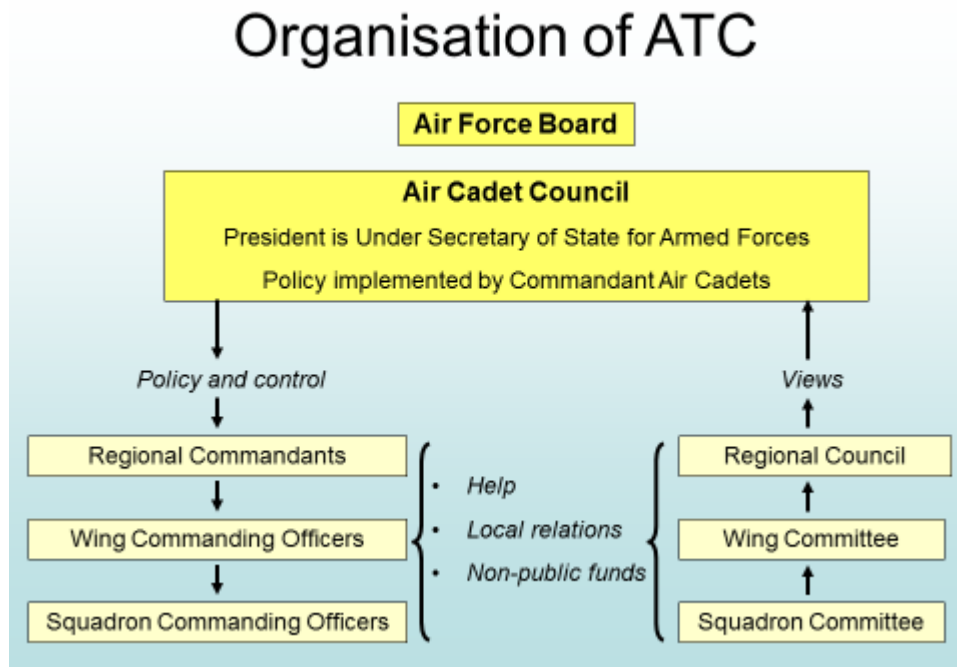
CIVILIAN SUPPORT

5. It is recognised, however, that the stated aims of the Corps can only be met in full if the scope of the training is widened beyond that officially financed and supported, and it is primarily in this field that civilian committees make their vital contribution. This is not to say, however, that civilian committees cannot also make a useful contribution to the officially sponsored training.
6. As a youth organisation, the ATC has responsibilities to the community in which any Squadron or Detached Flight is located and the local community will doubtless wish to encourage worthwhile activities intended to help the youngsters living locally. The civilian committees provide a 2-way link to help each side to support the other.

CONTROL OF THE AIR TRAINING CORPS

7. In defining in more detail the role of the civilian structure, it is first important to clarify the relationship between it and the uniformed structure.

8. The governing body of the Air Training Corps is the Air Cadet Council which operates under the aegis of the Air Force Board in the MOD. Council policy is implemented by Commandant Air Cadets, through Regional Commandants, Wing Commanding Officers and so to Squadron and Detached Flight Commanders. Each formation commander is responsible to his/her immediate superior for the implementation of Corps policy and for the efficiency of his/her formation, squadron or flight. It would accordingly be improper for a civilian committee to attempt to persuade the local uniformed commander to vary published Corps policy but their safeguard is that the civilian view can always be represented to higher levels through the civilian council and committee structure.



9. Control is thus exercised by the uniformed staff, with the civilian staff in a supporting role, but policy is determined jointly and ultimately by the Air Cadet Council.

CIVILIAN COUNCILS AND COMMITTEES

10. The civilian structure of the ATC is based on Councils and Committees in support of each Region, Wing, Squadron and Detached Flight. These are:

- a. The Air Cadet Council, under the Presidency of the Under Secretary of State for the Armed Forces, composed of representatives from MOD, the Commandant Air Cadets and the Chairmen or representatives of Regional Councils;
- b. The Regional Council composed of the chairmen or their representatives of all Wings in the Region;
- c. The Wing Committee composed of the chairmen or their representatives of all squadrons in the Wing;
- d. The Squadron Committee.

This hierarchy monitors and oversees the governance of this pillar from squadron level to the Air Cadet Council.

PURPOSE

11. The purpose of these Councils and Committees is to support cadet activities by:
 - a. Giving direct help and advice to formations in performance of their tasks;
 - b. Providing a means of ensuring that squadrons' views are properly represented at Air Cadet Council, Regional and Wing levels;
 - c. Fostering association between ATC formations and their associated communities;
 - d. Raising, controlling and accounting for non-public funds in support of squadron training programmes and approved activities.
12. Committees therefore are to aim to be active and purposeful with regular meetings as detailed in the appropriate chapter of this publication. The Air Cadet Council meets in July and the Air Cadet Council Steering Group generally meets in January. Regional Councils and Wing Committees are therefore to ensure that they meet at some convenient time before the main Council meetings so that, where relevant, their views may be passed on for consideration at the highest level. Squadron Committees are to meet regularly and two of these meetings are to precede the Wing and Regional meetings leading up to the bi-annual Air Cadet Council meetings.

SUMMARY

13. Wing Committees and Regional Councils are integral to the success of the Corps, and they must function as effective bodies if the civilian view offered at the Air Cadet Council is to be representative of those whom members are elected to represent.
14. Squadron civilian committees play a vital role in ATC activities. While it is not impossible to have an efficient squadron without a good civilian committee, it is much easier to achieve success with good civilian committee support.
15. It is hoped that these instructions will be helpful to Chairmen, Council and Committee members at all levels in achieving the desired results. However, it is again emphasised that they do not profess to be comprehensive, nor is any attempt made to define priorities as these will vary according to circumstances. Where there is any departure from this document, there must be a clear and justifiable reason for doing so, which must be recorded. Each committee should be guided by the needs of the situation, bearing in mind always that the aim of the Corps is to provide young people with training which will be useful in their adult life. Squadron Committees should always remember that they are in support of and do not manage the squadron with which they are associated. As trustees of their non-public funds, whether registered directly with the Charity Commission as an independent charity or with excepted charitable status, they must remain faithful to their objects which are:
 - a. To raise and manage the non-public sports and welfare fund on behalf of the squadron.
 - b. To fully support the Squadron Commander to fulfil the aims of the Air Training Corps as contained in Chapter 1 but in particular to provide funding to support activities that foster the spirit of adventure and develop the qualities of leadership and good citizenship.

CHAPTER 2

AIR CADET COUNCIL

1. **Constitution.** The Air Cadet Council is established to consider all aspects of the Air Training Corps and to recommend to the Air Force Board any changes which the council think would improve the Corps' image and efficiency. It is responsible to the Air Force Board for the overall running of the Air Training Corps and for the formulation of general policy on all aspects of its work.

2. The Air Cadet Council will be under the honorary, non-executive, presidency of the Parliamentary Under - Secretary of State for Defence and the chairmanship of the Chief of the Air Staff. The membership is as follows:

Deputy Commander Capability (AMP, Chairman Air Cadet Council Steering Group)
Vice Patron
Parliamentary Representative
Air League Representative
Director Resources HQ Air
Commandant Air Cadets
OC 2FTS
Representative Regional Chairmen (2)
Representative Regional Commandant (1)
Wing Commander CCF (RAF)
Corps Chaplain
Secretary (appointed by Commandant Air Cadets)

In attendance:

Chief of Staff, Air Cadets
Director Reserve Forces and Cadets
MOD and Other Government Department Representatives, as required

3. The Air Cadet Council will meet at the MOD normally every year in July. It may, at its discretion, co-opt other members for their specialist advice and call extraordinary meetings.

4. **The Air Cadet Council Steering Group.** The Air Cadet Council Steering Group is established to advise the Air Cadet Council on the formulation of corporate strategy and funding. It is under the chairmanship of Deputy Commander Capability (Air Member for Personnel, as Top Level Budget holder) and will normally meet in January. The membership is as follows:

Deputy Commander Capability/Air Member for Personnel
Air Officer Commanding No 22 (Training)
Commandant Air Cadets
Chief of Staff, HQ Air Cadets
Regional Commandants (6)
OC 2FTS
Wg Cdr CCF (RAF)
Regional Chairmen (6)
Corps Chaplain

In Attendance:

RF&C Representative
Secretary appointed by Commandant Air Cadets

5. **The Chaplains' Committee.** The Air Cadet Council will set up a Chaplains' Committee to advise the Council on matters affecting the spiritual welfare of the Corps as a whole and of cadets in particular. The Council will nominate the Chairman of the Chaplains' Committee who will normally hold office for a period of 4 years and will be known as the Corps Chaplain. The Chaplains' Committee will consist of the ATC Regional Chaplains and may include representatives of denominations and other religions not adequately represented by the Regional Chaplains along with a representative of the Royal Air Force Chaplains' Branch and the Secretary who will be appointed by HQ AC.

6. **Finance and General Purposes Committee.** The Air Cadet Council will set up a Finance and General Purposes Committee with particular responsibility to the Council for the administration of activities not funded by the public account and for maintaining the income and allocation of the General Purposes Fund. The responsibility for the General Purpose Fund is vested in the Board of Trustees who are personally accountable for its operation in accordance with the Trust Deed and Charity Commission regulations. The Trustees offer advice for the Committee to consider. A recommendation for expenditure, taken by a majority vote at the Finance and General Purpose Committee, is taken for endorsement to the Trustees. Meetings normally take place in March and October each year.

7. The Finance and General Purpose Committee will consist of:

Commandant Air Cadets (Chairman)
Chief of Staff Air Cadets (Chairman of the Sports Council)
Chairmen of the 6 ATC Regions

In attendance:

Corps Chaplain
A Regional Commandant appointed by Commandant Air Cadets
Air Cadet Finance Officer and General Purposes Fund Treasurer
Air Cadets Accounts Officer and General Purposes Fund Secretary

The Board of Trustees will consist of:

Commandant Air Cadets (Chairman)
Chief of Staff Air Cadets
A member nominated by the Commandant Air Cadets (Financial Advisor)
A member nominated by the Corps
A member nominated by the Finance and General Purpose Committee (may be one of the nominated Chairmen members above)

8. Council may at its discretion set up other subordinate committees including an Appeal Panel as required under the Resolutions of Conflict Procedure for Civilian Committees.

CHAPTER 3

REGIONAL COUNCILS

1. **Composition.** The Regional Council consists of a representative from each Wing within the region, normally the Wing Chairman from each Wing Committee, together with the Regional Commandant and the Regional Chaplain as ex-officio members. Either a civilian member or member of the Regional Headquarters' staff may act as Secretary and/or Treasurer. The Regional Council Trustees will be determined by each Regional Council.
2. Each Council is also to determine whether Wing Commanding Officers are to attend their meetings. Wing Commanding Officers that attend are not eligible to vote.
3. **Appointment of Officers.** The Regional Chairman, Deputy Chairman, Secretary and Treasurer will be elected initially for a three year term followed by a rolling annual re-election. All officers of the Council shall be elected by the voting members only. The quorum for any election is 2/3rds of the voting members of the Council.
4. Upon appointment and during their tenure, Council members are to familiarise themselves with all of the provisions of Chapter 5 of this publication and apply the principles set out as are relevant and appropriate.
5. **Regional Chairman.**
 - a. **Nomination.** On retirement of a Regional Chairman, Nomination Forms should be sent to all Wing Chairmen to facilitate the election of a new Regional Chairman prior to any approach to a candidate from outside the Regional Council.
 - b. **Eligibility.** The Regional Chairman need not necessarily be a Wing Chairman. If the candidate does not hold or has not held that position, they are to be a retired senior RAF or RAF VR(T) officer or other person with significant Air Training Corps experience. If a Wing Chairman is elected Regional Chairman they must relinquish their Wing Chairmanship.
6. **Council Membership Ineligibility.** No person may be appointed to any role within the Regional Council if:
 - a. They are under the age of 18.
 - b. They are currently serving as a uniformed or civilian staff member.
 - c. They are currently a cadet.
 - d. Their service in the Corps in any capacity has been terminated.
 - e. Their appointment has not been renewed because of inappropriate behaviour.
 - f. They have resigned as a direct consequence of any allegation of inappropriate behaviour that is investigated by a statutory child protection body, police force, financial regulator, or Corps enquiry that would have reasonably been expected to lead to termination or non-renewal.
 - g. They have been convicted of any offence involving dishonesty or deception, unless the conviction is legally regarded as spent.

- h. They are undischarged bankrupts.
- i. They have made compositions with their creditors and have not been discharged.
- j. They have at any time been removed by the Commissioners or by the Courts in England, Wales or Scotland from being a trustee because of misconduct.
- k. They are disqualified from being company directors.
- l. They have failed to make payments under County Court administrative orders.

7. Persons who are prevented from becoming members of a civilian committee due to alleged ineligibility under the previous paragraph are entitled to appeal to the Commandant of the Corps. Such an appeal should be lodged in writing within 21 days of being advised of the decision. The Commandant of the Corps may delegate the decision making process to another Regional Chairman as is appropriate. The appeal will be dealt with in accordance with the grievance procedure, insofar as they are appropriate to the appeal.

8. **Terms of Reference.** It is desirable that Regional Councils operate in much the same way as Wing Committees, but it is recognised that local characteristics may necessitate departures from such arrangements. Regional Councils should in the main deal with Regional policy and not with executive matters that require a rapid decision, such as the closure or amalgamation of units. TORs for Regional Council officers are at Annexes C-E.

9. **Meetings.** The Air Cadet Council Steering Group meets each January and the Air Cadet Council Steering Group meets generally in July. Regional Councils are, therefore, to ensure that they meet on a convenient date before the main Council meetings to allow information to be fed upwards.

10. Region Chairmen or Secretary shall circulate an agenda and reports in advance of council meetings to all Council members. The standard template which is included in the Wing Chairman's Handbook should be used for this purpose.

CHAPTER 4

WING COMMITTEES

1. **Composition.** The Wing Committee consists of a representative, normally the Committee Chairman, for each squadron within the wing plus the Wing Commanding Officer and Chaplain as ex-officio members without voting powers. Squadron commanding officers may also be invited to attend meetings of the Committee, either for a specific purpose or as ex-officio members. No staff member of the Wing, whether a uniformed member, civilian instructor or chaplain shall have any voting right at the Wing Committee.
2. **Appointment of Officers.** A Wing Secretary and Wing Treasurer must be elected, who shall be:
 - a. A civilian Wing Committee member or
 - b. A member co-opted for the purpose or
 - c. The Wing Executive Officer should only perform these roles on a temporary basis, in circumstances where there is no other suitable candidate available.
3. Terms of reference for each Wing Committee officer are included as annexes to this document. Additional persons may be added to the committee as co-opted members for a period of up to one year. At the end of the period, they shall be eligible to continue if so elected.
4. **Attendance of Squadron Commanders** -The attendance of Squadron Commanding Officers is a matter for each Wing Committee to decide. It is recommended that all Squadron Commanding Officers should at least be notified of the dates of Wing Committee meetings. In the event that a Squadron Commanding Officer attends a Wing Committee meeting, they shall have no voting rights.
5. **Elections.** All officers shall be elected into office for an initial period of 3 years. Thereafter, by election, they may be re-elected on a one year rolling basis. The election may take place at a meeting, by email, by postal vote or a combination of all as may be convenient. In all events the election will be overseen by the Wing Commanding Officer. It is for each Wing Committee to determine the procedure to be followed for the election of officers, subject to the following:
 - a. Nomination papers will be distributed to all squadron committees in advance of the Wing AGM by the Wing Secretary, assisted by the Wing HQ if so required.
 - b. At the meeting called to hold the election, the Wing Commander will act as scrutineer.
 - c. All officers and ex-officio members shall be appointed by the agreement of a quorum of 2/3rds of the voting members of the Wing Committee. Ex-officio members have no voting rights.
6. **Eligibility.** The Wing Chairman, Secretary or Treasurer need not necessarily be, or have been, a Squadron Chairman. If the candidate does not hold or has not held that position, they are to be a retired RAF or RAF VR(T) officer or other person with significant Air Training Corps experience. It is preferable that if a Squadron Chairman is elected Wing Chairman they should relinquish their Squadron Chairmanship. Similarly each post should be filled by a separate person if possible.

7. **Ineligibility.** No person may be appointed to any role within the Wing Committee if;
- a. They are under the age of 18.
 - b. They are currently serving as a uniformed or civilian staff member.
 - c. They are currently a cadet.
 - d. Their service in the Corps in any capacity has been terminated.
 - e. Their appointment has not been renewed because of inappropriate behaviour.
 - f. They have resigned as a direct consequence of any allegation of inappropriate behaviour that is investigated by a statutory child protection body, police force, financial regulator, or Corps enquiry that would have reasonably been expected to lead to termination or non-renewal.
 - g. They have been convicted of any offence involving dishonesty or deception, unless the conviction is legally regarded as spent.
 - h. They are undischarged bankrupts.
 - i. They have made compositions with their creditors and have not been discharged.
 - j. They have at any time been removed by the Commissioners or by the Courts in England, Wales or Scotland from being a trustee because of misconduct.
 - k. They are disqualified from being company directors.
 - l. They have failed to make payments under County Court administrative orders.

Persons who are prevented from becoming members of a civilian committee due to alleged ineligibility under the previous paragraph are entitled to appeal to the Regional Chairman. Such an appeal should be lodged in writing within 21 days of being advised of the decision. The Regional Chairman may by agreement allocate the decision making process to another Regional Chairman as is appropriate. The appeal will be dealt with in accordance with the grievance procedure, insofar as they are appropriate to the appeal.

ROLE AND RESPONSIBILITIES OF WING COMMITTEES

8. **Role.** The functions of a Wing Committee will be influenced by the geographical area and the number of squadrons within the Wing. Basically, however, the role is:
- a. To co-ordinate, where necessary, the activities of all squadron civilian committees in the Wing but avoiding unnecessary interference with those activities.
 - b. To manage the expenditure of the Wing Committee Fund.
 - c. To provide the means whereby a Wing view may be represented at the Regional Council (see Chapter 2).
 - d. To work with the Wing Commanding Officer to help deliver the aims and objectives of the Air Cadet organisation.

e. To provide the link between the OC Wing and the community within the Wing boundaries.

f. To promote the Air Cadet Organisation.

g. The raising, management and administration of non-public funds are to be collectively exercised unless specific acts are delegated, in writing, to individuals or sub-committees. The voting Wing Committee members, as charity trustees, retain responsibility for those delegated acts and must ensure appropriate reporting arrangements are in place and exercise supervision over any delegated authorities. Funds raised should only be used in support of Wing Training Programmes and Approved Activities (see ACP 10).

h. Each committee should decide on any additional functions and responsibilities in the light of its local circumstances and in consultation with the Wing Commanding Officer. These functions should be reviewed from time to time.

9. **Responsibilities.** As a minimum, the responsibilities of Wing Committees shall be:

a. To ensure that every squadron enjoys the support of an active and effective civilian committee, and to help to find suitable members to serve on the committee of proposed new squadrons.

b. To formulate, as far as is practicable, a Wing policy for all activities not supported by public funds, eg sport and citizenship training and service to the community.

c. To arrange with other parties concerned, for the necessary support (in terms of facilities, finance and negotiation) for activities conducted on a Wing basis.

d. To represent when requested by the Wing Commanding Officer and to the Regional Commandant (through the Wing Commanding Officers) its views on any matters considered to be relevant to the opening, re-grading, amalgamation or disbandment of units.

e. To assist the Wing Commanding Officer by any means open to them whereby Corps activities in the Wing may be made more effective in terms of the training and facilities offered to the cadets.

f. To co-ordinate ATC activities with those of other youth uniformed organisations.

g. To submit recommendations to the Regional Commandant for the appointment of the Wing Commanding Officer, as and when appropriate.

h. All members of the Wing Committee shall familiarise themselves with the provisions contained within Chapter 5 of this publication and apply them as relevant and appropriate.

10. **Wing Executive Committees.** Wings are encouraged to form a senior forum to carry out delegated activities on behalf of their wing committees. These activities could include the review of requests for grants from squadrons within the wing or to formulate policies which would then need to be ratified by a meeting of the wing committee. This forum could be named the Wing Executive or Finance Committee. In wings which cover a large geographical area or contain a high number of squadrons this smaller committee reduces the need for too many large gatherings of squadron committee representatives. It is important that comprehensive terms of reference are established to avoid controversy.

11. **Meetings.** The Air Cadet Steering Group meets each January and the Air Cadet Council generally meets in July, Wing Committees are, therefore, to ensure that they meet on a convenient

date before the main Regional Council meetings so that, where relevant, their views may be passed on.

12. **Wing Presidents.** A local dignitary (eg a retired senior RAF officer or prominent local citizen) may be invited to become Honorary President or Vice-President, for a three year term and may subsequently be invited to continue for further 3-year terms if the committee so wishes. Honorary appointments have no decision making or voting rights within the committee.

REPLACEMENT OF OFFICERS OR MEMBERS OF WING COMMITTEE

13. The civilian body in whom is vested the authority for election or appointment of new members is also authorised, by a majority vote, to relieve any member of his or her appointment or membership at any time. On these occasions only full voting members of the body are entitled to vote, and all voting members must be involved in the decisions; ie such action cannot be taken by a quorum. The vote may be taken at a meeting of the Wing Committee, by postal vote or by a combination of the two, as may be agreed by the majority of the voting members of the committee.

TERMS OF REFERENCE

14. Terms of reference for Wing Committee officers are provided at Annexes F-H.

MATTERS OF DISPUTE

15. If a committee member is unable to resolve locally with his/her committee matters of principle or major concern and believes the matter should be referred to another authority, he or she is to address the complaint to the Wing Chairman who will forward it to the Regional chairman with his/her comments. The Regional Chairman will arbitrate in the matter and make a final decision.

16. If this decision fails to satisfy the complainant then he or she is entitled to appeal under the Resolution of Disputes Procedure, at Annex B.

CHAPTER 5

SQUADRON COMMITTEES

INTRODUCTION

1. The purpose of a squadron committee is to undertake the responsibilities described in this publication including the welfare of cadets. Squadrons and detached flights are the basic but most important units of the Corps and therefore the supporting role that squadron committees provide is crucial. The civilian committee is drawn from members of the Squadron Association who, among other functions, have the responsibility for managing the use of non-public funds, i.e. money raised locally from subscriptions, sponsorship or grants. See para 6 of this chapter.

2. Squadron commanders have overall operational control of the squadron, are responsible for the implementation of Corps policy, management of the staff and cadets and they alone are responsible for co-ordinating the training programme. They must, however, give full weight to the opinions and the advice of the squadron committee in determining policy for the non-Service sponsored activities in the squadron. They will depend upon the committee to raise funds to support those activities not financed by public funds, i.e. MOD (RAF).

3. The welfare of cadets is primarily the responsibility of the squadron commander and his/her staff; the Squadron Committee is to adopt a supporting role, enabling funds to be released that might be necessary to promote cadet welfare and wellbeing. However, the Squadron Committee also have a duty of care to the cadets, and to a lesser extent to the staff on the Squadron, and are to keep a watchful eye on cadet and staff morale, ensuring that the conduct of the uniformed staff is conducive to fair and equal treatment of all Squadron members. Should Squadron Committee members become aware of behaviour they feel is not in keeping with ACP 1¹ or ACP 4² particularly if there are concerns about bullying or harassment, they are to alert the Squadron Commander, via their Chairman, of these concerns. It is not for the Squadron Committee to take action other than to bring their concerns to the attention of the uniformed staff, unless, of course, Child Protection is at stake, in which case they should follow the published procedures for reporting such concerns. If there is no response to the request for a change in behaviour, the Squadron Chairman should elevate his or her concerns to the Wing Chairman and he/she will raise the issue with the relevant OC Wing. Only if intervention by the OC Wing and Wing Chairman fails should the issue be elevated to the Regional Chairman for action with the Regional Commandant. As with all such issues, resolution should be at the lowest level possible and the welfare and safety of the cadets and staff remain paramount.

4. Committees and Squadron Commanders are expected to work together to achieve the aims of the organisation.

FUNCTION

5. The function of the Squadron Committee is to undertake such duties as are laid down in the Regulations of the Air Training Corps (AP 1919), in accordance with Administration of Civilian Committees in the Air Training Corps (ACP 11) and Administration of ATC Public and Non-public Funds (ACP 10), as approved by the Air Cadet Council.

1. ACP 1 Ethos, Core Values and Standards in the Air Cadet Organisation.
2. ACP 4 Safeguarding and protecting Children in the Air Cadet Organisation

THE SQUADRON ASSOCIATION

6. Members of the Squadron Association will be drawn from any or all of the following:
 - a. Parents or Guardians of serving or former cadets.
 - b. Members of the current Squadron Committee.
 - c. A member of the local RAFA Branch Committee.
 - d. Representatives of companies or businesses within the local community.
 - e. A representative of Local Education Authority, Police, Fire, Ambulance or other organisations concerned with youth and citizenship training who have indicated that they wish to support the activities of the squadron.
 - f. An invited individual experienced in working with young people.
 - g. The Wing Chairman.

The mandatory constitutional arrangements for Associations are to be found at Annex A.

MEMBERSHIP OF SQUADRON COMMITTEES

7. The Squadron Committee should ideally consist of at least five but no more than twelve members. Officers of the committee shall be the Squadron Chairman, Secretary and Treasurer, who shall be elected for the term of one year at the AGM of the Association. The Squadron Commander, the Flight Commander of any Detached Flight, and the Squadron Chaplain will be ex officio members of the committee with no entitlement to vote.
8. **Appointment.** Appointments of the officers and members of the committee shall be made by election by the members of the Association at the AGM. During the election the meeting will be chaired by either the squadron president, wing chairman or squadron commander. Once elected, a squadron committee may appoint ex-officio members to assist in a particular capacity other than that of a committee officer. Ex-officio members shall have no voting rights.
9. Subject to election by a quorum of no less than 3 (or 2/3 of the voting members, whichever is the greater), a new full member may also be appointed to replace a member who has resigned before their term has concluded or where the committee has less than 12 members.
10. Upon the appointment of any committee member, the Squadron Secretary or other nominated person is to ensure that any changes in membership are to be forwarded to Wing HQ and the Wing Chairman, including contact details.
11. **Eligibility.** Committee members are to be representatives of the local community and should include:
 - a. Parents or Guardians of serving cadets.
 - b. Members of the current Committee.
 - c. A member of the local RAFA Branch Committee.
 - d. By invitation representatives of companies or businesses within the local community with an interest in youth.

- e. By invitation representatives of the Local Education Authority, Police, Fire, Ambulance or other organisations concerned with youth and citizenship training.
- f. An invited individual experienced in working with young people.

12. **Ineligibility.** No person may be appointed to any role within the Squadron Committee if:

- a. They are under the age of 18.
- b. They are currently serving as a uniformed or civilian staff member.
- c. They are currently a cadet.
- d. Their service in the Corps in any capacity has been terminated.
- e. Their appointment has not been renewed because of inappropriate behaviour.
- f. They have resigned as a direct consequence of any allegation of inappropriate behaviour that is investigated by a statutory child protection body, police force, financial regulator, or Corps enquiry that would have reasonably been expected to lead to termination or non-renewal.
- g. They have been convicted of any offence involving dishonesty or deception, unless the conviction is legally regarded as spent.
- h. They are undischarged bankrupts.
- i. They have made compositions with their creditors and have not been discharged.
- j. They have at any time been removed by the Commissioners or by the Courts in England, Wales or Scotland from being a trustee because of misconduct.
- k. They are disqualified from being company directors.
- l. They have failed to make payments under County Court administrative orders.

13. Persons who are prevented from becoming members of a civilian committee due to alleged ineligibility under the previous paragraph are entitled to appeal to the Wing Chairman. Such an appeal should be lodged in writing within 21 days of being advised of the decision. The Wing Chairman may by agreement transfer the decision making process to the Regional Chairman as is appropriate. The appeal will be dealt with in accordance with the grievance procedure at Annex B, insofar as they are appropriate to the appeal.

14. If any member of the Association, including the Committee, is appointed as an officer, an adult WO, SNCO or civilian instructor, his or her membership of the Association shall lapse.

15. A local dignitary (e.g. a retired senior RAF officer or prominent local citizen) may be invited to become Honorary President or Vice-President, for a three year term and may subsequently be invited to continue for further 3 year terms if the committee so wishes.

16. These Honorary appointments have no decision making or voting rights within the committee. See Chapter 7 of this publication.

TERMS OF REFERENCE

17. Terms of reference for Squadron Committee officers are provided at Annexes I-L.

PROCEDURE FOR ANNUAL RE-APPOINTMENT OF COMMITTEE MEMBERS

18. Elections will be held at the AGM to elect a Committee and the post holder positions of Squadron Chairman, Treasurer and Secretary. All positions on the Committee are held for a period of one year, although individuals may offer themselves for re-election. At subsequent AGMs:

- a. All members of the Committee, including the post holders, must stand for re-election if they are to continue to serve for a further year.
- b. All of the committee positions shall be automatically retired although they will be eligible for re-election.
- c. All positions shall be filled by ballot of the members of the Association, from candidates proposed and seconded by members of the Association.
- d. Advance notice of 21 days shall be given of the date by which nominations are to be received.
- e. Committee Secretary to ensure that all members of the Association are notified of the date, time and venue for the AGM. Resolutions are passed by a simple majority of those members present including postal votes.

THE ROLE AND RESPONSIBILITIES OF A SQUADRON COMMITTEE

19. Some of the specific ways in which a squadron committee can and indeed should help its own squadron are:

- a. In giving support and help to the Squadron Commander and his staff by showing a keen interest in all the squadron's activities particularly by occasional attendance at parade nights and other squadron activities. They should also take time to meet and talk to the cadets of their squadron.
- b. Providing or arranging support in terms of finance facilities and negotiation with local authorities or other bodies or individuals as may be required to support these additional activities. When arranging fund raising activities, care is to be taken to avoid any form which may reflect adversely on the Corps or its members.
- c. The Committee will act as trustees and account for the non-public funds. The squadron may be reimbursed for some of its expenditure from public funds and the Treasurer and other members of the committee will be required to present claims in accordance with ATC requirements. This is mandatory and because of its importance, chairmen and treasurers are to be fully conversant with the regulations and procedures contained within ACP 10.
- d. The non-public monies entrusted to the committee, in their capacity as trustees, shall be regarded as in the joint charge of all the voting members of the committee. The treasurer shall be regarded as their facilitator for the receipt, custody and disbursement of such monies. The committee shall direct the treasurer regarding his/her duties as they think fit.

- e. Under no circumstances should a member of the squadron staff, including the squadron commander or Civilian Instructor, have control of the non-public funds for the squadron. This includes being a signatory on an account.
- f. When forming a squadron or a detached flight, finding suitable accommodation in consultation with the Wing Commanding Officer, Unit Commander and other adult staff.
- g. Assisting the Squadron Commander with the administration of unit premises and their furnishings. Requests for assistance should in the first instance be referred to the Wing Executive Officer.
- h. Considering what additional activities to recommend to the unit commander so that the aims set out in Chapter 1, Paragraph 3 may be met in full.
- i. When a replacement is required, assisting the Wing Commanding Officer in finding a suitable person to command the squadron.
- j. Assisting the Squadron Commander in finding suitable adult staff to support all activities. This may cover quite a wide field because requests for specialist activities on behalf of the cadets will be dependent on the finding of a suitable adult to act as instructor.
- k. Assisting the Squadron Commander by all means within their power to increase the effectiveness of the squadron.
- l. Establishing and maintaining good relationships between the squadron and all elements of the local community with the object of obtaining maximum support.
- m. Giving assistance to the Squadron Commander, or his/her nominated member of staff, to obtain the maximum of good press, radio and television publicity
- n. Providing advice and practical assistance in dealing with any welfare problems that might arise among the cadets or adult staff. See Para 3, above.
- o. Assisting the Squadron Commander in ensuring that provision is made, by the appointment of a Squadron Honorary Chaplain, for religious observance and opportunities for cadets to find a faith by which to live.

RESPONSIBILITIES OF TRUSTEES OF SQUADRON ASSOCIATIONS

20. The detailed responsibilities outlined in this Section (which are based on guidance issued by the Charity Commission) may appear to be rather daunting; in practice, they represent the actions that should be taken by a prudent and responsible person, or group. Moreover, the Charity Commission has stated that trustees will put themselves at risk only if they:

- a. Cause loss to the charity by acting unlawfully, imprudently or outside the terms of the charity's governing document (in the case of a Squadron Association this means the Squadron Association and Committee's Constitution, the ATC's Royal Warrant and Regulations).
- b. Commit the charity to debts which amount to more than its assets. It is recommended that each Association assesses the level of risk for persons acting as trustees on their behalf and may decide to take out indemnity insurance to cover the liability. Given that squadron associations are not likely to be involved in either the employment of staff or property matters the perceived level of risk is deemed to be low however an insurance policy may be purchased which will offer some protection.

21. **General Duties of Association Trustees.** In their general duties as Trustees of the Non-Public Funds, the Squadron Committee must;

- a. Act together and in person and not delegate control of the Association to others.
- b. Act strictly in accordance with the ATC's governing document.
- c. Act in the squadron's interest and without regard to their own private interests or involvement in other organisations.
- d. Manage the Association's affairs prudently taking a long-term as well as a short-term view.
- e. Not derive any personal benefit or gain from the association.
- f. Take proper professional advice on matters on which they are not themselves competent.
- g. Apply its funds and assets, in accordance with the fund's objects set out in the Squadron Association's constitutional document, It is envisaged that this is primarily for the direct benefit of the squadron and its cadets, including as appropriate providing funds for the wider Air Cadet Organisation (ie the Region and Wing) as part of the squadron's contribution to the Organisation. It is permissible that other organisations may benefit either directly or indirectly providing that is not the dominant purpose.
- h. In the event that the Association Charity is dissolved or otherwise ceases to exist, remit any funds and assets to the Wing Chairman to hold on trust and apply them either for the benefit of the Squadron if it continues to exist (or any squadron which may reasonably regarded as a successor squadron) or default to apply such funds and assets for any other squadrons within the wing or for the benefit of the wing.

22. **Management of Finance.** When dealing with the management of Association finances the trustees must:

- a. Make sure that bank accounts are operated by at least two trustees one of which will be the treasurer.
- b. Keep full and accurate accounting records.
- c. Collect in full all money owed or due to the Association eg cadet subscriptions.

23. **Application of Charitable Income.** When dealing with the application of charitable income, the trustees must:

- a. Spend charitable income solely for the charitable purposes set out in the governing document.
- b. Not accumulate income unless they have some specific future use in mind.

24. **Responsibilities of Trustees for Investment.** When dealing with the investment of Association's funds, the trustees must:

- a. Invest only in investments authorised under the Trustee Investments Act 1961.

- b. Monitor the performance of the investments.
- c. Avoid speculation and invest prudently.
- d. Seek professional advice about what investments are most suitable for the charity.

25. **Responsibilities of Trustees When Raising Funds from the Public.** When raising funds from the public, the trustees must:

- a. Make sure that any appeal properly describes what the public's donations will be used for.
- b. Be open and honest if asked about the costs of the appeal.
- c. Not use fund-raising methods which exert undue pressure on people to give.
- d. Approve in advance any fund-raising or advertising campaign carried out on the charity's behalf.
- e. Require fund-raisers to hand over money raised or collected by them before deducting their fees or expenses.

SQUADRON COMMITTEE ACTIVITIES

26. There is virtually no limit to the scope for additional training or activities to fulfil the aims of the Corps. Anything that contributes to the cadets' education in its broadest sense is admissible and the only limitations are those imposed by facilities, suitable instructors, insurance, finance or good taste. Any form of service to the community is not only good training for the cadets but it can also do much good for the public image of the Corps.

27. Ideally, this form of service should be one that appeals to the cadets and captures their imagination. It could take the form of regularly helping old people, assisting disabled members of the community and participating in local projects that are dependent on volunteer support should be encouraged. However, all activities are to be conducted in accordance with current ACO regulations and ACP 5 (Air Cadets Health & Safety Manual) in particular.

28. It is mandatory to ensure that before undertaking any activity within the local community that prior approval is obtained through the participation in public events (PIPE) process by application to Wing HQ.

29. The committee is always to remember that a good Squadron Commander and his/her staff will be fully occupied in running the squadron programme and safe guarding the cadets. They will have little time to arrange these extra-curricular activities, and any help offered by the committee will therefore be most welcome. Accordingly, the committees should not to be content with offering suggestions, but once agreed, they are also to play an active part in making the necessary arrangements. The committee is thus to take a close interest in all squadron activities and offer assistance in any way that will improve the squadron's capability to fulfil its aims in relation to the cadets.

MEETINGS

30. **Committee Meetings.** The committee shall meet at least once, but preferably more frequently, every three months. One of these meetings will constitute the Annual General Meeting of the Association. Two of these meetings should also precede the Wing and Regional meetings leading up to the Air Cadet Council and Air Cadet Council Steering Group meetings.

31. All meetings shall be called by the Secretary at the instance of the Chairman.
32. At least three members or one third of the Committee (whichever is the greater and excluding ex-officio members) shall constitute a quorum provided this includes one officer of the Committee.
33. Unscheduled meetings may be called at any time by three or more members of the Committee having notified the Secretary of the matter they wish to discuss. Such meetings should not be called if the matter can be dealt with at one of the scheduled meetings.
34. **General Meetings.** In a designated month each year an annual general meeting (AGM) of the Squadron Association will be held. If the meeting cannot be held in the designated month the period of time since the previous AGM should not exceed fifteen months from the designated month of the meeting.
- a. A register of those attending the AGM shall be kept by the Secretary.
 - b. The Officers of the Committee shall present reports and the accounts of the Association to the AGM for approval.
 - c. The Secretary shall give notice of at least 21 days, in writing, of the AGM of the Association and will invite proposers and seconders for the positions of officers and members of the committee.
 - d. The committee members and officers of the committee will be elected on a majority vote of those attending the AGM of the Association by a showing of hands. Where more than one person is nominated, each of these must leave the room and the election will be held using slips of paper to record individual votes of the members, including postal votes. Nominees having the most votes will be elected to that position.
 - e. It is for the Association to decide a quorum for all of its meetings, but this shall in all cases be no less than 1/10 of the total membership.
35. An Extraordinary General Meeting (EGM) of the Association may be called on 14 days written notice to the Secretary by:
- a. A minimum of five members or 10% of the membership of the Association, whichever is the greater.
 - b. Three or more full members of the Committee may request for an EGM.
36. A resolution proposed at a General meeting will be put to a vote and will be agreed by a simple majority.
37. **Minutes.** The secretary shall keep minutes or records of decisions (RODs) of each Committee meeting, AGM and EGM. Minutes will be approved at the succeeding meeting, or by circulation to the members. Minutes of all meetings of sub-committees shall be kept and approved similarly. An approved copy of all of the minutes is to be forwarded to the Wing Chairman.
38. Squadron commanders are to be present (or represented, if unable to attend personally) at all meetings of the squadron committee, so that the committee can be given information concerning the squadron's progress, the squadron commander's views on squadron matters, and his or her vision for the future. Flight commanders of detached flights may be invited to attend in connection with items affecting their flights.

APPOINTMENT OF SUB-COMMITTEES

39. The committee shall have power to appoint sub-committees to carry out such of the responsibilities of the committee as may be delegated to them. At least one of the members of each sub-committee shall be a member of the main squadron Committee. Sub-committees shall fix their own rules of procedure and elect their own chairman, subject to the agreement of the Squadron Committee. The powers of a sub-committee shall be limited by written terms of reference laid down by the squadron committee. The Squadron committee remains responsible for all acts of the sub-committee.

40. Where any sub-committee is appointed with duties involving the receipt or expenditure of public or non-public monies, the treasurer of the squadron committee shall be the treasurer of the sub-committee.

REMOVAL OF COMMITTEE MEMBERS

41. The ATC depends for its success largely upon good relationships between all involved in the organisation. Instances have arisen, fortunately rarely, when disharmony has developed within the civilian structure or between the uniformed and civilian sides of the Corps, to the extent that both efficiency and a healthy atmosphere have been prejudiced.

42. The Squadron Association, the civilian body in whom is vested the authority for election or appointment of new members, is also authorised, by a majority vote, to relieve any member of his/her appointment or membership. On these occasions only voting members of the body are entitled to vote and every effort must be made to involve all members in the decision making process.

43. Thus squadron committee members, including the Chairman, may be relieved of their appointments and if required of their membership by a majority vote of the voting members of that committee. In all cases the vote may be taken at a meeting of the body concerned, by postal vote or by a combination of the two, as may be agreed by the majority of that body.

44. In all cases the vote shall be taken at a meeting of the Squadron Committee and shall include any postal votes. Notice of the meeting, and its purpose, shall be posted at least 21 days before it is held.

45. Instances of difficulty in the civilian structure are to be resolved by the civilian members themselves, preferably in the manner described above, but when the Wing Chairman has invoked the Resolution of Disputes Procedure authority is vested in the relevant Regional Chairmen to suspend or remove any civilian committee member of their appointment or membership where the Regional Chairman deems that the person has acted, is acting or failing to act in a way so as to prejudice the good name or aims of the Squadron, the Association, or the Wing or the Air Cadet organisation.

46. This action would be taken only as a last resort following the Resolution of Disputes Procedure, as set out in Annex B.

47. If the individual or individuals does not agree to this decision he/she/they will be offered an Appeal. The Appeal Panel will consist of two regional chairmen independent of the region affected. The decision of the Appeal Panel will be final.

48. In summary, therefore, any member of the Committee may be relieved of their appointment or membership by one of the following:

- a. A majority vote of any General Meeting of the Association.

b. A majority vote of the Committee provided that there is a quorum of at least 2/3rds absolute majority of the whole of the committee or 75% of the actual committee present.

c. The Regional Chairman having followed fully the appropriate procedure. The Regional Chairman is also authorised to suspend a member for up to six months if necessary should investigations prove to be protracted.

49. Prior to any decision, the Wing Chairman will carry out a detailed investigation of the relevant circumstances giving rise to the matter providing all affected parties the opportunity to put their case and provide a written report to the Regional Chairman. The Regional Chairman will not intervene unless the Wing Chairman is unable to resolve the issue and has invited the Regional Chairman to become involved.

DETACHED FLIGHT COMMITTEES

50. A small number of Detached Flights (DFs) are remotely located miles from their parent squadron and the distances between them are not conducive to regular contact. Due to the remote location of these DFs it is permissible, subject to the approval of the Regional Chairman, for a committee to be set up to mirror the structure of their parent squadron committee except that they may not create and operate their own charitable fund. Further, it is permissible in those circumstances and again subject to the approval of the Regional Chairman for the chairmen of these DFs to be full voting members of Squadron Committee, taking an active role in preparation for them becoming a squadron in their own right.

FINANCE

51. The public and non-public monies entrusted to the Committee shall be regarded as being in the joint charge of all members of the Committee on behalf of the Association. The Treasurer being regarded as their servant for the receipt, custody and disbursement of such monies. The Committee will direct the Treasurer regarding his/her duties as they think fit. The Committee are responsible to apply non-public funds so as to further directly the objects of the fund.

52. The voting members of the Committee shall be the trustees of the non-public monies and will have responsibilities to act in accordance with Charity law. These responsibilities include the approval of an Annual Statement of Accounts (Form 60) which should be completed and submitted to Wing HQ by the due date announced by HQAC.

53. Any agreement, contract, authority or other undertaking or obligation, entered into by or behalf of the Committee shall be valid provided it is signed by at least one Officer and one other member of the committee and where it benefits directly any member (or any person being related to the member or a business partner or organisation in which the member has a substantial interest) of the Committee if approved by at least 3 members of the Committee which must include at least one elected officer.

54. Provided that the public and non-public accounts are recorded separately, they may be kept in the same ledger. Full details of all financial matters are contained in ACP10.

ABSENCE OF THE SQUADRON CHAIRMAN OR BANK SIGNATORIES

55. In the absence of the Squadron Chairman due to resignation, expulsion or suspension or where there are insufficient signatories to access the squadron's account, the Wing Chairman, as a member of the Squadron Association, may assume the position of Interim Squadron Chairman pending the election of a new Squadron Chairman and revised bank mandate.

56. The Wing Chairman, in his or her capacity of Interim Chairman, has the authority to freeze the squadron's bank account(s) to prevent withdrawals. Ideally he/she should ask the bank to allow incoming payments such as cadet subscriptions by standing order, but this may not be acceptable to the bank.

57. With the agreement of the trustees of the Wing Committee the Interim Squadron Chairman may be authorised to use Wing Funds in the form of a loan. This loan to be repaid to the Wing Fund as soon as possible after the formation of a new or re-formed Squadron Committee and a new bank mandate.

CHAPTER 6

MONITORING OF SQUADRON CIVILIAN COMMITTEES

1. The degree to which civilian committees at squadron level are monitored or supported varies from Wing to Wing. The 2013 Review has confirmed that the effectiveness of squadron civilian committees too varies across the Corps. Many squadrons struggle to find sufficient individuals to form a Committee and the turnaround of members in many cases is very high. This results in some Committees not fully understanding the importance of their role and others being totally introspective and being highly suspicious when requested to respond to surveys or what is perceived to be interference when others are seeking to provide advice or support.

2. To help them understand their role better terms of references have been produced for all civilian committee post holders, at all levels of the 'civilian pillar' and are included as appendices to this document.

3. The role of the Wing Chairman is seen to be pivotal in firstly identifying and then improving the outputs of all squadron civilian committees to an agreed acceptable level and also supporting recently appointed committees by mentoring and by the sharing of good practice across their Wing.

These 'aspirational' levels will only be achieved over time and not every squadron will reach an acceptable level at the same time.

There are several tools which can be applied and these are described in the 'Civilian Committee Handbook for Civilian Committees' which will be published shortly.

4. Wing Chairmen will be encouraged to be consistently proactive rather than reactive when dealing with their squadron committees. They should know each of their Squadron Chairmen by their first name and should be in regular contact during the year by telephone, email or preferably face to face.

5. In large geographical Wings, or where there are road network difficulties, this task should be shared with other members of the Wing or Sector Committees. Squadrons should be encouraged to send copies of their minutes to the Wing Chairmen and also commit to attend, or be represented at Wing meetings held throughout the year. Measuring these indicators, and others, are described as 'establishing the baseline'. Once the 'baseline' has been established the Wing Chairman may consider distributing a simple 'self-appraisal' document to all squadron chairmen. This is particularly useful as a 'checklist' for newly appointed squadron chairmen.

Finally the Wing Chairmen, or their representatives should carry out an Annual Assurance Review (AAR) of their squadron committees and this can be undertaken at the same time as the unit's AFI. Documentation for the AAR is included in the 'Guide to Squadron Chairmen'.

6. The receipt of the Annual Statement of Accounts (Form 60) and the collection of HQAC cadet subscriptions should be routinely checked to ensure that compliance is achieved.

7. It is emphasised that it is not intended to be prescriptive as to how Wings achieve a fuller understanding of their squadron committees. The tools offered are not compulsory but strongly recommended to achieve a balanced perspective of the performance of the whole Wing. It is appreciated that some Wings already carry out annual reviews and even attend squadron AGMs. It is important that all Wing Chairmen involve themselves with their respective Squadron Chairmen to ensure that there are no barriers between them.

CHAPTER 7

WING AND SQUADRON HONORARY PRESIDENTS

1. **Introduction.** Presidents, or Vice-Presidents, of suitable status can offer to the committee experience, influence or advice not otherwise available. Equally they can provide the means whereby the aims and achievements of the Corps can be brought to wider notice. The appointments are Honorary and carry no executive authority. Presidents may, however, be invited to meetings or events appropriate to their office.
2. **Appointment.** Wing or squadron committees, in consultation with their Commanding Officers, may wish to invite local dignitaries to become their (Honorary) Presidents or Vice-Presidents. Arrangements for consideration of these appointments will be promulgated by Regional Commandants. Presidents are to be appointed for an initial period of no more than 3 years. Thereafter, they may be re-elected for further periods of 3 years or less according to the wishes of the wing or squadron committees. These Honorary appointments have no decision making or voting rights within the committee. No person whose previous service in the Corps (in any capacity) has been terminated, who has resigned as a consequence of any allegation of inappropriate behaviour in relation to Corps activities or whose appointment has not been renewed as a consequence of inappropriate behaviour, may be appointed to these roles. Presidents or Vice-Presidents may be, for example;
 - a. Retired senior RAF officers;
 - b. Dignitaries interested in youth organisations;
 - c. Prominent citizens - outstanding in the field of civic or county affairs including Members of Parliament in whose constituencies the units are located.

Individuals identified as potential Presidents or Vice-Presidents may not be approached until they are approved at both Wing and Region level.

3. **Wing/Region HQ Approval.** Squadrons and Wings to ensure that before approaching individuals to be Presidents their details are to be provided to Wing/Region HQs for approval.
4. **Serving Members of Parliament (MPs).** In the case of serving MPs, Regional Headquarters will notify the Staff Officer to the Commandant ACO.

CONSTITUTION FOR SQUADRON ASSOCIATIONS AND COMMITTEES

1. **Definitions. No:**.....(.....)Squadron ATC, shall accord the terms used in this document the following meanings:
 - a. The (Association or Squadron) Committee shall mean the Civilian Committee.
 - b. The Squadrons' Non-public Sports and Welfare Fund or "the Charity" shall mean the Squadron Civilian Committee Funds.
2. **Introduction.** All Air Training Corps Squadron Associations will be managed in accordance with the provisions of this Constitution.
3. **Purpose of the Squadron Association.** The purpose of the Squadron Association ('the Association') is to fully support the squadron commander to further the objects of the Air Training Corps ('the ATC') as contained in the Schedule to the Royal Warrant and as amended from time to time but in particular to support activities which foster the spirit of adventure amongst the squadron's cadets and develop their qualities of leadership and good citizenship.
4. **Squadron Funds.** The Association, through the auspices of its Committee, is responsible for the raising and management of funds for the squadron. These funds are known as the squadron non-public sports and welfare fund. This is a charitable fund and is often referred to in this document as the "charity". The fund is used primarily for the direct benefit of the squadron's cadets.
5. **The Association Committee.** The Association and its property shall be managed and administered by a committee comprising the three office holders and other members appointed in accordance with the Constitution. These office holders and other committee members are together called the "committee" in the Constitution. These individuals are trustees and holders in respect of the non-public fund. They do not have any responsibilities in respect of public funds.
6. **Membership of the Association.** Membership of the Association is open to individuals over 18 years of age drawn from any or all of the following:
 - a. Parents or Guardians of cadets serving in the squadron.
 - b. Current members of the Committee.
 - c. By invitation representatives of local companies or organisations within the community with an interest in youth.
 - d. By invitation representatives of the Local Education Authority, Police, Fire Ambulance and other organisations concerned with youth and citizenship training.
 - e. Invited individuals experienced in working with young people.
 - f. A member of the local RAFA Branch Committee.
 - g. The Wing Chairman.

Parents of current cadets together with existing Committee Members and the person filling the role

of Wing Chairman are automatically Association members.

7. **Refusal of Application for Association Membership.** Application for membership of the Association will only be refused if the Committee, acting reasonably and properly, consider it to be in the best interests of the Association to refuse the application. The Committee must inform the applicant in writing of the reasons for the refusal within twenty-one days of the decision. Such grounds may include but are not limited to those specified in clauses 18a and 18b of ACP 11, Chapter 5.

8. The Committee must consider any written representations the applicant may make about the decision. The Committee's decision following any written representations must be notified to the applicant in writing but shall be final.

9. **Transfer of Membership.** Membership is not transferable to anyone else.

10. **Register of Association Members.** The trustees must keep a register of names and e-mail and/or postal addresses of the members which must be available to any member upon request.

11. **Objects of the Association.** The objects of the Association are to support, where appropriate, the objectives of the ATC as outlined in ACP 11 Chapter 1 and to fully support the Squadron Commander to fulfil these objectives by funding those activities not in receipt of public funding; in particular;

a. The advancement of the education and training of the squadron's cadets in the principles of good citizenship and service to the community, so as to develop their physical, mental and spiritual capacities and assist them to grow to full maturity as individuals and members of society.

b. To improve the conditions of life of the cadets by the provision of facilities or equipment for recreation or other leisure time activities.

c. Other than making claims for fuel expenses for approved journeys undertaken by squadron owned mini buses, the Association has no control or involvement in public fund expenditure.

12. **Termination of Association Membership.** Association membership will be terminated if:

a. The member dies or, if the organisation he or she represents, ceases to exist.

b. The member resigns by written notice to the Committee.

c. Any sum due from the member to the Association is not paid in full within six months of it falling due.

d. The member is removed from membership by a resolution of the Committee that it is in the best interests of the Association that his or her membership is terminated. A resolution to remove a member from membership may only be passed if:

(1) The member has been given notice in writing why a proposal is to be made for termination at least twenty one days before the Committee meeting at which the resolution will be proposed.

(2) The member or, at the option of the member, the member's representative (who need not be a member of the Association) has been allowed to make representations to the meeting.

13. **General Meetings.** The Association must hold a general meeting within twelve months of the date of the adoption of the constitution.

- a. **Annual General Meetings (AGMs).** The AGM of the Squadron Association should be held, so far as is reasonably practicable, in a designated month. If the meeting cannot be held in the designated month the period of time since the last AGM should not exceed fifteen months.
- b. **Ordinary General Meetings (OGMs).** Squadrons may choose to hold two General meetings each year. The second of these is known as an OGM.
- c. **Extraordinary General Meetings (EGMs).** All general meetings other than AGMs and OGMs shall be called EGMs. Three members of the Committee, or the relevant ATC Regional Chairman, may call an EGM at any time.
- d. The Association must also call an EGM if requested to do so by at least ten members or 10% of the membership, whichever is the greater. The request must state the nature of the business that is to be discussed. If the Committee fails to hold the meeting within twenty-eight days of the request, the members may proceed to call a special general meeting but in doing so they must comply with the provisions of this Constitution.

14. **Notification of General meetings.** The minimum period of notice required to hold any general meeting of the Association is fourteen days from the date on which the notice is deemed to have been given other than a notice period of 21 days must be given for the AGM.

- a. A general meeting may be called by shorter notice, if it is so agreed by all the members entitled to attend and vote.
- b. Notice for the AGM shall normally be issued by the Secretary on the instruction of the Committee Chairman or the relevant ATC Regional Chairman.
- c. The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. If the meeting is to be an AGM, the notice must say so.
- d. The notice must be drawn to the attention of all the members of the Association and to the Committee and to the Wing Chairman.

15. **Quorum.** No business shall be transacted at any general meeting of the Association unless a quorum is present. A quorum is either:

- a. Four members entitled to vote upon the business to be conducted, or;
- b. One tenth of the total membership at the time, whichever is the greater.

The authorised representative of a member organisation shall be counted in the quorum. If no quorum is present at the re-convened meeting within fifteen minutes of the time specified for the start of the meeting the members present at that time shall constitute the quorum for that meeting.

16. **Chairman.** General meetings shall be chaired by the person who has been elected as Chairman of the Committee. The Chairman will have the casting vote. During the election of officers and trustees for the following year, the Squadron President or Wing Chairman will chair the proceedings before handing over to the newly-elected Chairman. In the absence of both, the squadrons Commanding Officer will conduct the election process.

17. **Votes.** Each member shall have one vote but if there is an equality of votes the person who is chairing the meeting shall have a casting vote in addition to any other vote he or she may have.

18. **Composition of the Committee.** There shall be a minimum of 5 and a maximum of 12 members of the Committee and shall have the following officers:

- a. Chairman.
- b. Secretary
- c. Treasurer.

19. **Eligibility for appointment as Officers and Committee Members.** The following may not be appointed as members of the Committee:

- a. VR(T) Officers, Adult WOs or SNCOs, Civilian Instructors, cadets and other young people under the age of 18 years:
- b. A person whose previous service in the ATC (in any capacity) has been terminated or who has resigned as a consequence of any allegation of inappropriate behaviour in relation to ATC activities or whose appointment has not been renewed as a consequence of inappropriate behaviour.
- c. No person is eligible to be appointed as a member of the Committee if he or she is disqualified from acting as a Committee member under the provisions of clause 21(b) or no longer meets the criteria set out in the trustee application form.
- d. A person who is unwilling to act as a charity trustee of the squadron's non-public fund.
- e. Any person who is not a member of the Association.

20. **Appointment Mechanisms of Committee Members.**

- a. The Association in a general meeting shall elect the officers and the other committee members.
- b. Each of the Committee members shall retire with effect from the conclusion of the AGM following his or her appointment but shall be eligible for re-election at that AGM.
- c. In the event of the suspension of an officer or other Committee member, the relevant Regional Chairman, in conjunction with the Wing Chairman, may appoint any person, eligible and willing to serve, to act as an officer or other Committee member for the duration of that suspension.
- d. The relevant Regional Chairman or the Committee may appoint any person, eligible and willing to serve, to fill a vacancy arising on the Committee as a result of the resignation or removal of an officer or other Committee member. Committee members so appointed shall retire with effect from the conclusion of the AGM following his or her appointment but shall be eligible for re-election at that AGM.

21. **Suspension and exclusion of Committee Members.**

- a. The relevant Regional Chairman may, in accordance with the Avoidance of Disputes Procedures (see ACP 11, Annex B), suspend a Committee member by notice in writing ('suspension notice').

b. Any Committee member who has been served a suspension notice is excluded from attending Committee meetings and excluded from exercising any powers of a Committee member for the duration of their suspension.

c. No Committee member may be suspended for a period exceeding 6 months from the date of the suspension notice.

22. Disqualification and removal of Committee Members. A Committee member shall cease to hold office if that person:

a. Is disqualified from acting by virtue of sections 178 and 179 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

b. Ceases to be a member of the Association.

c. In the written opinion, given to the Committee, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a trustee and may remain so for more than three months.

d. Is absent without the permission of the Committee from all their meetings held within a period of six consecutive months and the Committee resolves that he or she be removed.

e. Is removed by resolution of the Committee in accordance with the procedures specified in ACP 11, Chapter 5. Notice to be given in writing of the resolution. Resolution to be confirmed by 2/3rds absolute majority of the whole of the committee or 75% of the actual committee present.

f. Is removed by a resolution of the Association's members at a general meeting by a majority vote.

g. Is removed by notice in writing by the relevant Regional Chairman in accordance with the procedures specified in ACP 11, Annex B.

23. Duties of the Committee. The Committee has the following duties:

a. To manage the business of the Association.

b. To act as charity trustees of the squadron non-public fund for the time being of their appointment as Committee members.

c. To undertake such other duties as are specified from time to time in ACP 11 in respect of Squadron Committees.

24. Application of the Income and Property.

a. The income of the non-public fund and property or assets sourced from this fund shall be applied solely towards the promotion of the Objects.

b. A Committee member may pay out of, or be reimbursed from, the property of the non-public fund reasonable expenses properly incurred by him or her when acting as a Trustee on behalf of the non-public fund.

c. No Committee member may be paid or receive any benefit for being a Committee member. This does not prevent:

(1) A Committee member from buying goods or services from the Charity or otherwise enjoying the facilities provided by the Charity upon the same terms as other users.

(2) The purchase of indemnity insurance for the Committee members against any liability, by virtue of any rule of law, would otherwise attach to a Committee member or other officer in respect of any negligence, default, breach of duty or breach of trust of which he or she may be guilty in relation to the Charity but excluding:

(a) Fines.

(b) Costs of unsuccessfully defending criminal prosecutions for offences arising out of fraud, dishonesty or wilful or reckless misconduct of the Committee members or other officer.

(c) Liabilities to the non-public fund that result from conduct that the Committee member or other officer knew, or ought to have known, was not in the best interests of the Charity, or in respect of which the person concerned did not care whether that conduct was in the best interests of the Charity or not.

25. Committee Meetings. No Committee business shall be transacted at any meeting unless a quorum is present. A quorum is:

a. Three members entitled to vote upon the business to be conducted at the meeting;

b. One third of the Committee members at the time;

c. whichever is the greater, provided that one of the Committee members attending is an officer of the Committee.

The Squadron's Officer Commanding, Squadron President and the Squadron Chaplain shall be entitled to attend Committee Meetings but shall have no vote on the matters arising.

26. Irregularities in proceedings.

a. Subject to sub-clause (b) of this clause, all acts done by a meeting of the Committee, shall be valid notwithstanding the participation in any vote of a Committee member:

(1) Who was disqualified from holding office;

(2) Who previously retired or who had been obliged by the constitution to vacate office;

(3) Who was not entitled to vote on the matter, whether by reason of a conflict of interests or otherwise; if, without the vote of that Committee member; and that committee member being counted in the quorum, the decision has been made by a majority of the Committee members at a quorate meeting.

b. Sub-clause a. of this clause does not permit a Committee member to keep any benefit that may be conferred upon him or her by a resolution of the Committee if the resolution would otherwise have been void.

c. No resolution or act of:

(1) A Committee member,

(2) The Committee, and

(3) An Association general meeting, shall be invalidated by reason of the failure to give notice to any member of the Association or by reason of any procedural defect in the meeting unless it is shown that the failure or defect has materially prejudiced a member of the Association or the Squadron.

27. **Minutes.** The Secretary of the Committee/Association must keep minutes of all:

a. Appointments of Committee members.

b. Proceedings at meetings of the Association.

c. Committee Meetings including:

(1) The names of the Committee members present at a Committee meeting.

(2) The decisions made at the meetings.

(3) Where appropriate the reasons for the decisions.

28. **Notices.** The Association may give any notice to a member either by one or more of the following means:

a. Verbally, in person.

b. By sending it by post in a prepaid envelope addressed to the member at his or her address.

c. By hand delivery to the address of the member.

d. By electronic communications to the member's address.

29. **Amendment of the Constitution.** Proposals for the amendment of this Constitution may be made by the Association to the Air Cadet Council through the relevant Wing and Regional Councils provided that:

a. No amendment may be made that would have the effect of making the non-public fund (the Charity) cease to be a charity in law.

b. No amendment may be made to alter Clauses 5, 18, 23 or 24 without the prior written consent of the Charity Commission. **Any amendments to this Governing Document must be sent to the Commission within twenty-one days of it being amended.**

30. **Dissolution of the Association.** The Association may be dissolved by:

a. A directive of the Air Cadet Council (ACC) of the Air Training Corps (ATC); or

b. A resolution, approved by the ACC, passed by the Association's members in general meeting. If the Association is to be dissolved, the Committee will remain in office and be responsible for winding up the affairs of the Association in accordance with this clause and the following:

- c. If relevant, the Committee members must collect in all the assets of the Association and must pay for all the liabilities of the Association from their squadrons' non-public fund.
- d. The Committee members must apply any remaining property or money to the squadron's non-public fund. In no circumstances shall the net assets of the fund be paid to or distributed among the members of the Committee or Association.
- e. The Committee members must apply any remaining property and/or money:
 - (1) Directly for the Objects
 - (2) By transfer to another squadron or the wing non-public funds.
 - (3) In such other manner as the Charity Commission for England and Wales ("The Commission") may approve in writing in advance.
- f. If relevant, a copy of the final accounts of the Association should be forwarded to the relevant Wing Headquarters who will determine what will happen to any surplus cash or asset.

31. Choice of Law and Interpretation.

- a. The governing law of the Charity shall be the law of England and Wales.
- b. This document shall be interpreted in accordance with the law of England and Wales, provided that it will not permit the charity's property to be applied for any purpose or transferred to any organisation which is not charitable in accordance with any statutory provision in force in any other part of the United Kingdom.

32. Signatures

Chairman:	Date:
Secretary:	Date:
Treasurer:	Date:
Member:	Date:
Member:	Date:
Member:	Date:
Member:	Date:
Member:	Date:
Member:	Date:

.....Squadron Constitution Date:

PROCEDURE FOR RESOLUTION OF DISPUTES WITHIN COMMITTEES AND RELIEVING COMMITTEE MEMBERS OF THEIR APPOINTMENT

1. **General.** Civilian Committees at Squadron, Wing and Regional level are independent from the uniformed pillar of the ATC. The ultimate authority for this 'civilian pillar' is the ACC.

2. **Management Structure.** The management structure for the civilian pillar is as follows:

ACC

Regional Chairmen x 6

Wing Chairmen x 34

Squadron Chairmen x 970 circa

3. **Informal Stage of the Procedure.** It is to be hoped that most issues which occur can be satisfied by open and transparent discussions between the individuals affected. Local matters within the Committee should normally be agreed by consensus i.e. the majority vote applies. However there may be instances where an individual does not accept a decision made at local level and/or feels that the issue is of such importance that it has to be taken higher.

The line of resolution could involve some of the following methods:

a. Whenever a Committee member is unable to resolve, to his/her satisfaction, a matter of principle or major concern then they should address the complaint to the Squadron Chairman. Where this might be difficult because of the nature of the complaint it may be referred directly to the Wing Chairman. There may be instances where the Wing Chairman declines to adjudicate where he/she considers that the matter should have been determined at local level by a majority vote.

b. Alternatively if a problem is identified by the squadron commander where his/her perception is that the committee chairman or the committee itself is not fully complying with its mandate then, after raising and discussing the matter fully with the squadron committee chairman, he/she should write to the wing chairman outlining his/her concerns. A copy of this letter is to be given to the squadron chairman.

c. The Wing Chairman will seek to resolve the problem at local level. This could involve any or all of the following steps:

- (1) Telephone discussion with the parties concerned.
- (2) Email or letters.
- (3) Squadron visit and interviews with the parties concerned.
- (4) A meeting with the squadron staff, if appropriate.
- (5) If necessary discussions with Wing Staff Officers, OC Wing or other relevant persons.

d. When invited to assist in the resolution of a problem the Wing Chairman is to ensure that OC Wing is made aware. The Wing Chairman will make known to all parties, in writing, the outcome of his/her investigations. In the event that a mutually agreed solution is not found the Wing Chairman will refer the matter to the Regional Chairman.

Note: It is important that at every stage of the Procedure notes are taken and a summary of progress or conclusions reached are provided to all parties. A copy of the summary is to be retained at Wing HQs.

4. **Formal Stage of the Procedure.** Each Regional Chairman has delegated authority from the ACC to expel or suspend individual members from civilian committees or if necessary entire committees. Neither action should be entered into lightly. A suspension would be limited to a period of no more than six months and would normally apply in a complicated case where the Regional Chairman believed it necessary for further investigations to take place. The line of events could involve some of the following actions:

- a. An expulsion, when confirmed, would mean that the individual(s) would not be eligible to continue to serve in their current committee or join another committee within the ATC.
- b. On completion of the Formal Stage the individual(s) will be informed in writing the outcome of the Hearing. If expelled or suspended the individual(s) will be informed, in writing, of their right of appeal.
- c. Where possible this stage should be completed within 28 days. If this period is to be extended then the individual concerned should be advised, in writing, with reasons for the delay.
- d. An Appeal must be lodged in writing, to Wing HQ, no more than 14 days of receipt of the decision made at the Formal Stage. In the letter, the appellant should detail the grounds of his/her appeal.
- e. If an individual is required to attend a hearing he/she is entitled to bring a colleague of his/her choice provided that the colleague is a member of the Corps.

5. **Appeal Stage.** The Appeal Panel, constituted as a sub-committee of the ACC, will comprise two independent regional chairmen. The Appeal phase will follow the following process:

- a. The Appeal Panel will review all of the evidence which was presented at the Disciplinary Stage together with any mitigation from the Appellant who may request to be interviewed or not. If the Appellant prefers not to attend an interview he/she should make this clear in his/her letter of appeal. The decision of the Appeal Panel will be confirmed in writing to the appellant.
- b. The Appeal Panel should normally complete their deliberations within 14 days of receipt of the request for an appeal. If further time is required then the appellant should be notified, in writing, and with an explanation. The decision of the Appeal Panel is final.
- c. The regional chairman, throughout the formal elements of the Disputes Procedure, will ensure that the Regional Commandant is fully aware of the progress and eventual outcome.
- d. When proceedings are concluded full details are to be forwarded to Wing HQs who are to ensure that, where necessary, records of any individual(s) who have been found to have behaved inappropriately are amended accordingly.
- e. If an individual is required to attend a hearing he/she is entitled to bring a colleague of his/her choice provided that the colleague is a member of the Corps.

6. **REMOVAL OF COMMITTEE MEMBERS** – Where the situation demands, removal of a committee member must/should be undertaken at either an AGM or EGM with the consent and visibility of the squadron association. However, if a problem of significant concern occurs with one or more members they can be removed more quickly by a majority vote of the Committee (ex-officio members do not have a vote). The removal of an individual(s) in this way should be handled sensitively and fairly. The individual(s) should be given advance notice that there is a perceived problem. The allegations should be disclosed and the date of the meeting when these matters are to be discussed. The individual(s) should also be advised that they will be given an opportunity to put their case and, following discussions, a vote will be taken to resolve the issue.

TERMS OF REFERENCE - REGIONAL CHAIRMAN

Primary Role Objectives/Responsibilities.

1. Represent the views of the civilian pillar to the Air Cadet Council through the Air Cadet Council Steering Group (ACCSG) and as a member of the Finance & General Purposes Committee (F&GP) make recommendations to the Trustees on all non-public funding issues.
2. Co-ordinate, monitor, motivate and mentor wing chairmen within their region and to manage, through the wing chairmen, conflicts or difficulties arising or affecting the civilian committee population.

Main Duties.

3. Attend F&GP Meetings, ACCSG and, when required, the ACC itself.
4. Chair each year two regional council meetings. Either or both of these meetings may also be attended by OC wings at your discretion.
5. Communicate with the regional commandant, as necessary, for the good management of the Region.
6. Encourage the implementation of 'good practice' across the Region.
7. Maintain regular contact with your wing chairmen and monitor the results of the Squadron Civilian Committee Assessment Processes.
8. Ensure that the Form 60 Process is properly managed within each wing.
9. Induct newly elected wing chairmen and ensure that they understand their responsibilities and that they are issued with TORs and relevant documentation.
10. Take appropriate action when dealing with problems within the civilian committee population in your Region up to and including removal of individuals concerned.
11. When required to sit as a member of an Appeal Panel following the removal/suspension of a civilian committee member.
12. Research and identify eligibility criteria and opportunities for the Region to apply for grants from Local Authorities, Government or other organisations.
13. Distribute minutes of ACC, ACCSG and F&GP Meetings to all Wing Chairmen.
14. Mentor the wing chairmen and provide relevant training as required.
15. Assist in the identification and readiness of a successor.

TERMS OF REFERENCE - REGIONAL TREASURER

Primary Role Objectives/responsibilities.

1. You are directly responsible to the regional council to administer the non-public (welfare) funds of the region providing the necessary safeguards to ensure that the region meets its obligations both to the ATC and the Charity Commission.

Main Duties.

2. Maintaining income and expenditure accounts and ensuring that all entries in the account books are in ink and cross-referenced to receipts. If using electronic spreadsheets you are to ensure that electronic back up is held at a separate location.
3. Issuing cash handling responsibility instructions (if required) to staff at region headquarters who are authorised to receive cash on behalf of the Fund.
4. Assisting the council in formulating a financial plan, if required, reporting progress against the plan at subsequent meetings of the council.
5. Ensuring that any cash/cheques are banked as soon as possible and the cash holding limit (as agreed by the council) is not exceeded.
6. Ensuring that any cash boxes or safes are appropriately secured and duplicate keys are lodged with a nominated member of the council or the bank.
7. Ensuring that the cash book is balanced at the end of each month. Cash and bank balances are to be reconciled. A reconciliation statement is to be entered into the Cash Book and signed by yourself. The bank reconciliation should be checked by the regional chairman (or another nominated member of the council) who should countersign the reconciliation statement. All documents must be made available to the countersigning officer and for any spot checks by the council.
8. Investigating any discrepancies in accounting and, if unresolved reporting the matter to the regional chairman.
9. Ensuring that invoices for goods and services are paid without delay.
10. At the end of each financial year (31 March) preparing the Annual Statement of Accounts/Annual Report for submission to the Charity Commission.
11. Maintaining sufficient cheque or online signatories from within the council.

TERMS OF REFERENCE - REGIONAL COUNCIL SECRETARY

Primary role objectives/responsibilities.

1. Arranging and administering Regional Council meetings in accordance with regulatory requirements and the governing document.

Main Duties

2. Issuing calling notices for meetings and recording apologies for absences.
3. Collating and distributing relevant reports in advance of the meetings.
4. Taking, and later issuing, minutes of meetings.
5. Supporting the Board of Trustees (Committee) in fulfilling their duties and responsibilities.
6. Acting as a counter-signatory on non-public account cheques, if required, and authorised in accordance with the bank mandate.
7. If the Committee elects to use electronic banking then you are required to monitor transactions and authorise payments, if required.
8. To raise and maintain a register of all members.

TERMS OF REFERENCE - WING CHAIRMAN

Primary role objectives/responsibilities and duties

1. Chair Wing Committee meetings, communicate any changes in Corps Policies and receive questions and concerns from squadron committees feeding upwards any issues unable to be resolved at wing level.
2. Co-ordinate, monitor and mentor the Squadron Committees within your Wing.
3. Act as Chairman of the Trustees of the Wing Fund and oversee the management of the wing finances.

Main Duties.

4. Ensure that the Committee structure of the Wing and its Squadrons are working effectively in providing the required financial support and management.
5. Arrange or provide support for any Squadron Civilian Committees in need of assistance.
6. Convene and chair two Wing General Meetings of Squadron Chairmen per annum (an AGM plus one other which may be area or Sector based).
7. Attend Wing Staff Meetings at Wing HQ and report any matters of concern.
8. Liaise with OC wing as necessary for the good management of the Wing.
9. Encourage representation from all geographical areas or Sectors at Wing Executive Meetings.
10. Convene and chair Wing Executive Committee meetings to establish Wing Finance Policy and monitor the Financial Plan throughout the year.
11. To liaise with the Wing Treasurer on a regular basis regarding the implementation of Wing Finance Policy and the proper control and management of finances.
12. Communicate regularly with all Squadron Chairmen in the Wing (by email, telephone or attendance at Squadron Civilian Committee meetings).
13. .Attend (or arrange for a suitable deputy) to attend all annual squadron inspections and discuss the committee's progress with the Squadron Chairman.
14. Work jointly with the Wing Treasurer, Wing Executive Officer and OC Wing to ensure that all Squadron annual accounts are submitted to Wing HQ each year by the due date and arrange support for those having difficulty in meeting this obligation.
15. Acting as counter-signatory on Wing non-public account or if the Committee elects to use on-line banking, authorise payments on-line as required.
16. Monitor all squadron committees within the wing and provide advice, mentoring or training as required.

17. Discuss with the Regional Chairman civilian committee management issues or concerns.
18. Attend two Regional Council meetings per annum and report to that meeting any successes, initiatives or underlying problems in order that good practice is shared throughout the Region.
19. Report on significant policy concerns arising from Wing Meetings which may need to be forwarded to the Air Cadet Council.

TERMS OF REFERENCE - WING TREASURER

Primary Role Objectives/Responsibilities.

1. You are directly responsible to the committee to administer the non-public (welfare) funds of the wing providing the necessary safeguards to ensure that the wing meets its obligations both to the ATC and the Charity Commission.

Main Duties.

2. Maintaining income and expenditure accounts and ensuring that all entries in the account books are in ink and cross-referenced to receipts. If using electronic spreadsheets you are to ensure that electronic back up is held at a separate location.

3. Issuing cash handling responsibility instructions to staff at Wing Headquarters who are authorised to receive cash on behalf of the Fund.

4. Assisting the Committee in formulating a Financial Plan for the Wing and reporting progress against the Plan at subsequent meetings of the Committee.

5. Ensuring that any cash/cheques are banked as soon as possible and the cash holding limit (as agreed by the Committee) is not exceeded.

6. Ensuring that any cash boxes or safes are appropriately secured and duplicate keys are lodged with a nominated member of the committee or the bank.

7. Ensuring that the cash book is balanced at the end of each month. Cash and bank balances are to be reconciled. A reconciliation statement is to be entered into the Cash Book and signed by yourself. The bank reconciliation should be checked by the wing chairman (or another nominated member of the committee) who should countersign the reconciliation statement. All documents must be made available to the countersigning officer and for any spot checks by the committee.

8. Investigating any discrepancies in accounting and, if unresolved reporting the matter to the wing chairman.

9. Ensuring that invoices for goods and services are paid without delay.

10. At the end of each financial year (31 March) preparing the Summary of Receipts and Payments Accounts Form 61 for submission to the chairman and committee prior to submission to Region HQ.

11. Following an independent examination of the accounts and endorsement by the wing civilian committee the Form 61 is to be sent to Region HQ no later than the due date required by HQAC.

12. Maintaining sufficient cheque or online signatories from within the committee.

TERMS OF REFERENCE - WING SECRETARY

Primary Role Objectives/responsibilities.

1. Arranging and administering Wing Committee meetings and sub-committee meetings in accordance with regulatory requirements and the governing document.

Main Duties.

2. Issuing calling notices for meetings and recording apologies for absences.

3. Taking, and later issuing, minutes of meetings.

4. Supporting the Board of Trustees (committee) in fulfilling their duties and responsibilities.

5. Ensuring that new trustees (committee members) are provided with their introductory letter of responsibilities.

6. Acting as a counter-signatory on non-public account cheques, if required, and authorised in accordance with the bank mandate.

7. If the committee elects to use electronic banking then you are required to monitor transactions and authorise payments, if required.

8. Ensure that a copy of the minutes of all wing committee meetings is sent to the regional chairman.

9. To raise and maintain a register of all members.

TERMS OF REFERENCE - SQUADRON CHAIRMAN

Primary role objectives/responsibilities.

1. Support the Squadron Commander in fulfilling the aims and objectives of the Air Training Corps including the raising of funds necessary to fulfil this task.
2. Act as Chairman of the Trustees of the squadron's non- public fund and ensure the management of that fund is in line with charity law.
3. Chair the AGM of the Association.

Main Duties.

4. Maintain a Squadron Association and Committee recruited from amongst parents, guardians, friends and members of the local community.
5. Ensure that initial and on-going annual elections take place to confirm key post holders i.e. Chairman, Treasurer and Secretary (known as the elected officers of the Committee).
6. Support the squadron commander and his/her staff by showing a keen interest in all ACO activities.
7. In conjunction with the squadron commander develop an annual financial plan and seek to ensure that sufficient financial resources are in place to achieve the plan.
8. Oversee applications for Local Authority Grants, Lottery Awards, Gift Aid and seek donations from local companies or individuals.
9. Monitor the activities of the Treasurer and ensure that the squadron accounts are maintained in accordance with ACP 10 and in particular that the year-end accounts are presented, by the Treasurer, to the committee for sign off prior to the submission of the Form 60 to Wing HQ.
10. Assist the squadron commander by all means within your remit to increase the effectiveness of the squadron.
11. Acting as a counter-signatory on squadron non-public account cheques or, if the Committee elects to use on-line banking, authorise payments on-line.
12. Establish and maintain good relationships between the squadron and all elements of the local community.
13. Consider what additional activities to recommend to the squadron commander so that the aims set out in ACP 11 Chapter 1, paragraph 3 are met in full.
14. Assist the squadron commander in finding suitable adult staff to support all activities.
15. Ensure that cadets are not prevented from attending events due to inadequate financial resources.
16. Assist the squadron commander to obtain the maximum of good press, radio and television publicity.

Uncontrolled copy not subject to amendment

17. Assist the squadron commander in filling the post of squadron chaplain.
18. If the squadron is proposing to open a detached flight assist in finding suitable accommodation.
19. Assist the wing commanding officer in finding a suitable person to command the squadron when a replacement is required.
20. Attend, or nominate a deputy to attend, your wing civilian committee Meetings (normally bi-annual). These meetings are crucial to update everyone on Corps policy and an opportunity for the squadron chairman to express views or concerns on Corps policies. By this means communications will improve and help maintain the ATC's reputation as a premier youth organisation.

TERMS OF REFERENCE - SQUADRON TREASURER

Primary Role Objectives/responsibilities.

1. You are directly responsible to the committee to administrate the non-public (welfare) funds of the squadron providing the necessary safeguards to ensure that the Squadron meets its obligations both to the ATC and the Charity Commission.

Main Duties.

2. Maintaining income and expenditure accounts and ensuring that all entries in the account books are in ink and cross-referenced to receipts. If using electronic spreadsheets you are to ensure that an electronic back up is held at a separate location.

3. Issuing cash handling responsibility instructions to staff at squadron headquarters who are authorised to receive cash on behalf of the Fund.

4. Assisting the committee in formulating a Financial Plan for the squadron and reporting progress against the Plan at subsequent meeting of the committee.

5. Ensuring that any cash/cheques are banked as soon as possible and the cash holding limit (as agreed by the committee) is not exceeded.

6. Ensuring that any cash boxes or safes are appropriately secured and duplicate keys are lodged with a nominated member of the committee or the bank.

7. Ensuring that the cash book is balanced at the end of each month. Cash and bank balances are to be reconciled. A reconciliation statement is to be entered into the Cash Book and signed by yourself. The bank reconciliation should be checked by the Squadron Chairman (or another nominated member of the Committee) who should countersign the reconciliation statement. All documents must be made available to the countersigning officer and for any spot checks by the Committee.

8. Investigating any discrepancies in accounting and, if unresolved reporting the matter to the squadron chairman.

9. Ensuring that invoices for goods and services are paid without delay.

10. At the end of each financial year (31 March) preparing the Summary of Receipts and Payments Accounts Form 60 for submission to the chairman and committee prior to submission to Wing HQ.

11. Following an independent examination of the accounts and endorsement by the squadron civilian committee the Form 60 is to be sent to Wing HQ by the due date required by HQ AC.

TERMS OF REFERENCE - SQUADRON SECRETARY

Primary role objectives/responsibilities.

1. Arranging and administering committee meetings and sub-committee meetings in accordance with regulatory requirements and the governing document.

Main Duties.

2. Issuing calling notices for meetings and recording apologies for absences.

3. Taking, and later issuing, minutes of meetings.

4. Supporting the committee in fulfilling its duties and responsibilities.

5. Ensuring that new committee members are provided with their introductory letter of responsibilities.

6. Acting as a counter-signatory on non-public account cheques, if required, and authorised in accordance with the bank mandate.

7. If the committee elects to use electronic banking then you are required to monitor transactions and authorise payments.

8. Ensure that a copy of the minutes of all squadron civilian committee meetings is sent to the wing chairman.

9. To raise and maintain a register of all members.