2025/2026

Election Pack

Trustees

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ROYAL BRITISH LEGION

Contents

Foreword

Welcome from the National Chair and Director General

Lynda Atkins
National Chair

Mark Atkinson
Director General

In May 2026, the Royal British Legion will reach its 105th anniversary and in the same month our members will elect four Trustees and seven Membership Council Representatives. We encourage all members to consider stepping forward to play an important leadership role in our much-loved charity and together ensure the Royal British Legion continues to serve the needs, and represent the interests, of the Armed Forces Community.

Our vision is to bring society together to recognise, remember, and support the Armed Forces Community. To do this, we need a clear and compelling strategy, committed members and volunteers, talented staff, a network of partner organisations and strong financial performance. Importantly, we also need good governance: people with the time, skills, and credibility to move the organisation forward; Trustees who can set strategy and oversee its successful delivery; and Membership Council Representatives who can help drive the very best membership experience for all.

Serving in one of these roles is both demanding and hugely rewarding. There is no better opportunity to strategically influence and shape the work of our charity – now and in the future. We have reviewed the elections process to make our expectations as clear as possible; to provide information and support to anyone who might be considering standing for election; and to help them demonstrate through the application process how their RBL or wider experience might stand them in good stead. Our Governance Team is on hand to advise Members who are interested in standing for election and to support Branches as they make nominations and cast votes. At any time, you can contact them with questions and queries at: **elections@britishlegion.org.uk.**

The Royal British Legion is built on the principle of Service, not Self. This is a fantastic opportunity to serve the charity – its beneficiaries and members – as we seek to modernise and deliver for our ever-changing Armed Forces community.

Lynda Atkins National Chair

Mark Atkinson Director General

Nomination and Election Process

Nomination and Election Process

Overview

1. In 2026, four Trustees will be elected. Those elected will serve a three-year term commencing at the close of Annual Conference 2026. Elected Trustees may serve no more than three full terms and one partial term.

2. In accordance with Rule 5.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), 'the Board of Trustees shall from time to time determine an appropriate selection process for all prospective members of the Board, including but not limited to, meeting the essential requirements of any role description and eligibility criteria.'

3. The process of nomination and election for Trustees is set out in this pack. Here you will find all the information and supporting documents that Branches will need to submit nominations for the elections, which are due to take place prior to Annual Conference 2026.

4. The process includes an independent assessment to ensure that suitably experienced nominees who understand and support the wider remit of RBL, and who meet the skills and standards required to become a Trustee of the RBL, are presented to Branches for election. Applicants will be expected to answer questions (Para 18) and undertake an assessment process (Para 26) in order to demonstrate how they meet the skills and standards (set out in the Role Profile) to be a Trustee.

Participation in the Nomination and Election process

5. All branches are eligible to participate in the nominations and elections process.

Nominations

6. In accordance with Rule 7.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), Branches may nominate one Member or Life Member for the position of Trustee. Nominations must be passed at a General Branch meeting (not a Branch Committee meeting) by a simple majority.

7. Nominees must be Members, or Life Members, of the RBL and willing to be nominated for the position of Trustee.

8. In accordance with Rule 2.3 of the Schedule to the Royal Charter (Rules of the Royal British Legion), you must be a Member of at least one Branch to be nominated.

9. Greater diversity and inclusion across the RBL are objectives that underpin all our work. As such, we welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation, or age.

10. All nominees must be aged 18 or over and must not be disqualified from acting as a charity trustee. See Charity Commission guidance: **Automatic disqualification guidance for charities - GOV. UK (www.gov.uk)**.

11. All nominees for the positions of Trustee will be subject to an enhanced DBS check which must have no adverse findings. In accordance with the Membership Handbook, Members are not allowed to hold office or be elected if they possess any previous convictions / circumstances exist which may mean that they are not suitable for the role. This includes if they have been removed from trusteeship of a charity by a court of law or by the Charity Commission, or if they are deemed unsuitable by the LCC.

12. Details of the roles and responsibilities of Trustees are included in this pack, together with the expectations for Trustees (pages 13-15). Branches are asked to review these materials carefully before considering nominating a candidate.

13. Nominations (either attached to an email in PDF format, or in hard copy by post) should be submitted on the nomination form (Appendix C) to reach the RBL Governance Team via email to **elections@britishlegion.org.uk** or via post marked for the attention of the RBL Governance Team, Haig House, 199 Borough High Road, London SE1 1AA, by no later than 5pm on **Thursday 8 January 2026**. Nominations received after this date will not be accepted. The receipt of nominations will be acknowledged by e-mail so please ensure postal nominations contain an appropriate email contact address.

14. Each nomination form (Appendix C) must be accompanied by:

- The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee (Appendix D)
- Evidence that the nominee is a Life Member or a Member of The Royal British Legion (e.g. copy of membership card)
- Completed 'Questions for Applicants' as set out in Appendix A
- Personal Statement and Curriculum Vitae (CV) (see para 19 - Supporting Documents))

15. At the point that a nomination is submitted by a Branch, Branches should inform their County/District Committee of their nomination so that their position is known.

16. Nominations without the required information, and/or not made on the appropriate nomination form, will not be accepted, and will be returned to the submitting Branch.

17. If four or fewer nominations are received for the Trustee positions by the closing date (5pm, Thursday 8 January 2026) and provided that these nominees can demonstrate that they meet the skills and standards required to be a Trustee through the Assessment process, then they shall be considered automatically elected as Trustees without the requirement for a ballot. Branches will be informed if this is the case. Where there are more than four nominations for the position of Trustee, and provided that these candidates are assessed as meeting the skills and standards required to be a Trustee of the RBL, an election will be held as outlined below.

Questions for Applicants

18. All applicants are required to complete the 'Questions for Applicants', Appendix A. This information will not be shared with Branches as part of any future candidate pack - the information that is provided will be for the Assessment Panel to determine whether a nominee meets the skills and standards required to be a Trustee of the RBL (as outlined in the Role Profile on pages 13-14 of this pack). This document must be word processed in 11-point Arial font. Assessments will be conducted by a panel, on behalf of the Board of Trustees.

Supporting Documents

19. All applicants are required to submit the following documents alongside their nomination forms:
    - **Curriculum Vitae (CV)**. A typed overview of the applicant's skills, education, and relevant work experience, including any experience that would be relevant to the role of Trustee (no more than two sides A4).
    - **Personal Statement**. A typed personal statement outlining what the applicant would bring to the position and what they hope to achieve during their tenure (no more than one side A4).

20. In constructing their CV and personal statement, applicants should consider including information about their background and experience to assist those on the Assessment Panel and those voting.

21. If a nominee successfully passes the assessment process, these two documents will be shared by Civica Election Services as part of the ballot papers during the election process and also published online for ease of access. Extra care should be taken to ensure there are no typographical errors or inaccuracies as they will be published as they were submitted and will not be corrected in any way. They should contain no personal data such as home address, phone number, email or photo and care should be taken with any sensitive information regarding any previous roles or employment. Each of the above documents must be typed in 11-point Arial font and single line spacing.

Briefing days

22. An online briefing session with a Q&A opportunity will be held on Thursday 23 October 2025. A further online Q&A session will be held on Monday 8 December 2025. Neither session is mandatory, but interested parties are encouraged to attend. Interested parties should book their attendance via the Governance Team at **elections@britishlegion.org.uk**. Further information can be found on the RBL Elections webpage **rbl.org.uk/elections**.

23. The briefing session will offer an insight into how Trustees operate, the key responsibilities and requirements of the role, and provide the chance to explore the typical issues that form part of Board agendas. It will also include information on the legal responsibilities of charity trustees and a question-and-answer session. The session will be recorded and will be available on the RBL Elections webpage **rbl.org.uk/elections.**

Canvassing

24. No canvassing is allowed, either directly or indirectly, as per the elections rules in the Membership Handbook. Where canvassing is proven to have taken place, the person concerned will be disqualified from standing in this round of elections.

Verification Process

25. Once a nomination has been submitted, the Governance Team will undertake some basic quality assurance checks on each application to ensure all sections are complete. They will also commence the compliance checks. Branches should be mindful that submitting applications close to the deadline may result in delays to compliance checks. To ensure timely compliance and avoid unnecessary hold-ups, we strongly encourage early submission wherever possible.

Assessment Process

26. The Assessment Panels will be held in Haig House, London between 22-29 January 2026.

27. The Assessment Panel is comprised of a member of the Board of Trustees and two independent members who will meet in person with each nominee. (Reasonable out of pocket travel costs for attending one of these sessions will be reimbursed. In exceptional circumstances, an online assessment will be considered.)

28. The findings of the Assessment Panel will be considered by the Governance and Nominations Committee who will submit their recommendations to the Board of Trustees. The Board of Trustees will have the final say on whether a candidate may stand for election.

29. Nominees will be notified on **12 February 2026** whether they will be progressed to the election stage.

Elections

30. In the event that there are more than four nominees who pass the assessment process, an election will be held. Elections are run by Civica Election Services Ltd. Should an election be held, ballot papers and candidate information will be distributed to Branches by Civica no later than **Monday 2 March 2026.**

31. Candidate information (CV and Personal Statement) will also be made available online for ease of reading for all Members.

32. Voting will take place primarily online, with a postal option available for Branches who have previously registered for postal voting. Ballot papers and candidate information will be sent electronically to a Branch Committee Contact. Only one set of voting materials will be issued per Branch, and each Branch is entitled to one vote per Trustee vacancy. Where no email address is available for either contact, a paper pack will be sent to the Branch's registered address.

33. Please ensure that the Branch Committee email and contact details are up to date to ensure ballot papers and candidate information are sent to the correct recipients. If you are in doubt, please contact your Membership Engagement Officer.

34. A Branch General Meeting (but not a Branch Committee Meeting) of Branches is to consider the candidates for the Trustee roles and choose their preferred candidates. The Chair of the Branch General Meeting is to complete and mark on the ballot papers the Branch's preferred candidates for the available roles. Completed ballot papers must be received by Civica Election Services via post or electronically by no later than 5pm on **Thursday 9 April 2026**. Ballot papers arriving after that time will not be included in the count.

35. Ahead of the Branch General Meeting, Branches should ensure that the candidate information has been shared with Members. This will be available online.

36. The counting of the ballots will be carried out by Civica Election Services. There are four vacancies for the position of Trustee. The four candidates polling the highest number of votes will be deemed elected. In the event of a tie, the election will be decided by lot. The result of the election will be announced by the Director General by no later than **Friday 10 April 2026.**

37. The timetable for these elections is set out on page 11.

Applications For More Than One Role

38. Individuals may put themselves forward for more than one role. For example, a person may apply to be a Trustee but should they not succeed they might wish to be considered for the role of Membership Council Representative. In this case all the appropriate paperwork should be completed for each relevant role. Such individuals must ensure they have a nomination for each role they are applying for. At election, the roles will be considered in the order of Trustee and Membership Council Representative.

39. Any person who is unsure about whether they should apply for a particular role should seek advice from those currently undertaking the role. The Governance Team will be able to make an introduction to such a person if you wish to be put in touch.

Timetable for Elections

Timetable for Elections

Date	Event
2025	
24-28 September	Election Pack issued to Branches
1 October	Elections Webpage and Electronic email packs sent
1 October	Nomination Window Opens
23 October	Briefing day for interested parties*
8 December	Q&A session for interested parties*
2026	
8 January – 5pm	Deadline for nominations from Branches to reach RBL Governance Team
22-29 January	Assessment Panels take place at Haig House, London
12 February	Nominees informed whether they are being put forward for election
2 March	Civica Election Services dispatch candidate booklet and ballot papers to Branches (see paragraph 30)
2 March – 9 April	Branches to hold Branch General Meeting to vote for preferred candidate
9 April – 5pm	Deadline for completed ballot papers to reach Civica Election Services
10 April	Votes counted by Civica Election Services. Result passed to the Director General. Candidates informed of the result by telephone Results published to RBL Branches, Trustees, County/District Chairs, and employees on RBL website
10 May	New Trustees take up position with effect from the close of Annual Conference

**These are not mandatory; interested parties need only attend one session. These will be held on Teams.*

Role Profiles and Expectations for Trustees

Trustee – Role Profile

The following sets out the skills and standards required to be a Trustee of the Royal British Legion.

Core Responsibility

As a member of the Board of Trustees, you will play an active part in the leadership of the Royal British Legion, upholding its values, shaping its strategic agenda and providing independent oversight, strategic guidance and specialist knowledge and advice.

Key Responsibilities

- To be legally accountable for the delivery of the Legion's charitable purpose, ensure that the Legion complies with all laws, legislation and corporate governance standards and signs off the Annual Report.
- Collaborate with the Legion's Executive Board and fellow Trustees to develop and review the Legion's strategic goals, plans and initiatives, bringing both support and constructive challenge.
- Actively engage with Board business and Board activities as well as being an active member of one or more of the Board's Sub-Committees.
- Review and approve relevant corporate policies and procedures.
- Be assured on the integrity of financial information and that financial controls and systems of risk management are robust and defensible.
- Assess and monitor the Legion's risk profile, including financial, operational, legal and reputational risks and provide insight into risk mitigation strategies.
- Seek assurance from the Director General that the Charity has adequate succession planning for its senior staff.
- Participate in the Trustee appraisal process and in the evaluation of the performance of the collective Board, undertaking learning and development activities as required.
- Engage with relevant stakeholders, including staff, members, external agencies and partners to promote the Legion's purpose, communicate its strategic aims and objectives and champion and explain the Legion's public benefit.
- Promote ethical behaviour and the Legion's commitment to diversity and inclusion across the Legion's communities.
- Uphold the Legion's values, promote the standards of behaviours the Legion expects of all its colleagues.
- Participate in collective responsibility and decision making, alongside an understanding of the requirement to unite behind Board decisions and accept these as binding.
- Act appropriately in relation to perceived/real conflicts of interest and declare any conflicts of interest.
- To uphold confidentiality, remain independent and avoid acting in the interests of any individual, wider group or community.
- To support the Legion with representational and engagement activities when required.

Person Specification

- Demonstrates an understanding of the role of a Trustee and the governance and legal responsibilities required with knowledge of how governance operates within the charity/third sector.
- Demonstrates the Legion's values and models its behaviours.
- Has a sound and relevant knowledge of charity law, the fiduciary duties of a Trustee.
- Has an awareness and understanding of financial reporting and an understanding of organisational data and metrics.
- Has a well-developed understanding of the Legion's strategy and the services it provides, their scope and their impact.
- Has contributed to driving organisational change, working collaboratively as part of a senior team.
- Demonstrates an ability to focus on strategy and ability to distinguish and articulate the strategic from operational issues.
- Has experience of working in a senior team, ability to digest and understand board papers, and can understand a brief around a complex issue.
- Demonstrates strong listening skills and ability to contribute relevant points crisply and succinctly to discussion.
- Demonstrates strong influencing skills, well developed interpersonal skills and good powers of judgement, insight and vision.
- Open to feedback and committed to learning and development.
- Has a strong commitment to diversity and inclusion with demonstrable examples of where they have personally contributed to drive positive change.

Expectations of Trustees

Time Commitment

Trustees must be prepared to give sufficient time to carry out their duties properly and diligently recognising that some roles have a greater time commitment than others.

Board Meetings

The Board of Trustees meets six times per year.
All Trustees are expected to attend.

Committees

Trustees are also expected to be members of the Board's committees. The Board delegates certain detailed or specialist functions to its committees, whilst retaining ultimate responsibility through appropriate reporting systems. The terms of reference of all committees are approved by the Board. The key current standing committees of the Board are:

- Audit and Risk
- Branch Property Trusts
- Care Services
- Conference
- Finance
- Governance and Nominations
- Investment
- Membership Council

Annual Events

Trustees are expected to attend the Annual Conference, Festival of Remembrance and to take part in the Cenotaph Parade.

Conflicts of Interest

Trustees may not hold office or a voting position at County/District or Branch level. Any possible conflict of interest must be declared.

The rules regarding conflicts of interest in relation to Board business is set out under 6.1 and 6.2 of the Royal Charter.

Appraisal and Development

All Trustees will be subject to individual and collective annual appraisals and will be given the opportunity for training and development as required.

Expenses

Trustees are not remunerated; however, Trustees will receive reasonable, out-of-pocket expenses.

Termination of a Trustee's Term in Office

In accordance with Rule 9.5 of the Schedule to the Royal Charter (Rules of the Royal British Legion), a Trustee's term of office automatically terminates if:

a. they are prohibited by law from acting as a charity trustee (including by virtue of the Charities Act);

b. the Trustees reasonably believe that they are incapable, whether mentally or physically, of managing his own affairs;

c. they are absent without permission, whether given in advance or subsequently, from two consecutive meetings of the Trustees;

d. they resign by written notice to the Trustees (but only if at least two Trustees will remain in office); or

e. the Trustees resolve by Special Resolution that, in their reasonable opinion, the Trustee in question has acted in a way that is contrary to the Objects or he is unable to carry out properly the duties of a Trustee

Board of Trustees Terms of Reference

The Royal British Legion Board of Trustees – Terms of Reference

These terms of reference set out the collective responsibilities of RBL's Board of Trustees. They reflect the basic legal and regulatory accountabilities which apply to all charity trustees and set these in the specific context of RBL. In addition, Trustees have personal accountabilities which are covered in the 'Role Profiles' documents (pages 13-14). All Trustees are equally responsible in law for the Board's actions and decisions and have equal status as Trustees.

These terms of reference reflect the principles of the new Charity Governance Code.

Membership and Appointment

1.1 The Board of Trustees comprises:

a. The National Chair – elected for one term of three years.

b. The National Vice Chair – elected for one term of three years.

c. Up to 14 Other Trustees:

- Up to 7 Trustees elected for three years under a postal one-Voting Branch-one-vote process
- Up to 6 Trustees appointed by the Board of Trustees for a period of three years.
- Chair of the Women's Section
- Re-election/re-appointment is permitted, but not beyond nine years' service as a Trustee other than when a Trustee's first term was to complete the term of an unexpected vacancy, in which case that first term may be disregarded.

1.2 Although the National President is not a Trustee, they attend meetings of the Board of Trustees at their own discretion to observe and advise Trustees when appropriate. A quorum of the Board will be eight Trustees (including within that number the National Chair and National Vice Chair if present).

1.3 The National Chair chairs the Board of Trustees, or, in their absence, the National Vice Chair will chair the Board. If both are absent, the Chair may be taken by any other member of the Board elected by those present at the meeting and entitled to vote.

1.4 The Director General, Executive Directors and Head of Governance will normally attend meetings. Other people may attend by invitation.

1.5 The National Chair may also hold meetings solely with Trustees from time to time. The Director General may attend by invitation.

1.6 The Head of Governance is the Secretary to the Board of Trustees.

Overall Accountabilities

2.7 The Board of Trustees is the collective governing body with ultimate accountability for ensuring RBL:

- Is effectively managed and run by the Director General and the Executive Board.
- Meets its overall purpose and objectives.
- Secures its long-term direction and furthers its purpose.
- Manages its resources responsibly.
- Complies with the Royal Charter, the law and appropriate regulatory frameworks.
- Has an effective mechanism for identification and management of the key risks facing the organisation.

Detailed Responsibilities

3.1 Vision

- Approve and seek assurance on implementation and progress/relevance.

3.2 RBL Culture and Values

- Act with integrity, defining, agreeing and adopting values to create a culture which helps the organisation achieve its vision and strategy.
- Role model leadership values and behaviours, holding self and others to account.
- Ensure RBL culture reflects organisational values.

3.3 RBL Strategy

- Approve the strategy and seek assurance on performance and implementation.

3.4 RBL Annual Operating (Business) Plan and Budget

- Approve, testing alignment with strategy and vision.
- Seek assurance on performance and implementation of the annual plan.
- Approve the annual budget, including the level of deficit/surplus and any major new areas of spend/capital projects.

3.5 Corporate Governance

- Seek assurance that RBL complies with all legal and regulatory requirements.
- Approve changes to the Rules and Articles following Annual Conference as appropriate. Approve changes to the Governing Regulations.
- Establish, manage and monitor the governance framework for the Membership Council.
- Approve the Scheme of Delegation and seek assurance that the RBL acts within the terms.
- Approve RBL Report and Accounts.
- Act as custodians of RBL Group Structure – approve the establishment (disestablishment) of any subsidiary company.

3.6 Board Effectiveness

- Agree the Board of Trustees' selection, appointment, development and Code of Conduct arrangements.
- Approve the appointment of appointed Trustees.
- Ensure that the Board continues to have the mix of skills, knowledge and experience that it
- Needs to govern, lead and deliver RBL's purposes effectively. Ensure that appropriate succession plans are in place as terms of office come to an end.
- Ensure that the Board regularly reviews its own performance and that of individual Trustees.

3.7 Risk Management

- Approve the Corporate Risk Strategy.
- Seek assurance on key risks as appropriate.

3.8 Resources

- Guardian of all RBL assets.
- Protection and best utilisation of resources, including financial assets.
- Seek assurance that RBL has the resources to achieve the agreed strategy

3.9 Policies

Approve 'corporate' policies that arise from key legislative and regulatory frameworks, e.g.:

- Anti-bribery/fraud
- Data Protection
- Diversity and Inclusion
- Health and Safety
- Investment
- Safeguarding
- Whistleblowing

3.10 Employment/Employee Relations

- Appoint, manage and support the Director General.
- Appoint the Chief Financial Officer.
- Monitor organisational performance against delivery of RBL's strategic aims, plans and budgets, holding staff to account and supporting them in meeting these goals.
- Approve the total annual workforce expenditure – in the context of the budget.
- Approve the annual staff pay award.

3.11 Measurement and Performance

- Set direction for and agree 'balanced scorecard' and seek assurance on performance.

Appendices

Appendix A – Questions for Applicants - Trustees

Applicants must complete the following questions as part of their application. Answers to these questions will form the basis of the assessment process. For each question please describe, using examples and evidence where possible, how you meet the skills and standards required for election to the Board. The skills and standards are set out in detail in the Trustee Role Profile on pages 14 and 15 of this pack. To assess your skills and standards, please provide answers to the following questions in NO MORE than 350 words per question:

1. Understanding the role

Trustees must understand their role within a corporate board and their governance and legal responsibilities.

Summarise your understanding of the role of a Trustee, highlighting any direct experience you have had previously serving on a Board. Please briefly outline your understanding of a Trustee's role, including any direct experience serving on a Board. Describe the governance frameworks you are familiar with and summarise your understanding of strategic and operational risk.

2. Technical knowledge

Trustees should have a sound and relevant knowledge of the law, their fiduciary duties, and responsibilities to manage the RBL's assets.

Summarise your understanding of the legal framework Trustees operate within a charity, including any relevant experience. Briefly outline your knowledge of financial matters as they relate to good governance, and your understanding of how data and metrics support effective decision-making at Board level.

3. Understanding the RBL's Services

Trustees must understand the services provided by the RBL.

Summarise your understanding of the services that RBL provide to the Armed Forces Community, any experience of these and how this relates to any other charities you have knowledge or experience of.

4. Strategic Thinking

The ability to focus on strategy is a key factor of working on a board.

Summarise your understanding of the RBL Strategy to 2025 and the importance of strategic thinking versus operational thinking as a Trustee. Include any relevant experience where you've contributed to strategic planning or decision-making, particularly in a governance or leadership context.

5. Vocational Skills

Trustees need to have a number of experiential skills related to the working methods of the Board.

Provide examples of working collaboratively as part of a senior team. Include an example where you had to interpret a large volume of complex information, and explain how you identified and understood the key issues.

6. Values

Trustees need to have personal credibility and work in a professional manner.

Explain how you personally support RBL's values and commitment to diversity and inclusion.

Share an example of when you challenged inappropriate behaviour or helped promote inclusive practices within the membership.

7. Leadership

Trustees should have strong influencing skills, good power of judgement, insight and vision, and good listening skills.

Provide examples of where you have demonstrated strong leadership in a senior position involving listening, balanced judgement and the ability to influence.

Appendix B - Election Nomination Checklist

(Each nomination must contain the following per candidate)

1	Branch Nomination Form (Appendix C)	☐
2	The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee (Appendix D)	☐
3	Evidence that the nominee is a Life Member or a Member of The Royal British Legion	☐
4	Personal Statement (maximum one page A4) and Curriculum Vitae (maximum two pages A4)	☐
5	Completed 'Questions for Applicants' in no more than 350 words per question (Appendix A)	☐

Please note that Appendix C and Appendix D are separate from this pack to allow for printing off or downloading for completion

THE ROYAL BRITISH LEGION

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Registered address: Royal British Legion, Haig House, 199 Borough High Street, London SE1 1AA
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