



Patron Her Majesty The Queen



West Lancashire County The Royal British Legion

Annual Report
2018/2019
and agenda
for the

27th Annual Conference

to be held at

Lathom & Burscough RBL Club

on

Saturday 18th January 2020 at 1400hrs

Including minutes of the 26th Annual Conference

Held at

Chavasse House, Sarum Road, Liverpool

Saturday 20th January 2018 at 1400hrs

Attention is drawn to Governing Regulation 15b of The Royal Charter, which reads;

The membership of each County/District Conference will consist of one representative from each Branch in that County/District with up to 300 Members and Life Members in total and 2 representatives from each Branch with over 300 Members and Life members in total. Those Branches with more than 1000 members may choose to have additional representation calculated on the basis of one extra representative for every 500 Branch members over 1000.

Only Branches that have:

(1) submitted, on or before the immediately preceding 30 September, their receipts and payments accounts for the Legion's previous Field Financial Year

and

(2) on or before the immediately preceding 31 December submitted their completed Form MS1 for the Legion's current Corporate Financial Year

are entitled to be represented at a meeting of the County/District Conference.

Only Branch Delegates are entitled to vote at the conference.

On rising to address the Chair, delegates are requested to state the name of the branch represented.

The following is a proposed agenda however this could change

ENTRY OF STANDARDS

1. Exhortation the County President
2. Opening prayers Branch Chaplain
3. Welcome to Host Venue by the Branch/Club Chairman
4. Civic Welcome by Civic Representative
5. County Awards
6. Apologies
7. Address by the County President
8. Appointment of Scrutineers
9. Confirmation of Previous Annual Conference minutes
10. Chairman's Report
11. County Report
12. Approval of County Plan
13. Area Manager's Report
14. Treasurer's Report
15. Adoption of Accounts
16. Address by Guest Speakers
17. Vote of thanks to guest speakers
18. Election of County Committee Members
19. County Conference Committee Nominations
20. National Conference Committee Nominations
21. Resolutions
22. Venue for next County Conference
23. Handover of County Standard
24. Vote of Thanks by County Vice Chairman
25. National Anthem

**The Royal British Legion West Lancashire County Annual Conference Saturday
18th January 2020**

Committee Nominations

County Committee

(Up to 9 Vacancies to be filled)

Mrs B Butterwick	Formby
Ms K Filkins	Widnes
Mr P Jarman	Netherley
Mr R Lewis	Huyton
Mr D Quinn	Crosby

All are elected unopposed

County Conference Committee

(3 Vacancies to be filled)

Ms L Taggart	East Liverpool
Mr P Doyle	Huyton with Roby

All are elected unopposed

Motions

This Conference requests the BoT to allow elected officers to serve on both the Branch and Club Committees.

East Liverpool

Annual Report 2018/2019

The Twenty seventh Annual Report of West Lancashire County RBL for the year ending 30th September 2019.

It is with great sadness that once again the annual report of West Lancashire County must start with the loss of some outstanding Legionnaires.

First we must announce the death of a couple of great friend to all and a members of the County Committee Les Burgess Netherley Branch and Don Morgan Formby Branch, Peter Willkie Treasurer of Atherton Branch, Bob Woodward Penketh & Sankey Branch; our sincere condolences go to their families. We also send the County's condolences to all the outstanding Legionnaires that have passed away in the last 12 months. They will all be sadly missed and our deepest sympathy goes to their families.

WE WILL REMEMBER THEM

County Committee

The County Committee would like to record their thanks to Bill Martin and the Area Office for their hospitality to the County Committee at their County Meetings during the past year. We would also like to record a special thank you to St Michaels Church and Holy Trinity Church for the use of their premises for our County Standard Bearers training.

Branches and Clubs

We should start by congratulating Leigh RBL on a tremendous effort to recruit, which has seen an increase of 111% in their membership.

Some of our smaller Branches continue to find it difficult to cope and to replace officers when they retire due to age and ill health. County Supported Branches is now up and running giving Branches the option to continue to remain open. Woolston Branch being the first of the Branches signed up. However it is still essential that all current Branch committees attempt to have a succession plan in place which will allow time to identify suitable replacements?

On a positive note half of our 36 Branches have held steady or increased their membership for which we congratulate them. Statistically the County began this year with 2188 members and we recruited another 306, unfortunately we lost 736 members overall mainly due to a number of clubs closing and we end the year with 1758 which is a decrease of 20%.

We must all continue to strive to ensure that the membership side of The Royal British Legion continues in its present form.

We want to attract a younger and more internet savvy generation so we continue to offer our members a varied way to join with the Online joining available to all Branches with a simplified search function and joining via phone as well as the normal application form at a Branch or club method.

It is also helpful to offer them a more varied way of renewing their membership, we may lose a small personal interaction but not all members want that interaction. Members can still pay by Cash in the Branch if the Branch wishes or at a PayPoint, Direct Debit and Credit/Debit Card Payments, Bank Transfers as well as Pay Pal. All in all plenty of ways for every member to renew there membership there should be no excuses now?

The Membership Support Officer Bill Martin will be pleased to offer advice to any branch that needs help with this or any other recruiting or retention effort.

Unfortunately we have lost a number of clubs who decided trading was too difficult and have chosen the option to wind up the business. The Property Department has been able to arrange for the premises to remain open by offering a lease to run a bar to a third party. There are still Clubs within our County who continue to face very difficult times so clubs should heed warning signs, do not wait until it is too late, seek the free advice of Geoff Morrey our Clubs Relationship Manager and **act** on his advice?

It is imperative that any club in difficulty and on the verge of closure lets the Membership Support Officer or Clubs Relationship Manager know. This will enable them to look at options for the club which may not necessarily mean closure of the facilities, just closure of the business.

County Conference 2018

The County held its 26th Annual Conference at 208 Field Hospital on Saturday 19th January 2019.

The delegates and visitors were given a warm welcome to 208 Field Hospital by The Lord Mayor of Liverpool Cllr Christine Banks

Maj Gen David Jolliffe National Trustee was our main speaker and he addressed Conference on what the Legion had achieved in the last year and what plans where forthcoming.

The attendance at Conference was good this year with 12 delegates however visitor numbers where slightly down; the County Committee would like to thank all the delegates and visitors who attended for all their efforts.

They would also thank Michelle Miller County Parade Marshall and all the Standard Bearers who attended, they must be commended on their turn out and bearing. As always they were an excellent reflection on the county and all our guests commented on their professionalism.

We would like to congratulate all who received awards on the day.

Thanks must also be given to Maj Mick Jesermino and 208 Field Hospital for making us so welcome in wonderful surroundings.

D-Day 75th Anniversary Commemorations

The Legion Chartered a ship MS Boudicca to become home to 300 D-Day veterans and their carers who where to attend the commemorations. A number of those veterans left from Liverpool and where seen off by the Lord Mayor on the 1st June.

The County organised in conjunction with the City a service to commemorate the 75th Anniversary of D-Day. A number of Standards where on parade, and a poignant service held. It was attended by the Lord Lieutenant of Merseyside, the Lord Mayor of Liverpool and other Civic Dignitaries.

A number of Branches held there own D-Day events Widnes branch holding a combined event to commemorate Monte Cassino, D-Day and Imphal/Kohima. The event was a huge success.

AFD Service & Parade

The Annual Armed Forces Day Parade and Service was a Drum Head Service held at Parish Church and then a parade to the Albert Dock. It was attended by the Lord Lieutenant of Merseyside, the Lord Mayor of Liverpool and other Civic Dignitaries.

The County was disappointed with the turnout from Branches; however those that did attend had an enjoyable afternoon. The Chairman asks all Branches to encourage their members to attend all County events in the future.

There continues to be a good turnout of Standards, the Legion Standard was clearly visible during the service and parade. It would be great to see every Legion Standard Represented and to that end Branches must ensure they do all in their power to appoint a Standard Bearer and Deputy if possible.

AFD continued at the Albert Dock with Military stalls and the Legion was represented with a Gazebo manned by the MSO and a couple of information Volunteers from the Pop In.

National Conference

National Conference 2019 was held in Bournemouth and the County was as normal their in some force.

Ashton in Makerfield Branch Chairman put forward the following motion

This Conference requests the BoT to change the format for ticket allocation for the Festival of Remembrance to the same as agreed by Resolution 94 at National Conference in 1963 & Resolution 17/18 at National Conference in 1986 and the cost of the Ticket as agreed by Resolution 1 at National Conference in 2003 as these previous resolutions have never been rescinded.

The motion was passed by Conference, The response from the trustees was;

Following a review by the Membership Council and Board of Trustees, this motion has been rejected.

The Board of Trustees is rightly obliged to comply with the new, more stringent security requirements of the Met Police and we must also comply with GDPR legislation. The previous ticketing system was non-compliant on both points, which we clearly cannot support

The ticketing process has been fully reviewed for 2019 and some significant changes made versus last year:

1. The afternoon and evening performances will now cost the same. Costs were kept as per last year so that prices for the evening and afternoon performances were the same. The price of the lowest priced ticket has been made available for the afternoon performance - previously, the evening performance attended by members of the Royal family was cheaper than the afternoon.

2. It was also noted that the first come first served box office process launched in 2018 was the fairest way to ensure that all Members were treated equally and that all Members have the same opportunity to apply for tickets.

3. We have also made some changes to the sales process itself:

- Better telephone customer service being made available from launch with more lines meaning it should be faster and easier to get through.

- Staggered on sale dates of the evening and afternoon performances so we smooth out potential demand all coming at once.

- Clear communication and advance warning of when sales will take place so Members can prepare properly.

The Membership Council and Board of Trustees are also keen to underline that last year's Festival had fewer empty seats than in previous years and that the number of tickets needing to be put on general release (ie to non RBL Members) was also down on previous years.

The system will be reviewed again in January 2020 ahead of the 2020 Festival

The next annual conference will be held in Southport 16-17 May 2020.

Standard Bearers Competition

Our County Standard Bearer Eddy Flaherty took part in the Regional Standard Bearers Competition in March he was superb but could only manage runner up.

Holy Trinity Parish Hall, Formby was the venue for this years County Standard Bearers Competition and we must thank Michelle Miller and the Membership Support Officer for organising the event.

With the encouraging number of competitors last year it had been decided that the County should continue to hold training sessions for Standard Bearers so that high standards of the past remain for the future and for those that attended it was an enjoyable and helpful number of evenings and we thank Michelle Miller, for her assistance.

This year the number of competitors decreased slightly with 4 Standard Bearers taking part..

A special thank you must go to our Parade Marshall Mrs Michelle Miller her team of Marshals and the judges. The competition was closely fought but eventually it was again won by Eddy Flaherty from East Liverpool.

Remembrance Period

We held a number of well attended events over the Remembrance Period. The Garden of Remembrance opening was well attended.

Remembrance Sunday had the greatest amount of people on parade for many a year and the City estimated over 15,000 people watching. This year the event was again televised on a giant screen to let the many thousands of people see. The County and Area Office sponsored the Service Sheet and TRBL got mentioned on numerous occasions by Roger Philips the compere.

County Awards

The Graeme Bryson Trophy for Branch Efficiency and Progress

Winner Ashton in Makerfield Branch

The Chairman's Cup Poppy Appeal Largest % Increase (3 Yrs)

Winner East Liverpool Branch

Widnes Branch

Special Awards Poppy Appeal

Largest Collection Southport Branch

Largest Cash Increase Widnes Branch

The Percy Hey Silk Flag for Increased Membership

Winner Leigh Branch

Runner up Atherton Branch

The Harry Scarisbrick Trophy for Youth Endeavour

Winners 611 Sqn ATC Formby

County Certificate of Appreciation

Mr P Doyle Huyton Branch

Mr J Burns Ashton in Makerfield Branch

Mr M Malone Ashton in Makerfield Branch

National Awards

Gold Badge

Mr L Speers Maghull Branch

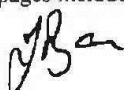
THE ROYAL BRITISH LEGION West Lancashire COUNTY
Balance Sheet as at 30 June 2019

Fixed Assets

Year: 2018	<u>Freehold or Leasehold Properties</u>	Year: 2019
0.00	Balance at 01 July	0.00
0.00	Additions during the year	0.00
0.00	Less Depreciation	0.00
0.00	Balance at 30 June	0.00
	<u>Fixtures & Fittings</u>	
0.00	Balance at 01 July	0.00
0.00	Additions during the year	0.00
0.00	Less Depreciation	0.00
0.00	Balance at 30 June	0.00
0.00	<u>Standard</u>	0.00
	Investments	
0.00	Balance at 01 July	0.00
0.00	Total Investments	0.00
	Net Current Assets	
0.00	Debtors	0.00
136.94	Cash - Petty Cash	9.57 ✓
30,583.42	Current Account - West Lancashire County Committee - RBL - 201084 - 90859656	27,176.64 ✓
0.00	Deposit Account - COIF - RBL - 000000 - 00000000	0.00
0.00	Deposit Account - Charities Deposit Fund - RBL - 000000 - 00000000	0.00
257,233.84	Deposit Account - BFI Account BR9017 - RBL - 301175 - 01200110	241,830.07 ✓
6,715.90	Deposit Account - BFI Account Ormskirk Fund - RBL - 301175 - 01200110	6,850.22 ✓
9,448.38	Deposit Account - BFI Account General Fund - RBL - 301175 - 01200110	9,638.67 ✓
2.84	Current Account Ormskirk Fund - RBL - 301175 - 01200110	2.84
0.00	Creditors	0.00
304,121.32	Net Current Assets	285,508.01
304,121.32	TOTAL ASSETS	285,508.01 ✓
	FUNDS:	
22,745.84	Main Accumulated Fund	19,401.98 ✓
274,740.74	Benevolent/Welfare Fund	259,336.97 ✓
6,634.74	Total Earmarked Funds	6,769.06 ✓
0.00	Restricted	0.00
304,121.32	TOTAL FUNDS	285,508.01 ✓

We confirm that the financial statements on all pages include all funds and financial transactions of the County and were approved by the County Committee on 28th July 2019

County Chairman



County Treasurer



Income for the year ended 30 June 2019

Year: 2018	INCOME	Year: 2019
	Income	
578.00	Contributions from Branches	1,076.13 ✓
0.00	Administration Grant from HQ	0.00
492.95	Donations	658.70 ✓
0.00	Legacies	0.00
0.00	County Handbook Income	0.00
0.00	Deposit Interest	0.00
0.00	Investment Income	0.00
320.00	Festival of Remembrance	0.00
0.00	Pooled Fares	0.00
95.00	Transfers	20,504.76 ✓
221.27	BFI Interest	190.29
2,213.50	National Conference	4,630.00 ✓
	Uncashed Cheques	0.00
3,920.72		27,059.88 ✓
	Fundraising	
0.00	Entertainment Events Income	0.00
0.00	Sale of Badges/Wreaths/etc	228.00 ✓
1,193.92	Fundraising Events Income	950.00 ✓
0.00	Other Income	237.00
0.00		0.00
1,193.92		1,415.00 ✓
0.00	Profit (Loss) on Investments	0.00
0.00	Profit (Loss) on Sale of Assets	0.00
5,114.64	TOTAL INCOME	28,474.88 ✓
9,251.57	Less Expenditure per page 3	31,818.74 ✓
-4,136.93	Surplus/(Deficit) for year	-3,343.86 ✓
0.00	Unrealised profit (loss) on Investments	0.00
-4,136.93	Net Fund Movement	-3,343.86
26,882.77	Accumulated Fund brought forward	22,745.84
22,745.84	Accumulated Fund carried forward	19,401.98 ✓

Report of the Independent Examiner

(Note: An Auditor must submit an Audit Report in the format prescribed by their professional standards. This report will be attached to the Accounts.)

I have examined the financial statements on all pages for the year to 30 June 2019

In my/our opinion, the said financial statements fairly state the transactions of the County for the year ended 30 June 2019, and its Assets and Liabilities at that date.

Except where stated below (if none then state none), no matter has come to my attention which gives reasonable cause to believe that proper accounting records have not been kept or that these County Accounts are not prepared in accordance with the books and supporting vouchers or that the County does not have proper title to the assets and stated bank balances.

I have checked bank statements, bank reconciliation(s) and attached copies of bank statements are correct.

Signature

J A Duff

Contact Details:

07989 746922

Qualification DC ACCTS FLT, RAF

Date

30/9/19

Expenditure for the year ended 30 June 2019

Year: 2018	EXPENDITURE	Year: 2019
	Charitable Activities	
0.00	Benevolent Grants	20,504.76 ✓
900.47	Remembrance/Ceremonial	1,762.01 ✓
1,165.06	Standard Bearers Expenses	1,030.45 ✓
0.00	Sporting Events	0.00
0.00	Festival of Remembrance payment	0.00
0.00	LIC	0.00
<u>2,065.53</u>		<u>23,297.22 ✓</u>
	Charitable Support Activities	
631.12	Seminars & Training	291.59 ✓
420.00	Recruiting Costs	0.00
0.00	LIC	0.00
<u>1,051.12</u>		<u>291.59 ✓</u>
	Fund Raising & Publicity	
0.00	Entertainment Event Costs	0.00
0.00	Cost of Badges/ Wreaths etc for Resale	265.00 ✓
186.94	Fundraising Event Costs	192.49 ✓
0.00	Publicity	425.00 ✓
<u>186.94</u>		<u>882.49 ✓</u>
	Management & Administration Costs	
146.70	Travel and Meetings	251.10 ✓
390.28	Conference Expenses	606.34 ✓
0.00	Audit & Accountancy	0.00
0.00	Premises - Rent/Rates/Utilities/Insurance	0.00
0.00	Printing & Stationery	0.00
0.00	National Conference	5,706.40 ✓
0.00	Equipment Purchase/Lease	0.00
0.00	General Administrative Expenses	0.00
2,000.00	BCS	447.60 ✓
3,411.00	Other Expenditure	336.00 ✓
<u>5,947.98</u>		<u>7,347.44 ✓</u>
0.00	Less Depreciation	0.00
<u>9,251.57</u>	TOTAL EXPENDITURE	<u>31,818.74 ✓</u>

Other Funds as at 30 June 2019

Year 2018		Year 2019
	<u>BENEVOLENT WELFARE FUND</u>	
269,718.52	Opening Balance as at 01 July	274,740.74
	Receipt Details	
	Receipts	
0.00	Donation	0.00
0.00	Receipts	0.00
0.00	Legacies	0.00
0.00	Interest	0.00
0.00	Investment income dividends	0.00
0.00	Transfers	0.00
5,043.62	BFI Interest	5,100.99
0.00	Transfer from branch	0.00
5,043.62	Total Receipt	5,100.99
	Payment Details	
	Payments	
0.00	Grants	20,504.76
21.40	Welfare Expenses	0.00
0.00	Transfer	0.00
21.40	Total Payment	20,504.76
274,740.74	Closing Balance as at 30 June	259,336.97
	<u>RESTRICTED</u>	
	<u>EARMARKED FUNDS</u>	
	BFI ORMSKIRK FUND	
6,540.06	Opening Balance as at 01 October	6,634.74
131.68	Interest	134.32
	Current Account	
	Expenditure	
37.00	Wreaths	
6,634.74	Closing Balance as at 30 June	6,769.06
	Fund: WELFARE HELD LOCALLY	
	Reason for restriction/keeping separate	
6,634.74	TOTAL EARMARKED FUNDS	6,769.06

ROYAL BRITISH LEGION

WEST LANCASHIRE COUNTY/DISTRICT PLAN (2020 – 2023)

1. INTRODUCTION AND BACKGROUND

Welfare: There has been a slight increase in Branches signing up for Branch Community Support (BCS) this year however we need to start to target branches to use and report quarterly on Office 365. We held a seminar to inform our friends and stakeholders about Social isolation over 100 people attended during the day. We will be arranging a number of Welcome and Induction training sessions for BCS.

Fundraising: The Poppy Appeal raised £964,916.69 in 2018, an increase of 2.7% on previous years total and another record for the County. This is an outstanding achievement by PAO's and Poppy Collectors throughout the County. Where PA areas do not have a PAO they have been divided between remaining branches, whilst the CFR looks for replacements.

Remembrance & Ceremonial: The County has been represented at many extra ceremonial events to commemorate the Centenary of WW1 which included a number of Services to commemorate the centenary of awards of the Victoria Cross. Normal Remembrance and Ceremonial activities were carried out throughout the County with enhanced Legion coverage at the City of Liverpool Service. The Garden of Remembrance Service was well attended. There was Legion attendance at both Everton and Liverpool Remembrance Football matches.

Membership: The aim for 2018/19 was to stem the decline in membership which had been continually decreasing year on year. The decline this year is 20% as of 30th September 2019. The decline was forecast as 4 clubs had decided to cease trading. However the members remaining will be harder and hopefully willing to assist the Legion more and half of Branches have had no decline or a slight increase

Training: Training carried out this year has been predominantly for Standard Bearer's, training Competition which has been very successful with many continuing to hone their skills. There has been a lack of candidates coming forward to arrange local membership courses. However the intention is to run some local and Regional Courses this year including number of Welcome and Induction training sessions for BCS.

Administration & Finance: County administration has been carried out to plan, with regular well attended County Committee meetings; financially the County is sound and has provided financial assistance to many welfare cases this year.

2. OBJECTIVES

- 2.1 Welfare.
 - 2.2 Fundraising.
 - 2.3 Remembrance and Ceremonial.
 - 2.4 Membership, Recruiting and Legion In the Community.
 - 2.5 Training.
- 2.6 Administration and Finance.

2.1 WELFARE

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. Deliver awareness to other care organisations such as Social Services and Occupational therapists.	On-going	AM, AITL, CM, CWAC	Numbers of briefings offered & numbers of people attending.	Welfare Budget
2. Provide County benevolence funds to Central Grants for almonisation	On-going	AM, AITL, CWAC, MSO, CT	Number of cases supported by County Benevolent Fund	As requested by Central Grants
3. Increase financial support to County Welfare fund from Branches.	On-going	AM, CM, CWAC, MSO, CT	Response from Branches with donations to CWF	Nil
4. Continue to foster good relationships with SSAFA, Community Covenants, etc.	On-going	All	SSAFA are now sharing our offices which allows for a better rapport. The number of referrals and cases from these organisations.	Nil
5. Continue to encourage clients to give permission to use their case as a case study for media ad supporter communication.	On-going	All	The number of permissions for cases to be used as a study.	Nil
6. Encourage Branches to recommend individuals for welfare training courses, as offered by Area Office to support Area.	On-going	All	Numbers of training courses offered & numbers of individuals attending training courses	welfare training budget
7. Increase the number of branches signed up for Branch Community Support	On-going	All	Number of branches signed up for Branch Community Support. Encourage Branches to report the Good work being carried out at Branch.	Nil

2.2 FUNDRAISING

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. Continue to provide support and encouragement to the Community Fundraiser and County Poppy Appeal Coordinator in achieving maximum returns.	Ongoing	All	Fundraising results at year end	Expenses
2. Continue to identify areas in the County where there are significant shortfalls of volunteers and work with the respective Branch teams to provide the necessary support to build up numbers in time for the Poppy Appeal.	Ongoing	All	Number of gapped PAO posts at year end	Nil

2.3 REMEMBRANCE AND CEREMONIAL

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. To bolster two minute silence and Remembrance communication programme.	Ongoing	All	The number of people attending Remembrance events throughout the County.	Nil
2. To promote and organise Garden of Remembrance in Liverpool	Ongoing	All	The number of people attending Garden of Remembrance in Liverpool	£200
3. To promote and organise County Standard Bearers competition.	Ongoing	All	The number of Standard Bearers attending training and taking part in Competition	£1000 to include Hire of Hall, SB Travel Expenses

2.4 MEMBERSHIP, RECRUITING AND LEGION IN THE COMMUNITY

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. Continue to support Branches in recruiting new members	Ongoing	County Committee, MSO	New members recruited at Branch level	Nil
2. To continue to develop Branch affiliation with Youth Organisations	Ongoing	Branches, CC, MSO	Increase the number of affiliated units	Nil
3. To continue to carry out LIC events to include: Southport Air Show Armed Forces Day County Membership Roadshow	Ongoing	MSO, CC	Attendance at the events, information passed to beneficiaries and public, Members recruited and Fundraising achieved	SAS £800 AFD £200 CMR £600

2.5 TRAINING

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. Provide membership training programme	Ongoing	MSO, CTO	Provide membership training	£550
2. Promote and provide Standard Bearer Training to culminate in Competition.	Ongoing	MSO, CTO, PM, CC	The number of trained Standard Bearers in the County and amount of competitors at Competition.	Included in 2.3.3
3. Seek to appoint County Training Officer	ASAP	CC, MSO	Appointment of CTO	nil
4. Encourage members and officers at Branch and County level to attend training courses	Ongoing	CC, MSO	Training courses attended	Head Office budget

2.6 ADMINISTRATION AND FINANCE

Objective	Target date	Responsibility	Key Performance Indicator(s)	Budget estimate
1. Continue to press for Direct Debit and Gift Aid in support of National Policies	Ongoing	All	Increase in DD and Gift Aid	nil
2. Support Branches in sustaining their continuance by offering advise and help to Branch Committees	Ongoing	MSO, CC	Continuance of Branches in the County	nil
3. Provide County support to Branch events held in the Community	Ongoing	MSO, CC	Use of County Recruiting Gazebo at Branch events	£150
4. Continue to provide high level professional PR coverage of Branch and County Events	Ongoing	CM, MSO, CFR, CPRO	Coverage of Royal British Legion events in local media	£150 ad hoc cost of advertising
5. Encourage Branches to sign up for BFI	Ongoing	MSO, CC	Numbers of Branches with BFI accounts	nil
6. Continue to develop use of County Website and other Social Media as a communication tool for the County.	Ongoing	MSO, CC	Useful County Website	Nil
7. Encourage maximum participation in online Branch Accounting System	TBC	All	Numbers of Branches submitting online Branch Accounts	Nil
8. To promote timely submission of Branch & Club returns.	Ongoing	All	Numbers of Branches and Clubs submitting returns on time	Nil
9. Encourage maximum use of email and internet use	Ongoing	All	Numbers of branches conducting business using email and internet	nil