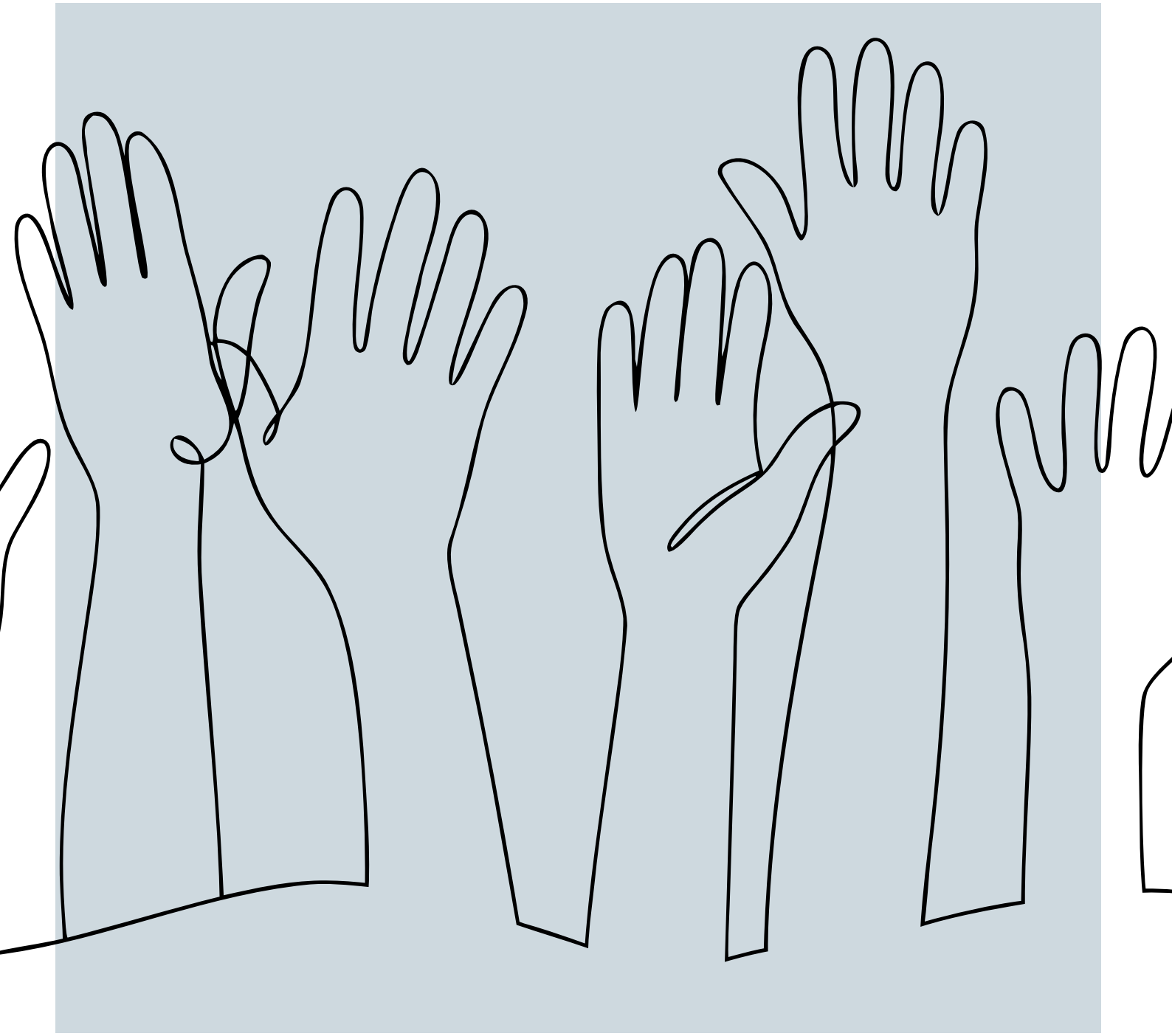
NAJ NATIONAL COMMITTEE

ROLES AND RESPONSIBILITIES

VERSION 1 | APRIL 2026



The National Association of Jewellers

This document provides a summary of the National Association of Jewellers (NAJ) governance structure, including what is expected of every volunteer. It also outlines the Association's approach to governance, delegation, elections, and appointments.

THE NATIONAL COMMITTEE GOVERNANCE AT A GLANCE

The National Association of Jewellers

Legal

Legal status: The Association is a division of the British Allied Trades Federation (BATF) which is its legal entity. BATF Board Directors must meet duties related to the Companies Act 2006. Notwithstanding, NAJ National Committee members exercises significant control or decision-making authority and act as 'Shadow directors' making them subject to the same duties under the Companies Act 2006.

Rules: the Association must adhere to its Byelaws which are established in according with the Memorandum and Articles of the Federation.

Membership

Composition: Representative of the Association by category (value and volume). The Chief Executive reviews membership demographics annually to inform National Committee composition as terms expire.

Elected members: Elected at the AGM for a term of two years. An elected member may serve up to four consecutive terms before taking a break.

Co-opted: Up to three members may be co-opted for specific skills or to fill vacancies.

Structure

National Committee size: Must not exceed twelve members

Officers: a President, Chair, a Vice Chair and Immediate Past Chair for a two-year term are elected from the National Committee only. Officer roles are renewable once. The Chair will normally have served as the Vice-Chair immediately preceding their appointment. The Chief Executive is also an Officer.

Quorum: For National Committee meetings, five members. For the AGM, the quorum is ten members/ representatives.

Executive Committee: the National Committee delegates its authority to the Executive Committee for operational oversight made up of the President, Chair, Vice Chair, Immediate Past Chair and Chief Executive

Sub-groups: The Committee may establish standing groups, task-and-finish or professional committee groups to address specific priorities and/ or engagement with member categories. Each sub-group must operate under written terms of reference and report back to the Board.

SUB-GROUPS

The National Association of Jewellers

Sub-groups

Standing Group; to provide quality assurance, validation and support for high value products and services. Eg. Qualifications, Professional and Technical Standards. Operates by terms of reference, reports to the National Committee and Chair normally elected onto the National Committee.

Professional Community Group; to increase growth and engagement with a specific member category and/or geography; Eg. Valuers, Independent Retailers, Designers, Suppliers, Jewellery Quarter and Hatton Garden. Operates by terms of reference, reports to the National Committee and Chair normally elected onto the National Committee.

Task-and-finish group aka Working Group; to explore outside of the meeting, reach consensus and make a recommendation back to the relevant group and/or committee.



ROLE OF THE NATIONAL COMMITTEE AND RELATIONSHIP WITH BATF

The National Association of Jewellers

The National Committee are elected by the NAJ membership and are responsible to the NAJ membership and the BATF Board to:

- Agree the Trade Association's strategy and act as guardian of members' interests by ensuring resources are directed toward agreed objectives and deliver demonstrable value.
- Ensure effective governance, including robust financial controls, transparency, and compliance with statutory and BATF requirements.
- Identify, monitor, and manage strategic, operational, and financial risk, taking timely action where risk exposure increases.
- Oversee stakeholder communication and represent all sectors of the industry, ensuring decisions reflect the collective interests of the membership.
- Elect and support the Chair in fulfilling their leadership and governance responsibilities.
- Ensure the Chief Executive complies with BATF-agreed HR procedures, including employment terms, appraisals, salary reviews, and the handling of grievances.
- Approve the annual budget, ensuring it is realistic, aligned to strategic priorities, and financially sustainable.
- Review financial performance throughout the year, including management accounts, cash flow, variances against budget, and use of reserves, holding the executive to account for delivery and corrective action where required.
- Ensure timely, accurate, and transparent financial reporting to the Committee and BATF, and that the association meets its obligations for consultation and assurance.

The BATF is the legal entity of the Federated Trade Associations with final authority and responsibility for the activities of the association. As a federated association, NAJ have accepted certain responsibilities to:

- be governed by the provisions of the Memorandum and Articles of the Federation
- share National Committee reports of its proceedings to the Board. In practice, the Chief Executive will also submit written reports to BATF board meetings and for inclusion in the statutory report and accounts. The BATF Finance Committee review all budgets, and the NAJ Chair is customarily invited to attend the meeting at which the Chief Executive present the NAJ's budget.
- support BATF as the legal responsibility for the employment of all staff. All Trade Association HR and disciplinary issues are to be dealt with in consultation with the BATF.
- obtain prior agreement from the BATF Board where the exercise of the NAJ National committee's executive powers is likely to adversely affect the Federation or any other BATF Federated Associations
- recognise that any Federated Trade Association with more than 60 full members has the right to appoint a director to the BATF Board,
- propose representatives of members for election to the BATF board as a director.
- be available and accessible for the BATF Board to consult with the NAJ National Committee Chair in advance of taking certain decisions, as set out in articles 24 & 25.

THE ROLE OF EXECUTIVE OFFICERS

The National Association of Jewellers

The Chair is the senior volunteer of the Association and serves at the order of the National Committee, and therefore the membership. He/she/ they ensure the Association fulfils its governance responsibilities, and implementation of its policies and procedures. The Chair receives an honorarium of £5,000 per year to:

- Represent the Association and its members externally demonstrating values of honesty, integrity and professionalism
- Preside at all meetings of the National Committee, working with the Vice Chair and Chief Executive to approve agendas, chair meetings effectively and ensure reports and papers are delivered in a timely manner and include relevant information
- Work with the Chief Executive to recruit new members to the National Committee and ensure successors to Executive Officer roles
- Ensure decisions are made in a timely manner and then translated into meaningful actions, holding appropriate parties accountable for success
- Facilitate accomplishment of the NAJ's strategic goals and objectives
- Train and prepare the successor for the responsibilities of the Chair and establish specific objectives and areas of focus
- To ensure the organisation complies with its governing documents (including Articles and Regulations), company law, and any other relevant legislation and regulations, and its activities are in line with its objects
- To lead and contribute actively to the National Committee's role in giving firm strategic direction to the Management Team, supporting to shape overarching goals and objectives and evaluating performance against agreed targets
- To produce a Chair's Report for the Annual Report at the AGM and agree the annual accounts (for approval by the National Committee) before they are signed off by the Auditors. This includes attending the AGM to make a presentation

The above duties are in addition to the role of National Committee Member and may be delegated to members of the National Committee or Senior Management Team, if deemed appropriate.

Person Specification

- Postholder must be an elected or appointed member of the National Committee
- To have experience chairing meetings
- Understanding the statutory duties and responsibilities of the NAJ
- Accuracy and attention to detail
- The ability to communicate clearly both in verbal and written form, including presenting to and influencing an audience
- To be available for ad-hoc advice required by the staff team
- Previous financial management experience including financial control and budgeting.

THE ROLE OF EXECUTIVE OFFICERS

The National Association of Jewellers

The Vice Chair supports the Chair, deputises as needed, and supports succession planning and governance:

- Deputise for the Chair and co-plan Board agendas with Chair and Chief Executive
- Lead Board and Officer election cycles
- Oversee skills audits and governance reviews.

The Immediate Past Chair provides continuity and seasoned insight to the Executive and National Committee, supporting smooth transition and stability following their tenure as Chair.

The President is a respected figurehead of the Association and supports Executive Officers and the National Committee by:

- Acting as an Ambassador for the Association, representing its values and reputation at formal occasions, industry events, dinners, and external engagements.
- Providing strategic counsel and guidance to Executive Officers and the Chief Executive when requested, offering perspective, experience and continuity.
- Supporting the effectiveness of the National Committee by being available for informal advice, helping members navigate complex or sensitive matters.
- Strengthening stakeholder relationships through their network and professional connections, helping open doors to partners, policymakers, influencers and industry leaders.
- Promoting unity and professionalism within the Association by serving as a visible senior presence and role model for conduct and collaboration.
- Championing the Association's mission and long-term vision, helping reinforce strategic direction without stepping into operational delivery.
- Attending selected meetings and key events, offering perspective and support while allowing the Chair, Vice Chair and Chief Executive to lead.
- Providing continuity and stability during periods of leadership transition, supporting smooth succession and maintaining external confidence.
- Representing the Association in ceremonial or honorary capacities, supporting the Chair in ensuring the Association is well-presented at high-profile moments.

Person Specification

- Highly respected within the industry with strong personal credibility and a broad professional network.
- Experience in senior leadership or governance roles.
- Excellent interpersonal, relationship-building and ambassadorial skills.
- Ability to offer balanced, impartial guidance without seeking operational influence.
- Comfortable representing the Association at events, formal meetings, and ceremonies.

What are the Executive Officer roles?

- Chair
- President
- Vice Chair
- Immediate Past Chair

EXECUTIVE OFFICER ELECTIONS

The National Association of Jewellers

Chair, Vice Chair and Immediate Past Chair elections are held every two years, with the election of a new President held in the alternate year. This process to elect a new Executive Officer is:

Before the Meeting

3-6 months before

Communication from CEO that a new Executive Officer needs to be elected.

Interested parties to formally register interest with the CEO. Any informal enquiries are directed to the Vice Chair.

1-3 months before

Ahead of the appropriate National Committee meeting all candidates provide a brief manifesto as to why they would like to deliver the role (for the benefit of all members).

The Election

If one applicant:

- Applicant asked any further questions by committee
- Applicant leaves room, any private debate
- Applicant invited back in
- All committee asked to vote via email within 24 hours.

If more than one applicant:

- Applicants asked any further questions by committee, while other applicant/s excused
- Repeat where necessary
- Applicants leave room, any private debate
- Applicants invited back in
- All committee asked to vote via email within 24 hours.
- In the event of a tie, the Chair will have the casting vote.

After Meeting

- Applicants informed, committee informed and outcome added to committee meeting minutes.
- Officially unveiled at next AGM, with supporting PR and communications to members.
- Two-year term served.

DELEGATIONS, AUTHORITIES AND FINANCIAL CONTROLS

The National Association of Jewellers

a.Delegated authorities

- National Committee: Retains financial responsibility and may delegate to the Executive Committee. The NAJ Chair and Chief Executive must present budgets to the BATF Finance Committee annually, who have ultimate responsibility.
- Executive Committee: May approve unbudgeted items up to £20,000 (exclusive of VAT). Anything exceeding £20,000, or a total annual unbudgeted investment goes above £50,000, must be approved by the BATF Financial Committee.
- NAJ Chief Executive: Manage day-to-day operations within approved budgets, accountable to the National Committee through the Executive Committee, providing regular operational and financial updates.

b.Financial limits & signatory framework

- NAJ Team maintains a monthly £7,500 pre-paid/ debit balance for operational payments
- Two authorised signatories are required for any expense claims (usually Chief Executive and Chair). Additional National Committee representative required for authorised signatory for Chair or Chief Executive.
- Quarterly meetings between the Chair, Chief Executive and BATF Financial Controller to review accounts and reserves.

c. Records & compliance

- All volunteers to review and update the Register of Interests at each meeting.
- Volunteer Code of Conduct to be adhered to for all National Committee members.
- Maintain minutes and governance documents per Companies House requirements.

d.Elections, appointments and succession planning

- Governance Review: Ongoing review of Articles and Officer tenure to ensure staggered elections and compliance.
- Elections: Run annually, with representative succession focus.
- Officers: Appointed at National Committee 2 immediately preceding AGM.
- Skills audit: Conducted annually to guide co-options and recruitment.

e.Indicative Board Cycle

- Alongside business-as-usual review of governance, operations and performance each National Committee meeting has a particular focus:
- National Committee 1 (January) – Memebrship growth and retention for year ahead.
- National Committee 2 (March) – Review of previous years FY accounts. Officer elections.
- June (first Thursday of) – AGM & National Committee elections
- National Committee 3 (July) – Review of National Committee composition following elections
- National Committee 4 (October) – next FY Budget sign off and Renewals Strategy.

EXAMPLE NATIONAL COMMITTEE AGENDA

The National Association of Jewellers

Documents to be read ahead of the meeting:

- Minutes of Nat Com 4 (last meet)
- CEO Video
- DRAFT Management Accounts
- NAJ Strategy Day 8-9 April DRAFT Agenda
- Management Report

Nat Com Reserved Business (10.30am – 10:50am)
– On arrival

Tea and Coffee + Welcome Observers and Staff Team Representatives.

1. Standing items (11.00am)

a) National Committee administration:

i. Minutes of last meeting.

ii. Actions from last meeting

iii. Committee succession

b) CEO Report (Comments from pre-circulated video)

c)Round the table - verbal 2 min top line synopsis reports from:

i. Standing Groups

ii. Professional Community Groups

d) Round the table (all) – reports from business

i. What successes are members experiencing?

ii. What pain points/ challenges are members facing?

2. Additional Items for information

3 .BATF update

4. Dates for diary

5. Any other business (12.00) – followed by light lunch.

Break for lunch with Staff team

6. Item for Discussion. Eg. Membership Engagement

Close – 2.30pm

COMMON NAJ ACRONYMS

The National Association of Jewellers

Acronym	Name	Explanation
BAJ	British Academy of Jewellery	Training organisation, formerly Holts Academy
BATF	British Allied Trade Federation	The parent body of NAJ - a federation including the Giftware Association, Surface Engineering Association and other smaller bodies
BenSoc	The Benevolent Society	The BATF charity, which NAJ and its members can access.
BHC	British Hallmarking Council	Supervises the hallmarking activities of the four Assay Offices
BHI	British Horological Institute	worldwide membership organisation which exists to educate and train horologists (clock and watchmakers)
FoAP	Foundations of Appraisal Practice	Modular theoretical valuation qualification
NDC	National Diamond Council	International organisation comprising the world's leading diamond mining companies. Mission to protect and promote the integrity and reputation of diamonds, thereby ensuring the sustainability of the diamond industry.
NatCom	National Committee	National Committee is a key group within the NAJ responsible for its strategic direction
ExCo	Executive Committee	The Members of the NAJ National Committee responsible for carrying out tasks between NatCom Meetings, creating agenda, supporting the CEO etc. Consists of Chair, President, Vice-Chair, Deputy Chair and invited others

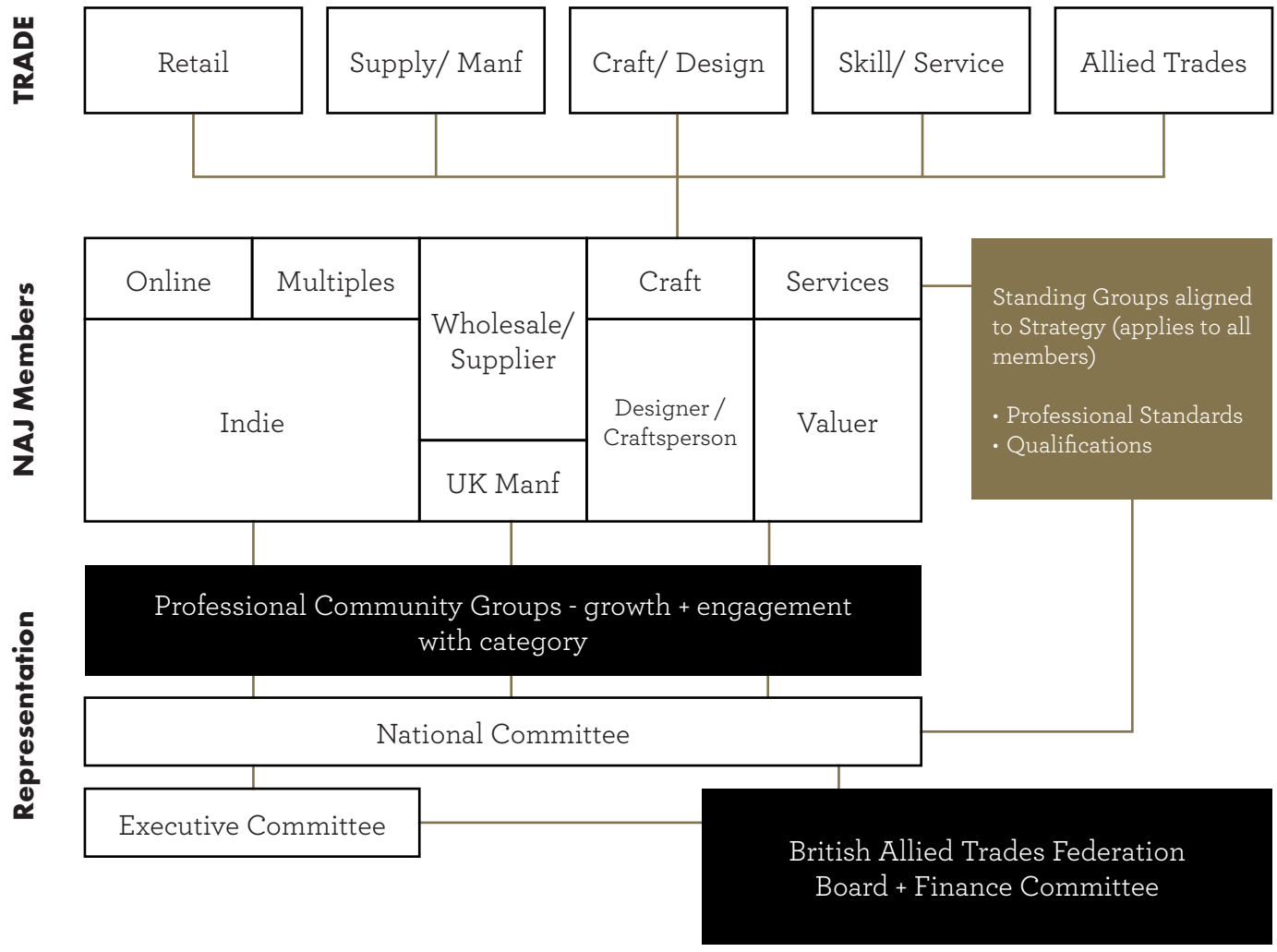
COMMON NAJ ACRONYMS

The National Association of Jewellers

Acronym	Name	Explanation
GCDC	Goldsmiths Craft & Design Council	Not-for-profit organisation to promote, support and enhance skills and excellence across the precious metals profession. Annual competition to promote and enhance excellence in craftsmanship and design, which NAJ sponsors a category.
IRV	Institute of Registered Valuers	Training organisation, formerly Holts Academy
JBN	JET Business Network	The JET Business Network is the NAJ's independent retailer network, helping accelerate businesses with peer-to-peer support, commercial performance benchmarks, and a like-minded network to share ideas, advice, and problems.
NAJET	NAJ Educational Trust	The charity for jewellers, funded almost entirely by NAJ donations.
JET	Jewellery Education and Training	The Association's education pathway; Jewellery Education and Training.
NPA	National Pawnbrokers Association	Membership organisation which helps to promote pawnbroking best practice. Represents 97% of the pawnbroking trade.
RJC	Responsible Jewellery Council	Audit body for ethical and sustainable jewellery supply chain management.
GemA	Gemmological Association of Great Britain	Institute for Gemmologists, precursor training for our valuer qualifications. Runs a conference each year in October.

NAJ GOVERNANCE MAP

The National Association of Jewellers



REVIEW AND AMENDMENT

This document is reviewed bi-annually (July) and updated after significant governance changes or Board resolutions.