



Ministry
of Defence

Air Command Secretariat
Spitfire Block
Headquarters Air Command
Royal Air Force
High Wycombe
Buckinghamshire
HP14 4UE

Ref. 2018/03524

[REDACTED]

Email: [REDACTED]

28 March 2018

Dear [REDACTED]

Thank you for your email of 7 March 2018 requesting the following information:

*A copy of the Royal Air Force Air Cadets Air Cadet Publication (ACP) 11
"Administration of Civilian Committees in the Air Training Corps" revision 6
(06/03/2018)*

ACTO 8 to the latest revision

I am treating your correspondence as a request for information under the Freedom of Information Act 2000. I can confirm that the department holds information in scope of your request.

Please see the email attachments for ACP 11 (2015), revision 6, and ACTO 8, version 6.

Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

If you are not satisfied with this response or wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance Team,

Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,

[Original signed]

Air Command Secretariat

AIR CADET TRAINING ORDER (ACTO) 8



FIRST AID TRAINING

AIR CADET TRAINING ORDER

TRAINING ORDER NO 8

FIRST AID TRAINING

1. This Training Order sets out the policy for First Aid Training within the Air Training Corps (ATC). It is one of the thirteen core activities essential for the Cadet Experience and defined in ACTO 11. Refer to Annex A for your points of contact for First Aid Trg.
2. The ATC has entered into a partnership. This is with the other cadet forces, the Army Cadet Force Association (ACFA), the British Heart Foundation (BHF) and St John Ambulance (SJA). This enables the ATC to offer First Aid Trg from HeartStart, Youth First Aid (YFA) up to Activity First Aid (AFA). Annex B shows the Organisation and Structure for the ATC.
3. Terms of reference for your Rgnl, Wg and Sqn First Aid Officers are at Annex C, D and E respectively.

First Aid Trg Cadets

4. First Aid Trg is mandatory for all cadets. See Annex F
5. Within the first three-months of joining the sqn, cadets must complete the HeartStart programme (Annex G). Cadets must complete the YFA programme within an eighteen-month period.
6. Eligible cadets can complete the adult AFA course. Sqns must comply with the current regulations regarding this training. See Annex H
7. Uniform badges are now available for HeartStart (Blue), YFA (Bronze) and AFA (Silver) courses. These are bespoke badges for the BHF and SJA. If your cadets have completed other equivalent courses, they cannot wear these badges.
8. The above first aid courses have a validity period of three years. Add the qualifications to the cadet's SMS record. After that period, cadets who do not requalify must remove their first aid badge.
9. Cadets may also qualify for the First Aid Gold Badge. See Annex P

First Aid Trg Adults

9. All Cadet Force Adult Volunteers must hold some form of first aid qualification. Within the ATC, the minimum requirement is the two-hour HeartStart programme. The RAFAC provides this training free of charge. However, the course needs completing within 6 months of joining the ATC.
10. There may be situations where a CFAV is unable to undertake any form of first aid training. This may be because of a disability or other circumstances. In these cases, apply for an exemption from the Corps First Aid Officer (CFAO) through the WFAO and RFAO. The CFAO will assess each case.
11. The ATC preferred first aid course for adult staff, is the SJA 18 Hour Activity First Aid. This is specifically tailored to the needs of the Cadet Forces. All the National Governing Bodies of sport and adventure training accept it. The MOD also accepts this qualification for shooting and fieldcraft activities. SJA also offer a 12-hour version of this course and a number of other providers use the

term Activity First Aid. Many NGBs, for AT in particular, require a minimum of 16 hrs training plus assessment. Therefore, qualifications delivered outside the Cadet Forces may not meet these requirements. We accept qualifications gained outside of the organisation, compatible with the RAFAC requirements. The Wing or Regional First Aid Officer should be contacted for advice in these cases.

12. ACP 5, Procedure 22 lists the minimum levels of first aid cover required to support a range of activities.

13. All volunteers are responsible for ensuring their BADER SMS record reflects their first aid qualification. A copy of the certificate needs uploading onto SMS.

General

14. Please see Annex I reference Training Material and Resourcing.

15. To aid First Aid Trg, trainers can utilise Casualty Simulation (CASSIM). For more information on that, see Annex J.

16. In addition to CASSIM, competitions provide a good opportunity for your cadets to show off their new skill. For further information on competitions, see Annex K

17. If any cadet, or member of staff, administers first aid to a casualty following an incident or accident, the participant may become eligible for recognition. For further information on this, see Annex L.

18. Automated External Defibrillators (AEDs.) are commonly available at venues and in public places. These will also be supplied to Regions, Wings and other key locations Annex M provides you with the information on their use and the training required.

19. Sqns who have Muslim Cadets on their sqn, see Annex N.

20. Trainer and assessor criteria for each course are found at Annex O.

21. The Cadet First Aid Instructor Award has been introduced as part of the progressive training syllabus. Details are found in Annex P

21. The MOD indemnifies all CFAVs and cadets who administer first aid as part of their role within the cadet forces. UK law also protects those delivering first aid to members of the public. However, CFAVs and cadets are not to offer their services to other organisations outside of the cadet forces as first aid cover for events. The MOD indemnity would not extend to this role. Should members of the RAFAC attending a public event in another capacity witness an accident then they can offer first aid to the casualty. They continue until the appointed first aid team for that event arrives.

Annexes

- A. Points of Contact
- B. Organisation and structure
- C. Rgnl First Aid Officer – Terms of Reference
- D. Wg First Aid Officer – Terms of Reference
- E. Sqn First Aid Officer – Terms of Reference
- F. Training Criteria – Cadets
- G. HeartStart Programme
- H. Training Criteria - Adults
- I. Training Material and Resourcing
- J. Casualty Simulation
- K. Competitions
- L. Awards
- M. The Use of Automated External Defibrillators (AEDs)
- N. First Aid Training – Implications for Muslim Cadets
- O. Trainer and Assessor Requirements for Courses
- P. Cadet First Aid Instructor Award

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First Aid Training - Points of Contact

1. First Aid Trg in the ATC is standardised, whilst still allowing flexibility of delivery. To help with this, there are specialist volunteers who provide technical assistance. These specialists sit at rgn level.
2. If you need to contact them, you can do so using their BADER email. Please see the table below for the Corps and Regional First Aid Officers.

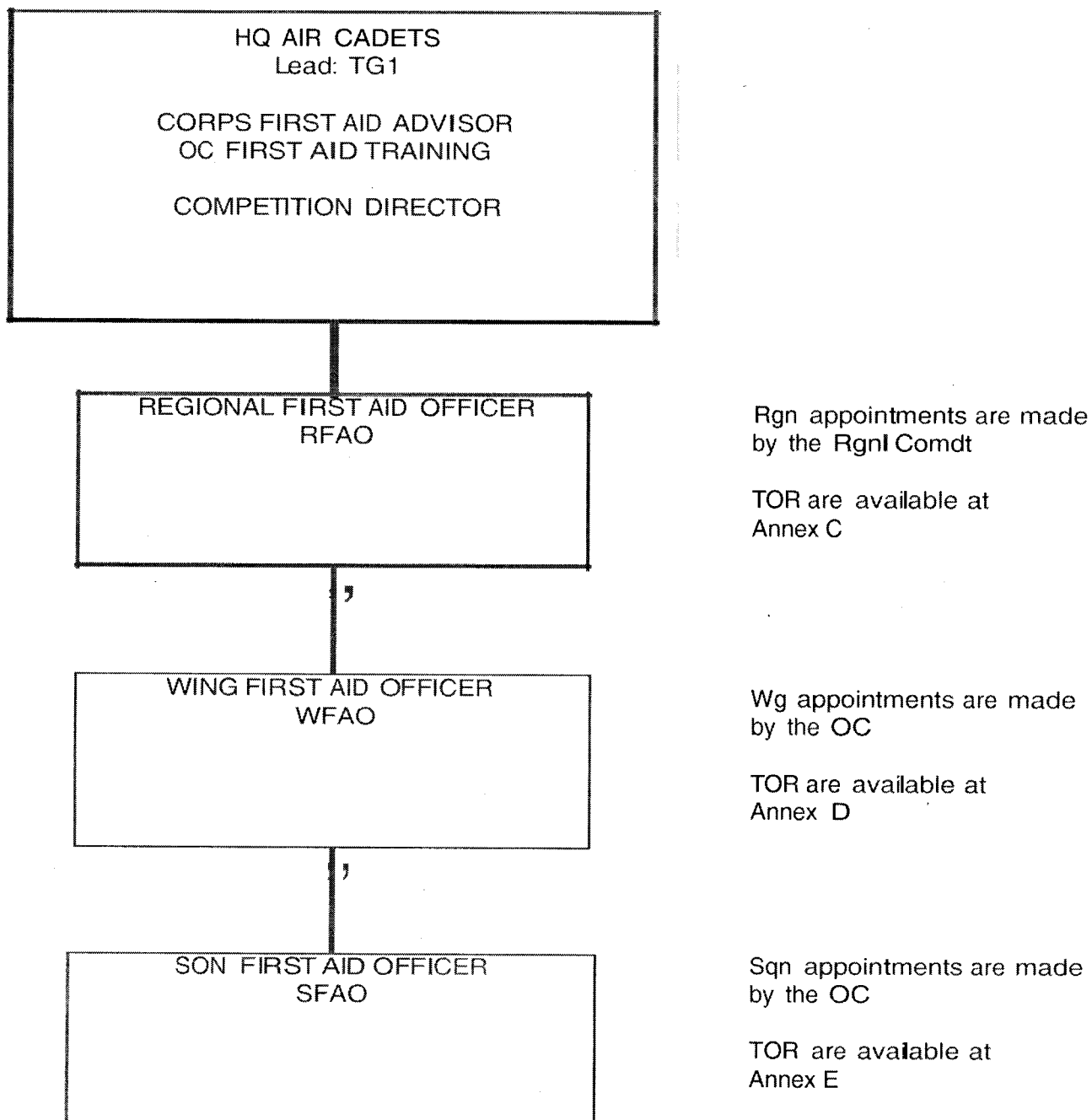
Corps First Aid Officer	[REDACTED]
SNI	[REDACTED]
North	[REDACTED]
Central & East	[REDACTED]
Wales & West	[REDACTED]
London & South East	[REDACTED]
South West	[REDACTED]

Table 1-Contact Emails

3. Please deal with your Wg First Aid Officer for most everyday first aid matters.
4. As with all activities, First Aid Trg has a desk officer at HQ Air Cadets. This sits within the responsibility of TG1. If you have reason to contact him, you can reach him on the email address: [REDACTED]

Figure 1 -Organisation and Structure in block form

ORGANISATION AND STRUCTURE



Training opportunities are available to all. Especially those appointed above.
For further information contact your RFAO

Regional First Aid Officer (RFAO) – Terms of Reference

Qualifications

1. The RFAO will:
 - a. Hold and maintain a current recognisable first aid or suitable professional medical qualification¹ evidenced by a current CPD portfolio.
 - b. Hold a current SJA Trainer and Assessor qualification with pin number.
 - c. Undertake the role of a Training Standards Verifier (TSV) and Training Standards Assessor (TSA). Training will be provided to support this role

Tasks

2. To organise, supervise and conduct training and testing of adult staff and cadets in first aid training, as follows:
 - a. Arrange/conduct courses, in conjunction with the relevant Wgs, which lead to the award of recognised first aid qualifications for CFAVs and cadets.
 - b. Monitor/assess, in conjunction with the relevant Wgs, the recognised first aid qualifications for CFAVs and cadets.
 - c. Ensure that all CFAVs and cadets undergoing First Aid Trg are provided with the first aid instruction and testing at the appropriate stages of their training.
 - d. Carry out observations annually or arrange observations of your WFAO or other Trainers and Assessors appointed in your Region. Check the standard of first aid instruction, assessing carried out by these individuals.
 - e. Check, on a regular basis, that all first aid courses delivered meet the requirements of the ATC syllabus and SJA.
 - f. Hold standardisation meetings and arrange CPD sessions for WFAOs, Trainers and Assessors within the region
 - g. Select and or coordinate the training of the Regional First Aid Teams for the National First Aid Competition.
3. Advise the Rgnl Comdt on all aspects of First Aid Trg by:
 - a. Attending the National First Aid Trg Panel Meetings,
 - b. Maintain links with and provide First Aid Trg advice to other Rgnl Staff Officers and your WFAOs,
 - c. Maintain links with the other cadet forces,

¹ In accordance with Annex C or with approval from Corps First Aid Officer

- d. Maintain a current database of all your registered trainers and assessors for all courses.
4. Maintain your first aid portfolio of training and assessing, and, a record of personal competences and development.
5. Maintain contact with the Corps First Aid Officer to provide information and feedback on the delivery of first aid within the region.
6. Discuss suitable candidates for progression to SJA trainer with Corps First Aid Officer

Wing First Aid Officer – Terms of Reference

Qualifications

1. The Wing First Aid Officer will:
 - a. Hold and maintain a current recognisable first aid or suitable professional medical qualification² evidenced by a current CPD portfolio.
 - b. Hold a current SJA Trainer and Assessor qualification with pin number.
 - c. Undertake the role of a Training Standards Assessor (TSA). Training will be provided to support this role. The WFAO must be a registered SJA Trainer to act as a TSA.

Tasks

2. To organise, supervise and conduct training and testing of adult staff and cadets in first aid training, as follows:
 - a. Arrange/conduct courses, in conjunction with the relevant sqns, which lead to the award of recognised first aid qualifications for CFAVs and cadets.
 - b. Monitor/assess, in conjunction with the relevant sqns, the recognised first aid qualifications for CFAVs and cadets.
 - c. Ensure that all CFAVs and cadets undergoing First Aid Trg are provided with the first aid instruction and testing at the appropriate stages of their training.
 - d. Arrange annual observations of all approved Trainers and Assessors within your Wing. This is to include first-aid instruction and assessment carried out by other trainers within the wing.
 - e. Check, on a regular basis, that all first aid courses delivered meet the requirements of the ATC syllabus and SJA.
 - f. Select and or coordinate the training of the Wing First Aid Teams for the Regional First Aid Competition.
3. Advise OC Wg and Sqn Staff on all aspects of First Aid Trg by:
 - a. Attending any Rgnl First Aid Trg Officers' Meetings
 - b. Maintaining links with other Wg Staff Officers and the First Aid Instructors at sqn level and provide advice and training when required.
4. Maintain, direct and motivate a suitable team of qualified adult volunteers to meet the needs of First Aid Training within the wg by:
 - a. Organising meetings of sqn FA instructors, as appropriate, to maintain best practice and broadcast issues raised at the rgnl meeting.

² In accordance with Annex C or with approval from Corps First Aid Officer

- b. Monitor SMS to ensure all CFAV's hold a minimum of HeartStart and this is evidenced by a certificate uploaded to SMS
 - c. Encourage CFAVs to hold a minimum of AFA or its equivalence.
 - d. Maintain a current database of all registered HeartStart trainers and YFA trainers and assessors in your wg. Forward this data regularly to your RFAO or when asked for.
 - e. Provide training when required.
 - f. Nominate those suitably qualified and experienced CFAVs for trainer training to your RFAO.
5. Carryout or arrange for routine maintenance to be carried out on first aid training equipment held at wing level. This will include the following
- a. Ensuring the face of manikins are cleaned between use on each course.
 - b. Replace the lungs in manikins after each course
 - c. Deep clean the face and when necessary the chest piece of manikins after a course
 - d. Maintain a stock of clean training dressings and triangular bandages.

Sqn First Aid Officer – Terms of Reference

Qualifications

1. The sqn First Aid Trg Officer is to hold and maintain a current recognised first aid qualification³ or suitable professional medical qualification.

Tasks

2. Organise, supervise and conduct training, and testing, of cadets in First Aid Trg as follows:
 - a. Arrange and or conduct training that leads the Cadet to achieve the HeartStart and YFA qualification.
 - b. Arrange HeartStart training for all CFAVs who don't hold other first aid qualifications.
 - c. Ensure that all cadets undergoing First Aid Trg are provided with first aid instruction and testing at the appropriate stages of their training.
 - d. Check, on a regular basis, that all first aid courses delivered meet the requirements of the ATC syllabus and SJA.
 - e. Notify your WFAO of HeartStart and YFA courses and complete all the relevant paperwork.
 - f. Select and coordinate the training of a first aid team for the wg First Aid Competition.
3. Advise the sqn cdr and staff on all aspects of First Aid Trg by:
 - a. Attending WFAO meetings as directed
 - b. Maintain links with the OC and other staff members and provide First Aid Trg advice when asked.
 - c. Ensure you mentor your more senior cadets who provide First Aid Trg to your younger cadets.
 - d. Ensure that cadet and CFAV records on BADER are up-to-date regarding First Aid Trg.
 - e. Contact your WFAO for advice if necessary.
4. Carryout or arrange for routine maintenance to be carried out on first aid training equipment held at sqn level. This will include the following
 - a. Ensuring the face of manikins are cleaned between use on each course.
 - b. Replace the lungs in manikins after each course.
 - c. Deep clean the face and when necessary the chest piece of manikins after a course.
 - d. Maintain a stock of clean training dressings and triangular bandages.

³ In accordance with Annex C or with approval from Corps First Aid Officer

Training Criteria – Cadets

1. This annex covers the criteria for First Aid Trg for cadets.
2. To deliver any First Aid Trg to cadets, the instructor must be qualified to do so. This means, as a minimum, a HeartStart Instructor to deliver the HeartStart course.
3. To deliver YFA, the instructor must hold a current recognisable first aid qualification.⁴ They must also have completed a familiarisation of the course and material. To do this, contact your WFAO who will help you with this training.
4. To assess YFA, the assessor must hold a current recognisable first aid qualification.⁵ They must also have completed a familiarisation of the course and material. To do this, contact your WFAO who will help you with this training.
5. Instructors must register all courses through their WFAO. Ensure you complete all the paperwork before and after the courses. At the end of the course, please submit your paperwork as soon as possible.
6. The training and assessing of cadets must meet the following criteria⁵.
 - a. Instructor to student ratio is one to twelve.
 - b. Assessor to student ratio is one to six for YFA. HeartStart does not have an end of course assessment requirement.
 - c. Assessors cannot assess any student they have taught. Concurrent courses running side-by-side, can take place. Trainers on one course can assess students on the other.
 - d. The assessment requires 3 separate elements, CPR, Unconscious Casualty and Incident Management. These are to be conducted as separate assessments individually with each student.

⁴ In accordance with current regulations or seek further advice and approval from the Corps First Aid Officer

⁵ In accordance with SJA course regulations 2006

**ANNEX G to
ACTO 8**

HeartStart

1. HeartStart is an initiative coordinated by the British Heart Foundation (BHF). It promotes and develops Emergency Life Support (ELS) training. The scheme is available throughout the UK.
2. If you have any questions or queries on HeartStart, then contact your WFAO.
3. ELS training includes:
 - a. CPR.
 - b. Unconscious, breathing casualties.
 - c. Dealing with heart attacks.
 - d. Choking.
 - e. Severe bleeding.
4. The design of the HeartStart programme is to improve the action taken by the public in life-threatening situations. It is suited to all who have no knowledge of first aid. However, this initiative may promote interest in obtaining further training in first aid.
5. Affiliation with the HeartStart programme is through WHQ and done on a wg by wg basis. The main advantage of which, is the additional training equipment supplied to wgs from the BHF. This equipment is available for all First Aid Trg.
6. HeartStart courses can be run with both CFAVs and cadets on the same course
7. In line with all FA qualifications, HeartStart needs renewing every 3 years. This is unless the individual holds a higher-level qualification.

HeartStart Certificates

8. The Trainer completes TG Form 9 and follows the instructions on the form regarding submission. The WFAO records the numbers of CFAVs and cadets trained and submit the form to RAF Cranwell Graphics for printing.

Training Criteria – Adults

1. This annex covers the criteria for First Aid Trg for CFAV.
2. To deliver any First Aid Trg to CFAVs, the instructor must be qualified to do so. This means, as a minimum, a HeartStart Instructor to deliver the HeartStart course.
3. Only SJA Trainers with a pin number issued through HQAC can deliver AFA courses. Only registered Assessors, through HQAC, can assess AFA courses.
4. Register all AFA courses through your RFAO to the Corps First Aid Officer. Applications need a notice of at least 4-weeks. Trainers who have not received approval within 2 weeks should contact the Corps First Aid Officer to check on progress.
5. The training and assessing of AFA courses must meet the following criteria⁶:
 - a. Instructor to student ration is one to twelve.
 - b. Assessor to student ratio is one to six. This means that for a course of twelve, you will need two assessors. You can use more as this will significantly reduce the assessing time required.
 - c. Assessors cannot assess any student they have taught. This ensures independent assessment.
 - d. Concurrent courses, courses running side-by-side, can take place if you have enough qualified staff. Trainers on one course who are also assessors can assess students on the other.
 - e. Students on a course cannot be either a trainer or assessor on the same course.
 - f. The assessment requires 3 separate elements, CPR, Unconscious Casualty and Incident Management. These assessments need conducting separately with each individual student.
6. If the trainer does not receive the AFA student packs before the course starts, they are not to run the course. You should receive your student packs in plenty of time.
7. Any course cancellations must be reported to the Corps First Aid Officer.

⁶ In accordance with SJA course regulations 2006

Training Material and Resourcing

1. The link with SJA and BHF provides beneficial sources for training courses and materials.
2. RFAO or WFAO can supply the HeartStart video and supporting materials.
3. The YFA video and PowerPoint presentations can be supplied by the WFAO or RFAO. Alternatively, you can download them from the SJA website under the heading of ACFA First Aid.
4. The Youth First Aid Workbook is available from RAF Cranwell Graphics. Email them asking for the copies you require. Delivery is normally within 7 working days.
5. Trainers must provide AFA course students with the course student packs supplied by HQAC. The trainer will receive these when they book the course. Each pack contains a reference guide to first aid. Students must retain these for reference.
6. For training purposes only, copy other written SJA material. For all other training material, WHQ are to make this available to trainers through local arrangements. Please contact you WFAO for details.

Resourcing

7. HQ Air Cadets provides and funds all First Aid Trg certificates – cadet and CFAV – registered through the ATC system.
8. Manikins are a major resource for training. Along with other valuable and attractive items, replacements are on a one-for-one basis when they become unserviceable. Requests should go through your RFAO. For additional purchases, submit your request through your RFAO to HQ AC(TG1).
9. After each student has used a manikin, clean the mouth area with the cleaning solutions available. Pay particular attention to the inside of the manikin's mouth area. After completion of a course, give the manikin a full clean and replace the lungs (see para 13 below).
10. Trainers, who travel away from their parent units to deliver training and or assessment, should seek prior approval from their wg or rgn.
11. To comply with the awarding body regulations (timescales), first aid courses need adequate resources. Trainers are to ensure the following items are available.
 - a. Manikins 1 per 2 students.
 - b. Training dressings and triangular bandages 1 each.
 - c. Gloves, at least 1 pair per student.
 - d. Sufficient floor space to practice.
 - e. Rooms or areas that can be used to allow the 3 independent assessments to take place without other students being able to observe.
12. Add additional time where there are limited resources. Students need to receive the correct amount of practice time.

Cleaning of Equipment

13. The use of first aid training equipment will result in the need to clean any items that have been used during training to ensure the risk of infection is minimal.
14. Dressing can normally be reused without risk but eventually they can become dirty and will need to be replaced.
15. Resuscitation manikins are a significant risk as those undertaking training will have breathed expelled air into the lungs. Over time bacteria could develop and be a risk to other users. At the end of a course the following actions are to be taken to reduce the risk of infection.
 - a. Face piece to be removed and cleaned inside and out using cleaning wipes, suitable cleaning fluid or placed in a dishwasher. The face is then to be dried.
 - b. The chest piece to be cleaned using warm soapy water and dried afterwards. Alternatively, T-shirts can be used during training to reduce the need to clean the chest piece. The T-shirts can easily be removed and laundered as required.
 - c. The lungs are to be removed from the manikin and disposed of.
 - d. A new set of lungs are to be placed into the bag containing the manikin but not fitted to the manikin.
 - e. At the start of a new course the lungs are then fitted before use.

Casualty Simulation (CASSIM)

1. Casualty Simulation (CASSIM) is the art of using materials to simulate injuries or illnesses to enhance the realism of First Aid Trg.
2. The use of CASSIM needs careful supervision to ensure that it is appropriate to the training conducted.
3. You can also use props and equipment in setting up scenarios for first aid training and it needs careful management
4. You must carry out a risk assessment before using this training material. You must ensure there is no risk to simulated casualties or to first aiders during training. For risk assessments look at the following.
 - a. **DO NOT USE** cadets or CFAVs with existing medical conditions depicting those conditions. This is in case they suffer an episode of their condition during the CASSIM exercise, and this is mistakenly assumed to be 'good acting'.
 - b. CASSIM often contains food dyes, glue and grease paint. Check for known reactions to ensure that there is no risk of causing harm to the participants. Do not use products containing raw or cooked meats
 - c. If you use weapons in your scenarios, a suitably qualified Weapon Instructor or Range Conducting Officer is required. They are to ensure the weapons are unloaded and no ammunition is present at the scenario.
 - d. Other props need risk assessing to ensure that there is no risk of injury to participants. Participants already trained in the use of these props will mitigate your risk. You can use Theatrical glass instead of actual glass; theatrical knives instead of real knives, plastic bottles to simulate glass bottles. **DO NOT** connect electrical items to a power supply.
 - e. Take extra care where medical props are used. Asthma Inhalers must have all active medication removed. Where Epi-Pens or other auto injectors are used, ensure you use the training devices only.
 - f. When using vehicles in a scenario, ensure they are stationary with the handbrake applied. You can use additional precaution of wheel chocks. Engines are to remain off and the ignition keys removed from the vehicle.
5. The CASSIM 'artist' should research the recognition signs and symptoms of injuries, illnesses and medical conditions included in the scenarios and should replicate them in their application of CASSIM.
6. In some cases, it may be necessary to exaggerate slightly signs of illness or condition to allow the first aider opportunity to identify correctly the possible avoiding undue exaggeration.
7. Although realistic CASSIM is important, the simulation needs to reflect the injuries the casualty would have sustained in the incident. The casualty's actions and behaviour also needs to reflect the likely signs and symptoms of the injury.

Removal of CASSIM

8. You must ensure your casualties remove all CASSIM as soon as possible after the completion of the scenarios. Use soap and water or moistened cleansing wipes.

Sources and Costs

9. You can fabricate some CASSIM materials cheaply. However, there are several commercial sources of theatrical CASSIM makeup and prosthetic wounds. You can purchase this material, but at the expense of the sqn or wg. You must have prior approval before making any purchase.

10. These materials, however, can prove expensive and you should consider whether you can manufacture the CASSIM or whether you should use other scenarios to avoid unnecessary expense.

11. For further assistance in the use of CASSIM, contact your RFAO.

Competitions

1. The purposes of first aid competitions are to:
 - a. Take first aid out of the classroom.
 - b. Provide realistic and practical lifesaving skills.
 - c. Give the confidence to act effectively, safely and promptly with any emergency.
 - d. Provide and develop leadership and team skills.
2. Competitions are divided into 2 groups, Cadets and Young Adults
 - a. Cadet teams consist of 4 enrolled cadets who must all be under 18 on 31 Dec of the competition year. No reserves are allowed.
 - b. Young Adult teams consist of 2 members who must be over 17 on 01 Jan and under 26 on 31 Dec of the competition year. These teams can be CFAVs, cadets or a mix of CFAV and cadet. No reserves are allowed.

Wing & Regional Competitions

3. Wings and regions may make their own arrangements to select teams for their competition. Ideally, they should follow a similar format to the national event but wings, regions may manage the training, and selection for the national competition in any way they wish that is practicable for them.

National (Corps) Competition

4. These rules apply to both cadet and Young Adult participants except where otherwise stated.

Qualifications of team members

5. All cadets must hold a current Youth First Aid certificate or higher.
6. All Young Adults must hold a current Activity First Aid certificate or equivalent

Ineligibility

7. Healthcare students or professionals are not permitted to participate in the Young Adult competition. This category includes student nurses, paramedics, and doctors. For guidance, please contact the Competition Director.

Participation in the National Competition

8. Each Region may enter 2 Cadet teams and 2 Young Adult teams

Substitution of Team members

9. Teams competing at the National Competition should have competed at the regional competition as a qualifying event. The actual team members have qualified for the national event

not the Squ or Wing. Therefore, to ensure that teams entering the national competition are the best each region has available the following rules apply to substitutions;

- a. One team member from the regional competition may be replaced for the national competition.
- b. If it is necessary to replace two or more team members, the runner up team from the regional event is to represent the region in the national competition.

Competition Format

- 10. The national competition will consist of the following elements;
 - a. A team test in which all team members must participate lasting 8 minutes
 - b. An individual test in which all team members must participate lasting 4 minutes
- 11. Other first aid related concurrent activities may take place as determined by the competition organiser but the results will not be part of the national competition. Separate trophies or medals might be available for concurrent activities.

Marking

- 12. Marks to determine the winning team should give equal weighting to the individual tests and team test and will be allocated as follows:

	Each test	Total
Team test	160	160
4 x Individual tests	40	160
TOTAL		320

Table 2 - Marking Grid

- 13. The following is a *guide* to the allocation of marks for the team test but this will vary according to the particular injuries and scenario portrayed:

Table 3 - Allocation of marks

	<i>Casualty 1</i>	<i>Casualty 2</i>	<i>Management</i>	Total
Approach, assess & make safe			10	10
Primary survey (DRABC)	20	20		40
Secondary survey and diagnosis	10	10		20
Treatment of injuries	30	30		60
Communication (Telephone etc.)			20	20
Incident management			10	10
Total marks possible	60	60	40	160

14. Teams may use aide memoires, templates and notebooks. They may also use timing devices other than mobile phones. The competition is a realistic test of practical skill that the use of these aids should not affect.

15. Team members are not permitted to carry or use mobile phones or messaging devices at any time throughout the duration of the competition.

16. Teams can expect to have to deal with several casualties and an onlooker. They will need to deal with the casualties, obtain help, and handle the situation as realistically as possible. They cannot speak to the judge, ask questions or tell the judge what they find. There may be separate judges for each casualty and for overall management. Casualty make-up will be used and casualties will act the part so far as possible. Marks for diagnosis, appreciation of the situation, recognition features etc will be given on the basis of communication with casualties, bystanders, emergency services, and between team members, especially between the team leader and other team members.

17. **Draws.** In the event of a draw, the team who had the best team score will win. However, if there is still a draw, the team leader's result will come into play.

Recognition

1. Any cadet or CFAV who carries out any first aid at the scene of an incident or accident should receive recognition. This is especially important when despite their best efforts the casualty didn't survive.
2. Recognising the willingness to try is as important as achieving a good result.
3. The level of recognition will depend on a number of factors which will include:
 - a. The age of the first aider.
 - b. The level of experience.
 - c. The severity of the injuries.
 - d. The level of first aid given.
 - e. The level of risk to the individual.
4. OC Wings, Regional Commandants and the Commandant Air Cadets can give recognition. There is also the possibility of external recognition by SJA, the Royal Humane Society and others.
5. To ensure recognition at the most appropriate level is achieved anyone wishing to nominate a cadet or CFAV for recognition should complete form TG 019. These are available from the Forms folder in the HQAC Key Documents folder on SharePoint. Follow the instructions on the form regarding submission.

Use of Automated External Defibrillators (AEDS)

1. Sudden cardiac arrest (SCA) is a leading cause of premature death. You can save many lives with immediate treatment. SCA occurs because the electrical rhythm that controls the heart is replaced by a chaotic disorganised electrical rhythm called ventricular fibrillation (VF). The quicker VF can be treated by defibrillation the greater the chance of successful resuscitation.
2. Many SCA casualties can be saved if persons nearby recognise what has happened, summon the ambulance service with the minimum of delay, perform cardiopulmonary resuscitation (CPR) and use an AED to provide a high energy electric shock to restore the heart's normal rhythm. Each of these stages is a link in a chain of events that provide the best chance of success, but the critical factor is the speed with which the shock is given.
3. An AED is easy to use, compact, portable and very effective. Designed to be used by laypersons; the machines guide the operator through the process by verbal instructions and visual prompts. They are safe and designed not to give a shock unless the heart's rhythm requires it. You can store them for long periods without use and require very little routine maintenance. There are different types and can be either fully or semi-automatic.
4. The crucial element of survival is the interval between collapse and the use of the AED to deliver a shock. Any AED should be positioned and freely available. The whereabouts made known to as many people as possible. This ensures it is readily accessible by someone nearby. They can take this to the person who has collapsed. If required, the machine is ready to use before the arrival of professional help. It should not be locked up in an office for instance, that are not manned at weekends, evenings etc.
5. The ATC has acquired funding to provide 1 AEDs to every Region, 2 to every Wing and 1 or 2 to each National AT Centre. The equipment will be required to always be available for use and must be taken to major events where large numbers of cadets and CFAs are present or where strenuous activity is being undertaken such as sports events. Where multiple events are being undertaken at the same time then a decision based upon the most significant risk should be used to decide where the allocated AEDs should be deployed. The WFAO or RFAO should be consulted if required.
6. AEDs are expensive items and an individual should be nominated by each Region, Wing and National AT centre to manage the AEDs ensuring they are returned promptly after events and the routine checks are carried out as detailed in para 7 below.
7. The AEDs do not require routine maintenance but will require regular visual checks to be undertaken on the battery state and the accessories are intact. Specific instructions will accompany each AED on the checks to be undertaken and the frequency. These checks should be recorded and any issues reported to [REDACTED] immediately. Batteries and pads have an expiry date and will both require to be replaced at these time intervals. These will be supplied and funded by HQAC when required.
8. Should an AED be used on a casualty then the pads will require to be replaced immediately. Depending on the amount of use the battery may remain operational. The AED will indicate if a replacement battery is required.
9. Although anyone can operate an AED best practice is to ensure staff responsible for first aid at major events should receive training to give additional confidence in the use of the equipment. Regional First Aid Officers and Wing First Aid Officers will make arrangements to deliver training as required to staff and staff cadets to meet this requirement.

10. AED awareness training will be incorporated into all Activity First Aid courses to improve the understanding of the basic principles of AEDs. This training will be cascaded through RFAOs and WFAOs to AFA trainers. Two levels of training will exist;

- a. AED Competent Operator – Certificated through HQAC
- b. AED Awareness – included as part of an AFA course

11. Access to an AED is not to be refused based on a lack of a trained AED Competent Operator as the equipment is designed to be used without the need for training (see para 3 above).

First Aid Training – Implications for Muslim Cadets

1. The Muslim Council of Britain has provided the following guidance:

“a. There is no problem with cadets of either gender being trained in techniques using mannequins/dummies and also live persons provided it is same gender and also no alcohol or meat products have been consumed immediately prior to training. If the mouth has been cleaned thoroughly leaving no traces then there is no problem.

b. The training should include an explanation that if the techniques are used on a person if possible resuscitation should be carried out by First Aiders of the same gender as the casualty. i.e. male to male or female to female.

c. However, in an emergency, should same gender resuscitation not be possible and life is at serious risk, Shari`ah (Muslim Law) accepts that the preservation of life is paramount and therefore cross gender resuscitation would be acceptable.

d. It is also strongly recommended that where there is an absolute necessity for cross gender resuscitation that gloves be worn especially if the casualty is not fully dressed. This applies to both genders equally. It is also strongly recommended that in such circumstances a piece of cloth like a handkerchief also be placed over the mouth in mouth-to-mouth resuscitation if it is possible. A genuine effort has to be made to ensure minimum bare skin to skin contact at all times.”

Trainer and Assessor Requirements for Courses

1. All First Aid Trg in the ATC can be delivered by our own CFAVs and in some cases Instructor Cadets. First Aid Trg is progressive within the ATC and the requirements for training and assessing differs at each level.

Courses	Trainer Requirements	Assessor requirements
<p>1. Heartstart (Blue Badge)</p> <p>A 2 hour attendance course for delivery to all cadets, CFAVs, Civilian Committee members and parents.</p> <p>Should be delivered to all cadets and CFAVs within 3 months of joining. CFAVs are exempt if they hold a higher</p>	<p>a. Must hold a current first aid certificate of 16 hours duration.</p> <p>b. Must be a registered Heartstart Instructor (contact WFAO for details)</p> <p>c. Cadets must hold a 16hr adult FA cert and the MOI as a minimum. Must be a registered Heartstart Instructor</p>	<p>No assessment required on this course</p>
<p>2. Youth First Aid (YFA) (Bronze Badge)</p> <p>A 12 hour course with 3 independent assessments of practical skills for delivery to all cadets regardless of age.</p> <p>Should be delivered to all cadets within 18 months of joining</p>	<p>a. Must hold a current first aid certificate of 16 hours duration.</p> <p>b. Must have a training skill e.g. MOI, SSIC course or other accepted training qualification.</p> <p>c. Cadets must hold a 16hr adult FA cert and the MOI as a minimum.</p> <p>d. Must be registered with the WFAO to deliver the course</p>	<p>a. Must hold a current first aid certificate of 16 hours duration.</p> <p>Must be registered with the WFAO to assess the course</p>
<p>3. Activity First Aid (AFA) (Silver Badge)</p> <p>A 16 hour course with an independent assessment of practical skills for delivery to all CFAVs</p>	<p>a. Must hold a current first aid certificate of 16 hours duration.</p> <p>b. Must have a recognised teacher or training qualification at Level 3 or above.</p>	<p>a. Must hold a current first aid certificate of 16 hours duration.</p> <p>b. Must have a recognised assessing qualification</p>

<p>Cadets who may need this qualification for NGB awards or to teach Heartstart and YFA can also undertake this course</p>	<p>c. Must be registered through HQ Air Cadets with SJA as a Trainer and have a PIN.</p> <p>d. Must maintain a CPD folder which has been assessed annually and verified every three years</p>	<p>c. Must be registered with HQ Air Cadets as an assessor.</p> <p>d. Must maintain a CPD folder which has been assessed annually and verified every three years</p>
<p>4. AED Competent Operator</p> <p>A 3 hour course with an assessment of practical skills for delivery to CFAVs and Staff Cadets required to use AEDs</p>	<p>a. Must be registered to deliver AED Competent Operator training with HQ Air Cadets.</p>	<p>a. Assessed by the trainer.</p>
<p>Paramedics are exempt from requiring a current first aid certificate as long as they remain registered with the HCPC.</p> <p>Ambulance Technicians and Community First Responders may also be exempt but as the level of training varies considerably across the UK this will need to be assessed on an individual basis.</p> <p>Doctors and Nurses with current first aid or trauma experience can also claim exemption from holding a current first aid certificate.</p> <p>Any members of staff wishing to train AFA courses who hold a training qualification not listed above should in the first instance contact the Wing FAO who will seek clarification as required.</p> <p>Qualified medical personnel listed above should hold a relevant teaching or assessing qualification as listed.</p>		

Adult staff holding first aid qualifications not shown above should seek confirmation of eligibility to conduct cadet or CFAV training from their WFAO in the first instance.

Cadet First Aid Instructor Award (Gold Badge)

1. The introduction of the Cadet First Aid Instructor Award is commensurate with the 4 stage Progressive Training Syllabus approach to all training areas within the ATC. Successful completion of the training will allow the cadet to wear the gold first aid badge.
2. The course is designed to equip suitable cadets with all the skills required to deliver high quality first aid training for the benefit of other cadets and CFAVs alike. They will also be able to deliver interactive, engaging and motivational sessions using the latest instructional methods used in training and education today.
3. The course is intended to be residential and delivered over an 8 day period, the same as an annual camp. Delivery will be either at a national or regional level as it will require a significant input of skills and resources to deliver the range of topics required. In line with the other training areas the gold award is not intended to be made available to every cadet.
4. Eligibility for the course will be;
 - a. Over 17
 - b. Master cadet
 - c. Already hold a minimum of a YFA
 - d. Recommended by Wing First Aid Officer as someone who will use the skills gained to benefit other cadets
5. The content of the course will include the following;
 - a. Full AFA course to ensure the current level of knowledge and skill are at the appropriate level.
 - b. First Aid Assessor Course. This will allow a better understanding of the standards required to assess first aid and also allow the cadet to assess adult level courses if they are over 18.
 - c. Methods of Instruction course with an emphasis on first aid but not exclusively tied to first aid. This section will also allow cadets to meet the requirements of the Instructor Cadet qualification.
 - d. Casualty Simulation training to allow delivery of more realistic and meaningful first aid training.
 - e. Competition training to give cadets the ability to set up and run competitions within their Sqns and assist at a Wing level.
 - f. AED training to enhance the cadet's knowledge and awareness of AEDs.
 - g. Input from local emergency services or regular/reserves medical services to enhance the knowledge and awareness of the next stage in the treatment of casualties.

6. Each section of the course will be assessed and the cadet will be required to obtain a pass in all sections.
7. The final assessment will be the delivery of a full 40 min session from the YFA package.
8. The award of the gold badge is subject to the cadet maintaining currency in delivering at least 2 YFA courses per year.
9. RFAO will advertise these courses to all Sqns in their Region and coordinate bids through the WFAOs.

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ADMINISTRATION OF CIVILIAN COMMITTEES IN THE AIR TRAINING CORPS

AMENDMENT SHEET

Version No	Amendment	Amended By	Date
1.00	Re-write.	[REDACTED]	5 Sep14
1.02	Post-Charity Commission and OSCR consultation.	[REDACTED]	31 Oct 14
1.03	Update.	[REDACTED]	15 Jul 15
1.04	Update.	[REDACTED]	9 Feb 16
1.05	New Amendment Sheet.		
1.06	Removal of Air Cadet Steering Group and inclusion of Annex L, Additional Duties - Civilian Committee Members	[REDACTED]	12 Jul 16
1.07	Inclusion of Civilian Committee Members Long Service Certificate.	[REDACTED]	30 Mar 17
4.0	Chapter 8 covering the Long Service Certificate of Appreciation that can now be awarded to Civilian Committee members after 6 years of service.	[REDACTED]	15 May 17
5.0	Standardise the formatting.	[REDACTED]	16 Jun 17
6.0	Update Annex L	[REDACTED]	6 Mar 18

DISTRIBUTION LIST

All ACRHQs	(Rgnl Chairman*) (Rgnl Comdt)
	(Assistant Rgnl Comdt)
All Wg HQs	(Wing Chairman) (Wg OC) (Wg ExO)
All Sqn Chairmen	
All OC Sqns	(Comdt)
HQ RAFAC	[REDACTED] [REDACTED] [REDACTED] (ACFO) [REDACTED] (All HOBs)

*Throughout this document Chairman is a generic term.

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Annexes:

- A. Constitution for Squadron Associations and Committees.
- B. Resolution of Disputes Procedure.
- C. Terms of Reference - Region Chairman.
- D. Terms of Reference - Region Treasurer.
- E. Terms of Reference - Region Secretary.
- F. Terms of Reference - Wing Chairman.
- G. Terms of Reference - Wing Treasurer.
- H. Terms of Reference - Wing Secretary.
- I. Terms of Reference - Squadron Chairman.
- J. Terms of Reference - Squadron Treasurer.
- K. Terms of Reference - Squadron Secretary.
- L. Additional Activities – Civilian Committee Members.

CHAPTER 1

INTRODUCTION

PURPOSE OF THE PUBLICATION

1. The Air Training Corps (ATC) 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 ATC 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

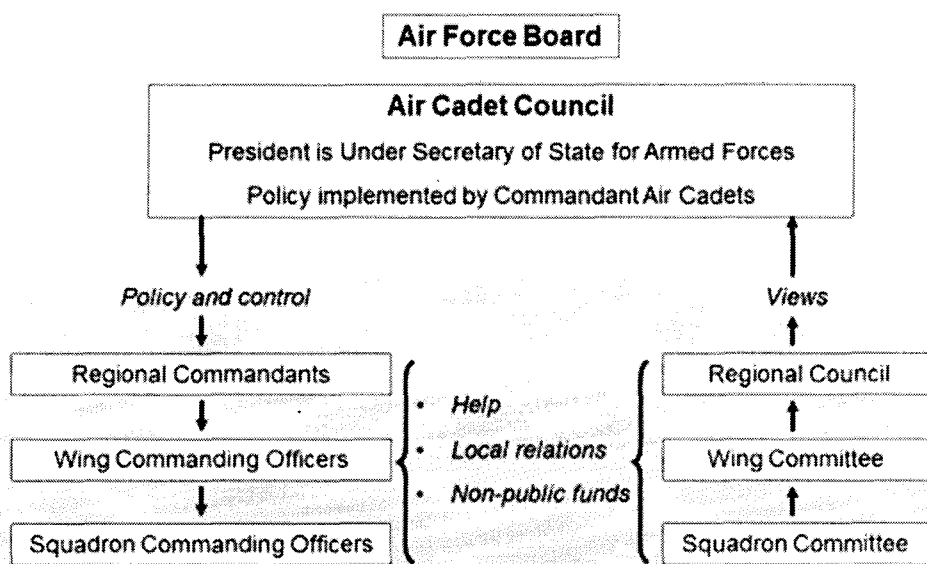
5. It is recognised, however, that the stated aims of the Corps can only be met in full if the scope of the training is widened beyond that officially financed and supported, and it is primarily in this field that civilian committees make their vital contribution. This is not to say, however, that civilian 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.

Organisation of ATC



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 RAFAC 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. 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 and Air Member for Personnel and Capability
Air Officer Commanding 22 (Training) Group (AOC 22 (Trg) Gp)
Vice Patron
Parliamentary Representative
Air League Representative
Commandant RAFAC
Commandant 2FTS
Representative Regional Chairmen (2)
Representative Regional Commandant (1)
Wing Commander CCF (RAF)
Corps Chaplain
Secretary (appointed by Commandant RAFAC)

In attendance:

Chief of Staff, RAFAC
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 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 RAFAC.

5. **Finance and General Purposes Committee.** The Air Cadet Council will set up a Finance and General Purposes (F&GP) 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.

Uncontrolled copy not subject to amendment

6. The Finance and General Purpose Committee of the Air Cadet Council will consist of:

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

In attendance:

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

The Board of Trustees will consist of:

Commandant RAFAC (Chairman)
Chief of Staff RAFAC
A member nominated by the Commandant RAFAC (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)

Currently the F&GP Committee and Trustees' meetings are held jointly in March and October.

7. 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 Regional Chairman and 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. The Regional Chaplain is also an ex-officio member but with no voting rights. Either a civilian volunteer member or member of the Regional Headquarters' staff may act as Secretary and/or Treasurer. Two or more of the Wing Chairmen may be invited to be trustees of the region non-public fund. The Regional Council may elect one of the Wing Chairmen to be deputy Regional Chairmen.
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 3-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. **Trustee Responsibilities.** Upon appointment and during their tenure, Council members are to familiarise themselves with Chapter 5, paras 19 to 24 of this publication which defines their responsibilities as trustees.
5. **Regional Chairman.**
 - a. **Nomination.** Prior to the retirement of a Regional Chairman, Nomination Forms should be sent to all Wing Chairmen to facilitate the election of a new Regional Chairman before any approach is made 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 should 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 Cadet Forces Adult Volunteer.
 - 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 any Court in the United Kingdom 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. **Appeals.** 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 RAFAC. Such an appeal should be lodged in writing within 21 days of being advised of the decision. The Commandant RAFAC 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 meets annually in July and Regional Councils are, therefore, to ensure that they meet on a convenient date before the Air Cadet Council meetings to allow unresolved matters to be fed upwards.

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 rights. Other individuals including staff members may from time to time be invited to meetings for a specific purpose. They will have no voting rights.
2. **Appointment of Officers.** A Wing Chairman, 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 the role of Wing Secretary or Treasurer 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.
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 or Regional Chairman. 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 at least 21 days in advance of the Wing Annual General Meeting (AGM) by the Wing Secretary, assisted by the Wing HQ if so required. The timescales for returns will be notified.
 - b. At the meeting called to hold the election, the Wing Officer Commanding or Regional Chairman if present will chair during the election process.
 - c. A calling notice must be distributed to Squadron Chairmen advising them of the date, venue, time and agenda for the wing AGM inviting their attendance. At the AGM the officers of the committee will be elected by a simple majority by a show of hands and the inclusion of any postal votes received.
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 RAFAC.

- e. To provide the link between the OC Wing and the community within the Wing boundaries.
- f. To promote the RAFAC.
- 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. This Committee will act as Trustees and be responsible for the Wing Non-public fund.

11. **Meetings.** The Air Cadet Council meets annually in July and Wing Committees are therefore to ensure that they meet on a convenient date before the main Regional Council meeting so that, where relevant, their views may be passed on.

REPLACEMENT OF OFFICERS OR MEMBERS OF WING COMMITTEE

12. 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

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

MATTERS OF DISPUTE

14. 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.

15. 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. To maintain good working relationships between staff and committee the Squadron Commander should consult with the committee regarding non-service sponsored activities and the associated costs. 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 RAF Air Cadets.

² ACP 4 - Safeguarding and Protecting Children in the RAF Air Cadets.

THE SQUADRON ASSOCIATION

6. Members of the Squadron Association are to be representatives of the local community and drawn from any or all of the following:
- a. Parents or Guardians of serving cadets.
 - b. Members of the current Squadron Committee.
 - c. A member of the local RAFA Branch Committee.
 - d. By invitation representatives of companies or businesses within the local community.
 - e. By invitation representatives 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. Invited individual(s) 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 or wing chairman. In the absence of both the squadron's commanding officer will conduct the election process before handing over to the newly elected chairman. Once elected, a squadron committee may appoint in-attendance 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 officers of the committee are to be forwarded to Wing HQ and the Wing Chairman, including contact details.
11. **Ineligibility.** No person may be appointed to any role within the Squadron Committee if:
- a. They are VR(T) Officers, Adult WOs or SNCOs, Chaplains, Civilian Instructors, cadets and other young people under the age of 18 years. The Officer Commanding and Squadron Chaplain are ex-officio members but with no voting rights.
 - b. Their service in the Corps (in any capacity) has been terminated.

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- c. Their appointment has not been renewed because of inappropriate behaviour.
- d. 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.
- e. They have been convicted of any offence involving dishonesty or deception, unless the conviction is legally regarded as spent.
- f. They are undischarged bankrupts.
- g. They have made compositions with their creditors and have not been discharged.
- h. They have at any time been removed by the Charity Regulators or by the Courts in the United Kingdom from being a trustee because of misconduct.
- i. They are disqualified from being company directors.
- j. They are ineligible to be appointed as a member of the Committee if they are disqualified from acting as a Committee member or no longer meet the criteria set out in the Trustee Declaration Form.
- k. They are unwilling to act as a charity trustee of the squadron's non-public fund.
- l. They have failed to make payments under County Court administrative orders.
- m. They are not a member of the Association.

12. 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.

13. 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.

14. 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.

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

TERMS OF REFERENCE

16. Terms of reference for Squadron Committee officers are provided at Annexes I-K.

PROCEDURE FOR ANNUAL RE-APPOINTMENT OF COMMITTEE MEMBERS

17. Elections will be held at the AGM of the Association 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

18. 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 could be recommended 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

19. 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.

20. **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 RAFAC (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 be 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.
- i. All committee members are to sign a Trustee Declaration Form on being first elected to the Committee and then initialled and dated annually. The signed forms are to be retained by the Squadron Secretary. It would be appropriate to update the forms following elections of the Committee at each AGM of the Association since personal circumstances may have changed.

21. 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.

22. 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.

23. 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.

24. 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

25. 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.

26. 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 RAFAC regulations and ACP 5 (Air Cadets Health & Safety Manual) in particular.

27. 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.

28. 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 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.

29. Squadron commanders may wish to invite an individual civilian committee member to involve themselves more directly in cadet activities. If approached individuals should read and comply with the provisions contained within Annex L of this publication. Processing the registration will be initiated by the squadron commander and the registration process conducted through wing headquarters. Whilst undertaking any of the activities requiring any level of registration individuals will be accountable to the uniformed chain of command. Upon completion of these activities the

individuals will revert to their civilian committee role and responsibilities. The minimum age requirement for a registered civilian committee member is 20 years.

MEETINGS

30. **Committee Meetings.** The committee shall meet at least once every three months, but preferably more frequently. One of these meetings will constitute the AGM of the Association. Ideally two of these meetings should also precede the Wing and Regional meetings leading up to the Air Cadet Council.
31. All meetings shall be called by the Secretary at the request/or direction 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 for meetings 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 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 15 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.
 - c. The Secretary shall give at least 21 days' written notice 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 5 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 being maintained 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 pillars of the Corps, to the extent that both efficiency and good working relationships have deteriorated to an unacceptable level.

42. Committee members are elected to their posts at an AGM of the Association. At subsequent AGMs all Committee members effectively stand down but can offer themselves for re-election if desired. The Squadron Association, the civilian body in whom is vested the authority for election or appointment of new members is also empowered, at an EGM, to relieve any member of his/her appointment or membership by a majority vote. Only full voting members of the body are entitled to vote and every effort must be made to involve as many as possible members in the decision making process.

43. Squadron Committee members may also be relieved of their appointments by a majority vote of the voting members of that committee. In all cases the vote shall be taken at a meeting of the committee, by postal vote or by a combination of the two, as may be agreed by the majority of the committee. Notice of the meeting, and its purpose, shall be posted at least 21 days before it is held. Individuals whose behaviour is giving cause for concern should be present at the meeting, or their views represented, in order to defend their position. If required the Wing Chairman may be contacted for advice or assistance.

44. Where a problem has been identified between the squadron staff and Committee the Wing Chairman is to be informed. The Wing Chairman will investigate the circumstances, together with the relevant parties, and hopefully suggest ways in which the problems may be resolved. If a resolution is not possible and the Wing Chairman believes that the problem rests with the squadron staff he is to inform the OC Wing. If the Wing Chairman believes that it is the Committee, or a single individual at fault, then he will inform the Regional Chairman and invoke the Resolution of Disputes Procedure.

45. The Regional Chairman is authorised to suspend or remove any civilian committee member of their appointment or membership of the Committee 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 of the RAFAC. This action would be taken only as a last resort following the Resolution of Disputes Procedure, as set out in Annex B of ACP 11. Prior to any decision, the Wing Chairman will provide a written report to the Regional Chairman together with a recommendation. 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.

46. Having considered the Wing Chairman's report and recommendation the Regional Chairman will make his/her decision. Depending upon the circumstances he/she may do so without further investigation and will formally confirm the decision to the person(s) concerned.

47. If the individual or individuals does not accept 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 any one of the above processes.

DETACHED FLIGHT COMMITTEES

49. 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

50. 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.

51. 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 HQ RAFAC.

52. 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.

53. 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

54. 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.

55. 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. If this is the case the account should be frozen for both deposits and withdrawals although action needs to be considered regarding standing orders.

56. 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 fully described in the 'Civilian Committee Handbook for Civilian Committees'.
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 HQ RAFAC cadet subscriptions should be routinely checked to ensure that compliance is achieved.
7. It is emphasised that it is not intended to be too prescriptive as to how Wings achieve a fuller understanding of their squadron committees. A reporting matrix has been developed which utilises some of the tools which are included in the Wing Chairman's Handbook. It is appreciated that some Wings already carry out annual reviews and 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 RAFAC.

CHAPTER 8

LONG SERVICE CERTIFICATE OF APPRECIATION

1. Individuals who have served continuously as committee members for a minimum of 6 years are entitled to receive a certificate in recognition and appreciation of their long service with the ATC.
2. Individual committee members' details should be loaded onto BADER, at squadron level, and on 1st January each year the names of those eligible should be forwarded to the appropriate wing headquarters who will complete the corresponding certificates and return them to the relevant squadron. It is important that recipients are presented with their certificates at a suitable event either at wing, or at squadron level.
3. There will be only one process cycle each year (i.e. 1st January); individuals who qualify in the calendar year after 1st January will be expected to apply the following year.

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.
 - c. The authority for the management of the squadrons' non-public fund is vested in the Civilian Committee Trustees.
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. The responsibilities of trustees of squadron associations is contained in ACP 11, Chapter 5, para's 19 to 24.
6. **Eligibility for 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 who have indicated that they wish to support the activities of the squadron.
 - 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 ACP 11, Chapter 5, para 11.

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.

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 21 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 12 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 15 months.

b. **Ordinary General Meetings (OGMs).** Squadrons may choose to hold 2 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 10 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 28 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 14 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 15 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 should 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. **Ineligibility for Appointment as Officers and Committee Members.** No person may be appointed to any role within the Squadron Committee if:

- a. They are VR(T) Officers, Adult WOs or SNCOs, Chaplains, Civilian Instructors, cadets and other young people under the age of 18 years. The Officer Commanding and Squadron Chaplain are ex-officio members but with no voting rights.
- b. Their service in the Corps (in any capacity) has been terminated.
- c. Their appointment has not been renewed because of inappropriate behaviour.
- d. 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.
- e. They have been convicted of any offence involving dishonesty or deception, unless the conviction is legally regarded as spent.
- f. They are undischarged bankrupts.
- g. They have made compositions with their creditors and have not been discharged.
- h. They have at any time been removed by the Charity Regulators or by the Courts in the United Kingdom from being a trustee because of misconduct.
- i. They are disqualified from being company directors.
- j. They are ineligible to be appointed as a member of the Committee if they are disqualified from acting as a Committee member or no longer meet the criteria set out in the Trustee Declaration Form.
- k. They are unwilling to act as a charity trustee of the squadron's non-public fund.
- l. They have failed to make payments under County Court administrative orders.
- m. They are 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 at the point of the election process of the AGM subsequent to that of their appointment but shall be eligible for re-election at that same 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 at the point of the election process in the AGM following his or her appointment but shall be eligible for re-election at that same 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, para 41 to 48. 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.

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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 only be made by the Squadron 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 6, 19, 21 or 22 without the prior written consent of the Charity Commission and for squadrons located in Scotland by OSCR.
- c. Any amendment to this governing document, agreed by the ACC, must be sent to the Charity Commission and OSCR within 21 days and 90 days respectively 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 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.
 - (4) Should one of the Scottish charities wish to dissolve then they must seek consent from OSCR before taking this action. Consent must be applied for no less than 42 days before the dissolution has to take place.
- 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.

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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.** A fully signed copy of the Constitution Document should be retained by the Squadron Secretary and a copy of this signatory page only forwarded to Wing Headquarters for file purposes. Copies of both the Constitution for Squadron Associations and Committees and this signatory page only may be found on Bader SharePoint in the Civilian Committee information area.

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, 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. If a hearing is convened at the formal stage or at appeal then the appellant may be accompanied by a colleague who must be a member of the corps.

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 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 and if required, the ACC.
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 ensuring that all wings are fully compliant.
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 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.

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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.
20. Following the Annual Assurance Review notify Wing Headquarters of the names and contact details of the current Squadron Committee post holders.

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 receipt and payment records 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 HQ RAFAC.

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.
10. To inform Wing Headquarters of the names and contact details of newly elected Wing Committee office holders.

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 RAFAC 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.

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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.
21. Following the Annual Assurance Review ensure that the Wing directory details of squadron committee post holders is up to date.

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 receipts and payment records 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 RAFAC.

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 Association members.
10. Inform Wing Headquarters of the names and contact details of newly elected Committee post holders.
11. Maintain a list of names and contact details of all Committee members including their start dates of joining the committee.
12. Ensure that the constitution agreement (ACP 11, Annex A) is signed by at least the majority of Committee members and a signed copy of the signatory page only is forwarded to the Wing Headquarters.
13. Maintain a file of Trustee Declaration Forms signed by each Committee member and ensure that each form is initialled and dated by the member following the AGM held each year.

ADDITIONAL ACTIVITIES – CIVILIAN COMMITTEE MEMBERS

1. **Primary Role/Responsibilities.** The majority of Civilian Committee members are content to support their squadron by attending committee meetings, raising funds and supervising the management of the non-public funds. However, some may wish to involve themselves more directly with cadet activities and to do so it is imperative that they are correctly assessed and that this is recorded as such. This is for the protection of cadets, individual adults and the reputation of the RAFAC. All Civilian Committee members should record their personal details, on Bader SMS, by completing a civilian committee application form and submitting it to the OC Squadron for action.
2. Other than the inclusion of their personal details onto Bader SMS some activities will require no further registration or action by the member. Involvement in some activities will require an Enhanced DBS Clearance plus the inclusion of their personal details onto Bader SMS. Involvement in other activities will require full registration.
3. Full registration will entail the completion of an adult volunteer application form, completing the Baseline Personnel Security Standard Process (BPSS), and undertaking an Enhanced DBS Clearance. All of this will be recorded on Bader SMS and Universe. In addition individuals will need to complete the mandated first aid training course which includes: Heart Start and undertake the Adult Volunteer Induction Programme (AVIP). All fully registered Civilian Committee members will be required to complete Safeguarding training and refresher training every three years and sign a copy of the Volunteer Agreement. Individuals who have completed this process will be called 'Registered Civilian Committee Members'. The minimum age in order to become a 'Registered Civilian Committee Member' is 20 years. There is no direct route to Registered Civilian Committee Member from either cadet service or from outside the organisation.
4. **Activities Requiring No Further Action.** The following activities do not require further action other than the recording of personal details:
 - a. Attendance at Committee Meetings.
 - b. Social/Presentation events.
 - c. Fundraising activity – where cadets are involved they must be supervised by staff personnel.
5. **Activities Requiring an Enhanced DBS Clearance.** The following activities require that an individual has a current DBS clearance and their personal details recorded on SMS.
 - a. Running and supporting cadet canteens.
 - b. In the absence of a female member of staff providing female cover.
 - c. Assisting with the training syllabus at the squadron.
 - d. General support, when a member of staff (CFAV) is present supporting cadet events e.g. sporting activities, visits to air shows or museums.
 - e. Driving cadets to training events i.e. in a SOV or other hired vehicles (not MOD/Phoenix). Cadets must, at all times, be supervised by a CFAV.

6. Activities requiring Full Registration (Registered Civilian Committee Members). The following activities require that an individual obtains full registered civilian committee member status:

- a. Supervising cadets on adventure training events (provided that individual have the relevant and current adventure training qualifications and experience).
- b. Attending overnight external training activities e.g. camps (green or blue).
- c. Supervising cadets at extra curriculum activities e.g. air shows or museums.
- d. Supervising cadets on authorised sporting events.
- e. Driving cadets to training events i.e. SOV, MOD/Phoenix or other hired vehicles without being accompanied by a CFAV.

7. There may be other activities that Civilian Committee members may undertake, but are not mentioned above. If there are any doubts to the level of registration required then the ACOS Support, HQ RAFAC will provide a definitive answer. The need for civilian committee members to become involved in additional duties will initially be determined by the unit commander at squadron or wing level. Applications for registration will be through the uniformed chain of command and individuals must acknowledge that while they are undertaking these activities they will be accountable to the uniformed chain of command ie, squadron commander, wing staff officer or OC Wing.