



# **Membership Handbook**

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of The Royal British Legion

**Authorised by the Membership Council**

**February 2016**

**Version 1**

All matters not mentioned herein shall be settled by reference to the Royal Charter. In any question of interpretation, the matter should be referred to the Director General through the Secretary to the Membership Council, as should any question to which these rules do not apply.

## **INTRODUCTION**

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This Membership Handbook is intended to provide information on the activities of the Legion's Membership at National, County and Branch level.

It is divided into four parts:

Part 1 – National

Part 2 – County guidelines, policies and procedures

Part 3 – Branch guidelines, policies and procedures

Part 4 – Supporting Documents and Forms

The latest version of the Membership Handbook, along with the supporting documents referred to throughout this document can be accessed in the [Membership Documents Area](#) online. Log in details can be provided by your Membership Support Officer.

### **Part 1**

This Part gives an overview of the Legion's structure and governance at National level with particular detail regarding the management of Counties by the Membership Council.

National policies for Membership are included as are the Terms of Reference for the sub-committees of the Membership Council and details of the Annual Conference of the Legion.

### **Part 2**

This part focusses on the operation and management of Counties and Districts. Procedures are detailed for the management of Branches as well as the functions of the County Committee and the County Conference.

### **Part 3**

This part focusses on the operation and management of Branches and Groups including the breadth of activities the Branch can conduct within their local communities.

### **Part 4**

This part combines templates and forms for the three parts mentioned above, and details a list of supplementary policies for further reading.

## **GLOSSARY OF TERMS**

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Ballot	The process of voting in secret by eligible voters.
BFI	Branch Funds Initiative
Branch Committee	The body formed to manage the administration of the branch in accordance with the Royal Charter.
Branch Officers	Branch Chairman, Branch Vice-Chairman, Branch Treasurer and Branch Secretary
Canvassing	To directly solicit support from formations or persons
Conditional Licence (Club)	A licence that is issued subject to actions in addition to those mentioned on the Club licence.
County	The administrative County or District of the Legion. The use of the term County also infers the use of the term District.
County Committee	The body formed to manage the administration of the County in accordance with the Royal Charter.
County Conference	The body of members formed to do business and to deal with general matters affecting the County.
County Officers	County President, County Chairman and County Vice-Chairman
CRO	Country Recruiting Officer
CTO	County Training Officer
CYO	County Youth Officer
Full Licence (Club)	A licence issued to Clubs, until changed or withdrawn, mentioning the conditions for using the Legion's name and logo.
Head Office	The Royal British Legion, 199 Borough High Street, London, SE1 1AA
Legion	The Royal British Legion, as incorporated by Royal Charter
LOMAS	Legion Online Membership Accounting System
MC	Membership Council
MSO	Membership Support Officer
Overseas	Geographical definition applied to Districts and Branches outside of England, Wales, Northern Ireland, Isle of Man or the Republic of Ireland.
PAO	Poppy Appeal Organiser
PCRO	Principal County Recruiting Officer
QPM	Qualified Panel Member
Quorum	The minimal number of officers and members of a committee or organization who must be present for valid transaction of business.
RBL Membership Applications and Payments Team	The external body responsible for the collection of membership fee payments and processing new membership applications.
RCRM	Regional Clubs Relationship Manager
RPMO	Regional Publicity and Membership Officer
SOP	Standard Operating Procedures

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## **1.1.1. BACKGROUND AND PURPOSE**

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### **1. Origin**

- 1.1. The Legion was formed on 1 July 1921 by the amalgamation of four ex-Service organisations set up following World War I: The National Association of Discharged Sailors and Soldiers, The National Federation of Discharged and Demobilized Sailors and Soldiers, Comrades of the Great War, and The Officers Association.
- 1.2. The Royal Charter was granted in 1925 and, on the Legion's 50<sup>th</sup> Anniversary in 1971, the British Legion became The Royal British Legion.
- 1.3. By the time of the Legion's formation in 1921, the tradition of an annual Two Minutes Silence in memory of the dead had been established. The first ever Poppy Appeal was held that year with the first Poppy Day on 11 November 1921.

### **2. Constitution and objects**

- 2.1. The constitution and objects of the Legion are set out in the Royal Charter of Incorporation and Schedules (the Royal Charter) but they may be summarised as follows:
  - 2.1.1. It is a democratic, non party-political and non-sectarian organisation.
  - 2.1.2. It exists to promote the welfare of those who are serving or have served in the Armed Forces and their dependants.
  - 2.1.3. Its benevolence extends to all members of the serving and ex-service community and their dependants.
  - 2.1.4. It is the custodian of Remembrance, committed to helping everyone understand the importance of Remembrance, conflict and peace.
- 2.2. It is important to remember that not all members of the Legion are also beneficiaries.
- 2.3. The Legion works closely with other Service charities at every level. The Legion is a member of COBSEO, the Confederation of Service Charities.
- 2.4. The title "The Royal British Legion" is the exclusive property of the Legion and cannot be used outside the organisation without Head Office authority.

### **3. Further reading**

- 3.1. For more information about the Legion, the following books offer useful insight:
  - 3.1.1. *The Official History of The British Legion* by Graham Wootton (1956) printed by Macdonald and Evans.
  - 3.1.2. *Red for Remembrance* by Anthony Brown (1971 ISBN 434 08890 0)
  - 3.1.3. *Keeping Faith* by Brian Harding (2001 ISBN 85052 826-7).

### **1.1.2. THE ROYAL CHARTER**

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1. The Royal Charter of Incorporation and Schedules is the Sovereign's authority both for the Legion's existence and for the way in which it conducts its affairs. It is a legal document recognised by the government, by the Charity Commission and by EU legislation.
2. The Royal Charter consists of the Recitals, the Articles, the Rules (the First Schedule to the Royal Charter) and the Governing Regulations (the Second Schedule to the Royal Charter).
3. Every Legion Officer and committee member must be familiar with the Charter, but care must be taken to interpret it correctly. This Handbook seeks to help Officers and committees in that process, and applies policies and procedures to the Charter Rules where they are needed.
4. Changes to the Articles require approval by Annual Conference, the Board of Trustees and the Monarch in Council.
5. Changes to the Rules require approval by Annual Conference and the Board of Trustees.
6. Changes to the Governing Regulations are made by the Board of Trustees alone.
7. All matters not mentioned herein shall be settled by reference to the Royal Charter. In any question of interpretation, the matter should be referred to the Director General through the Secretary to the Membership Council, as should any question to which these rules do not apply..

### **1.1.3. STRUCTURE AND GOVERNANCE OF THE LEGION**

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#### **1. Corporate Strategy**

- 1.1. The Legion's vision and mission is to fully embrace and uphold the welfare, interests and memory of the Armed Forces community by standing shoulder to shoulder with those who serve. The main strategy aims to:
  - 1.1.1. promote or provide integrated health and welfare assistance,
  - 1.1.2. represent Legion beneficiaries by campaigning to ensure the government's Armed Forces Covenant is upheld,
  - 1.1.3. ensure continued Remembrance through coordinated events and education initiatives,
  - 1.1.4. promote opportunities for comradeship.
- 1.2. The four pillars of the Legion's Corporate Strategy are:
  - 1.2.1. **Welfare.** The Legion's Health and Welfare (H&W) strategy aims to provide the Armed Forces Community with person-centred, proactive and easy to access support and services which will enhance their health, welfare and independence. It also integrates a bespoke portfolio of assistance from the State, the Legion and other specialist providers to enable the members of this community to overcome barriers they face throughout their lives.
  - 1.2.2. **Representation.** The Legion's mission is to influence and advocate for the Armed Forces community so that they receive public and political support for their welfare and interests as enshrined in the principles of the Armed Forces Covenant.
  - 1.2.3. **Remembrance.** The Legion's Remembrance strategy is to lay out the process of building public awareness of Remembrance throughout the year, not only for the distant past, but also for recent and contemporary conflicts. It aims to create the understanding of sacrifice and offer the opportunity to remember those in the Armed Forces who have fallen and given their lives.
  - 1.2.4. **Comradeship.** The Legion aims to create an environment where comradeship, i.e. the sense of belonging and support with individuals who have shared experiences, can foster and grow. Comradeship is encouraged and supported by the Legion not only amongst those who are or were in the Armed Forces and their families, but also amongst those who have not served in the Armed Forces but wish to express their respect and support towards this community. In practice this is achieved by firstly giving beneficiaries and members access to a social network of like-minded people whom they can relate to and enabling them to build relationships combating social isolation, and secondly by organising activities that educate Legion supporters about the Service experience and serve as a space within which new volunteers and members may be found.

#### **2. Board of Trustees and Membership Council**

- 2.1. The Board of Trustees is the Legion's governing body. It is responsible for instructing and advising the Membership Council, Counties and branches in all matters.



### **1.1.3. STRUCTURE AND GOVERNANCE OF THE LEGION**

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2.2. The Board of Trustees consists of:

- 2.2.1. Elected National Chairman;
- 2.2.2. Elected National Vice-Chairman;
- 2.2.3. Appointed National President;
- 2.2.4. Chairman of the Royal British Legion Women's Section
- 2.2.5. Up to six (6) Appointed Members;
- 2.2.6. Up to seven (7) Elected Members, nominated and elected on a national, not regional, basis. Elections are staggered over a three year period. Each elected member of the Board of Trustees, apart from the National Officers, can be called upon by a County to explain policy, give guidance and settle disputes.

2.3. There are eighteen (18) Membership Council Electoral Regions. The branches within their Electoral Region elect their Region's representative member of the Membership Council. Elections are staggered over a three year period..

2.4. Head Office and field staff implement the policies and procedures agreed by the Board of Trustees and the Membership Council.

### **3. Membership interaction with the organisation**

3.1. To become a member of the Legion, an individual has to join a branch. Every Legion member is therefore a branch member. The branch is the key element in the Legion's structure. For social purposes, some branches have Clubs affiliated to them.

3.2. There are several types of branches:

- 3.2.1. Branches which cover a defined geographical area and come under the responsibility of the relevant County or District.
- 3.2.2. Overseas branches which come under the responsibility of an Overseas District, or those that do not come within a District but come under the direct control of the Membership Council.
- 3.2.3. National branches which are non-geographical branches and are often created by special interest groups. National branches come under the responsibility of the National Branches District.
- 3.2.4. Specialist branches whose formation is agreed by the Board of Trustees. These branches have the same powers and functions and are subject to the same or appropriately modified conditions, as other branches.

3.3. Branches may be formed into Groups, particularly in large Counties or Districts. Groups form the basis for mutual support, act as a forum and offer a communication link between the branch and the County.

3.4. The County Committee oversees the activities of the branches within its County and establishes Groups as it sees fit. It recommends to the Membership Council the closures, openings and status changes of the branches. It holds an Annual Meeting of

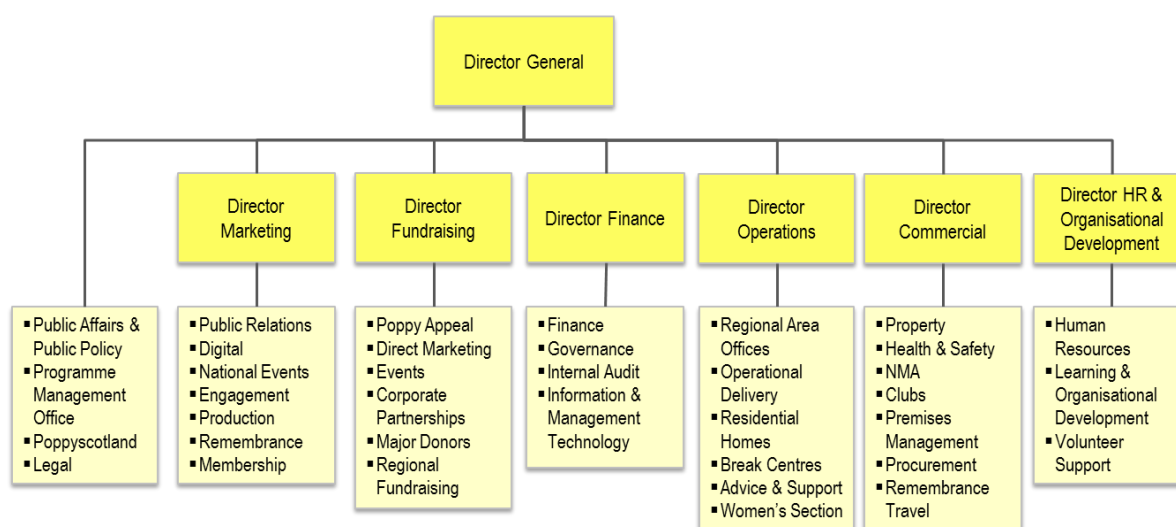
### 1.1.3. STRUCTURE AND GOVERNANCE OF THE LEGION

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the County Conference which may put Motions forward to the Annual Conference. It aids the Board of Trustees and the Membership Council in carrying out the work of the Legion and in welfare delivery through the Area Office. It also assists in the organisation of the Poppy Appeal and any other fundraising activities within the County. It can establish sub-Committees and their Terms of Reference.

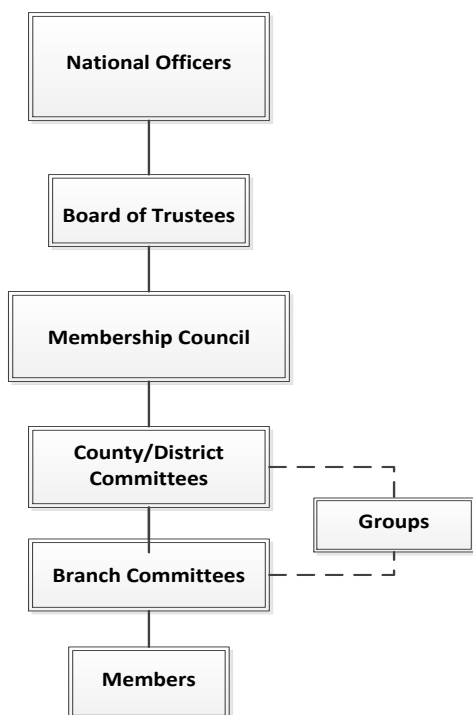
3.5. Legion Clubs are independent, not-for-profit, registered private members societies which are not part of the charity but which must be run in accordance with the law, the registered rules of the club and the conditions of the licence under which the club uses the name of the Royal British Legion in its title. The club must also comply with a tenancy agreement where the club occupies the property owned by the charity.

3.6. Organisation chart showing membership support staff

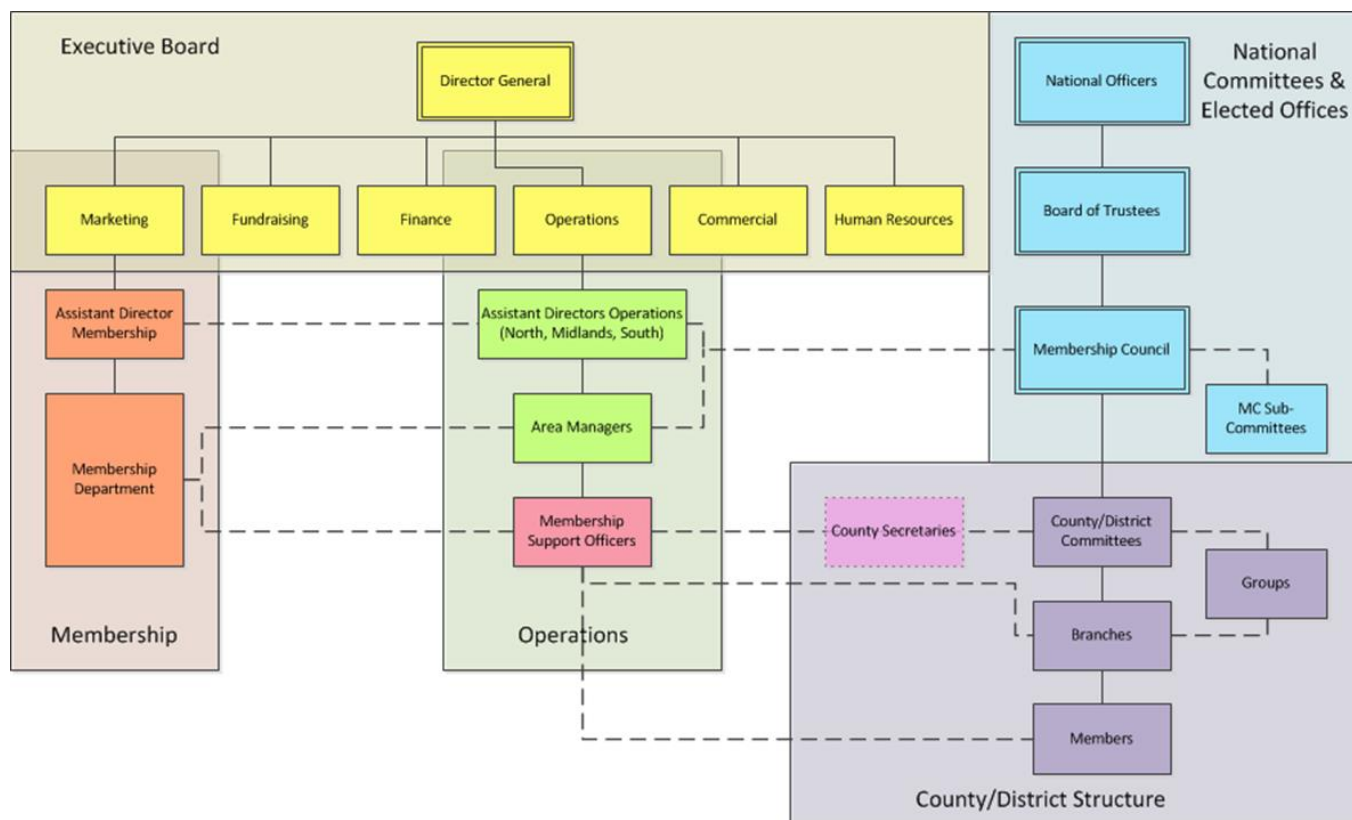


### 1.1.3. STRUCTURE AND GOVERNANCE OF THE LEGION

#### 3.7. Organisation chart (members)



#### 3.8. Organisation Communication Diagram, including Membership organisation:



## **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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### **1. Constitution**

1.1. The Membership Council (MC) will consist of two (2) members of the Board of Trustees appointed by the National Chairman, one of whom will be appointed by the National Chairman as Chairman of the MC and one who will be appointed by the National Chairman as Vice-Chairman of the MC; and eighteen (18) members, one (1) from each MC Electoral Region.

1.2. The Membership Council (18) Electoral Regions are as follows:

**1.2.1. Cornwall/Devon**

1.2.1.1. Cornwall

1.2.1.2. Devon

**1.2.2. Somerset/Wiltshire**

1.2.2.1. Somerset

1.2.2.2. Wiltshire

**1.2.3. Dorset/Hampshire/Isle of Wight**

1.2.3.1. Dorset

1.2.3.2. Hampshire

1.2.3.3. Isle of Wight

**1.2.4. London**

1.2.4.1. Greater London

**1.2.5. South East**

1.2.5.1. Kent

1.2.5.2. Surrey

1.2.5.3. Sussex

**1.2.6. East Anglia/Essex**

1.2.6.1. Cambridgeshire

1.2.6.2. Huntingdonshire

1.2.6.3. Essex

1.2.6.4. Norfolk

1.2.6.5. Suffolk

**1.2.7. South East Midlands**

1.2.7.1. Bedfordshire

1.2.7.2. Berkshire

1.2.7.3. Buckinghamshire

1.2.7.4. Hertfordshire

#### **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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1.2.7.5. Northamptonshire

1.2.7.6. Oxfordshire

**1.2.8. South West Midlands**

1.2.8.1. Gloucestershire

1.2.8.2. Herefordshire

1.2.8.3. Worcestershire

**1.2.9. West Midlands**

1.2.9.1. Birmingham

1.2.9.2. Shropshire

1.2.9.3. Staffordshire

1.2.9.4. Warwickshire

**1.2.10. East Midlands**

1.2.10.1. Derbyshire

1.2.10.2. Leicestershire

1.2.10.3. Lincolnshire

1.2.10.4. Nottinghamshire

**1.2.11. Wales**

1.2.11.1. Gwent

1.2.11.2. North Wales

1.2.11.3. South East Wales

1.2.11.4. South West Wales

**1.2.12. Yorkshire**

1.2.12.1. North & East Yorkshire

1.2.12.2. South & West Yorkshire

**1.2.13. Merseyside/Cheshire**

1.2.13.1. Cheshire

1.2.13.2. West Lancashire

**1.2.14. Manchester/Lancashire**

1.2.14.1. Greater Manchester

1.2.14.2. Lancashire

**1.2.15. Northern**

1.2.15.1. Cumbria

1.2.15.2. Isle of Man

#### **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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1.2.15.3. Northumbria

**1.2.16. Ireland**

1.2.16.1. Northern Ireland

1.2.16.2. Republic of Ireland

**1.2.17. National**

1.2.17.1. National Branches

**1.2.18. Overseas**

1.2.18.1. District Spain North

1.2.18.2. District Spain South

1.2.18.3. District Germany

1.2.18.4. Overseas Branches not under a District

1.3. In attendance are the Assistant Director Membership, Heads of Department and Managers from the Membership Division as required. On occasion other members of staff may be invited to attend meetings of the MC to assist with specific agenda items. A standing agenda item is to be allocated to Director Operations to allow briefing and feedback on operational matters.

1.4. A quorum will be one Trustee member and at least seven (7) of the elected members.

## **2. Election**

2.1. The eighteen (18) regional members of the MC will be elected by postal ballot of all branches in the Electoral Region for a three (3) year period. Any member or life member of the Legion can be nominated for a position on the MC.

2.2. Candidates will be elected by a simple majority, with the person receiving the highest number of votes being elected. [Chapter 1.1.4.1.](#) outlines the MC conduct of elections.

2.3. The tenure will be three (3) years and commence from the conclusion of the Annual Conference immediately following the election and continue as appropriate until the conclusion of the third Annual Conference following election.

2.4. Where an elected member of the MC resigns or is unable to continue for whatever reason, the Chairman of the MC shall invite the second-placed candidate in the election for that Region to fill the vacancy for the remainder of the tenure of the vacated position. Should there not be a second-placed candidate, or he declines, the Chairman of the MC may co-opt a member to fill the vacancy for the remainder of the tenure of the vacated position or until an election is held to fill the vacancy for the remainder of the tenure.

2.5. Elected members may serve a maximum of three (3) terms of three (3) years. Members may be re-elected to serve no more than three terms and one Partial Term (if their initial tenure is a partial term) for no more than a maximum of 10 years. Elected members serving prior to Annual Conference 2012 may, on completion of their tenure at or following Annual Conference 2012, serve a maximum of three (3) further terms of three (3) years.

#### **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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- 2.6. Being a MC member can be a physically and mentally demanding role, and candidates will need to ensure they have the time, physical fitness and good health to undertake it.

### **3. Chairman and Vice-Chairman of the Membership Council**

- 3.1. The Chairman and the Vice-Chairman of the Membership Council are appointed by the National Chairman.
- 3.2. In addition to the responsibilities outlined in the role profile, the Chairman of Membership Council is responsible for chairing the meetings of the Membership Council. He needs the skill and experience to guide the MC, and requires considerable knowledge of all aspects of the Legion's activities.
- 3.3. The Chairman needs to be aware that anything he says in this role will be taken as indicative of Legion views and policy. He must therefore ensure that messages are accurate and clear, and that the Legion's position is not misrepresented.
- 3.4. In the absence of the Chairman the meeting will be chaired by the MC Vice-Chairman.

### **4. Duties**

- 4.1. The MC will provide the Board of Trustees with a dedicated focus on The Royal British Legion Membership Organisation, in particular the needs of members and the support they give to the Legion's charitable work.
- 4.2. Subject to the over-riding duties and responsibilities of the Board of Trustees, the Membership Council responsibilities will include:
- 4.2.1. To develop a strategic framework for the Legion's Membership organisation.
  - 4.2.2. To develop and implement the Membership Plan.
  - 4.2.3. To take responsibility for the General Fund Budget and make recommendations on income and expenditure items.
  - 4.2.4. To make recommendations for the improvement of Membership administration.
  - 4.2.5. To take responsibility for the management and administration of Counties, who in turn are responsible for the management and administration of branches.
  - 4.2.6. To take direct responsibility for the management and administration of those branches not belonging to a County or District.
  - 4.2.7. To monitor all Membership services to ensure that they meet the expectations and needs of members.
  - 4.2.8. To provide policy input on Membership matters and reports as requested by the Board of Trustees or individual Directors.
  - 4.2.9. To approve the formation, amalgamation and closure of Counties, branches and sub-branches
  - 4.2.10. To approve the issue and withdrawal of Legion Club licences.
  - 4.2.11. To make recommendations for Membership IT support.
  - 4.2.12. To approve County model Bye-Laws, County Bye-Laws and branch model Bye-Laws.

#### **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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- 4.3. Subject to the over-riding duties and responsibilities of the Board of Trustees the MC will maintain and review matters of policy regarding:
- 4.3.1. Membership complaints procedures and related matters, in accordance with the Royal Charter and Legion Complaints Procedures in conjunction with the Legion Complaints Policy.
  - 4.3.2. Membership training policy, in conjunction with the Training Advisory Group.
  - 4.3.3. Legion youth policy.
  - 4.3.4. Legion bands policy.
  - 4.3.5. Legion sports policy.
  - 4.3.6. Legion Ceremonial policy, in conjunction with the Ceremonial Working Group.
  - 4.3.7. Legion cups and shields policy, in conjunction with the Legion Cups and Shields Adjudicating Group.
- 4.4. The MC may advise the National Conference Committee on Motions for Annual Conference, including Charter Motions from County Conferences and branches, in relation to Membership Council matters.
- 4.5. The MC may propose Motions for Annual Conference in relation to Membership Council matters.
- 4.6. The MC is responsible for advising the Board of Trustees on the management and control of County and branch assets, excluding property and trusts, in accordance with policy laid down by the Trustees.
- 4.7. Members of the MC adhere to the principle that whilst they are expected to participate in all decisions representing the views of both themselves and their Regions, once a majority decision is taken by the MC it must be honoured by all members as a Council decision. Any members unable to support majority Council decisions and wishing to pursue their own views outside the MC will be required to resign from the MC in order to do so.
- 4.8. Where necessary the MC Chairman will nominate Champions to cover specific areas of interest of Legion business.
- 4.9. The Membership Council Chairman reserves the right to ask an MC member to relinquish his position if there is an evident conflict with The Royal British Legion's mission, values and objectives, where there is failure to accept a majority decision of the Council or if they have been absent for three meetings over a twelve month period

#### **5. Method of work**

- 5.1. The MC will usually meet six (6) times per year. The meetings will be sequential with the meetings of the Board of Trustees to facilitate timely interaction between the two bodies. The Chairman of the MC may call a Special Meeting of the Council as necessary.
- 5.2. A Secretary will be appointed.
- 5.3. Work will be undertaken in the following format:
- 5.3.1. Meeting Agenda.



#### **1.1.4. MEMBERSHIP COUNCIL TERMS OF REFERENCE**

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5.3.2. Reports produced for consideration (including sub-committee work where considered necessary) will be circulated prior to the meeting to MC members by e-mail. The agenda and briefing papers will be published on the intranet after the meeting. Confidential items will be published in the secure area.

5.3.3. Decision minutes will be circulated to MC members and will be published on the MC area of the intranet.

### **6. Reporting**

6.1. The MC will report to the Board of Trustees in two ways:

6.1.1. Decision minutes of meetings, highlighting decisions taken and recommendations for consideration by the Board of Trustees.

6.1.2. Detailed reports on specific proposals as required.

### **7. Retirement, Resignation or Dismissal of Membership Council Members**

7.1. The Royal British Legion recognises that there are certain circumstances when the tenure of a Membership Council member must come to an end. The following circumstances will make the role of the member untenable:

7.1.1. His/her written notice of resignation;

7.1.2. His/her becoming bankrupt or insolvent;

7.1.3. His/her becoming incapable for medical reasons of fulfilling the duties of a Membership Council member;

7.1.4. His/her being directly or indirectly interested in any contract linked to Branch activities and failing to declare that interest;

7.2. The Membership Council Chairman reserves the right to ask any Membership Council member to relinquish his/her office if there is an evident conflict with The Royal British Legion's mission, values and objectives, or where there is failure to accept a majority decision of the Membership Council or Board of Trustees.

#### **1.1.4.1 MEMBERSHIP COUNCIL CONDUCT OF ELECTIONS**

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##### **1. Election Process**

- 1.1. For clarity all insertions in the forms, except signatures, are to be in BLOCK CAPITAL LETTERS.
- 1.2. Spoilt ballot papers will not be included in any count.
- 1.3. Should there be only one valid nomination in an Electoral Region, the person nominated shall be deemed elected. Negative voting, including the “for or against” type, is not permitted under any circumstances and will render a ballot paper invalid.
- 1.4. In cases where no Membership Council member is elected, the MC Chairman may co-opt a member that meets the criteria set out in paragraph 3.3.
- 1.5. Should there be more than one candidate every branch in the Electoral Region will have the opportunity to vote.

##### **2. Guidance on the content of a CV**

- 2.1. In order to validate a candidate’s nomination a CV submission is required. It is recommended the CV is no longer than one A4 page.
- 2.2. In constructing their CV, candidates should consider what would most help the decision of those voting. Suggested items to consider include:
  - 2.2.1. Name.
  - 2.2.2. Legion specific experience.
  - 2.2.3. Relevant professional experience and qualifications including Financial, commercial and legal experience .
  - 2.2.4. Relevant other experience.
  - 2.2.5. A personal statement outlining what the candidate would bring to the position and would hope to achieve.
- 2.3. CVs may be edited prior to dissemination and candidates may be asked to make alterations which they may accept or decline.
- 2.4. No canvassing, either direct or indirect, shall be permitted.

##### **3. Actions during the election process**

- 3.1. Elections to the Membership Council are held on a three (3) year cycle. Each year the Secretary to the Membership Council will invite Branches within the Electoral Regions affected to submit nominations.
- 3.2. The Secretary to the Membership Council will issue nomination papers to each Branch by the 1<sup>st</sup> October in each of its election years.
- 3.3. Each Branch may, in the year in which its Electoral Region is due to elect a member of the Membership Council, nominate one person who is a current Member or Life Member of a Branch within the Electoral Region for election as a member of the Membership Council. Nominations may be received by branches that have:

#### **1.1.4.1 MEMBERSHIP COUNCIL CONDUCT OF ELECTIONS**

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- 3.3.1. Submitted, on or before the 30 September, immediately preceding the elections, their receipts and payments accounts for the Legion's previous Field Financial Year; and
- 3.3.2. Submitted, on or before the 31 December immediately preceding the elections, their completed Form MS1 for the Legion's current Corporate Financial Year.
- 3.4. The person must reside within the electoral Region which they represent. Candidates for the National Branches Region must reside in the United Kingdom. Candidates for the Overseas region must reside in the European Economic Area (EEA).
- 3.5. The nomination must be proposed, seconded and voted upon at a Branch General Meeting, not a Branch Committee meeting. If there is more than one candidate a vote will be held and the winning candidate shall be the one polling the most votes. If there is a tie for first place, the election shall be determined by lot between the tied candidates.
- 3.6. After the Branch meeting has made its decision, the Branch Secretary will send to the Secretary to the Membership Council the Branch's nomination form together with a copy of the candidate's CV. The nomination form must be signed as accepted by the candidate.
- 3.7. Such nominations must reach the Secretary to the Membership Council not later than 1700hrs on the second (2<sup>nd</sup>) Friday in December.
- 3.8. On receipt of completed nomination forms from Branches the Secretary to the Membership Council will verify that all candidates are Members or Life Members and then inform the candidate, the Branch and the local Membership Support Officer that the nominations have been received and whether they comply with these instructions. Any non-compliant nominations will be rejected.
- 3.9. The Secretary to the Membership Council will notify the Director General, the Chairman of the Membership Council, the Membership Support Officer, the candidate and the Branch concerned of this.
- 3.10. Where an election is to be held, the Secretary to the Membership Council will forward the nomination forms and CV to an independent external body (e.g. the ERS).
- 3.11. The external body will, by 31 January, send ballot papers and the candidates' CV to the Branches in each relevant Electoral Region, accompanied by a pre-paid envelope addressed to the external body marked "Ballot Paper MC". Ballot papers will only be issued to branches that have:
  - 3.11.1. Submitted, on or before the 30 September, immediately preceding the elections, their receipts and payments accounts for the Legion's previous Field Financial Year; and
  - 3.11.2. Submitted, on or before the 31 December immediately preceding the elections, their completed Form MS1 for the Legion's current Corporate Financial Year.
- 3.12. As soon as possible after receipt of the ballot paper, but within the timescale outlined below, the Branch Secretary must place the ballot paper and candidates' CV before a meeting of the Branch (not a Branch Committee meeting).

#### **1.1.4.1 MEMBERSHIP COUNCIL CONDUCT OF ELECTIONS**

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- 3.13. The Branch will decide on its preferred candidate and mark the ballot paper accordingly. Should more than one candidate have a mark against their name, the ballot paper will not be included in the ballot but will be considered a spoilt paper.
- 3.14. The Branch Secretary will also record the Branch's decision in the minutes of the Branch meeting.
- 3.15. The Branch Chairman and one other Branch Committee member will sign the ballot paper and seal it in the envelope provided.
- 3.16. The Branch Secretary is to ensure that the envelope is correctly sealed and return to the external body no later than 1700hrs on the last Friday in March.
- 3.17. The external body will receive and retain all returned envelopes in a secure place and note any envelope that has been opened or not sealed correctly and immediately report the facts to the Director General.
- 3.18. On the Monday following the last Friday in March the external body will open and count the votes cast for each candidate.
- 3.19. Any Branch ballot paper which has been completed incorrectly or arrives after 1700hrs on the last Friday in March, will be declared void and the envelope and the papers forwarded to the Director General, who will inform the Branch concerned.
- 3.20. The elected candidate will be the one polling the most votes.
- 3.21. The external body will inform the Director General of the result of the ballot and he will then inform the candidates and Legion formations. In the event of a tie, the National Chairman, witnessed by the Director General, will draw lots.

#### **1.1.4.2 MEMBERSHIP COUNCIL ROLE DESCRIPTION AND SPECIFICATION**

### **1. General Responsibilities**

- 1.1. Membership Council members are responsible for management, administration, governance and probity of the membership organisation.
- 1.2. Membership Council members must always act in the best interests of the charity. They must not gain financial or other benefit from membership of the Council, and must conduct themselves in a way that does not damage the charity.
- 1.3. Membership Council members take decisions together and are then collectively responsible for their implementation.
- 1.4. Membership Council members must exercise the appropriate levels of care and skill in carrying out their duties particularly if they have special knowledge, experience or qualifications.
- 1.5. Membership Council members must ensure that the Legion embraces a vision, mission and strategic direction for the membership, which are understood by the membership, staff and the public.
- 1.6. Membership Council members must ensure the Legion's membership policies and procedures support the corporate plan.
- 1.7. Membership Council members delegate responsibility for the day-to-day running of the RBL to the Membership Department.
- 1.8. Membership Council members must ensure that appropriate controls and reporting systems are in place to measure overall performance and compliance with procedures.
- 1.9. Membership Council members must ensure that the membership organisation acts within the terms of the Royal Charter.
- 1.10. Membership Council members are responsible for organising briefings within their Electoral Regions.

### **2. General**

- 2.1. Membership Council Members must undertake induction and training in order to fully understand their role and responsibilities and the workings of the Legion.
- 2.2. Membership Council Members will be paid reasonable out-of-pocket expenses.
- 2.3. The Membership Council Working Groups are
  - 2.3.1. Ceremonial Working Group (CWG)
  - 2.3.2. Cups and Shields Adjudicating Working Group (CSAWG)
  - 2.3.3. Legion Complaints Committee (LCC)
  - 2.3.4. Training Advisory Group (TAG)
  - 2.3.5. County Budget Working Group (C/DBWG)
  - 2.3.6. Public Policy Panel (PPP)
- 2.4. Membership Council members must be prepared to serve on these Working Groups.
- 2.5. Membership Council members are expected to attend Annual Conference.

#### **1.1.4.2 MEMBERSHIP COUNCIL ROLE DESCRIPTION AND SPECIFICATION**

- 2.6. Membership Council members can attend County Committee meetings of the Counties within their Electoral Region without invitation.
- 2.7. Membership Council members should attend the Annual General Meeting of County Conference of the Counties within their Electoral Region.
- 2.8. Membership Council members must be prepared to give sufficient time to properly and diligently carry out their duties.
- 2.9. Membership Council members must not be elected Officers (Chairman, Vice-Chairman) at County level. In any other RBL appointments, any possible conflict of interest must be declared and the Council's interests must always prevail.

### **1.1.4.3 COUNTY/DISTRICT BUDGET WORKING GROUP TERMS OF REFERENCE**

#### **1. Aims**

- 1.1. The County Budget Working Group (C/DBWG) will consider all financial applications from Legion Counties and Districts for administrative, training and events grants.
- 1.2. The C/DBWG shall prepare the grant application guidance for County Treasurers and any amendments which may be required.

#### **2. Approach**

- 2.1. The C/DBWG will normally meet at least annually.
- 2.2. During the meeting, the C/DBWG will consider all County budget submissions for administrative, training and events grants.
- 2.3. Any queries about County submissions will be dealt with by the Secretary immediately following the meeting.
- 2.4. The allocations agreed at the meeting will be presented to the Membership Council by one of the two C/DBWG members for ratification.

#### **3. Governance**

- 3.1. The C/DBWG is a sub-committee of the Membership Council.
- 3.2. The National Vice-Chairman is the Chairman of the C/DBWG.
- 3.3. All members will serve for a term of maximum three years on the Group. The Membership Council may reappoint any member of the C/DBWG to serve further terms.
- 3.4. Membership of the Working Group will be based on years beginning from the date of the Legion's Annual Conference; any changes in membership will take place at the first meeting of the year following Annual Conference.

#### **4. Membership**

- 4.1. Members of the C/DBWG are:
  - 4.1.1. The National Vice-Chairman
  - 4.1.2. Two members of the Membership Council.
- 4.2. In attendance at the meetings are:
  - 4.2.1. The Head of Membership.
  - 4.2.2. A Finance Management Accountant.
  - 4.2.3. The Secretary will be the Membership Policy and Administration Manager .

#### **5. Quorum**

- 5.1. The following are the requirements for quorum and voting:
- 5.2. Two (2) members will form a quorum.
- 5.3. Votes will be taken by a show of hands.

#### **1.1.4.4 CEREMONIAL WORKING GROUP TERMS OF REFERENCE**

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##### **1. Aims**

- 1.1. The Ceremonial Working Group (CWG) will consider all matters of a ceremonial nature.
- 1.2. The CWG shall maintain the Ceremonial Handbook.

##### **2. Approach**

- 2.1. The CWG will meet at least three (3) times a year.
- 2.2. The agenda will be circulated to CWG members at least one (1) week prior to each meeting.
- 2.3. Decision and action minutes will be circulated to all members.
- 2.4. Minutes will be presented to the Membership Council by the CWG Chairman.

##### **3. Governance**

- 3.1. The CWG is a sub-committee of the Membership Council.
- 3.2. The Chairman must be a member of the Membership Council.
- 3.3. The Secretary of the CWG will forward the minutes of meetings to the Membership Council.
- 3.4. Membership of the Working Group will be based on years beginning from the date of the Legion's Annual Conference; any changes in membership will take place at the first meeting of the year following Annual Conference.

##### **4. Membership**

- 4.1. Members of the CWG are:
  - 4.1.1. Three members of the Membership Council, one of whom shall be appointed as Chairman by the Membership Council Chairman.
  - 4.1.2. The National Parade Marshal. An Assistant National Parade Marshal may be appointed if the National Parade Marshal is unable to attend.
  - 4.1.3. The Women's Section National Parade Marshal. An Assistant National Parade Marshal may be appointed if the National Parade Marshal is unable to attend.
- 4.2. In attendance at the meetings are:
  - 4.2.1. A staff member of the National Events team.
  - 4.2.2. The Secretary will be the Membership Governance Administrator.

##### **5. Quorum**

- 5.1. The following are the requirements for quorum and voting:
- 5.2. Three (3) members will form a quorum.
- 5.3. Votes will be taken by a show of hands.



## **1.1.4.5 CUPS & SHIELDS ADJUDICATING WORKING GROUP TORS REFERENCE**

### **1. Aims**

1.1. The Cups and Shields Adjudicating Working Group (CSAWG) will consider all matters relating to the following Legion Awards:

1.1.1. The Haig Cup	1.1.2. The Knox Shield
1.1.3. The Jellicoe Cup	1.1.4. The Downing Shield
1.1.5. The Jellicoe Shield	1.1.6. The Poppy Appeal Trophy
1.1.7. The Churchill Shield	1.1.8. The Hughes Trophy
1.1.9. The McCrae Shield	1.1.10. The Ian Hamilton Cup
1.1.11. The Noel Rogers Trophy	1.1.12. The Bucher Trophy
1.1.13. The Maurice Challenge Cup	

1.2. The CSAWG shall prepare and maintain the criteria for application for the above mentioned Legion Awards.

1.3. The CSAWG will decide on the final winners of the above mentioned awards. The decision will be based either on the submitted applications or on the statistics provided by the relevant divisions.

### **2. Approach**

2.1. The CSAWG will meet at least two (2) times a year.

2.2. The agenda will be circulated to members at least one (1) week prior to each meeting.

2.3. Decision and action minutes will be circulated to all members.

2.4. Minutes will be presented to the Membership Council by the CSAWG Chairman.

### **3. Governance**

3.1. The CSAWG is a sub-committee of the Membership Council.

3.2. The Chairman must be a member of the Membership Council.

3.3. The Secretary will forward the minutes of meetings to the Membership Council.

3.4. All members will serve for a term of three years on the Group. The Membership Council may reappoint any member of the CSAWG to serve further terms.

3.5. Membership of the Working Group will be based on years beginning from the date of the Legion's Annual Conference; any changes in membership will take place at the first meeting of the year following Annual Conference.

### **4. Membership**

4.1. Members of the CSAWG are four (4) members of the Membership Council, one of whom shall be appointed as Chairman by the Membership Council Chairman.

4.2. The Secretary will be the Annual Conference Administrator.

### **5. Quorum**

5.1. The following are the requirements for quorum and voting:

5.2. Three (3) members will form a quorum.

5.3. Votes will be taken by a show of hands

#### **1.1.4.6 LEGION COMPLAINTS COMMITTEE TERMS OF REFERENCE**

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##### **1. Aims**

- 1.1. The Legion Complaints Committee (LCC) will decide on complaints, appeals and connected matters within the Legion carried out under the Royal Charter and the Legion Complaints Procedures.
- 1.2. The LCC is empowered by the MC to hear appeals against decisions taken by an Investigation Panel. Such decisions can be as a result of an investigation or an appeal.
- 1.3. Having heard an appeal, the LCC may uphold or dismiss a complaint and increase, decrease or dismiss the award or amend the findings or recommendations of an IP.
- 1.4. The LCC is to review periodically the Legion's procedures as laid down in the Legion Complaints Procedures.

##### **2. Approach**

- 2.1. The LCC will be scheduled in line with the MC meetings or as otherwise required.
- 2.2. Investigations will be carried out by an Investigation Panel (IP) appointed by the Chairman of the LCC.
- 2.3. The LCC shall hear Appeals in accordance with the Royal Charter and the Complaints Procedures, and limit the scope of their enquiries to the IP's Terms of Reference contained in the Appeal Convening Instructions.
- 2.4. The LCC shall consist of five MC members, one of whom will be appointed as Chairman by the Chairman of the MC.
- 2.5. The LCC will report its findings as directed in the Appeal Convening Instructions. The LCC may add a rider outside of the scope of the recommendations of the report to bring matters to the attention of the MC.

##### **3. Governance**

- 3.1. The LCC will report to the Membership Council.
- 3.2. All members will serve for a term of three years on the LCC. The Membership Council may reappoint any member of the LCC to serve further terms.
- 3.3. Membership of the LCC will be based on years beginning from the date of the Legion's Annual Conference; any changes in membership will take place at the first meeting of the year following Annual Conference.

##### **4. Membership**

- 4.1. The LCC will consist of five members of the Membership Council, one of whom shall be appointed Chairman by the Chairman of the Membership Council.
- 4.2. The Secretary to the LCC is the Membership Management Adviser.

##### **5. Quorum**

- 5.1. The following are the requirements for quorum and voting:
- 5.2. Three members will form a quorum.
- 5.3. Votes will be carried out by a show of hands

#### **1.1.4.7 TRAINING ADVISORY GROUP TERMS OF REFERENCE**

### **1. Aims**

- 1.1. The \*TAG is responsible for the formulation and development of training policy and the coordination, implementation and delivery of that policy within the Legion for all members.
- 1.2. The TAG must consider the membership training budget submission and approve the Membership Training Course Programme and Membership Training Handbook.
- 1.3. The TAG provides feedback report on performance to the Membership Council.
- 1.4. Any exceptional items which fall outside the agreed annual budget or amendments to strategy or policy are reported to the Membership Council.

### **2. Approach**

- 2.1. The TAG will meet at least three (3) times a year.
- 2.2. There will be a meeting between April and June to consider the budget and course programme for the following year.
- 2.3. There will be a formal agenda (Appendix 1) to which members may add points by informing the TAG Secretary at least two (2) weeks prior to a meeting.
- 2.4. The agenda will be circulated to TAG members at least one (1) week prior to each meeting.
- 2.5. Decision and action minutes will be circulated to the members.
- 2.6. Minutes will be presented to the Membership Council by the TAG chairman.
- 2.7. The minutes of the TAG meetings will be published on the CTO site, which is password protected.
- 2.8. All membership training policy, once approved, will be implemented by the Membership Support Manager.
- 2.9. Membership Training budget submissions will be submitted to the Deputy Director General by the Head of Membership.

### **3. Governance**

- 3.1. The Training Advisory Group (TAG) is a sub-committee of the Membership Council and the Chairman will be appointed by the Membership Council Chairman.
- 3.2. The Chairman must be a member of the Membership Council.
- 3.3. The TAG is to ensure that it operates within the parameters set by The Royal Charter and the Corporate Plan. It should also strive to meet best practice, as laid down by the Chartered Institute of Personnel and Development (CIPD), the National Council for Voluntary Organisations (NCVO) and other appropriate bodies.
- 3.4. All members will serve for a term of three years on the Group. The Membership Council may reappoint any member of the TAG to serve further terms.

Membership of the Working Group will be based on years beginning from the date of the Legion's Annual Conference; any changes in membership will take place at the first meeting of the year following Annual Conference.

#### **1.1.4.7 TRAINING ADVISORY GROUP TERMS OF REFERENCE**

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#### **4. Membership**

- 4.1. The Chairman is a member of the Membership Council appointed by the Chairman of the Membership Council.
- 4.2. Three (3) members of the Membership Council appointed by the Membership Council Chairman.
- 4.3. A Women's Section representative appointed by the Women's Section Chairman.
- 4.4. A representative appointed by Director Operations.
- 4.5. A representative appointed by the Head of Volunteering.
- 4.6. The Secretary for the TAG is the Membership Support Manager.
- 4.7. The National Secretary of the Women's Section may attend as an observer.
- 4.8. The TAG Chairman may invite interested parties, including Directors when appropriate, to attend meetings.

#### **5. Quorum**

- 5.1. The following are the requirements for quorum and voting:
- 5.2. Three (3) members will form a quorum.  
Votes will be taken by a show of hands.

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

### **1. Aims**

- 1.1. The MC has identified a number of specific focus areas for development to best support revitalising Membership. The MC members will be required to follow the Champion Subject Terms of Reference in order to develop these areas.
- 1.2. The MC Champions will be nominated by the MC Chairman and reviewed on an Annual basis and in consideration of the experience of MC members.
- 1.3. MC Champions are to submit quarterly reports to the Membership Council Secretary to enable other MC members to receive regular updates.
- 1.4. Champions will be nominated for the following subjects:
  - 1.4.1. Bands
  - 1.4.2. Ceremonial
  - 1.4.3. Club/Branch Liaison
  - 1.4.4. Equality & Diversity
  - 1.4.5. Finance
  - 1.4.6. Fundraising
  - 1.4.7. Marketing
  - 1.4.8. Overseas
  - 1.4.9. Participation
  - 1.4.10. Recruiting & Retention
  - 1.4.11. Remembrance
  - 1.4.12. Training
  - 1.4.13. Volunteering
  - 1.4.14. Youth

### **2. Bands**

- 2.1. Role Purpose:** To take an active role in the development and implementation of the Legion Bands Policy and address any issues of non-compliance through the Membership Council.
- 2.2. Key tasks and responsibilities:**
  - 2.2.1. To represent the interests of Legion Licensed Bands on the Membership Council.
  - 2.2.2. To liaise with Membership Department on the administration of TRBL Bands.
  - 2.2.3. To contribute to the further development of the Legion Band Policy and the introduction of measures to ensure compliance.
  - 2.2.4. To be conversant with the Legion Youth Policy and understand any impact on Legion bands in relation to safeguarding the interests of children and young people.

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

2.2.5. To liaise with the Director of Music TRBL on administrative matters concerning TRBL Bands.

2.2.6. To attend all meetings in connection with TRBL Bands as necessary.

2.2.7. Continually review procedures and where necessary or requested to formulate and prepare papers for consideration at a full Membership Council meeting.

#### **2.3. Experience:**

2.3.1. Knowledge of Legion Band Policy and Legion Youth Policy.

### **3. Ceremonial**

**3.1. Role Purpose:** The Ceremonial Champion takes an active role in the formulation and development of ceremonial policy including the co-ordination, implementation and delivery of that policy across the Legion alongside the Ceremonial Working Group.

#### **3.2. Tasks and responsibilities**

3.2.1. To attend the Ceremonial Working Group, whose tasks and responsibilities include the formulation of ceremonial policies used by Legion standard bearers, parade marshals and those organising ceremonial events.

3.2.2. To continually review ceremonial procedures and where necessary or requested to formulate and prepare papers for consideration at a meeting of the Ceremonial Working Group.

3.2.3. Be prepared to be responsive and answers member's questions and resolve any difficulties of a Ceremonial nature in conjunction with the Chairman of the Ceremonial Working Group and the Membership Governance Administrator.

#### **3.3. Experience**

3.3.1. A full understanding of Legion ceremonial procedures

3.3.2. Experience of serving in a Ceremonial Role within the Legion.

### **4. Club/Branch Liaison**

**4.1. Role Purpose:** To promote a relationship of mutual understanding between Legion branches and clubs and safeguard the values and assets of the Legion and promote the viability of the branch where clubs fail.

#### **4.2. Key tasks and responsibilities**

4.2.1. Encourage Counties to appoint a Branch/Club Liaison representative with knowledge of Branch and Club procedures on to their County Committee so as to advise County Committees of the potential loss of members on the closure of a Club as well as alert them to the current situation with regard to Clubs in their Counties.

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

- 4.2.2. To promote awareness amongst Branch and Club Committees of each other's responsibilities towards the membership of their Branch and Club as well as the content of the Royal Charter and Club Rules and how they affect each other.
- 4.2.3. To work with the RCRMs to discuss and analyse the Club Licence Tracker and Review so as to give early warning of possible Club closure.
- 4.2.4. To develop a platform for County Branch/Club Liaison representatives and the relevant RCRM within the Electoral Regions.
- 4.2.5. To hold regular meetings with the RCRMs and the National Clubs Administration Manager (NCAM) to analyse and discuss the situation regarding Royal British Legion Clubs and identify subsequent actions where clubs are deemed at risk.
- 4.2.6. To ensure compliance at County level with existing procedures for members to be contacted when Clubs are at risk of closure and there is a risk of large membership loss.
- 4.2.7. To encourage a closer working relationship between branches and clubs with regard to fundraising activities, hosting Legion events and ex-Service associations, including support to the Youth Affiliation programme and work with Cadets.
- 4.2.8. To work with Head Office staff in identifying anomalies between Club and Branch Accounts to ward off any possible anomalies and misuse of Legion funds.
- 4.2.9. To encourage County or Area Club Forums offering clubs an opportunity to discuss shared issues and problems.
- 4.2.10. To encourage branches to invite Club Officers to Branch Committee meetings and vice-versa or to hold joint meetings of Club and Branch Officers.

#### **4.3. Experience**

- 4.3.1. County and Branch Management experience
- 4.3.2. Club Committee experience

### **5. Equality and Diversity**

**5.1. Role Purpose:** To take an active role in all matters relating to equality and diversity including the development and implementation of policy and procedures relating to equality and diversity at National, County and Branch level.

#### **5.2. Key tasks and responsibilities**

- 5.2.1. To liaise with Head Office departments on current and proposed initiatives.
- 5.2.2. To liaise with the Legion Complaints Committee on any ongoing issues relating to equality and diversity.
- 5.2.3. To advise the Membership Council on equality and diversity issues which may arise.
- 5.2.4. To address inappropriate behaviours, making appropriate overtures to the party who may, simply out of ignorance, be at the bottom of the issue, accepting that

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

people from different backgrounds have different views while still being able to communicate what is not acceptable under any circumstances.

- 5.2.5. To work with the Membership Support Manager on including equality and diversity in the membership training modules.

#### **5.3. Experience**

- 5.3.1. Knowledge of Equality and Diversity policies for staff and volunteers and the Values of the Legion
- 5.3.2. Knowledge of the Membership Complaints Procedures

### **6. Finance**

- 6.1. Role Purpose:** To take an active role in all financial matters concerning the membership and their interface with the Membership, IT and Finance departments.

#### **6.2. Key tasks and responsibilities**

- 6.2.1. To review the processes, systems and documentation for County and Branch financial returns and ensure they are fit for purpose.
- 6.2.2. To promote the continued improvement and development of the LOMAS system and training.
- 6.2.3. To liaise with the Finance department on all membership financial matters and act as a sounding board as requested.
- 6.2.4. To attend Finance and Membership meetings as requested.
- 6.2.5. To continually review financial procedures and where necessary or requested to formulate and prepare papers for consideration at a full Membership Council meeting.
- 6.2.6. To work with the Membership Support Manager in developing adequate and appropriate training for members volunteering in financial positions, specifically Treasurer or Independent Examiner.

#### **6.3. Experience**

- 6.3.1. Experience of financial accounting out with the Royal British Legion
- 6.3.2. A full understanding of Legion accounting processes and procedures
- 6.3.3. Experience as Branch or County Treasurer
- 6.3.4. Knowledge of all aspects of LOMAS and electronic book keeping
- 6.3.5. Knowledge of Microsoft Office systems, in particular Excel

### **7. Fundraising**

- 7.1. Role Purpose:** To act as the primary point of contact for the Membership Council with the Fundraising Directorate in order to enhance collaborative working between the



#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

Membership and Fundraising and to ensure that membership fundraising, promotional and merchandising activity is in line with agreed policies and procedures.

#### **7.2. Tasks and responsibilities**

- 7.2.1. To liaise on a regular basis with relevant fundraising POCs, in particular the Head of Regional Fundraising.
- 7.2.2. To advise on the potential impact to Membership of any new fundraising initiatives.
- 7.2.3. To be the first point of contact for merchandise purposes and to encourage the membership to put forward ideas for potential merchandising items.
- 7.2.4. To maintain a working knowledge of the Poppy Shop catalogue, in particular the membership specific items, and to regularly review sales reports.
- 7.2.5. To liaise with the Ceremonial Working Group on ceremonial items.
- 7.2.6. To act as a conduit between the Fundraising directorate and the Membership Council, including branding guidelines, relevant procedures as well as initiatives and merchandising opportunities and to advise on communicating these to the wider membership.
- 7.2.7. To review compliance with branding and trading guidelines and make recommendations to ensure this.
- 7.2.8. To lead on promotion of fundraising initiatives for cascade to the wider Membership.
- 7.2.9. To advise on resolution of issues at branch and County level involving Fundraising staff and membership volunteers.

#### **7.3. Experience**

- 7.3.1. Knowledge of policies and procedures relating to trading and branding within the Legion.
- 7.3.2. Experience as a Branch or County Recruiter or Poppy Appeal/Fundraising volunteer.

### **8. Marketing**

**8.1. Role Purpose:** To act as the primary point of contact for the Membership Council with the Marketing Directorate in order to enhance collaborative working and to ensure that membership branding and communications are in line with agreed policies and procedures.

#### **8.2. Tasks and responsibilities**

- 8.2.1. To liaise on a regular basis with the Marketing Heads of Department.
- 8.2.2. To advise on the potential impact to Membership of any new initiatives.
- 8.2.3. To act as Chairman of the Branch Website Working Group.
- 8.2.4. To act as a conduit between the Marketing directorate and the Membership Council, including branding guidelines, relevant procedures as well as new

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

initiatives and opportunities and to advise on communicating these to the wider membership.

8.2.5. To review compliance with branding guidelines and make recommendations to ensure this.

8.2.6. To liaise where necessary between members at Branch and County level and Head Office on branding and communications issues.

#### **8.3. Experience**

8.3.1. Knowledge of policies and procedures relating to branding and media within the Legion

8.3.2. Experience as a Branch or County Recruiter or PR

### **9. Overseas**

**9.1. Role Purpose:** The Overseas Champion is the elected MC member for Overseas and acts as the conduit between Overseas Districts and branches, the MC and BOT.

#### **9.2. Task and responsibility**

9.2.1. To ensure that Overseas concerns and representations are conveyed and dealt with appropriately.

9.2.2. To ensure that all Overseas Districts and branches adhere to the MHB and the Royal Charter and local Law.

9.2.3. To ensure Overseas Districts discharge their responsibility correctly.

9.2.4. To ensure that stand-alone branches, all of whom fall under the direct responsibility of the MC, are correctly administered by their Branch Committee.

9.2.5. To assist Overseas Districts and Branches to seeking solutions to local problems unique to their locality.

9.2.6. To liaise with the Membership Support officer (Overseas), Membership training, District and branches to ensure Overseas training needs are met.

#### **9.3. Experience**

9.3.1. Served as a District or Branch Officer or Committee Member overseas

9.3.2. Have an understanding of Legion accounting processes and procedures

9.3.3. Ability to acknowledge and express the requirements of the Legion are paramount to the correct management of Overseas District and Branches

9.3.4. Ability to convey the various and complex needs of Overseas District and Branches, enabling the Legion, District and branch to operate overseas without conflict.

### **10. Participation**

**10.1. Role Purpose:** To take an active role in engaging the Membership in the four pillar activity and fundraising.

#### **10.2. Tasks and responsibilities**

- 10.2.1. Give the Membership perspective on County and Branch participation in the delivery of welfare.
- 10.2.2. Liaise with the Public Policy and Public Affairs team on how the membership can contribute to the Legion's representation work.
- 10.2.3. Attend meetings about branch and individual membership activity within the four pillar framework as requested.
- 10.2.4. Promote participation of members in Legion commemorative, ceremonial, fundraising, sports and promotional events.
- 10.2.5. Continually review Legion events and activities to identify opportunities for members to actively participate.

#### **10.3. Experience**

- 10.3.1. A background in the role of volunteers in the Royal British Legion
- 10.3.2. A full understanding of the various volunteering roles
- 10.3.3. Experience as a Branch or County Recruiting Officer

### **11. Recruiting & Retention**

**11.1. Role Purpose:** To take an active role in all matters relating to recruiting and retention of membership

#### **11.2. Tasks and responsibilities**

- 11.2.1. To review, develop and promote policies and procedures relating to recruitment and retention at National, County and Branch level.
- 11.2.2. To liaise with the Membership Department on most recent statistics and current and proposed initiatives.
- 11.2.3. Actively assist and advise, when requested, County Recruiters and Recruiting Advisers on policy and related matters.
- 11.2.4. To monitor statistics on levels of recruitment and retention and the decline in membership.
- 11.2.5. Advise the Membership Council on recruiting and retention matters.

#### **11.3. Experience**

- 11.3.1. Knowledge of policies relating to recruitment within the Legion
- 11.3.2. Experience as a Branch or County Recruiter

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

11.3.3. Be conversant with membership procedures on joining, fees, holding recruitment events and membership administrative matters

11.3.4. Knowledge of youth affiliation policy and procedures.

### **12. Remembrance**

**12.1. Role Purpose:** To take an active role in the delivery of Legion commemorative events

#### **12.2. Tasks and responsibilities**

12.2.1. To work in conjunction with the Ceremonial Working Group on ceremonial policies and procedures and where necessary prepare papers to put forward amendments.

12.2.2. To liaise with the Director Marketing on the Festival of Remembrance.

12.2.3. To provide guidance to Counties and branches organising high profile commemorative events.

12.2.4. To ensure that ceremonial items used for commemorative events are in line with Legion policy and procedures.

12.2.5. To liaise with the Events team on large scale commemorative events.

#### **12.3. Experience**

12.3.1. A full understanding of Legion ceremonial procedures

12.3.2. Understanding of ceremonial conduct and Protocol

12.3.3. Experience of organising commemorative events

12.3.4. Experience of serving in a Ceremonial Role within the Legion

### **13. Training**

**13.1. Role Purpose:** To take an active role in the formulation and development of training policy, including the co-ordination, implementation and delivery of that policy within the Legion for all members in conjunction with the Membership Support Manager.

#### **13.2. Tasks and responsibilities**

13.2.1. To chair the Training Advisory Group (TAG) and to take responsibility for the formulation of a realistic annual training budget, approval of the annual membership training programme and evaluation of performance against targets.

13.2.2. To organise the TAG bi-annual Away Days to progress and evaluate progress against plan in consultation with the Membership Trainers, HR Learning and Development, the Volunteer Support Unit and others.

13.2.3. To chair the annual meeting of County Training Officers (update course), using the opportunity in conjunction with Membership Support Manager and Membership Training Team to ensure a consistent approach taking into consideration the training needs of members.

#### **1.1.4.8 MEMBERSHIP COUNCIL CHAMPION SUBJECT TERMS OF REFERENCE**

- 13.2.4. To promote continued improvement and development of training in consultation with County Chairmen and CTOs.
- 13.2.5. To ensure that the annual training programme is readily available, understood and periodically updated by Membership Training.
- 13.2.6. In conjunction with Membership Support Manager, to ensure that all training documentation included in Membership Training Handbook is periodically evaluated and updated.
- 13.2.7. To continually review training procedures and where necessary or requested to formulate and prepare papers for consideration at a full Membership Council meeting.
- 13.2.8. Be prepared to be responsive and answers members' questions and resolve any difficulties of a training nature in conjunction with Membership Support Manager.

#### **13.3. Experience**

- 13.3.1. A full understanding of Legion policies and procedures
- 13.3.2. Experience as a County Officer or Committee member
- 13.3.3. Experience as a County Training Officer or Volunteer Trainer

### **14. Volunteering**

**14.1. Role Purpose:** To take an active role in volunteering matters concerning the Membership and their interface with the Head Office departments. Volunteers in The Royal British Legion are defined as those who assist in anyway with its aims and objectives, whether they are members or not.

#### **14.2. Tasks and responsibilities**

- 14.2.1. Give the Membership perspective on County and Branch Volunteering
- 14.2.2. Promote continued improvement and development of Volunteers and Training, ensuring that decisions which concern members are compliant with the Royal Charter and Membership Handbook..
- 14.2.3. To liaise with the Volunteer Support Group and attend all meetings of the Volunteering Support Group Committee.
- 14.2.4. Attend volunteering and membership, meetings as requested.
- 14.2.5. To keep up to date with all matters which affect volunteering, and where necessary or requested to formulate and prepare papers for consideration at a full Membership Council meeting.

#### **14.3. Experience**

- 14.3.1. A background in the role of volunteers in the Royal British Legion
- 14.3.2. A full understanding of the various volunteering roles
- 14.3.3. Served as either a Branch or County Recruiting Officer

### **15. Youth**

**15.1. Role Purpose:** To take an active role in the development of youth policies which will enhance the relevance of Legion membership to a younger audience at local, regional and national levels of the organisation.

#### **15.2. Tasks and responsibilities**

15.2.1. Promote the Branch Youth affiliation programme, ensuring that branches gain a full understanding of Legion's relationship as part of the programme.

15.2.2. Liaise with County Youth Officers on suggestions and recommendations for amendments to the Legion's Youth Policy.

15.2.3. Develop Youth Policy in accordance with the Legion's Safeguarding and Protecting Children Policy and ensure information is readily available to County Youth Officers.

15.2.4. Be prepared to be responsive and answers members' questions and deal with any issues relating to Youth Membership in conjunction with the Membership Governance Administrator.

15.2.5. Work alongside the Bands Champion in the development of Youth Band Policy.

#### **15.3. Experience**

15.3.1. A full understanding of the Legion's Safeguarding and Protecting Children Policy

15.3.2. A full understanding of the Legion's Youth Policy

15.3.3. Understanding of the Licensed Band Policy and Youth ceremonial matters

## **1.1.5 LEGION VALUES AND CODE OF CONDUCT**

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### **1. The Legion's Value Statement**

1.1. The Legion's value statement is that "We are Responsive, Committed, Accountable and act with Integrity".

1.1.1. **We are Responsive.** We listen to all those we engage with. We ensure that everything we do is driven by our beneficiaries' needs and create innovative responses where appropriate.

1.1.2. **We are Committed.** We are committed to doing the best for our beneficiaries, working together to achieve this. We stand shoulder to shoulder with all who serve. We are all on the same side. Working cross-functionally is the norm and way of life, not a one off. Comradeship is about shared experience.

1.1.3. **We are Accountable.** We do what we say and are prepared to stand up and be counted. We own problems and create solutions – delivering with a sense of purpose. We recognise that with our responsibilities come accountabilities. We deliver a high standard of service, whoever we're dealing with, and are encouraged to innovate.

1.1.4. **We act with Integrity.** We take pride in our work and have a passion for achievement. We do what is right legally and morally – even when no-one is looking. We want to be the best by doing a good job and respecting each other.

### **2. Code of Conduct**

2.1. As local representatives of The Royal British Legion, certain behavioural standards are expected from all members. To meet the many challenges that we face, we have to work closely together and have confidence and trust in each other.

2.2. Ten principles for working together in the Legion:

2.2.1. Respect and maintain confidentiality of Legion information unless disclosure is required in view of harm to self, harm to others, financial or reputational risk.

2.2.2. Always adhere to the organisation's policies and procedures.

2.2.3. Remain neutral and unbiased in all Legion activities.

2.2.4. Display behaviour and attitudes that are consistent with the Legion's values and promote equality and diversity without being discriminatory.

2.2.5. Be dedicated to the duties and responsibilities you have agreed to undertake.

2.2.6. Be respectful and considerate towards all in pursuit of the Legion's aims and objects.

2.2.7. Guard the reputation of the Legion and build positive relationships internally and externally.

2.2.8. Ensure that no personal benefit or conflict of interest arises from your actions.

2.2.9. Be responsive and proactive in dealing with stakeholders

2.2.10. Foster the right environment and create opportunities for comradeship

## **1.1.6 LEGION MEMBERSHIP**

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### **1. General**

1.1. Anyone is eligible to join the Royal British Legion via one of the following methods:

- Online via the Legion website;
- Over the phone by calling the Legion's Contact Centre;
- By completing a membership application form and handing it to a local branch or sending it by post to the address specified on the form.

1.2. Every Legion member must belong to a branch.

1.3. Every member must pay the annual membership fee. The amount of this fee is established by voting delegates at the Annual Conference. Branches can also charge their members a branch subscription. The value of this subscription is decided by the Branch Committees.

1.4. The membership fee and the branch subscription (if applicable) are payable once a year via one of the following payment methods. The method can be changed by a member at any time on the condition that, in the case of Direct Debit payers, the DD instruction has not been yet sent to the bank):

- Direct Debit
- Debit/credit card – online and over the phone
- Cash – via Pay Point
- Cheque

1.5. The Legion membership is renewed once a year and prior to the renewal date each member receives a renewal notification letter specifying the amount owed for the next membership year. If a member is paying by Direct Debit the letter will also inform them of the date when money will be collected from their account. Upon payment of the annual membership fee, the branch subscription (if applicable) and Club fees (if applicable) members receive their Legion membership cards by post.

1.6. If a membership card is lost or stolen, a replacement card can be issued for a charge.

1.7. If a member's status is questioned, his current membership card or proof of payment for the current membership year will provide sufficient evidence of membership.

1.8. Any person whose membership application has been refused by the branch or whose membership has been cancelled due to the branch decision is allowed to appeal to Head Office against this decision.

### **2. Club membership**

2.1. Any Legion member can apply to join a Legion Club. Club membership is separate to the Legion membership and Club fees (joining fee, membership fee, and administration fee) must be paid on top of the Legion membership fee and branch fees. If a Club requested the Legion Head Office to collect the Club fees on its behalf, its members will be able to pay their Club fees together with the Legion membership fee.

### **3. Cancelling membership**



### **1.1.6 LEGION MEMBERSHIP**

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- 3.1. A member will continue to be a member so long as his name remains on the central database of members, provided that he has not resigned or died, and that his membership has not ended for failure to pay the membership fee or branch subscription.
- 3.2. Any member whose membership fee or branch subscription has not been paid three (3) months after their membership renewal date will cease to be a member of that branch, and his record on the database will be changed to 'lapsed'.
- 3.3. If the Membership Council finds out that someone was not eligible for membership or was admitted to a class of membership in error, it may terminate the membership at once or transfer the person to the correct class of membership.

#### **4. Life Membership**

- 4.1. Life Membership is a national award given to members, allowing them to retain their membership for free for as long as they wish. It is awarded by the Board of Trustees. More details about this award can be found in [chapter 1.1.9](#).

#### **5. Membership rights and restrictions**

- 5.1. Only a Member or a Life Member is entitled to vote and, if elected or appointed, to hold Office or be a member of any Council or Committee, provided that neither their membership fee nor branch subscription is more than three (3) months in arrears.
- 5.2. Members will not be eligible for election or appointment if they are under the age of 18 years or if in accordance with Charity law they:
  - have an unspent conviction for an offence involving dishonesty or deception.
  - have been disqualified as a company director under the Company Directors Disqualification Act 1986.
  - are an undischarged bankrupt.
  - have been removed from trusteeship of a charity by a Court of Law or the Charity Commission.
- 5.3. Any Legion member is allowed to transfer their membership to another branch of their choice as long as the branch is willing to accept them. The transfer must be processed by the Membership Support Officer who has to contact both branches before the process is completed. If the transferred member has already paid their membership fee and branch subscription (if applicable) for the current year, they will not have to pay them again. The transfer of a member may be prohibited for a certain period of time during the year, if it is required for processing the membership renewals.

#### **6. Youth Membership**

- 6.1. Young people can join the Legion as youth members. This type of membership is available to anyone between 12 (twelve) and 17 (seventeen) years of age. The youth membership fee is a one off payment of £5, and is determined by voting delegates at the Annual Conference. Youth members cannot vote nor be elected or appointed to Committee offices and positions, but they can become appointed Youth Standard Bearers.

## **1.1.6 LEGION MEMBERSHIP**

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### **7. Badge**

7.1. A Legion membership badge can be purchased via the Secretary of the branch or from the Poppy Shop. Only current members are entitled to wear the badge.

### **8. Legion Magazine**

8.1. Each member is entitled to receive a free copy of the Legion Magazine by post. The Magazine is also available online, and members who prefer to access the online copy are requested to cancel their hard copy subscription via the Contact Centre or Membership Support Officer.

### **9. Membership database**

9.1. Members' details are held in the central database managed by staff in Head Office. It is crucial that branches and individual members assist staff in keeping the records accurate and up to date by regularly reporting any changes to the Membership Support Officers. Head Office might close the database for amendments for a certain period of time if it is required for processing the membership renewals. The start and end of the closing period will be communicated to the Membership Support Officers in advance.

### **10. Data Protection**

10.1. The Royal British Legion is committed to using good practice in the handling of personal data in order to comply with the requirements of the Data Protection Act 1998. The Legion aims to be fair and lawful in the way it uses personal data, and will keep members informed about the purpose for which we collect their data, and who we may share it with as well as adhering to members rights of access to their data and any objections they may have regarding the use of their personal information.

10.2. Data processors shall comply with the eight data protection principles as set out in the Data Protection Act. These state that personal data shall:

10.2.1. Be processed fairly and lawfully. TRBL should not process personal data for any purpose which is incompatible for the purpose or purposes for which it was collected.

10.2.2. Be obtained only for specified and lawful purposes. TRBL should not process personal data in any manner which is incompatible with the purpose or purposes for which it was collected.

10.2.3. Be adequate, relevant and not excessive. TRBL will only collect and process appropriate information and only to the extent that it is sufficient to fulfil its functions or comply with any legal requirements

10.2.4. Be accurate and kept up to date. TRBL should ensure that quality of information used and incorrect personal data should be amended or deleted as soon as TRBL becomes aware of it.

10.2.5. Be kept for no longer than is necessary. TRBL should only retain personal information for as long as it is necessary for the purpose for which it was collected (see [SOP95B Data Retention and Disposal](#)).

## **1.1.6 LEGION MEMBERSHIP**

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- 10.2.6. Be processed in accordance with the rights of Data Subjects. These rights include the right of access to one's personal data, a right to object to processing that is likely to cause or is causing damage or distress, and a right in certain circumstances to have inaccurate personal data rectified, blocked, erased or destroyed.
- 10.2.7. Be subject to appropriate security measures. TRBL will take appropriate measures against unauthorised or unlawful processing and against accidental loss, destruction of or damage to personal data.
- 10.3. If a person prefers that we stop using their information, or if they feel that we are using the information about them in any way which they believe may cause them (or another person) substantial damage or distress, they can request that their records are no longer used in this way by writing to us at the address below or emailing [dataprotection@britishlegion.org.uk](mailto:dataprotection@britishlegion.org.uk)
- Data Protection Officer  
The Royal British Legion  
199 Borough High Street  
London SE1 1AA
- 10.4. A person has the right to access information we hold about them (apart from information which we may be obliged to withhold because they concern other people as well as them). To obtain a copy of your personal information you must make a request in writing which you can send to the address specified above.

## **11. Gift Aid**

- 11.1. Gift Aid is a scheme available to most UK tax payers and it allows the Legion to reclaim tax on the membership subscription and/or donations. Members who pay UK income tax at the basic rate (or higher) should complete a Gift Aid declaration, if they have not already done so at the point of joining. The declaration is on all card carriers and may also be obtained from your MSO, Branch Secretary or Head Office. Members can cancel the Gift Aid declaration at any time

## **1.1.7 CONFERENCES OF THE LEGION**

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### **1. Legion Conferences**

- 1.1. The Legion must hold an Annual Conference at a time and place determined in accordance with the Royal Charter and the Membership Handbook. Additionally, special conferences may be held if necessary.
- 1.2. The Board of Trustees will appoint a Conference Committee to prepare the Agenda setting out the business of the Annual Conference in accordance with Legion policies and procedures. These may include orders regulating the content of motions and the way they are drafted for consideration by the Conference. The Conference Committee will consist of:
  - 1.2.1. One (1) members of the Board of Trustees nominated by the National Chairman;
  - 1.2.2. Two (2) members of the Membership Council nominated by the Membership Council Chairman;
  - 1.2.3. and three (3) Members or Life Members elected by Annual Conference.
- 1.3. A branch may not nominate more candidates for the Conference Committee than there are places to be filled. No canvassing, either direct or indirect, shall be permitted for any position except that a curriculum vitae and a personal statement prepared by each candidate, together comprising not more than one side of an A4 sheet of paper, shall be circulated prior to or with the ballot papers for elections.

### **2. The Annual Conference**

- 2.1. Annual Conference is a national event in the public eye. It is held over a two-day weekend preceding the Spring Bank Holiday or at another time of its choice, normally at a place to be decided by the Annual Conference 4 years previously. Details are given in a Special Circular issued in autumn for the following year.
- 2.2. Members of the Board of Trustees and the Membership Council should attend the Annual Conference and speak in any discussion there, but are not entitled to vote or to attend as the delegate of any Branch or County Conference.
- 2.3. Each branch is entitled to send one (1) delegate to the Annual Conference. Any branch with a total of more than 300 Members and Life Members, as recorded on the national database at the date of receipt by the County of the application for delegate credentials, may send a second delegate. Those branches with more than 1000 members may send further delegates calculated on the basis of one (1) additional delegate for every 500 members over 1000 (as recorded on the national database).
  - 2.3.1. Sub-branches are not entitled to send delegates to the Annual Conference.
- 2.4. Branch delegates are entitled to attend, speak and vote at the Annual Conference.
- 2.5. To be eligible to send a delegate or delegates to Conference branches must:
  - 2.5.1. submit, on or before the 30<sup>th</sup> September preceding the Conference, their receipt and payment accounts for the Legion's previous Field Financial Year and
  - 2.5.2. submit, on or before the 31<sup>st</sup> December immediately preceding the Conference, their completed Form MS1 for the Legion's current Corporate Financial Year and

### **1.1.7 CONFERENCES OF THE LEGION**

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- 2.6. Each County Committee is entitled to send one (1) delegate to the Annual Conference. This delegate has the right to speak in the course of any discussion there, whether on a motion or otherwise, but is not entitled to vote.
- 2.7. Only Members and Life Members of the Legion are qualified to attend the Annual Conference as voting delegates.
- 2.8. Members of staff cannot be voting delegates to Conference. A Branch wishing to appoint a qualifying person, who is not a member of that Branch, to be the Branch delegate must obtain prior permission from the Conference Committee, giving a valid reason why a Branch member cannot represent the Branch.
- 2.9. The Annual Conference Special Circulars are distributed each year to all the branches, Counties and Districts and contain all the important information relating to the Annual Conference, such as additional provisions, administrative procedures, deadlines and programmes. All the information included in the Circulars is relevant and binding to the Annual Conference they relate to.

### **3. Conduct and Business of the Annual Conference**

- 3.1. The President of the Legion shall preside at the opening of the Annual Conference. The Chairman of the Legion or, in his absence, the Vice-Chairman is to be the Chairman of the Annual Conference.
- 3.2. The business of the Annual Conference of the Legion comprises:
  - 3.2.1. Consideration of reports and accounts for the past year.
  - 3.2.2. The Director General's address to Conference.
  - 3.2.3. Review of the Corporate Plan.
  - 3.2.4. Consideration of Motions proposing amendments to the Charter and the Rules.
  - 3.2.5. Consideration of issues of general policy raised by way of Motion by the Board of Trustees, the Membership Council, County Conferences or overseas branches where there is no District.
  - 3.2.6. Nominating for membership of the Conference Committee.
- 3.3. All decisions of the Annual Conference must be reached solely by the votes of the branch delegates who are both present and voting.
- 3.4. Two delegates of the same branch may not propose and second a single Motion. Motions may be put forward by branches or Counties but must be previously approved at the relevant Annual Meeting of County Conference.
- 3.5. Delegates may speak for or against the Motion using separate rostrums. The Chairman allows sufficient speakers on each side to ensure a balance of opinion. The Delegates must begin by stating the County or branch they represent. Delegates must strictly obey the Chairman of Conference and must be silent when the Chairman rises. The proposer of a Motion is allowed five minute to speak, and succeeding speakers three minutes. Amber light means the speaker has a half minute left. The red light signals the end of the time allotted. Delegates should decide beforehand the points they wish to make, ensuring that they are relevant to the Motion and that they will be understood by

### **1.1.7 CONFERENCES OF THE LEGION**

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Conference. Delegates should give their attention to speakers whether or not they agree with their views. They should be especially courteous to visiting speakers.

- 3.6. The delegates are entitled to set (by vote) the membership fee, the joining fee for Youth Members, the time and place of Annual Conference. This process can only be changed if agreed by the delegates at the Annual Conference.

#### **4. Order of business at the Annual Conference**

- 4.1. At least 13 weeks beforehand, the Director General must receive notice of all motions to be discussed at the Annual Conference. In their content and drafting, these must comply with the Standing Orders. He must also receive notice of all candidates for nominations to be made by the Annual Conference. That notice must be accompanied by a curriculum vitae.
- 4.2. The Director General must arrange for all motions, nominations and accompanying descriptive statements and material relevant to the business to be printed and issued to the Counties and branches at least eight (8) weeks before the date of the Annual Conference.
- 4.3. The Annual Conference may consider any amendments proposed by the branches to these motions, provided they comply, in content and drafting, with the Standing Orders, and provided the Director General receives at least five (5) weeks' notice of such amendments in writing.
- 4.4. The Conference Committee has the power to accept or omit proposals, to vary or combine them, and to introduce proposals which are received outside these deadlines. These will, where possible, be included on the Final Agenda for the Annual Conference, which will be sent to Counties and branches at least ten (10) days before the date of the Annual Conference.

Standing Orders are the rules regulating the conduct of Annual Conference; they are drafted by the Conference Committee for approval by the Board of Trustees. A copy of the Standing Orders may be obtained electronically from the Membership Support Officer

## **1.1.8 LEGION FINANCES**

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### **1. Legion Finances**

- 1.1. All funds held by the Legion (whether held by branches, Counties or centrally) are charitable funds and are the responsibility of the Board of Trustees. The funds must only be used within the terms of any instructions or policies from the Board of Trustees.
- 1.2. As with any charity, the Legion can be effective only if its funds are efficiently managed. The Board of Trustees are responsible for two funds defined in the Royal Charter:
  - 1.2.1. The General Fund
  - 1.2.2. The Benevolent Fund
- 1.3. The General Fund enables the membership organisation to operate within Legion. It draws its income in part from the annual membership fees paid by members and from Gift Aid on those fees.
  - 1.3.1. The General Fund covers:
    - 1.3.1.1. Membership administration;
    - 1.3.1.2. Membership governance;
    - 1.3.1.3. Administration grants, training grants and events grants to Counties;
    - 1.3.1.4. Production and distribution costs for Legion Magazine;
    - 1.3.1.5. Membership support and training;
    - 1.3.1.6. Membership staff costs
- 1.4. To the Benevolent Fund are credited all gifts of money or property of whatever kind, whether from public or private subscription or other source, which may come into the hands of the Legion and which the donors did not specify for the General Fund as well as other money, land, securities or property at the discretion of the Board of Trustees.
- 1.5. The General and Benevolent Accounts of the Legion must be examined annually by an independent examiner or a qualified auditor. A qualified auditor is an auditor whose qualifications meet the requirements set from time to time by the Board of Trustees.
- 1.6. The Legion must also hold the following separate accounts for its funds:
  - 1.6.1. an account for each of the County Conferences established by Annual Conference. This is known as the County Conference Fund and the County is responsible to the Board of Trustees for it;
  - 1.6.2. an account for each Branch, known in each case as the Branch Fund. It must be spent on the purposes for which the funds were raised and is controlled by the jurisdiction of the Board of Trustees, which will delegate such powers of management of, and responsibility for the fund, as it thinks fit.
- 1.7. The Legion's Corporate Financial Year runs from 1 October to 30 September, and the Field Financial Year of Legion Counties, Groups and Branches runs from 1 July to 30 June, or such other dates as the Board of Trustees may determine from time to time.

### **2. Policy on the Use of Legion Funds**

### **1.1.8 LEGION FINANCES**

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- 2.1. Money which has been raised for charitable purposes by the Legion at any level may only be used for the furtherance of the Legion's objects as set out in the Charter. It is wrong for any Legion money to be used for another charitable purpose no matter how worthy. No expenditure of such Legion funds may benefit anyone who falls outside the object of Legion benevolence.
- 2.2. Any money raised from the public by the Legion, whether nationally, by a County or branch is regarded as having been raised for Legion purposes and may only be used to further the Legion's objects.
- 2.3. Legion formations must not trade. If they do so, they will be doing so illegally. They can offer low value items for a suggested donation (not a minimum donation). There are concessions around one off fundraising events, which are not subject to VAT, direct or corporation tax if they meet certain conditions.

### **3. Branch Funds Initiative**

- 3.1. The Branch Funds Initiative (BFI) is a high interest savings scheme administered from Head Office which is open to all Counties and branches. Branches may retain a maximum of £5000 in their current account and anything above that (or anything that is not immediately needed) must be deposited in BFI. Branches will instantly benefit from higher interest rates with quick and easy access for the deposited funds.
- 3.2. Applications to pay funds into the BFI or to withdraw from the BFI must be submitted to Head Office either by post/email using the appropriate BFI form or via the Legion Online Membership Accounting System (LOMAS). Forms can be obtained from the Area Office or from the branch Accounts team in Head Office.

### **4. LOMAS**

- 4.1. The Legion Online Membership Accounting System (LOMAS) is compulsory for Counties and Districts and is available to branches. Its purpose is to standardise the way in which the membership records income and payment information is recorded, provide members with a secure accounting system and automate the completion of the annual returns process.

### **5. Insurance**

- 5.1. The Block Insurance policy includes a range of insurances protecting The Royal British Legion against key insurable risks, namely:
  - 5.1.1. Material damage/all risks/theft insurance is a blanket "All Risks" Policy which covers all locations which are the responsibility of the Head Office of the Legion. This includes all freehold buildings held in corporate trusteeship and some leasehold buildings where the Legion is corporately responsible for arranging the insurance. Unless otherwise agreed with the Legion's Insurance Adviser, It does not include branch properties held in local trusteeship, where insurance remains the responsibility of the named local trustees, nor any properties that are not within Great Britain (GB), Northern Ireland (NI), the Channel Islands (CI) or the Isle of Man (IoM). Insurance on any such properties must be arranged locally.



## **1.1.8 LEGION FINANCES**

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- 5.1.2. Insurance also covers damage/all risks/theft of Colours, Standards, Union Flags and other items of equipment belonging to Counties and branches. There is a £250 excess associated with this policy, so any cost of repairs or replacements that are below this amount will need to be met from County or branch funds.
- 5.1.3. Personal accident insurance covers all authorised European based volunteers and staff, in the UK and continental Europe, who suffer loss and serious injury when “on duty” for the Legion. Volunteers who use their own car on Legion duties should inform their own insurance company, advising them that the work is purely voluntary with no remuneration and ascertain that their ‘social, domestic and pleasure’ policy is adequate.
- 5.1.4. Public and Employers liabilities insurance covers the Legion, its officers, staff, members and volunteers within GB, NI, CI and RoI for the legal liability arising out of the Legion’s activities in respect of bodily or personal injury, property damage, nuisance or trespass. This includes fundraising events organised by Counties and branches, but the arrangements for any such events that involve activities where there is a risk of personal injury, such as cycling, climbing, trekking etc., should be reported, prior to the event, to Legion’s Insurance Adviser for confirmation that the insurance cover is in place. Participants in these events, are not covered by the Legion’s insurance and must arrange their own personal accident insurance cover. Public and Employers Liability Certificates confirming the extent of the cover arranged are available from Membership Support Officers or Head Office. The territorial limits within the Legion’s public liability policy are worldwide. Any activity undertaken which is within the Legion’s business activity (excluding any hazardous activity) is covered under the public liability policy should the Legion be found legally liable
- 5.1.5. Money insurance covers money held in Legion Offices. The insurance is subject to maximum limits of cash held which is determined by whether it is held during or outside business hours, and for cash held outside business hours, whether or not it is kept in a locked safe. Legion money held temporarily in the homes of members who are authorised to collect and hold cash on behalf of Counties or branches is also covered up to a maximum limit of £1,000. All overseas districts should check with HO for confirmation regarding insurance cover for money stored outside of the UK. The limit is increased during the Poppy Appeal but is dependent on money being banked within three days of receipt of Poppy Appeal Tins from collectors and uncounted Tins or counted cash being kept out of sight (preferably in a locked cupboard) whilst at private residences. There is a £100 excess associated with this policy, so any losses of money up to this amount will need to be met from County or branch funds.

## **6. Events**

### **1.1.8 LEGION FINANCES**

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- 6.1. Local Legion events organised by branches and Counties in their area that can be clearly defined as branch recruiting , fundraising, Remembrance or commemorative activity, are covered by the Legion's insurance policy.
- 6.2. Any events of a social nature or travel such as trips to the National Memorial Arboretum, Christmas meals, visits to the regimental museums or travelling overseas are not covered by the Legion's insurance policy. Income and expenditure resulting from the organisation of such an event may be passed through the branch or County accounts provided that the funds are Ring-fenced/Earmarked for that purpose and Charitable funds are not used to subsidise the event.
- 6.3. If a branch or County Standard is paraded at an official event outside the branch or County area or overseas, it is covered by the Legion insurance policy as a Legion asset. In the case of Branch Standards, the relevant County must be notified of such an event in accordance with the Ceremonial Handbook, otherwise the Standard will not be covered.

### **7. Cheque and Cash Handling**

- 7.1. All Legion staff and members are required to follow SOP 131 when handling cheques and cash which requires that.
  - 7.1.1. Any cash received should be counted in the presence of the person giving it by at least two people.
  - 7.1.2. A receipt for the amount of cash collected and cheques received must always be given.
  - 7.1.3. If the cash and/or cheque cannot be banked immediately, it should be put into a suitable envelope, the details of its contents clearly written on the envelope and the envelope sealed.
  - 7.1.4. Until such time as the cash and/or cheque can be banked, the sealed envelope must be placed in a secured locked cash box or safe.
  - 7.1.5. The banking of all cash and/or cheques received must take place within three days of receipt.

## **1.1.9 LEGION AWARDS**

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### **1. General**

1.1. The Legion recognises any outstanding contribution or achievement by members of the organisation through a series of awards. The contribution or achievement should be clearly recognisable and well beyond what might normally be expected of someone in the course of his duties as a Legion officer or member. A person's length of service to the Legion should not be the sole basis for issuing an award.

#### **1.1.1. National Level**

1.1.1.1. To be considered for a National Award, a person must have already been awarded a County or Branch Certificate of Appreciation. A decision on National Awards can only be taken by the National Chairman.

1.1.1.2. The National Certificate of Appreciation is the highest honour the Legion can bestow on a member. It may be awarded to a member who has made a conspicuous contribution to the Legion at any level for a period of at least twelve (12) years. Certificates are presented at Annual Conference and are accompanied by a special lapel badge inscribed 'For Merit'.

1.1.1.3. National Life Membership is awarded to a member who has given at least ten (10) years meritorious and conspicuous service to the objectives of the Legion as defined by the Royal Charter, who usually holds the Legion Gold Badge. The recipient retains his full rights as a member without payment of a membership fee for the rest of his natural life. When National Life Membership is approved, a framed certificate is sent to the Membership Support Officer for issue by a Membership Council member or Trustee at a suitable occasion, together with a National Life membership card and badge.

1.1.1.4. The Gold Badge may be awarded to a member who has given at least eight (8) years meritorious and conspicuous service to the objectives of the Legion as defined by the Royal Charter. Following the National Chairman's approval of the award, the formation proposing the award must meet the cost of the badge. When the recipient passes away, the badge becomes the property of the next of kin, who may retain it or return it to the formation to issue to another individual for whom the award has been approved.

#### **1.1.2. County level**

1.1.2.1. A County Certificate of Appreciation may be awarded to a member of the County who has made a conspicuous contribution to the Legion at County level, or at Group level (where there is no award). No badge is associated with the award.

#### **1.1.3. Branch level:**

1.1.3.1. A Branch Certificate of Appreciation may be awarded to a branch member who has made a conspicuous contribution to the Legion at branch level or to the Legion in general. No badge is associated with the award.

#### **1.1.4. Individual Members**

### **1.1.9 LEGION AWARDS**

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- 1.1.4.1. The Lewis Shield may be awarded at the Annual Conference to a disabled Legion member who by leadership and guidance has provided substantial inspiration to other Legion members.. Individuals are to be put forward by their Branch, with the County also providing a citation in support of the application.
- 1.1.4.2. Membership Support Officers are to forward all application forms to the Membership Department at Head Office by 31st January.

## **2. Application for National Awards**

- 2.1. Application forms for National Awards can be obtained from the local Membership Support Officer. Applications must:
  - 2.1.1. Comprehensively demonstrate the extent and quality of the service to the Legion by the individual concerned.
  - 2.1.2. Be signed by the Chairman of the nominee's formation (i.e. branch, Group or County). If the Chairman is the nominee, the application must be signed by the President in his place. Where two or more offices are combined it may be necessary to involve the Treasurer.
  - 2.1.3. Be recommended by the County Committee.
- 2.2. Confidentiality should be maintained in all recommendations for National Awards in order to avoid disappointment to the nominee if the application does not succeed.

## **3. New Year and Birthday Honours**

- 3.1. Legion members may be recommended for inclusion in the Queen's Birthday and New Year's Honours Lists. Recommendations are normally for the Order of the British Empire – Officer of the Order (OBE), Member of the Order (MBE) or British Empire Medal (BEM).
- 3.2. The criterion for recommendation is that the member should have given exceptional and outstanding service to the Legion. Citations must record the offices held and dates and clearly demonstrate the distinctive nature of the nominee's work. Reference should also be made to service in HM Forces and any voluntary work with other organisations and in the local community.
- 3.3. Recommendations must be made on the form obtained from the local Membership Support Officer and must be with the National President by 1 February for the New Year List and 1 August for the Birthday List. If approved by the County President, the form is to be sent to the Head of Governance and Administration for consideration by the Honours Group. Absolute confidentiality must be maintained throughout the process in order to avoid disappointment to the individual if the recommendation does not succeed.

## **4. Legion Formations Awards - Cups and Trophies**

### **4.1. Branches**

- 4.1.1. The Haig Cup is awarded to a large branch (301 members or more) and the Lister Cup to a small branch (300 members or fewer) which, during the year, has shown the most progress and efficiency. A Certificate of Merit may be awarded to runner up branches. Winners of the Haig and Lister Cups are awarded a "Scroll of Award" to be added to the lower panel of their branch Standard. Certificate of Merit winners

### **1.1.9 LEGION AWARDS**

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are awarded a Star for the lower panel of their branch Standards. Branches are put forward by their Counties/District Committees who fill in the application forms. More than one branch per County may be nominated. Membership Support Officers are to forward all application forms and nil returns to reach the Membership Department at Head Office by 31 January.

4.1.2. The Jellicoe Cup is awarded annually to a UK branch (with 100 Members or fewer at the end of the period under consideration) that has seen the biggest percentage increase in DDSP paying members during the period 1<sup>st</sup> April to 31<sup>st</sup> March the following year. Only Branches that have been in existence for three years by the beginning of the period in consideration will be considered. A Certificate of Merit may be awarded to the runner-up branch. Winners of the Jellicoe Cup are awarded a "Scroll of Award" to be added to the upper panel of their branch Standard. No application is required.

4.1.3. The Jellicoe Shield is awarded annually to the UK branch (with more than 100 Members at the end of the period under consideration) that has seen the biggest percentage increase in DDSP paying members during the period 1<sup>st</sup> April to 31<sup>st</sup> March the following year. Only Branches that have been in existence for three years by the beginning of the period in consideration will be considered. A Certificate of Merit may be awarded to the runner-up branch. Winners of the Jellicoe Shield are awarded a "Scroll of Award" for the upper panel of their branch Standard. No application is required.

#### **4.2. National branches**

4.2.1. The Churchill Shield is awarded annually to the National branch that has seen the biggest percentage increase in DDSP paying members during the period 1<sup>st</sup> April to 31<sup>st</sup> March the following year. Only Branches that have been in existence for at least three years preceding the Annual Conference will be considered. A Certificate of Merit may be awarded to the runner-up branch. Winners of the Churchill Shield are awarded a "Scroll of Award" for the upper panel of their branch Standard. No application is required.

#### **4.3. Overseas branches**

4.3.1. The McCrae Shield is awarded annually to the Overseas branch which achieves the best percentage increase in new members during the period 1<sup>st</sup> April to 31<sup>st</sup> March the following year. Only Branches that have been in existence for at least three years preceding the Annual Conference will be considered. A Certificate of Merit may be awarded to the runner-up branch. Winners of the McCrae Shield are awarded a "Scroll of Award" for the upper panel of their branch Standard. No application is required.

4.3.2. The Noel Rogers Trophy is awarded to the Overseas branch which during the period between 1 April and 31 March the following year raised the greatest sum per branch member, including Women's Section, for the Poppy Appeal. Entry forms for this Trophy are now available from the Poppy Appeal Department. Entry forms are to be completed and returned by 30th March. A Certificate of Merit may be awarded to the runner-up branch.

## **1.1.9 LEGION AWARDS**

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### **4.4. Counties**

- 4.4.1. The Maurice Challenge Cup is awarded to the County which during the year has shown the most progress and greatest efficiency. A Certificate of Merit may be awarded to the runner-up County. Winners of the Maurice Challenge Cup are awarded a "Scroll of Award" to be added to the lower panel of the County Standard. Counties are put forward by their local Membership Council representative who fills in the application form. More than one County per the Membership Council Region can be nominated. Membership Support Officers are to then forward all application forms to the Membership Department at Head Office by 31 January.
- 4.4.2. The Knox Shield (Small County Recruiting Trophy) is awarded to a small County (up to 5,000 members) achieving the best percentage increase in Membership during the previous year based on analysis of annual statistics. A Certificate of Merit may be awarded to the runner-up County. No application is required.
- 4.4.3. The Downing Shield (Large County Recruiting Trophy) is awarded to a large County (5,001 or more members) achieving the best percentage increase in Membership during the previous year based on analysis of annual statistics. A Certificate of Merit may be awarded to the runner-up County. No application is required.
- 4.4.4. The Poppy Appeal Trophy for County Poppy Appeal Results is awarded to the County with the highest per capita figure for the Poppy Appeal based on the latest census of population returns. A Certificate of Merit may be awarded to the runner-up County. No application is required.
- 4.4.5. The Hughes Trophy is awarded to the County obtaining the best percentage increase per capita in the Poppy Appeal collection, based on the latest census of population returns. A Certificate of Merit may be awarded to the runner-up County. No application is required.

### **4.5. Clubs**

- 4.5.1. The Ian Hamilton Cup is awarded to the club showing significant progression in comradeship and good management. Only clubs licensed by The Royal British Legion may enter this competition. Clubs are put forward by the County Committee who fills in the application form. More than one Club per County can be nominated. Membership Support Officers are then to forward all application forms to the Membership Department at Head Office by 31 January.
- 4.5.2. The Bucher Trophy for Clubs is awarded to the Legion club which during the period between 1 April and 31 March the following year raised the greatest sum per member, including Women's Section, for the Poppy Appeal. Entry forms are now available from the Poppy Appeal Department. Entry forms to be completed and returned by 30 March.

## **1.1.10 LEGION COMPLAINTS**

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### **1. Legion Complaints Committee (LCC)**

- 1.1. The Board of Trustees, or person(s) approved by them, are required to investigate complaints whether made against an individual person or a Legion body or formation.
- 1.2. The [Legion's Complaints Procedures](#) set out the framework of procedures prescribed by the Membership Council upon which all membership investigations are to be based. The procedures do not provide procedural or administrative advice outside the conduct of an investigation; guidance on other administrative or procedural matters should be sought from the field staff or Head Office.
- 1.3. The Complaints Procedures operate through Legion Investigation Panels (IPs). The IPs will investigate complaints originating from various sources including the Board of Trustees, the Membership Council, County and branch Committees and individuals. The LCC may decide to establish an IP on the basis of evidence provided in Internal or Compliance Audit reports; a complainant is not required in such cases. The IP has the authority to investigate matters and to decide upon and make penalty awards.
- 1.4. Branches and Counties have no authority to conduct formal investigations or make penalty awards.
- 1.5. Prior to a formal complaint being made to the LCC, the complainant must confirm that the matter has been brought before the relevant branch or County Committee and remains unresolved. A complaint must be made by the person or body directly concerned, not "on behalf of". No anonymous complaints will be accepted unless there are particularly compelling reasons to do so.
- 1.6. An attempt at resolution is to be made in respect of complaints, whether made against, or by, an individual or body, before formal proceedings are undertaken. Counties and branches should attempt to settle informally complaints which are personal disputes that are not serious enough to warrant a formal Legion Investigation. Formal Legion Investigations are reserved for serious matters that are detrimental to the interests of the Legion as a whole. They are time-consuming and expensive affairs that are not entered into lightly. There is no automatic right to have a complaint investigated.

### **2. Committees**

- 2.1. A Legion IP may, after a proper investigation, suspend or dissolve any Committee or sub-Committee of a branch, Group, or County which acts in a way detrimental to the interests of the Legion. The Board of Trustees, or a Committee or sub-Committee suspended or dissolved, or both may appeal to the Legion's Complaints Committee against the decision. The LCC may, of its own volition and without an appeal being made, review a decision of the IP and agree with that decision or overturn or vary it as it thinks fit.

## **1.1.10 LEGION COMPLAINTS**

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### **3. Branches**

- 3.1. A branch is liable to be dissolved and removed from the Register if it acts in a way detrimental to the interests of the Legion. While a branch is suspended, the County Committee, or those appointed by it, will undertake such of the functions and duties of the branch, including the branch Committee, as the County Committee shall determine. A branch which is notified of its dissolution, or the Membership Council, or the Board of Trustees or all three may appeal to the Legion's Complaints Committee against the decision of the Legion's IP.

### **4. Individuals**

- 4.1. Any person who acts in a way detrimental to the interests of the Legion may, after proper investigation as prescribed by the Membership Council, be suspended from membership for a period or be expelled from membership and/or removed or suspended from any unpaid position in the Legion or barred from holding any unpaid position at any level within the Legion by a Legion IP. A Legion IP or the LCC may, if it considers it to be essential to protect the interests of the Legion, immediately without holding a proper investigation, suspend a person from membership for a period of 90 days.
- 4.2. The person concerned or the branch or the County or the Membership Council or the Board of Trustees or all five may appeal to the LCC against the decision arising from an Investigation undertaken by the Legion's IP. The appeal must be made in writing to the Director General not later than four weeks after the date of the notice which gives the decision.
- 4.3. A person may, at least five years after expulsion from membership, apply for restoration of membership. The LCC may restore such a person to membership. There is no right of appeal against the decisions of the LCC.

### **5. Whistleblowing Policy**

- 5.1. This Policy applies to all employees, and Officers of the Legion, including Trustees, to other individuals performing functions in relation to the Legion, and as volunteers, agency workers, contractors and to all other Legion members and beneficiaries collectively referred to as other relevant parties.
- 5.2. It is important to the Legion that any fraud, misconduct or wrongdoing is reported and properly dealt with. The Legion therefore encourages all individuals to raise any concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run. The Public Interest Disclosure Act 1998 provides protection for employees and other relevant parties who raise legitimate concerns about the following:
- 5.2.1. a criminal offence;
  - 5.2.2. a miscarriage of justice;
  - 5.2.3. an act creating risk to health and safety;
  - 5.2.4. an act causing damage to the environment;
  - 5.2.5. a breach of any other legal obligation; or



### **1.1.10 LEGION COMPLAINTS**

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5.2.6. concealment of any of the above.

5.3. An employee and other relevant party who makes such a protected disclosure has the right not to be dismissed, subjected to any other detriment, or victimised, because they have made a disclosure.

5.4. The Whistleblowing policy sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with. This policy should not be seen as supplanting normal management practice of identifying and dealing with poor practice and performance for which other procedures are available.

5.5. A copy of this policy is available from a member of staff (e.g. Membership Support Officer).

5.6. Procedure:

5.6.1. In the first instance members or volunteers should raise their concerns with the senior manager in the area such as an Area Manager (unless they reasonably believe the Area Manager to be involved in the wrongdoing) either orally or in writing. An acknowledgement that an individual's concerns have been received will be made within 72 working hours of receipt.

5.6.2. If they believe the Area Manager to be involved, or for any reason do not wish to approach the Area Manager, they should inform the relevant Assistant Director Operations. Alternatively, if the matter is such that it would be inappropriate to raise with senior management then this may be raised directly to the Chairman of the Audit Committee, contact details for whom are available from the Secretary to the Board of Trustees.

5.6.3. If the employee or relevant party wishes to raise the matter in confidence, they should state this at the outset so that appropriate arrangements can be made.

5.6.4. If the matter concerns a suspected fraud it should be referred to the Head of Risk and Insurance in line with the Fraud Response Plan.

## **1.2.1 MEMBERSHIP TRAINING**

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### **1. General**

- 1.1. The Membership strategy seeks to create an outward looking, modern membership which is beneficiary and fundraising focused and will thus form an essential part of achieving the Legion's objectives. In support of this strategy, Membership training will adhere to the principles outlined in the Training Principles document.
- 1.2. Membership Training is the responsibility of the Training Advisory Group (TAG), a sub-committee of the Membership Council (MC). The TAG meets three (3) times per year.
- 1.3. The size of the training task makes the County a key element in training. The County Training Officer (C/DTO) is the focus for training at local level. The Membership Training team at Head Office is there to assist the C/DTO in this task.

### **2. Training Principles**

- 2.1. All Membership training is carried out in accordance with the Membership training principles.
  - 2.1.1. Regular training needs analysis within Counties and Districts is carried out by staff, County Chairmen, Branch Chairmen and County Training Officers (C/DTO).
  - 2.1.2. A wide variety of training methods is used to meet the needs of person centred learning, making use of blended solutions where appropriate. For those new to post, an on-line induction package will be developed to assist them until they are able to attend formal training.
  - 2.1.3. To ensure that training opportunities are offered to the widest possible audience, training will be offered throughout the country as close to the need as possible.
  - 2.1.4. All course materials will be updated at least once a year or each time that there is a policy change.
  - 2.1.5. Training must provide value for money and must not incur unnecessary expense.
  - 2.1.6. The closing date for all course applications will be two (2) weeks prior to the course start date. Applications received after this date will not generally be accepted.
  - 2.1.7. To ensure that members who are elected to serve on Branch Committees are given the best possible chance of success, TAG is deliberating on mandatory subjects for Branch Officers who sign the MS1.
  - 2.1.8. All courses will be subject to evaluation by both the trainer(s) and delegates with the support of the C/DTO where necessary.

### **3. Courses**

- 3.1. National Courses apply common standards across the Legion, set by the TAG. The courses are run at different locations across the country under the control of the Membership Training team. A number of courses require pre-course work or an end of course check or assessment.
- 3.2. The Membership Management courses which are run to achieve a national qualification are:

## **1.2.1 MEMBERSHIP TRAINING**

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- 3.2.1. County Management
- 3.2.2. Branch Management
- 3.2.3. Branch Treasurer
- 3.2.4. Conference Committee
- 3.2.5. Independent Examiner (IE) and IE Refresher course biannually thereafter
- 3.2.6. Qualified Panel Member (QPM) and QPM Refresher every two (2) years thereafter
- 3.3. Other courses and workshops may be run on an occasional basis to meet local needs; most require some pre-course work.
- 3.4. Specialist Courses are run by the appropriate Membership specialists for:
  - 3.4.1. County Recruiting Officer
  - 3.4.2. County Training Officer
  - 3.4.3. Train the Trainer
  - 3.4.4. County Youth Officer
  - 3.4.5. Ceremonial Courses
    - 3.4.5.1. National Standard Bearers' Judges
    - 3.4.5.2. Parade Marshals
  - 3.4.6. Bands Workshop
- 3.5. Members are notified of the available courses through the appropriate specialist communications. Relevant information is also placed on the C/DTO website.
- 3.6. Welfare courses are the responsibility of the Operations Directorate.
- 3.7. The National Membership Leadership Course is organised from time to time by the Membership Department in close conjunction with the National Chairman.

## **4. Applications**

- 4.1. Applications for Membership training must use the standard format provided. Application forms can be obtained from the Membership Training Administrator or the Membership Support Officer.
- 4.2. Applications for training are to be made through the C/DTO in the first instance who should refer to the C/DTO website for available courses if not already identified by the applicant.
- 4.3. Applications have to be countersigned at County level before being submitted to ensure attendance by qualifying delegates.
- 4.4. Certain specialist courses are applied for through the subject matter experts identified on the C/DTO website, e-newsletters and in the Legion Magazine.

## **1.2.1 MEMBERSHIP TRAINING**

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- 4.5. Usually the deadline for course applications will be four (4) weeks before the course, as this permits decisions about the viability of courses, but requests may be taken up to two weeks prior to a course starting at the discretion of the Membership Training team.
- 4.6. There will be an annual survey to decide what locally-based courses are desired in places such as Area Offices to be included in the National training programme. This process is timed to ensure that the main outline Training Calendar is available by late December of the preceding year to which it applies. The calendar will be maintained on a rolling basis. Courses will be timed and located to provide the best spread of training at the most economic cost.

### **5. Selection and Offer of Training**

- 5.1. Delegates for Legion Membership courses must be properly selected to ensure best use of both the Legion's and the delegates' resources. The C/DTOs have an important role in this as the prime contact with the potential delegates to make sure that the courses meet the individual training needs of the delegates and of the Legion at the right time.
- 5.2. If there are more applications than spaces on a particular course priority will be given to those already in appointment /office or about to go out of date in the case of refresher courses. Those not allocated onto a particular course will be assigned to the reserve list and offered a later date.

### **6. Communications**

- 6.1. The C/DTO website will be the primary means of information and updates, particularly for details, locations and timings of courses. Courses are also more widely publicised in media such as the Legion website, the Magazine and e-Newsletters.

## **1.2.2 FUNDRAISING**

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### **1. General**

- 1.1. The Poppy Appeal is the Legion's largest fundraising campaign. It is regarded by the public mainly as the collection of money during the Remembrance period in November each year.
- 1.2. Money is raised in different ways, varying from street collections in November, special events throughout the year to individual and small group initiatives and direct marketing, legacies and major fundraising appeals and projects.
- 1.3. Guidance in organising the Poppy Appeal is given in the Poppy Appeal Guide to Organisers.
- 1.4. Joint fundraising activities are not encouraged, however can still be undertaken providing the following conditions are met:
  - 1.4.1. If an event is promoted as a Legion event, then all income must be credited to the Legion.
  - 1.4.2. If an event is promoted jointly with one or more other organisations, then Legion people only collect for the Legion (or if for another charity, nothing must be worn or carried to identify them as Legion and they therefore act as members of the public, not a representative of the Legion); other charities collect for themselves, with clear labelling on buckets and the people concerned. So, in this case, if there were to be a bucket collection and (say) 20 collectors at an event promoted by the Legion and one other charity for their joint benefit, then I would suggest that there should be (say) 10 collectors for each organisation carrying their own branded buckets. This would of course mean that income would almost certainly not be equally split between each organisation but it would be a genuine joint fundraising event.
  - 1.4.3. Collectors must not carry two differently branded buckets.
  - 1.4.4. If it is a ticketed event for which there is a charge, then the proceeds can be equally distributed among the joint promoters providing there is an appropriate statement on the face of the ticket eg "proceeds in aid of TRBL, SSAFA, The Soldier's Charity" etc.

### **2. Structure**

- 2.1. The Fundraising Directorate at Head Office is responsible for the Legion's fundraising and overall fundraising strategy. The activities include in particular:
  - 2.1.1. Special Events and Philanthropy- a number of high profile events are organised each year with the aim of raising funds and enhancing the image of the Legion. All celebrity and Royal requests should specifically be checked with the Special Events and Philanthropy Department before any approach is made. The team is also responsible for handling significant gifts from individuals and grants from charitable trusts and the national lottery boards
  - 2.1.2. Individual Giving – this department includes Direct Marketing, Legacies, Lotteries and Raffles:
    - 2.1.2.1. The Direct Marketing team communicates with supporters and potential supporters using door drops, direct mail, inserts, telemarketing and email.
  - 2.1.3. Legacies – tThe Legacies team are responsible for handling legacy income and recruitment of legacy pledgers.

## **1.2.2 FUNDRAISING**

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- 2.1.4. The Lotteries and Raffles team is responsible for the lottery and national raffle activity for the organisation
- 2.1.5. Corporate Partnerships – this team is responsible for initiating, managing and monitoring fundraising approaches to national companies including the FT Top 500 Companies
- 2.2. Northern Ireland. They are primarily responsible for ensuring the delivery of the Poppy Appeal, as well as year round regional fundraising activity. They work closely with the Poppy Appeal in managing, supporting and training the Poppy Appeal Organisers, County Poppy Appeal Coordinators where they are in position and volunteers.
- 2.3. The Poppy Appeal Headquarters is based at Aylesford. It is responsible for managing the overall operation of the Poppy Appeal in England, Wales and Northern Ireland, and over 100 countries worldwide. The team is responsible for compliance of the Poppy Appeal including administration and production and distribution of poppies. PAO and Volunteer Awards and recognition are also controlled at Aylesford.

### **3. Royal British Legion Industries (RBLI)**

- 3.1. RBLI was established in 1919 to provide treatment, training and support to Service personnel returning from the Great War. Over the years it has developed and grown into a separate charitable organisation that offers a range of programmes and services designed to support the wider community, irrespective of their Service backgrounds.

### **4. Poppy Factory**

- 4.1. Since 1922, The Poppy Factory (originally called the Disabled Society) has been employing wounded, sick and injured ex-Service personnel in its Factory. In 1925 it moved to Richmond, Surrey where it continues to make poppies, remembrance crosses, sprays and wreaths for the Royal Family and the Legion's Poppy Appeal and Remembrance Day. The Poppy Factory is also responsible for planting and hosting The Field of Remembrance at Westminster Abbey.

### **5. Merchandising and logo use**

- 5.1. Branches may use the Legion logo, badge and poppy if it is for branch purposes and fulfils one of the charity's objectives. Branches can use the Legion logo, badge or poppy on promotional material e.g. leaflets/posters/websites. The designer, printer and/or manufacturer must obtain permission to use the logo, badge or poppy from the Marketing team, who can provide them with a high resolution image and check the design corresponds to the Legion's brand guidelines. There are exceptions to the use of the logo, badge and poppy by the branches.
- 5.2. Branches are allowed to put the Legion's brand on products that are produced for branch members to use as part of branch activity e.g. branch clothing for members to wear at branch events. In this case, branches should only ask for members to reimburse the cost price for any clothing. They must not sell products or clothing for profit as this is a trading activity. Trading by branches is not permitted.
- 5.3. Branches must obtain permission from Head Office before placing the Legion's brand on clothing or products in this way. This is so we can check that any designs correspond with the Legion's brand guidelines and ensure that the activity does not involve trading.

## **1.2.2 FUNDRAISING**

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- 5.4. The Royal British Legion badge includes an image of the Royal Crest. The Legion has been granted a list of particular products that we are allowed to use the Royal Crest on, therefore branches must not use the badge on products or clothing. The Royal Charter stipulates that only the Board of Trustees may authorise the use of the badge or any representation of it.
- 5.4.1. Branches may not sell products to the public and members at a fixed price as a way of fundraising. This is because branches form part of The Royal British Legion charity, and there are a number of issues with charities carrying out trading activity. Trading is a risky activity: If something goes wrong, or the branch makes a loss, then the money to correct the shortfall would need to come out of the charity assets. If branches provide products to the public, then the charity might be sued. Examples might be product liability, personal injury or infringement of another person's intellectual property rights. Branches that carry out trading activity may have to pay corporation tax and VAT. The tax issues regarding this activity are quite complex. If the correct tax is not paid, then the money to put his right will have to come out of charity assets.
- 5.5. The "no trading" policy does not only apply to branches, the charity at Head Office and regional offices do not trade either, for the same reasons as those listed above. The Legion has set up a separate commercial trading company, called "Royal British Legion Trading Limited" which runs the Poppy Shop. The Poppy Shop is not run by the Charity. This means money raised through trading activity is ring fenced in case something goes wrong.
- 5.6. The trading company donates all its profits to The Royal British Legion charity, and therefore no corporation tax has to be paid on the trading activity. The company has been granted permission by the charity to use the Legion trade marks to produce products, as well as hire out the Legion logo to other companies to use on products in return for a % donation of the product. The trading company enters into appropriate contracts with all manufacturers, checking that proper insurance is in place, giving the Legion access to company bank accounts to check fundraising records, and putting proper licences in place with other parties that use the Legion logo. These legal contracts protect the trading company and the Legion logo in case something goes wrong.
- 5.7. If trading is done "underground" or through unofficial routes, then money may be misappropriated because the right contracts and checks are not in place to investigate fraud. This puts money held on trust for the charity at risk. Not only that, but trading activity carried out by members "underground" puts those members personally at risk, as the activity is separate from branch activities. Members who carry out "underground" trading activity also do not have permission to use the Legion's trade marks or brand, as this is separate to official branch activity. Therefore members are taking on huge liabilities and often with no insurance in place.
- 5.8. A branch must not manufacture products and give them to the public; only official Legion products can be handed out to the public in return for donations. This is so that we send a clear brand message to the public across the country. The Legion brand is one of our most important assets, and it is important that we are consistent when we present it to the public. Handing out official products also reduces the risk of putting charity assets at risk, as all official charity manufactured products will have been produced with a legal contract in place, protecting us in case something goes wrong and the product is faulty. In addition, branches must make the products available free of charge, and only say "donations accepted". If

## **1.2.2 FUNDRAISING**

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branches produce their own products, this is risky, as the branches may not break even, and therefore put the Legion's assets at risk. "Minimum donations" for products are not allowed, as this still counts as trading activity.

- 5.9. The Legion is now taking a much more pro-active approach towards tackling unauthorised brand use including sales on eBay and other digital media. Members should report any suspected unauthorised brand use to the membership team at Head Office.
- 5.10. Branches cannot grant permission to other companies to use the Legion logo, badge or poppy for fundraising; companies will benefit financially from using our logo, as well as getting increased publicity for their event or website. This is not the same as a donation from a member of the public, who will receive nothing in return for their donation. Therefore we are "trading" the benefit of the Legion logo to a company for a donation. Branches must ask the company to contact the Corporate Partnerships team at Head Office. The Corporate Partnerships team can then "hire out" the Legion logo to the company through the trading company, and pay any applicable VAT.



## **1.2.3 PUBLIC RELATIONS AND COMMUNICATIONS**

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### **1. General PR and Communications**

- 1.1. The Marketing and Communications Division at Head Office organises any PR and communications services the Legion may require. This includes media relations, printed and video publicity material, internet and social media representation and the provision of mobile and static exhibitions. The Directorate oversees the following main areas of activity:
  - 1.1.1. Media and Campaigns – The Media and Campaigns team is responsible for contact with National and regional press, radio and TV; public relations; monitoring of all items referring to or of interest to the Legion
  - 1.1.2. Production - the Production team co-ordinates the Legion's public-facing literature, audio and visual production. It is responsible for printed material, Legion magazine, video production, photography, the mobile display unit, banners, freebies and displays.
  - 1.1.3. Digital – the Digital team is responsible for the Legion websites, social media and other digital aspects of marketing and communications.
  - 1.1.4. National Events – the National Events team is responsible for organising Annual Conference, Festival of Remembrance, Remembrance Sunday Cenotaph March Past and other national commemorative events as required.
  - 1.1.5. Remembrance – the Remembrance team is responsible for Schools and Learning Programme, liaison with the National Memorial Arboretum Remembrance programme and the First World War Centenary programme.

### **2. Media**

- 2.1. No Legion Member should speak in public on a matter outside his own area of responsibility unless he is in possession of a PR brief issued by the Marketing and Corporate Communications division. Anyone contacted by the television news, national or local media should notify a member of the PR team in order to get some key messages or a statement agreed in advance. Members should not approach the national media without first talking to the PR team. The team should also be contacted if a crisis occurs and a person is unsure how to handle the issue.

### **3. Internal communication**

- 3.1. County Newsletters are issued regularly by Counties to all the branches in their area in order to provide members with updates on the local activities and developments.
- 3.2. Membership Policy and Administration e-newsletters are issued regularly by the Membership Department to Counties in order to provide Counties and Branches with updates on matters of Membership Administration and policy decisions agreed by the Membership Council.
- 3.3. E-newsletters are issued directly to Legion members to provide them with updates on activities across the Legion.
- 3.4. The Legion Magazine is sent free of charge to all Legion members. It provides in-depth stories on the four pillars and fundraising, as well as Membership Council updates and local news. The Magazine is also available to read online.

### **1.2.3 PUBLIC RELATIONS AND COMMUNICATIONS**

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3.5. Most communication can now be done electronically so it is important that email/online exchange is used to the full extent in order to minimize the costs of administration.

#### **4. Legion logo**

4.1. The Legion's name, corporate logo and stylised poppy are all legally protected and the Legion has a duty to make sure they are used correctly and to the benefit of the organisation. They are the Legion's most valuable assets, and have both an emotional and commercial value that must be protected in the long-term. Branches must ensure that only those entitled to use it are doing so, and in the correct way.

4.2. The Web and Print Department are the guardians of the Legion's corporate logo: in order to keep the Legion's image corporate, anyone using the Legion's logo on either external or internal publications needs to ensure they are following the corporate guidelines. These guidelines can be obtained from Area Offices.

## **1.2.4 RECRUITING AND RETENTION**

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### **1. The Recruiting and Retention Challenge**

- 1.1. The challenge can be summed up in a few words. Simply put, we have to stem the flow of members leaving and strengthen the existing organisation by continually recruiting new members.

### **2. Recruiting Principles**

- 2.1. Recruiting is based on the following three principles:

- **Contact**

There are many ways to make contact and engage with potential members. These include via the internet, during one to ones and when delivering briefings and presentations to the Armed Forces and Armed Forces Community given by the Legion's Armed Forces Engagement team.

At County level, the Principal County Recruiting Officer (PC/DRO) and his team of County Recruiting Officers and Recruiting Advisers attend events and shows and support the branches at local events. Branches are well placed to approach individuals, making use of local knowledge and organising local recruiting events. As well as recruiting, the Principal County Recruiting Officer and his team are available to offer assistance to branches who feel that they are in need of help with retention.

- **Inform**

To engage with the public, we must inform them about who we are and what we do. This can be done using presentations, displays and leaflets. Undoubtedly the best method is face to face. However, it requires that those involved in recruiting have a thorough understanding of what the Legion does as a charity and the services it provides.

- **Invite**

This is the application stage, where the prospective member is formally invited to become a member and fill out an application form or asked to join on-line. We need to remember that some people may want to volunteer without becoming a member.

### **3. Recruiting and Retention support**

- 3.1. At national level, there are three Regional Publicity and Membership Officers (RPMOs) and one National Publicity and Membership Officer (NPMO) who support the Armed Forces Engagement programme.
- 3.2. Head Office supports local events, but also engages with the general public at national events.
- 3.3. For some events, the Legion makes use of branded marquees or a mobile shop to raise both awareness and fundraising activities.
- 3.4. A C/DRO Handbook is available to trained recruiters and training officers. This contains all information recruiters need to have about policies, procedures, health and safety, risk assessment and best practice. There is a range of recruiting materials available to support activities at County and branch level. The Publications Catalogue contains a list of all the up to date brochures, posters and leaflets and may be obtained online

#### **1.2.4 RECRUITING AND RETENTION**

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3.5. At County level, the national trainers can provide courses upon request

3.6. County training officers provide County Recruiting Adviser courses upon request.

## **1.2.5. LEGION YOUTH**

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### **1. Youth Policy**

1.1. The Royal British Legion's Youth Policy has been approved by the Membership Council and can be obtained from the Membership Governance Administrator at Head Office. The aim of this policy is:

- 1.1.1. To provide structure and guidelines, within and by which Legion sponsored youth activities will be controlled.
- 1.1.2. To encourage and support the development of Legion Youth Bands and Majorette Troupes.
- 1.1.3. To support and encourage youth organisations whose objects are compatible with those of the Legion.
- 1.1.4. To promote an understanding of Remembrance.

### **2. Youth support**

- 2.1. The Membership Governance Administrator is based at Head Office and is responsible for implementing Youth Policy, providing guidance on statutory practices related to Child Protection procedures, supporting County Youth Officers and providing administrative support and encouragement of youth development activities.
- 2.2. County Youth Officers are responsible to the County Committee for co-ordinating youth activities at County level, monitoring procedures and liaison with the Membership Support Officer. All County Youth Officers must undergo Legion screening procedures prior to taking up the post, which means that we will ask for a criminal records check.
- 2.3. Leaders of Youth Bands and Majorette Troupes are responsible for Youth Band/Majorette Troupe activities, complying with the Youth Policy, Safeguarding and Protecting Children Policy and Band Policy and liaising with the County Youth Officer..

### **3. Child Protection**

- 3.1. The Royal British Legion Safeguarding and Protecting Children Policy is issued centrally by the Human Resources and Organisational Development Directorate.
- 3.2. The Safeguarding and Protecting Children Policy should be read alongside the Legion's Youth Policy; all staff and volunteers in the Legion who are directly involved in any Legion youth activities should be fully aware of and comply with the contents of both documents.
- 3.3. It is the responsibility of County Committees to be aware of both policies and to ensure that the provisions of these policies are rigorously applied when and where activities involving young people take place in their areas.

### **4. Youth membership**

- 4.1. Legion Youth membership is available for people from 12 up to 17 years old. The Annual Conference determines the Youth Membership joining fee from time to time, to take effect at the beginning of the Legion's next Corporate Financial Year.

### **5. Youth affiliations**

## **1.2.5. LEGION YOUTH**

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- 5.1. The Royal British Legion Youth Affiliation programme is available to all Legion branches and youth organisations, particularly Service youth organisations (e.g. Sea Cadet Corps, Army Cadet Force, Air Training Corps). Any youth organisation, whether it's uniformed or not, can become affiliated to one or more Legion branches. The purpose of affiliation is to promote mutual support and encouragement to each others' aims and objectives within the local community.
- 5.2. Members of youth organisations that wish to affiliate with a Legion branch do not need to become members of the Legion.
- 5.3. The affiliation is a formal process, controlled and monitored by Counties, through their County Youth Officers. An affiliation register is maintained at Head Office by the Membership Governance Administrator who also issues the affiliation certificates.

### **6. Youth activities**

#### **6.1. Youth Standard Bearers**

- 6.1.1. County Youth Officers should encourage Legion branches to have a Youth Standard Bearer between 14 and 17 years of age. Although there are no branch Youth Standards, a branch may have a Youth Standard Bearer who will carry the branch Standard either as a full time Standard Bearer or at specific youth activities where it is appropriate for the Standard to be carried.
- 6.1.2. A County selects a Youth Standard Bearer from the branch Youth Standard Bearers and a Region selects one from County Youth Standard Bearers. County Youth Standard Bearers can carry the County Standards or County Youth Standards (if present).
- 6.1.3. The Annual National Youth Standard Bearers Competition is open to all Legion County Youth Standard Bearers (aged 14-17). The winner of the competition will be the National Youth Standard Bearer for a period of one year or until the next competition is held. He will carry the National Youth Standard as and when required at events where the National Officers of the Legion are present. More about the NYSB competition can be found in the Legion Youth Policy.

#### **6.2. Youth Bands**

- 6.2.1. A Youth Band is a Band, Corps of Drums, Bugle Section, Marching Band or Pipe Band with at least fifty-five per cent (55%) of its membership under eighteen (18) years of age.
- 6.2.2. All rules and regulations relating to Youth Bands are specified in The Royal British Legion Band Policy published by the Director of Music. A copy of this policy can be obtained from Membership Support Officer at Head Office.

#### **6.3. Duke of Edinburgh's (DofE) Award Scheme**

- 6.3.1. The Legion cannot offer any structured programme meeting the criteria and specifications of the Approved Activity Provider (AAP) licence required by the DofE Award organizers. However, if a young person completing the DofE scheme wishes to include their Legion activities (e.g. being a Standard Bearer) in their DofE

### **1.2.5. LEGION YOUTH**

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programme, they are allowed to do so as long as the organisation providing the programme approves.

#### **6.4. Learning Resource Packs**

6.4.1. The Royal British Legion is committed to helping young people understand the issues of Remembrance, conflict and the importance of peace. The Legion provides free learning resources to assist teachers in introducing these specific themes into the classroom. More information on the learning resources can be found on the Legion website.

#### **6.5. Remembrance Travel for Schools and Young People**

6.5.1. The Remembrance Travel programme helps schools and young people visit battlefields and historical sites as part of their curriculum studies. These visits are also ideal for members of youth organisations. More information can be found on the Poppy Travel website <http://www.remembrancetravel.org.uk> .

## **1.2.6. LEGION CLUBS**

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### **1. General**

- 1.1. Legion clubs provide a welcoming place where members can socialise and they help to attract and retain members. Well run and maintained clubs considerably enhance the prestige of the Legion in the local area. Poorly run and maintained clubs have the opposite effect.
- 1.2. It is important that the relationship between Legion branches and clubs is clearly understood.
  - 1.2.1. The branch represents the charity function which is the reason for the Legion's existence. The club provides a local social facility for Legion members and support for Legion activities. Clubs are not part of the Charity "The Royal British Legion" but are members' society clubs (private members clubs) affiliated to the Legion but not under its direct control.
  - 1.2.2. To be a member of a Legion club you have to be a member of the Legion.
- 1.3. Club Rules include the following:
  - 1.3.1. To advance the Legion's aims laid down in the Royal Charter and Schedules and to contribute to the Benevolent Fund of the Legion.
  - 1.3.2. To organise fundraising in support of the Poppy Appeal and other Legion sponsored appeals.
  - 1.3.3. To support the associated branch and its aims and to hold regular meetings with the branch to discuss matters of mutual interest.

### **2. Status**

- 2.1. Clubs in England and Wales are registered as mutually trading societies owned by their members. The Legion provides Model Club Rules, approved by the Financial Conduct Authority (FCA), and on the basis of the agreed rules the club is registered under the Industrial and Provident Societies Act 1965. In Northern Ireland clubs are not registered as Industrial and Provident Societies but are registered under regulations for clubs in Northern Ireland.
- 2.2. Each club is granted a licence in perpetuity by the Legion, allowing it to use the Legion's name and logo. The club rules and the licence require the club to comply with certain conditions. Failure to do so can result in the withdrawal of the licence in order to protect the name of the Legion. All licences will show a date of issue but not a period of validity unless required for a specific purpose such as a Conditional Licence
  - 2.2.1. Clubs are required to submit an annual application to renew their Legion Licence with supporting accounts (a Condition of their RBL Club Licence) and must receive a recommendation from the Regional Club Relationship Manager (RCRM) to maintain a Full Licence.
  - 2.2.2. The Membership Council (MC) will authorise the issue of a Full Licence for the first time but once issued, and provided there is no change to the recommendation by the RCRM it would not need to be put before the MC for authority to extend its



## **1.2.6. LEGION CLUBS**

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period.

2.2.3. Where a club is issued a Full Licence authorised by the MC and if the RCRM considers this should be changed to a Conditional/Refusal of Licence a recommendation would be put to the MC for authorisation and once the Conditions/reason for Refusal had been met the issue of a Full Licence would be authorised by the MC.

### **3. Support**

3.1. The activities of Legion clubs are supported by the Clubs Department under the Commercial Directorate at Head Office. The Legion recognises that trading conditions are often difficult and that Club Committees sometimes need help. The Legion provides management advice for clubs in the form of RCRM who will give advice where requested by the club or on the request of a County Committee. Advice, which can be accepted or not by the club, can only be given as the Legion cannot interfere with the internal running of the club.

3.2. The three RCRMs provide clubs with professional management support, particularly those in trading difficulties. They operate under the direction of Property Team Leaders in five Regional Areas of England, Wales and Northern Ireland.

3.3. The Clubs Department in the Commercial Division at Head Office, with the assistance of Counties and the RCRMs, monitor club activities by:

3.3.1. Scrutinising club licence applications and supporting documents and making a recommendation for the issue of the Legion Club Licence to the Membership Council.

3.3.2. Giving RCRM guidance to clubs.

3.3.3. Giving advice to clubs and members regarding the club's registered rules.

3.3.4. The issue of club Membership stickers to clubs.

3.4. Counties should, where possible, appoint a member as a Branch/Club Liaison representative.

### **4. Premises**

4.1. Trustees owning property which is leased to a tenant club have a particular responsibility under trust and charity law to ensure that the proper rent is paid.

## **1.2.7. LEGION BANDS**

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### **1. General**

- 1.1. The Legion values the relationship with the Legion Bands as they represent the Legion's core values in their local communities, nationally and abroad.
- 1.2. A Royal British Legion Band ('Legion Band') is a legally and financially independent Band, Corps of Drums, Bugle Section, Marching Band, Majorette Troupe, Pipe Band, Bugler or Choir that has obtained a Licence to use the name of The Royal British Legion.:
- 1.3. Any band that carries the name of the Legion is required to conform to the band policy in order to protect the name of the Legion, its trustees and its members.

### **2. Status**

- 2.1. Each band is granted a license in perpetuity by the Legion, allowing it to use the Legion's name and logo. The Legion's band policy ensures that the band complies with certain conditions. Failure to do so can result in the withdrawal of the licence in order to protect the name of the Legion.
  - 2.1.1. Bands are required to submit a licence application with a copy of their Band Constitution to receive their Legion Licence with supporting accounts. All licences will show a date of issue but not a period of validity unless required for a specific purpose.
  - 2.1.2. The Membership Council (MC) will still authorise the issue of a Full Licence for the first time but once issued, and provided there is no change to the recommendation by the Director of Music or the County, it would not need to be put before the MC for authority to extend its period.
  - 2.1.3. Where a band is issued a Licence authorised by the MC and the Director of Music and County consider this should be changed to a Refusal of Licence, a recommendation would be put to the MC which the MC can accept or refuse.

### **3. Support**

- 3.1. The activities of Legion bands are supported by the County and the Membership Department at Head Office. Guidance, which can be accepted or not by the band, can only be given as the Legion cannot interfere with the internal running of the band.
- 3.2. The Membership Department at Head Office, with the assistance of Counties, supervise band activities by scrutinising band licence applications and supporting documents and making a recommendation for the issue of the Legion Band Licence to the Membership Council.