ROYAL AIR FORCE REGIMENT

BATTLE HONOURS

KURDISTAN 1922 - 1924
IRAQ 1923 - 1925
TRANSJORDAN 1924
KURDISTAN 1930 - 1931
PALESTINE 1936 - 1939
HOME DEFENCE 1940 - 1945
EGYPT & LIBYA 1940 - 1943
HABBANIYA
SYRIA 1941
IRAQ 1941
EL ALAMEIN
NORTH AFRICA 1942 - 1943



ARAKAN 1942 - 1944
SOUTH-EAST EUROPE 1944 - 1945
GUSTAV LINE
GOTHIC LINE
SICILY 1943
ITALY 1943 - 1945
NORMANDY 1944
MANIPUR 1944
BURMA 1944 - 1945
FRANCE & GERMANY 1944 - 1945
SOUTH ATLANTIC 1982
GULF 1991
AFGHANSTAN 2001 - 2014

CORPS MEMORIAL GARDEN

CONSTITUTION

SIXTH EDITION – 1ST MAY 2026



Associate of *The Centurion Fund* of the Royal Air Force Regiment ©2026

The Corps Memorial Garden is located in the *Royal British Legion National Remembrance Gardens*, Alrewas

CORPS MEMORIAL GARDEN CONSTITUTION

Edition: 6
Issue: 1st May 2026

INTRODUCTION

1. The Corps Memorial Garden (CMG) of the RAF Regiment is situated within the Royal British Legion National Remembrance Gardens (RBLNRG) – formally the National Memorial Arboretum (NMA) at Alrewas in Staffordshire[1]. The NMA was established in 2001 as a registered UK Charity to honour and provide a national memorial focus for the uniformed UK Services (both military and civilian). The RAF Regiment's CMG was established, formally, on 5th April 2001 as one of the first Service Memorials at the NMA and thus has 'Founder' status within the organization. The RBLNRG is now controlled and administered fully by the Royal British Legion[2].

TITLE

2. The title of the RAF Regiment's Memorial Garden facility at the RBLNRG shall be 'The Corps Memorial Garden', abbreviated 'CMG'.

MISSION OF THE CORPS MEMORIAL GARDEN

3. **The Mission of the CMG shall be to provide the principal, RAF Regiment-wide Memorial and Commemorative focus for the Corps.**

STATUS

4. The CMG shall lie within the fellowship of the RAF Regiment. Its governance shall be monitored by the Committee of the RAF Regiment's Centurion Fund (CF) through the CMG Executive Council (Exco).

PATRONAGE

5. A Patron or Patrons may be invited to provide suitable public profile and support to the CMG and its enterprise.

PRESIDENCIES

6. The incumbent Commandant General RAF Regiment shall be, *ex-officio*, the CMG President.

7. A senior officer – serving or retired - of the RAF Regiment may be appointed as Honorary Vice-President (Hon VP) to support, or act for and on behalf of, the CMG President.

CHAPLAINCY

8. An Honorary Chaplain may be appointed to provide ecclesiastical advice, guidance and support. They would normally officiate at appropriate Corps-related events in the CMG, or at other relevant events commensurate with the CMG's Mission.

[1] Name change from National Memorial Arboretum to Royal British Legion National Remembrance Gardens in effect from September 2026.
[2] Charity Commission No 1043992.

EXECUTIVE COUNCIL

9. The Exco shall be constituted as an independent associate of the CF to formulate the CMG policy and execute facility management, to ensure its efficient running and maintenance, and to maintain at all times the dignity and *gravitas* required of the Corps' principal Memorial and its environs. The Exco shall not instigate nor permit any infrastructural or memorial changes to the CMG that alters, or are detrimental to, the focus, status or dignity of the Corps Memorial. No work on, or changes to, the CMG (other than routine grounds maintenance) may be carried out without the expressed authority of the Exco and, where necessary, the RBLNRG. The construct of the Exco is at Annex A.

10. The Exco, comprising the following appointments, shall manage the affairs of the CMG on behalf of the President and the Corps:

a. **Exco Members**:

(1) **Chairman**. An appointee of the President, responsible for the control, organisation and management of the CMG. The appointment may be combined with other Exco appointments. Terms of Reference (TORs) are at Appendix 1 to Annex A.

(2) **Vice-Chairman**. A member of the Exco as appointed by the Members, responsible for acting in the absence of the Chairman. The appointment may be combined with other Exco appointments. TORs are at Appendix 2 to Annex A.

(3) **Secretary.** A member of the Exco, responsible for the provision of all Exco meetings' Administrative Instructions (AIs), Agendas, Minutes, Records of Decisions (RODs) and general administration. The appointment may be combined with other Exco appointments. TORs are at Appendix 3 to Annex A.

(4) **Treasurer**. A member of the Exco, responsible for the financial administration of the CMG sub-accounting within the CF Account. The appointment may be combined with other Exco appointments. TORs are at Appendix 4 to Annex A.

(5) **Grounds Member.** A member of the Exco responsible for the day-to-day oversight of the CMG infrastructure and grounds. The appointment may be filled by a Corps member whose routine employment or location lies in the vicinity of the CMG to facilitate routine reviews of the facility. The appointment may be combined with other Exco appointments. TORs are at Appendix 5 to Annex A.

(6) **Memorials Member.** A member of the Exco responsible for monitoring and recording the condition of the principal Corps Memorial, and the administration of ~~the~~ individual and unit memorials, and commemorative stones, installed within the CMG. The appointment may be combined with other Exco appointments. TORs are at Appendix 6 to Annex A.

(7) **Serving Member.** A member of the Exco appointed on the authority of the President, responsible for representing the Serving members of the RAF Regiment. The appointment may be combined with other Exco appointments. TORs are at Appendix 7 to Annex A.

(8) **Veterans' Member**. A member of the Exco responsible for representing the Veteran members of the RAF Regiment. The appointment may be combined with other Exco appointments. TORs are at Appendix 8 to Annex A.

(9) **Royal Body Guards' Member**. A member of the Exco responsible for representing the RAF Regiment members of the Royal Body Guards (RBG). The appointment may be combined with other Exco appointments. TORs are at Appendix 9 to Annex A.

(10) **Families' Member**. A member of the Exco responsible for representing the wider RAF Regiment and bereaved families. The appointment may be combined with other Exco appointments. TORs are at Appendix 10 to Annex A.

(11) **Historical Adviser**. A member of the Exco responsible for providing timely and accurate historical advice and guidance on all matters pertaining to the memorials and their context within the CMG. The Corps Historian should, ideally, be the *ex-officio* Exco Historical Advisor (as applicable). TORs are at Appendix 11 to Annex A.

(12) **Association & Affiliate Members.** The generic TORs for Association and Affiliate Members are at Appendix 12 to Annex A.

a. **RAF Regiment Association Representative**. A member appointed by the National Management Committee (NMC) of the RAF Regiment Association (RAF Regt Assoc) to represent the Assoc's position.

b. **Association of RAF Regiment Warrant Officers' and Senior NCOs Representative**. A member appointed by the Committee of the Association of RAF Regiment Warrant Officers' and Senior NCOs (Assoc of RAF Regt WOs & SNCOs) to represent the Assoc's position.

c. **RAF Armoured Cars Association**. A member appointed by the Chairman of the RAF Armoured Cars Association (RAFACA) to represent the Assoc's position.

d. **RAF Regiment Heritage Centre**. A member appointed by the Curator of the RAF Regiment Heritage Centre (HC) to represent the HC's position.

e. **Other RAF Regiment-Related Veteran Bodies**. A member of any properly-constituted RAF Regiment-related veteran body with a vested interest in supporting the CMG, subject to the formal resolution of the Exco.

(13) **Corps/Regimental Secretary.** The President may appoint the Corps/Regimental Secretary (CSec/Regtl Sec) to an Executive appointment in the Exco. The specific appointment(s) may be conditional upon the individual's background, experience and commitment.

(14) **Webmaster**. A Webmaster may be appointed by the Exco to undertake the development and maintenance of a dedicated CMG Website.

b. **Additional Duties and Responsibilities**. The Exco may allocate any additional duties and responsibilities as may be necessary for the smooth and efficient running of the CMG to the Members and/or to co-opted Subject Matter Experts (SMEs). Co-opted members shall not have voting rights towards any CMG policy, management or financial issues. Such duties and responsibilities shall normally be time or project-limited; those deemed as of a more permanent nature should be considered for adoption as formal Exco appointments and incorporated within the Constitution.

11. **Term of Office.** The standard term of office shall be for three years; appointment periods may be adjusted and/or staggered to underpin the continuity of the management process and for efficient succession-planning. There shall be no limit on the number of terms served.

12. **Meeting Attendance Criteria**. For any Exco meeting, a quorum shall be achieved with no less than four Members, which shall include either the Chairman or Vice-Chairman. Members who, for any reason, are unable to attend any given meeting, shall be expected to provide a duty-related report to the Chairman prior to the meeting, and comment on relevant Agenda items, particularly those involving their specific area(s) of responsibility. Members who are unable to participate in any Exco meetings within a 12-month period may be required to review and re-affirm their commitment to the CMG Exco.

MEETINGS & COMMUNICATIONS

13. **Meetings**. The Exco should meet at six-monthly intervals (nominally in February/March and August/September each year) in preparation for the CF's Annual General Meeting (AGM) in the Spring, the main annual functions for the Armed Forces' Day and Annual Corps Memorial Commemoration Service (ACMCS) in June, and the Act of National Remembrance in November respectively. The meeting dates will be as determined by the Chairman in-Council, but the venue should occasionally be the RBLNRG to facilitate suitable on-site review. Extraordinary meetings and at other venues may be convened to discuss specific and urgent matters. When necessary, electronic and/or video conferencing may be used to conduct business, subject to meeting the quorum requirement if formal Resolutions are to be made. Formal Resolutions may not be re-visited within 12 months unless there is a fundamental change of circumstances or if directed by the President.

14. **Minutes/Record of Decisions**. Minutes and/or RODs shall be produced in draft form by the Secretary to the Members within 10 working days of an Exco meeting. Any required comment or discussion points must be submitted by the Members to the Secretary within a further 10 days before endorsement and formal adoption by the Chairman; they shall then be ratified at the next meeting.

15. **Communications**. Where possible and practical, electronic means shall be the preferred communications medium. Members shall not enter into external communications without the authority of the Exco. Publicity issues and direct RBLNRG and CF liaison will normally be dealt with by the Chairman and/or Secretary/Treasurer as appropriate .The Communications Policy is at Annex B.

16. **Website & Social Media.** A dedicated CMG website and/or CMG webpages within the CF and associated RAF Regiment websites should be established and maintained to provide up-to-date details of the CMG, its Exco and to promote events and enterprises. Social media engagement should also be exploited where appropriate, subject to the provisions of the Communications Policy.

FINANCE

17. **Accounting**. The CMG will operate its banking procedures within the CF non-public accounting system. A current CMG Statement of Account, mirroring the CF budget for the CMG, shall be maintained in accordance with the CMG Finance Policy and Exco instructions, and is to be made available routinely to the Members. The Statement of Account is also to be issued to Members by the Treasurer prior to each meeting and provided annually in a formal Annual Report to the CF, Patrons and President by the Chairman. The Finance Policy is at Annex C.

18. **The Centurion Fund**. The CF[3] will provide the CMG with annual funding sufficient to meet its normal annual expenses; it will also provide an additional sum within the budget to provide financial flexibility to the CMG to conduct improvement projects within the Financial Year (FY). Funding for the following aspects shall fall within the annual budget provided by the CF to the CMG:

a. **RBLNRG Annual Maintenance Agreement.** The sum required to cover routine grounds maintenance, seating and general arboreal treatments as incorporated in the RBLNRG Annual Maintenance Agreement. Additional and unforeseen maintenance costs shall be the subject of specific bids to the CF as necessary, if they cannot be absorbed by the CMG budget or deferred until the next annual budget allocation.

b. **Insurance.** The CF shall include the main Corps and registered Memorials in its corporate insurance cover for the purposes of damage and/or total loss and replacement. The Exco shall update the CF as and when required as to the total loss/replacement value.

c. **Annual Corps Memorial Commemoration Service.** The ACMCS event will normally take place on the National UK Armed Forces' Day (AFD), traditionally on the last Saturday of June. The cost would normally involve an administrative fee to the RBLNRG for their support, and for any additional provisions, eg musical or First-Aid. Co-funding with the RAF Regt Assoc

[3] Charity Commission No 1171215

and/or Assoc of RAF Regt WOs & SNCOs may be necessary on occasions where additional or bespoke support may be required.

d. **Travel Costs.** Veteran or civilian Members of the Exco may, exceptionally, claim for a contribution towards travel from their place of residence to the meeting venue or subsistence costs. The funding shall be limited to a maximum sum per person as prescribed by the Exco. The Treasurer shall coordinate and authenticate all meeting travel claims as they arise and manage them within the allocated CMG budget.

e. **Major Corps-Driven Projects**. All such projects, usually of an infrastructure nature and endorsed by the Exco, shall be the subject of formal staffing to, and approval by, the CF Executive Committee for inclusion in the next CF FY's budget, if central funding is required.

19. **Third-Party Funding**. Occasionally, projects proposed by the Exco and/or third-parties, such as the RAF Regiment-related assocs, shall be funded by the relevant assoc and/or by targeted fund-raising. No projects requiring such funding shall be commissioned or authorised by the Exco without formal application and appropriate funding assurance by the relevant party.

CMG MEMORIALS & COMMEMORATIVE STONES

20. The CMG's block paving pathway, inaugurated in late-2009, enabled the establishment of dedicated individual and formation or unit Memorial and Commemorative Stones in the pathway. The Stones may be commissioned by anyone wishing to commemorate a *bona fide* Corps individual, unit or event, subject to CMG Exco approval. The Stones are manufactured in high-quality honed granite.

21. The Stones shall follow a standardised design and variations will not normally be permitted. As a guide and subject to routine review, the inscriptions for Individual Memorial Stones shall be factual (eg Rank, Name, Unit/Appointment and Dates of Birth, Death and/or Commitment) within the bounds of character-space availability; personalized, subjective or emotive text will not be sanctioned. The design and placement of the Stones within the Garden will be at the Exco's discretion and no guarantee shall be given as to where or when they will be installed.

22. Funding of the Individual or Unit Memorial Stones shall be the responsibility of the proposer. Any Memorial or Commemorative Stones requiring direct CF support shall be staffed by the proposer, initially through the Exco - to seek its endorsement in principle - and then to the CF Committee, for funding approval prior to formal authorisation by the Exco. All profits accrued will be held within the CMG's CF funding line for re-investment in the CMG.

23. The detailed organization, ordering process and Terms & Conditions for the commissioning of Memorial Stones are at Annex D.

CORPS-RELATED MEMORIALS AND COMMEMORATIVES

24. The CMG Exco shall also be responsible for the adoption and oversight of certain other registered Corps-related memorials and commemoratives, both in the UK and overseas. They will generally be those that were either commissioned independently of the CMG without future support being considered, or such items of Corps interest without adequate ownership and, with it, care and maintenance being exercised. Specific commemoratives include the following; however, others may be adopted by formal Resolution of the CMG Exco:

a. **Falkland Islands Memorial Chapel (FIMC) - RAF Regiment Plaque**. An engraved granite Plaque commemorating the Corps' and No63 Squadron RAF Regiment's participation in the Falklands Conflict 1982. It was installed in the Falkland Islands Memorial Chapel (FIMC) Memorial Garden at Pangbourne College, Berkshire, on the Conflict's 40th Anniversary in 2022. The Plaque was funded in full by the CF.

b. **Black Eagle Commemorative**. A steel plate commemorative depicting a black eagle, representing the centrepiece of the official No63 Squadron RAF Regiment badge, installed

originally by the Squadron in 1983 at Black Eagle Camp on Canopus Hill, East Falklands, when it was part of RAF Stanley (1982-86). The Black Eagle Monument was replaced in 2024; it was rededicated and re-registered with the FI Govt and HQ British Forces South Atlantic Islands in 2025. The Monument was funded in full by the CF.

ACTS OF REMEMBRANCE

25. Corps, unit or individual acts of Remembrance or Commemoration may be carried out within the CMG on the expressed authority of the Exco. The named sponsor of such acts, who must be present at the event, shall be responsible for all organisational, planning and funding aspects. Funereal acts, such as the dispersal of ashes, are strictly prohibited since they would breach the strict RBLNRG regulations on Health & Safety and on aesthetic grounds. Terms and conditions for Commemorative Acts by Other Parties are at Annex E.

STANDING OPERATING PROCEDURES

26. Standard operating procedures (SOPs) may be developed to support the efficient routine operation, process and continuity of the CMG. They are to be developed in accordance with the guidance at Annex F.

CONSTITUTION REVIEW

27. The Constitution shall be reviewed as a whole by the Exco routinely and formally at intervals not exceeding three years. Any proposed changes are to be ratified at the subsequent meeting, following appropriate staffing, before being submitted to the President for approval.



M MORRIS
Group Captain
for Commandant General RAF Regiment & President of the Corps Memorial Garden

Authentication:



M R HOOKER
Wing Commander (Retd)
Chairman, Executive Council of the Corps Memorial Garden

ANNEXES:
A. Executive Council.
B. Communications Policy.
C. Finance Policy.
D. Memorial and Commemorative Stones.
E. Commemorative Acts by Other Parties.
F. Standard Operating Procedure Guidelines.

Distribution (by electronic means):

Patrons of the CMG
CG RAF Regiment and President CMG
Honorary Vice-President CMG
Honorary Chaplain to the RAF Regiment & CMG
RAF Combat Readiness Force – Comdr
Dep CG RAF Regiment / DACOS Air FP
CMG Executive Council
- Chairman
- Vice-Chairman
- All Exco Members

Corps Historian **
Corps/Regimental Secretary **
Centurion Fund
- Chairman
- Secretary
- Treasurer

OC Training Wg, RAF Honington
Corps Warrant Officer
RAF Regiment Association - Chairman
Association of RAF Regiment WOs & SNCOs - Chairman
RAF Regiment Heritage Centre
- Curator/Archivist [for historical archives]

Air Historical Branch (RAF)

[** as appropriate]

EXECUTIVE COUNCIL

a. The Executive Council (Exco) shall provide the necessary policy direction, overwatch and management of all matters concerning the CMG, to ensure its efficient and cost-effective running and maintenance, and to maintain the necessary dignity and *gravitas* of the Corps' principal Memorial and Commemorative focus.

b. The Exco shall comprise the following appointments:

a.	**Chairman**. Duties and Responsibilities at …….	App 1.
b.	**Vice-Chairman**. Duties and Responsibilities at ……	App 2.
c.	**Secretary.** Duties and Responsibilities at …….....	App 3.
d.	**Treasurer**. Duties and Responsibilities at …….....	App 4
e.	**Grounds Member**. Duties and Responsibilities at ……..	App 5.
f.	**Memorials Member**. Duties and Responsibilities at ……	App 6.
g.	**Serving Member**. Duties and Responsibilities at …….	App 7.
h.	**Veterans' Member**. Duties and Responsibilities at …….....	App 8.
i.	**Royal Body Guards' Member**. Duties and Responsibilities at …….	App 9.
j.	**Families' Member**. Duties and Responsibilities at …….....	App 10.
k.	**Historical Adviser**. Duties and Responsibilities at …….....	App 11.
l.	**Affiliate & Associations' Members**. Duties and Responsibilities at ...	App 12.

3. The normal terms of office shall be for three years. However, appointment periods may be adjusted and/or staggered in-committee to underpin the continuity of the management process and for efficient succession-planning. There shall be no limit on the number of terms served.

4. The Exco shall meet, as a minimum, at six-monthly intervals to provide the necessary preparation and guidance for the main annual Corps-related events to be held, the Annual Corps Memorial Commemoration Service (ACMCS) held on National Armed Forces Day, on the last Saturday in June, and the Annual National Acts of Remembrance in early-November. The dates of such meetings are to be as decided by the Chairman in committee, while the venue should normally be at the RBLNRG to facilitate suitable on-site review.

5. A quorum will be met by the attendance (or participation, in the event of video-conferencing) of at least four Exco Members, one of whom shall be the Chairman or Vice-Chairman.

6. Minutes and/or Records of Decisions (RODs) are to be recorded for all Exco meetings. In the absence of the Secretary, the Chairman, Vice-Chairman or nominated Member will assume responsibility for the production of Minutes/RODs.

7. The Exco shall not instigate nor permit any infrastructural or memorial changes to the CMG that alters, or are detrimental to, the focus, status or dignity of the Corps Memorial. The Exco shall control and monitor all works, including routine ground maintenance. No changes or major works involving the CMG memorials or infrastructure shall be initiated without the formal authority of the Exco.

8. No direct liaison with the RBLNRG Management Staff, other than for routine maintenance issues, is to be conducted without the authority of the Exco. Policy-matter liaison with the RBLNRG shall be the responsibility of the Chairman.

9. Bids for formal or extraneous CMG funding by the CF are to be signed-off by the Chairman on behalf of the Exco. For those CF bids proposed by Affiliate and/or Assoc bodies, the Chairman is to be a co-signatory to signify the Exco's support and endorsement.

TERMS OF REFERENCE : CHAIRMAN

1. The Chairman shall be a serving or retired Member of the RAF Regt, appointed by the CG RAF Regt, in his capacity as President of the CMG.

2. The Chairman's Term of Office shall normally be for three years, or as directed by the President; there shall be no limit to the number of terms served.

3. The Chairman shall be an *ex officio* member of the CF Executive Committee.

4. The Chairman shall be responsible for:

a. Representing the President in all matters pertaining to the policy, control, organisation, management and good-order of the CMG, including direct liaison with the RBLNRG Management and the CF.

b. The organisation and conduct of the Exco, including the direction of meetings and addressing the issues facing the CMG.

c. Maintenance of the CMG Constitution, including its regular review and subsequent amendments.

d. Ensuring that the dignity and *gravitas* of the CMG is maintained at all times, as befitting the Corps' principal Memorial and Commemoration facility. This shall include oversight of the Individual and Unit Memorial Stones facility, with regards to eligibility and the suitability of texts etc.

e. Ensuring that no unauthorised works, of any nature, are carried out within the bounds of the CMG.

f. Providing regular updates, as appropriate, and an Annual Report to the President, Patron(s) and CF Committee.

g. Providing direction and guidance to the Exco Members, as appropriate.

h. Providing any required casting vote in Exco decision-making and Resolutions.

i. Approval/Endorsement of all third-party event planning involving the CMG facility.

m. Allocation of SOP Sponsor /SME responsibility and direction of development.

k. Other duties and responsibilities as agreed in-Council or directed by the President.

TERMS OF REFERENCE : VICE-CHAIRMAN

1. The Vice-Chairman shall be a serving or retired Member of the RAF Regt and Member of the Exco, appointed by the Council.

2. The Vice-Chairman's Term of Office shall be for three years, ideally staggered with that of the Chairman. There shall be no limit to the number of terms served.

3. The Vice-Chairman shall be responsible for:

   a. Deputising for, in the absence of, the Chairman in all matters pertaining to the management and good-order of the CMG, and in accordance with the Chairman's TORs as reflected at Appendix 1 to Annex A.

   b. Oversight of all Health & Safety issues concerning the presentation, management and maintenance of the CMG, except for those activities carried out by official or designated RBLNRG staff, or their representatives, in their official capacity.

   c. Maintenance of the annual programme of formal Corps events to be held in the CMG, including any schedules provided on approved websites and other means.

   d. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : SECRETARY

1. The Secretary shall be a serving or retired Member of the RAF Regt and Member of the Exco, appointed by the Chairman.

2. The Secretary's Term of Office shall be for three years; there shall be no limit to the number of terms served.

3. The Secretary shall be responsible to the Exco for the:

   a. Provision of routine administrative support to the Chairman and Exco.

   b. Preparation for, and coordination of, Exco meetings and events.

   c. Issue of Exco Meeting Administrative Instructions (AIs) and Agendas.

   d. Issue of Exco-sponsored Event AIs.

   e. Recording of Exco Meeting notes and provision of Minutes and/or RODs.

   f. Other duties and responsibilities as agreed in-Council.

4. The Secretary shall be the Exco Data Protection Officer (DPO), responsible for the guidance on, and implementation of, the provisions of the Data Protection Act (DPA) and General Data Protection Regulations (GDPR) 2018, and applicable UK legislation.

TERMS OF REFERENCE : TREASURER

1. The Treasurer shall be a serving or retired Member of the RAF Regt and Member of the Exco, appointed by the Chairman.

2. The Treasurer's Term of Office shall be for three years; there shall be no limit to the number of terms served.

5. The Treasurer shall be responsible to the Exco for the:

   a. Provision of routine financial support to the Chairman and Exco.

   b. Direct and active liaison with the CF Treasurer to enable the effective monitoring, administration and maintenance of the CMG sub-account.

   c. Maintenance of a CMG account ledger.

   d. Identification of, and issue of the payment instruction for, the RBLNRG Annual Maintenance Agreement charge.

   e. Provision of current Statements of Account to the Chairman on demand, to the Exco prior to planned meetings and to the President as part of the Annual CMG Exco Report.

   f. Prompt issue of invoices for services provided and the settlement of all approved bills, levied against the CMG, through the CF Treasurer.

   g. Routine review of the CMG Finance Policy and the submission of recommendations for any necessary changes.

   h. Coordination and submission of relevant Travel and Subsistence claims to the appropriate fund account/agency.

   h. Submission of CMG Accounts for audit as required by the CF.

   i. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : GROUNDS MEMBER

1. The Grounds Member shall be a serving or retired Member of the RAF Regt and Member of the Exco.

2. The Grounds Member's Term of Office shall be as appropriate to the nature of the appointment. There shall be no limit to the number of terms served.

3. The Grounds Member may be a member of a Service/RAF Regt-related unit, serving in the near-vicinity of the RBLNRG, to facilitate regular visits and routine maintenance services.

4. The Grounds Member shall be responsible to the Exco for the:

a. Oversight and monitoring of the fabric of the CMG, The Corps Memorial and its environs.

b. Routine maintenance of the non-arboreal aspects of the CMG, notably the two flagpoles, flags and the benches.

c. Monitoring and influence of the RBLNRG maintenance services (eg grass-cutting and arboreal treatments etc).

d. Routine liaison with the RBLNRG Ground Maintenance Staff to ensure efficient and timely use of their services.

e. Timely inspection of the CMG prior to major annual or planned events at the CMG, to ensure that the facility will be at its best on the due dates.

f. Recommendations to the Exco on any required works to the Corps Memorial, secondary memorials and the environs.

g. Timely replacement of the two flags (RAF Ensign, Union Flag or as designated) as required.

i. Reporting, as appropriate, evidence of any unauthorised events, activities or works within the CMG

i. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : MEMORIALS MEMBER

1. The Memorials Member shall be a serving or retired Member of the RAF Regt and Member of the Exco.

2. The Memorials Member's Term of Office shall be for three years; there shall be no limit to the number of terms served.

3. The Memorials Member should, ideally, be a member living in the near-vicinity, or within easy travelling distance, of the RBLNRG, to facilitate regular visits and routine inspections.

4. The Memorials Member shall be responsible to the Exco for the:

   a. Oversight and monitoring of the fabric of the Corps Memorial, secondary Memorials, and Commemorative tablets and stones

   b. Administration of the Memorial and Commemorative Stones order process and, where appropriate, submission to the Exco and RBLNRG of intended commissioning and installation.

   c. Recommendations to the Exco on any required works to the Corps Memorial, secondary memorials and to the environs.

   d. Timely inspection of the CMG memorials prior to major annual or planned events at the CMG, to ensure that the memorials will be at their best on the due dates.

   e. Submission of Memorials Stone details to the RBLNRG Memorials database.

   f. Reporting, as appropriate, evidence of any unauthorised events, activities or works within the CMG.

   g. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : SERVING MEMBER

1. The Serving Member shall be, by definition, a Regular, serving Member of the RAF Regt, appointed by the President. The duty may, as necessary, be combined with any of the other Exco Member appointments.

2. The Serving Member's Term of Office shall be as appropriate to the role and appointment of the appointee.

3. The Serving Member shall be responsible to the Exco for the:

   a. Representation of the Serving Corps' position on CMG-related issues.

   b. Promotion of the CMG and its facilities within the Serving Corps membership, both Regular and Reserve.

   c. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : VETERANS' MEMBER

1. The Veterans' Member shall be, by definition, a retired Regular or Reserve Member of the RAF Regt, appointed by the Exco. The duty may, as necessary, be combined with any of the other Exco Member appointments.

2. The Veterans' Member's Term of Office shall be for three years; there shall be no limit to the number of terms served.

3. The Veterans' Member shall be responsible to the Exco for the:

   a. Representation of the Veteran Corps' position on CMG-related issues.

   b. Promotion of the CMG and its facilities within the Veteran Corps family.

   c. Liaison with Corps veteran organisations.

   d. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : ROYAL BODY GUARDS' MEMBER

1. The Royal Body Guards' (RBG) Member shall be a retired (ie badged, former Regular) Member of the RAF Regt and a current or former member of one of the following RBG organisations (in order of seniority):

a. The Honourable Corps of Gentlemen at Arms.
b. The King's Body Guard for Scotland, The Royal Company of Archers.
c. The King's Body Guard of the Yeomen of the Guard.
d. The Body of Yeoman Warders.

2. The RBG Member shall be approved by the Exco. The duty may, as necessary, be combined with any of the other Exco Member appointments.

3. The RBG Member's Term of Office shall be for three years; there shall be no limit to the number of terms served.

4. The RBG Member shall be responsible to the Exco for the:

a. Representation of the RBG members' position on CMG-related issues.

b. Promotion of the CMG and its facilities within the RAF Regt's and wider RBG community.

c. Oversight and update of the Exco RBG Database and the group's Commemoration Area within the CMG.

d. Liaison with Corps veteran organisations.

e. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : FAMILIES' MEMBER

1. The Families' Member shall be a member of the wider Corps family without prescription on rank or military status. The duty may be combined, as necessary, with any of the other Exco Member appointments.

2. The Families' Member's Term of Office shall be for three years; there shall be no limit to the number of terms served.

3. The Families' Member shall be responsible to the Exco for the:

   a. Representation of the wider Corps and bereaved families' position on CMG-related issues.

   b. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : HISTORICAL ADVISER

1. The Historical Advisor should, ideally, be *ex officio* the Corps Historian, with additional support and assistance being drawn from the RAF Regiment Heritage Centre staff as required. Should the Corps Historian appointment be vacant, the role may be undertaken by any suitably-qualified individual or group.

2. The Historical Adviser's Term of Office shall be for three years; there shall be no limit to the number of terms served.

3. The Historical Adviser shall be responsible to the Exco for the:

   a. Oversight of historical accuracy and for advice on the order of precedence and wording of memorial text as appropriate.

   b. Guidance on the commemoration of historical Corps formations, units, campaigns and actions.

   c. Provision of appropriate historical briefs and articles in support of the CMG Mission.

   d. Other duties and responsibilities as agreed in-Council.

TERMS OF REFERENCE : AFFILIATE AND ASSOCIATION MEMBERS

1. Affiliate or Association Members shall be appointed by the appropriate agency or association. The duties may, as necessary, be combined with any of the other Exco Member appointments.

2. Affiliate and Association Members' Terms of Office shall normally be for three years; there shall be no limit to the number of terms served.

3. Affiliate and Association Member(s) shall be responsible to the Exco for the:

   a. Representation of their respective organisations' position on CMG-related, including event issues.

   b. Promotion of the CMG and its facilities within their respective organizations.

   c. In-committee staffing of any works or events proposed by their respective organisations, including any necessary liaison, costing and the provision of appropriate organisational, management, funding and H&S assurances prior to consideration by the Exco.

   d. Other duties and responsibilities as agreed in-Council.

COMMUNICATIONS POLICY

1. The Communications Policy is to be adhered to by all members of the Exco.

2. All communications by or with the Exco shall be subject to the Data Protection Act (DPA) and General Data Protection Regulations (GDPR) 2018 and subsequent legislation. The Secretary, as the Exco Data Protection Officer (DPO), shall provide the necessary oversight and guidance on Exco-related data protection issues.

3. Personal data or other confidential or sensitive information shall be included only as and to the extent necessary unless it is anonymised. An appropriate warning of the nature of its contents shall be given clearly to recipients.

4. All formal external communications for and on behalf of the Exco shall be signed-off by the Chairman. Routine and administrative communications within the Exco on subject-specific issues may be signed-off by the relevant SME/Member.

5. A Calling Note for any ordinary Exco meeting shall be issued to all members ideally no less that 28 days prior to the date planned. The call for any urgent or extraordinary Exco meeting shall be communicated as soon as practically possible, where video-conferencing should be considered.

6. Agenda items may be submitted by members to the Secretary no less than 10 days, with the Agenda being be issued by the Secretary no less than 7 days, prior to the meeting.

7. Meeting Minutes and/or RODs are to be circulated to all Exco Members within 10 days of the subject meeting, with an additional 10 days allocated for Members to raise comment or discussion points prior to approval by the Chairman. The Minutes/RODs are to be ratified at the subsequent meeting. Urgent actions required as a result of an Exco meeting shall not be deferred pending the issue of Minutes and/or RODs.

8. A CMG Website, and/or webpages within the CF Website, may be established and maintained to provide up-to-date details of the CMG and events held there. It should also provide a list of Corps, Individual and Unit Memorial Stones positioned within the CMG, together with details of their ordering process and a downloadable Order Form. The Webmaster may be a standing member of Exco, or a co-opted member as appropriate.

9. All Exco Minutes and RODs are to be retained for 7 years from the date of publication. Routine correspondence should also be kept for the same period, but those of a non-contentious or time-expired nature may be reviewed as potential candidates for deletion/destruction. Items of a historical nature shall be considered for consigning to the RAF Regiment Heritage Centre Archives.

10. The Communications Policy shall be reviewed annually as a Standing Agenda Item at the AGM and endorsed in-Committee.

FINANCE POLICY

1. The Finance Policy is to be adhered to by all members of the CMG Exco.

2. The CMG Exco shall operate within the Centurion Fund (CF) central accounting system to service the CMG's needs.

3. The Exco shall maintain an open and transparent accounting record that reflects the current Statement of Account. The Treasurer is to maintain a ledger and the electronic version shall be made available routinely to all members of the Exco.

4. A current Statement of Account shall be issued to all Exco Members prior to any planned meeting.

5. The CF will provide the CMG with funding sufficient to meet its normal annual expenses; it will also provide an additional sum within the budget to provide financial flexibility to the CMG to conduct improvement projects within the Financial Year (FY). Funding for the following aspects shall fall within the budget provided by the CF to the CMG:

a. **Annual Maintenance Agreement.** The sum required to cover grass cutting and treatment, together with general arboreal treatments as covered by the RBLNRG Annual Maintenance Agreement. Additional and unforeseen maintenance costs shall be the subject of specific bids to the CF as necessary, if they cannot be absorbed by the CMG budget or deferred until the next annual budget allocation.

b. **Insurance.** The CF shall include the main Corps and significant Memorials in its corporate insurance cover for the purposes of damage and/or total loss and replacement. The Exco shall update the CF as and when required as to the total loss/replacement value.

c. **Annual Corps Memorial Commemoration Service.** The ACMCS event shall normally take place on the annual UK Armed Forces Weekend and on the last Saturday in June. The cost usually involves a modest administrative fee to the RBLNRG for their support, and for the services of any additional RBLNRG support, eg musical. Co-funding with the RAF Regt assocs may be necessary on occasions where additional financial support may be required.

d. **Travel Costs.** Veteran or civilian Members of the Exco may, exceptionally, claim for a contribution towards travel and subsistence costs from their place of residence to the meeting venue. The funding shall be limited to a maximum defined by the Exco, per semi-annual physical meeting. The Treasurer shall coordinate and authenticate all meeting travel claims as they arise and manage them within the allocated CMG budget.

e. **Major Corps-Driven Projects**. All such projects, usually of an infrastructure nature and endorsed by the Exco, shall be the subject of formal staffing to, and approval by, the CF Committee for inclusion in the CF Project Allocation, if central funding is required.

6. Non-Corps-driven projects, including Memorial Stones, proposed by third parties (eg individuals and assocs) shall be funded wholly by the sponsor. No projects requiring such funding may be commissioned without formal financial assurance by the sponsor and subsequent authorisation by the Exco. All profits accrued from the Memorial Stones enterprise shall be retained by the CMG for re-investment in the CMG.

7. Invoices submitted by suppliers and tradespersons shall be settled in a timely manner, within their contractual time period and not exceeding 30 calendar days in any event.

8. The CMG Budget shall not be allowed to fall into any debit balance. All profits and unexpended sums shall be retained within the account by the CMG Exco and used in the direct support of the facility and CMG Mission.

9. No Member of the Exco may authorise or accept any expense against the CMG account without the authorisation of the Exco. However, the Treasurer may authorise, through the CF Treasurer, routine or anticipated expenses (such as for pre-ordered and paid-for Memorial Stones, wreaths etc). There is no foreseen requirement or authorisation to operate any petty-cash facility.

10. Any irregularities in the account, however determined, shall be addressed by the Treasurer in the first instance and the occurrence reported on to the Chairman without undue delay. The Chairman shall direct whatever immediate actions are to be taken and the issue(s) are to be addressed formally by the Exco at the earliest opportunity.

11. In the event of the closure of the CMG enterprise, any credit balance shall be used to settle any outstanding liabilities, with any sum remaining retained by the CF.

12. The Finance Policy shall be reviewed annually and endorsed in-Committee.

MEMORIAL AND COMMEMORATIVE STONES

1. The CMG's new block paving, inaugurated in late-2009, enabled the establishment of Individual and Unit personalized Memorial Stones in the pathway. The Memorial Stones may be sponsored by anyone wishing to commemorate *bona fide* Corps individuals, units or events The Memorial and Commemorative Stones will be manufactured in honed light grey granite and will be available in several distinct styles. The badges and characters will be depicted in black.

2. The Memorial Stones may be ordered at any time but, since they would be manufactured to order in batches (of all styles), no guarantee shall be given as to when they will be laid, nor shall any order be accepted on the basis of meeting any specific date, such as an anniversary. However, every effort shall be made to expedite their manufacture and installation in the CMG. All orders are subject to the terms and conditions below; they shall be acknowledged and their installation shall be notified directly to the individuals or agencies placing the orders.

3. Payment should be made ideally by Bank e-Transfer (BACS); details of the required Account shall be notified to the sponsor upon receipt of the Order Form to avoid over-publicising the bank details and to minimise the risk of fraud.

4. The following Terms and Conditions shall be applied to the Order process without exception:

a. Orders shall be acknowledged but not be commissioned until full payment is received.

b. No responsibility shall be taken by the Corps, Exco or its representatives for errors contained in the original order form submitted and sponsors are to be urged to verify their orders carefully before submission.

c. Orders may be cancelled by the sponsor without penalty up until the date that it is passed to the manufacturer; thereafter, the order will be deemed irreversible and refunds will not be made.

d. The stones shall follow a standardised design and variations shall not normally be permitted. As a guide and subject to routine review, the inscriptions will normally be factual (eg Rank, Name, Unit/Appointment and Dates of Birth, Death or Service); personalized, subjective or emotive text *(eg "In Loving Memory")* will not be sanctioned. Arabic numerals, by default, will be used throughout, unless a special case can be resolved on a case-by-case basis; such resolution shall not be accepted as a precedent in future applications. Names will be the given names including abbreviated forms; nick-names may not be used.

e. Any rank shown shall be the final substantive rank held in service, as published in the *London Gazette* (for commissioned officers) or as according to RAF Service Records (for non-commissioned ranks). Honorary ranks approved formally by the Air Force Board (or equivalent authority) may be applied. Local, honorary or acting ranks shall not be used.

f. The placement of the Stones within the Garden shall be at the Exco's discretion and no guarantee shall be given as to when or where they will be laid.

g. Customers should be encouraged to keep a copy of their order(s) in case of any issues arising.

h. All prices are inclusive of delivery, installation and applicable taxes. Prices may change at any time to reflect changing costs.

i. The Exco reserves the right to decline any proposed Memorial, design or wording, subject to appeal to the President, whose decision shall be final.

COMMEMORATIVE ACTS BY OTHER PARTIES

Overview

1. Corps, unit or individual acts of Remembrance or Commemoration may be carried out within the grounds of the CMG on the expressed authority of the CMG Exco. Such acts would normally only be permitted by registered and known RAF Regiment organisations and agencies.

Sponsorship

2. The responsible organisation or agency shall nominate, by name, a designated Sponsor who will provide the Single POC (SPOC) for liaison with the CMG Exco. The Sponsor of any such acts of Remembrance or Commemoration must be present at the event and shall be responsible for all necessary organisational, planning, funding and completion aspects.

Terms & Conditions

3. The holding of any Remembrance or Commemorative acts by other parties are subject to the following terms and conditions:

a. No acts of Remembrance or Commemoration shall be carried out within the grounds pf the CMG without adequate prior notice, and on the expressed and written authority of the CMG Exco.

b. Applications for staging any Remembrance or Commemorative event in the CMG may be made by email or hard-copy mail to the CMG Exco using the format at Appendix 1 to this Annex.

c. Prior notice of at least 28 days of any event is to be provided to the CMG Exco, together with an estimate of numbers attending, to enable appropriate notice to be given to the RBLNRG staff. Administrative charges by the RBLNRG may be incurred, subject to the size and nature of the event.

d. Tentage, gazebos or shelters of any nature <u>are not</u> permitted, as the area is prone to high winds and the RBLNRG and CMG/CF insurance would not cover such structures.

e. Public Address or sound amplification equipment is not permitted without Exco and/or RBLNRG authority.

f. Funereal acts, such as the dispersal of ashes, are strictly prohibited since they would breach the strict RBLNRG regulations on Health & Safety and on aesthetic grounds. Restorative costs may be incurred should such unauthorised acts occur.

g. Wreaths may be placed on or against the main Corps Memorial plinth. All other items of Remembrance or Commemoration (eg crosses, flowers) may be placed against the rear Drystone Wall. Remembrance Crosses or other such items are not to be placed in the pathway or by Memorial Stones as they may constitute a trip-hazard.

h. On the cessation of the event, the Sponsor is to ensure that all equipment paraphernalia is cleared from the CMG and that litter removed to a suitable RBLNRG disposal site. Litter may include previous event wreaths and associated artefacts viewed as in a poor state.

i. The CMG Exco reserves the right to bill the organisation using the CMG for any costs incurred for any RBLNRG support or subsequent restorative work carried out.

APPLICATION FORMAT FOR ACTS OF COMMEMORATION BY OTHER PARTIES

Notes:

- *To be sent by Email or Hard-Copy letter to CMG Exco Chairman; addresses as applicable at the time.*
- *An Exco POC will be nominated upon approval for the event to be held*

1. **Date of Application:**

2. **Sponsoring Organisation:** *[Title of Organisation applying, eg Assoc or Branch)*

3. **Sponsor/SPOC:** *[Name and appointment of individual acting as Sponsor]*

4. **Sponsor's Email address:**

5. **Sponsor's Tel No:** *[Mobile preferable]*

6. **Diary Details:**

a. Day.
b. Date.
c. Timings of Event.

7. **Brief Description of Event / Purpose:**

8. **Estimated Number of Attendees:**

9. **Known VIPs or Persons of Interest attending:**

10. **Remarks:** *[as applicable, to include any requirements or requests]*

11. **Certificate of Acceptance of Terms and Conditions:**

"I certify that I, as Sponsor and on behalf of the Sponsoring Organisation, accept the Terms and Conditions of Authority to use the CMG for the stated purpose and that I will comply with the conditions in accordance with the CMG Constitution, Annex E. I acknowledge that permission to use the facility may not be assumed but that it will be confirmed in writing as appropriate. I also verify that any costs attributed to us for support or restorative work by the RBLNRG or CMG Exco will be reimbursed in full within 30 days of invoicing.

I further acknowledge and affirm that I will be present for the duration of the event"

Signature:
Name in Block Capitals:
Organisation Appointment or Authority:
Date of Submission:

STANDARD OPERATING PROCEDURE GUIDELINES

1. There may be occasions when Exco Members will change at frequent intervals and introduce a degree of instability or 'churn' in the operation of the CMG. It will be important, therefore, that details of how certain operations are conducted are recorded for the guidance of their successors, and/or any temporary staff or players. This Annex provides the format and guidance on what information or direction the SOPs should include.

2. The Chairman shall be responsible for directing the development of any required SOPs, while the relevant Exco Member shall responsible as the 'Sponsor' for the drafting and maintenance of the guidance provided. The SOPs are to be reviewed routinely and after any appropriate event upon which it impacts.

3. The CMG SOPs shall use the following format and include*:

a. **SOP No and TITLE**. eg *"CMG SOP 5 – Ground Maintenance Liaison*"

b. **Date Effective.**

c. **Sponsor.** Exco Appointee.

d. **Overview**. A brief description of the aim or purpose of the SOP.

e. **Key or Predicted Dates and Frequency**. Annual programmed events.

f. **Appointments/Persons Responsible and/or Involved**. Incl Exco, Corps and RBLNRG.

g. **Administrative and Logistical Issues**.

h. **Funding Attribution and Issues**. Who funds the activity and what is the funding process to follow?

i **Lessons Identified from Previous Activity**.

j. **Key Personnel POCs**. To comply with DPA and GDPR requirements.

k. **Misc/Remarks/Observations**.

** The list is not exhaustive and may be adapted to suit the procedure. However, the overall format is to be used in the interests of standardisation.*