

## **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 Trustees and representatives of The Royal British Legion, certain behavioural standards are expected from our Branch Officers, Committee members and 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.

### **3. Branch President**

#### 3.1. Introduction

- 3.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees/Membership Council or by the County/District Committee.
- 3.1.2. The Branch President is an appointment of the Branch Committee to serve for as many years in a three year term as decided by the Committee.
- 3.1.3. Branch Presidents are asked to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures.

#### 3.2. The role of a Branch President

- 3.2.1. The Branch President has both a representational and encouraging function. The incumbent should therefore be a person distinguished in public life, the local community, or the Legion, and be able to counsel the Chairman and Officers as necessary in the execution of their duties.
- 3.2.2. The President, although an Officer of the Branch, has a non-executive role, without a vote; however, he/she may attend and speak at the meetings of the Branch Committee.
- 3.2.3. A Branch President should have the ability to 'open doors', establish useful contact and bring influence to bear in order to promote the best interests of the Legion within the local community.

#### 3.3. Key responsibilities of a Branch President

- 3.3.1. Give clear constructive and comprehensive encouragement to the Branch Committee when required.
- 3.3.2. Assist the Branch Committee with hosting local dignitaries at Branch events.
- 3.3.3. Act as Branch representative, if required to present Branch awards.
- 3.3.4. A Branch President should be willing to devote the time necessary to attend conferences, meetings, events and to represent the Legion.
- 3.3.5. A Branch President should preside at the opening of the Branch AGM and give a Presidential address.
- 3.3.6. Discuss potential Branch President candidates with the Branch and having arrived at a consensus, the retiring President negotiates discreetly and confidentially with the person targeted, to establish a willingness to serve and accept the duties involved.

### **4. Branch Chairman**

#### 4.1. Introduction

- 4.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees, Membership Council or by the County/District Committee.
- 4.1.2. Branch Officers and Committee members are Trustees. Guidance for Charity Trustees is available from the Charity Commission. Key points can be found in the Management Handbook: Charity Commission Guidance for Charity Trustees.
- 4.1.3. The Branch Chairman is elected at the Annual General Meeting by those members eligible to vote for a period of 1, 2 or 3 years and is the Senior Elected Officer.
- 4.1.4. Branch Chairmen are asked to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures. In particular, Branch Chairmen must act in a timely manner with requests from County and National level, as well as being the key liaison between members of the Branch and the County/National representatives.

#### 4.2. The role of a Branch Chairman

- 4.2.1. The Branch Chairman is the Senior Elected Officer on the Branch Committee. He is expected to show strong leadership, management and diplomatic skills in ensuring that a close bond and liaison is maintained with the branch committee, membership and the county structure. He should be loyal to the County Committee/Membership Council and Board of Trustees but be prepared to represent the views and concerns of the Branch through the County Chairman.
- 4.2.2. As the Senior Elected Officer, he is accountable for all Branch activities and must delegate activities in a manner that will ensure duties are performed effectively.
- 4.2.3. The Branch Chairman must have extensive knowledge of all issues affecting the Branch and ensure that they comply with Legion policies. The Branch Chairman must be conversant with the Royal Charter and Management Handbook, and must be prepared to advise the Branch Committee accordingly.
- 4.2.4. The Branch Chairman must ensure that the Charity complies with Charity law and with the requirements of the Charity Commission as regulator, in particular that the Charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. He must ensure that the Charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purposes and objects set out there, act with integrity and avoid any personal conflict of interest or misuse of Charity funds or assets. He should not receive any payments out of the Charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend trustee meetings and ensure that funds are spent or earmarked for the purposes for which they were raised. He must avoid undertaking activities that might place the Charity's endowment, funds, assets and reputation at undue risk.

#### 4.3. Key responsibilities of a Branch Chairman

- 4.3.1. Undergo initial appropriate training courses in a period of time as determined by the Training Advisory Group and attend regular update training to ensure they remain conversant with changes in Legion policies.
- 4.3.2. To be fully conversant and adhere to the contents of The Royal Charter as well as other Legion policies and procedures.
- 4.3.3. To direct all Branch activities.
- 4.3.4. To chair and control meetings effectively ensuring that they are planned accordingly to content and time, avoiding the imposition of their personal ideas on the meeting but encouraging participation from Members.
- 4.3.5. To delegate duties to the Committee/Members and to ensure that these duties are performed effectively and in accordance with Legion policy and procedures.
- 4.3.6. To ensure that proper handovers take place between newly-elected Branch Officers, appointed Committee Members and their predecessors. This includes ensuring that all Minute Books, correspondence, Legion publications, Branch papers and keys are handed over.
- 4.3.7. To ensure the Treasurer has a correct audit/examination undertaken and is agreed by both the outgoing and incoming Officers and that both are satisfied with the security of cash and chequebooks.
- 4.3.8. To set an example as an active Member of the Legion and to be available for advising both the Committee and Branch Members when necessary.
- 4.3.9. To ensure that sub-Committees, individual Officers and members for specialist functions are appointed where necessary.
- 4.3.10. To ensure that all Branch Committee Members are aware of their responsibilities particularly as Branch Management Trustees.
- 4.3.11. To ensure all new Members receive an induction to the Legion.

## **5. Branch Vice-Chairman**

### **5.1. Introduction**

- 5.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees, Membership Council or by the County/District Committee.
- 5.1.2. Branch Officers and Committee members are Trustees. Guidance for Charity Trustees is available from the Charity Commission. Key points can be found in the Management Handbook: Charity Commission Guidance for Charity Trustees.
- 5.1.3. The Branch Vice-Chairman is elected at the Annual General Meeting by those Members eligible to vote for a period of 1, 2 or 3 years.
- 5.1.4. Branch Vice Chairmen are to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures. In particular, Branch Vice Chairmen must act in a timely manner with requests from County and National level, as well as being the key liaison between members of the Branch and the County/National representatives.

## 5.2. The role of a Branch Vice-Chairman

- 5.2.1. The role of a Branch Vice-Chairman is to aid the Branch Chairman in managing the Branch. He should be expected to show strong leadership, management and diplomatic skills, in particular when deputising for the Branch Chairman.
- 5.2.2. The Branch Vice-Chairman must be conversant with the Royal Charter and Management Handbook, and must be prepared to offer guidance to the Branch Committee accordingly, as directed by the Branch Chairman.
- 5.2.3. The Branch Vice-Chairman must ensure that the Charity complies with Charity law and with the requirements of the Charity Commission as regulator; he must in particular ensure that the Charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. He must ensure that the Charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purposes and objects set out there. He must act with integrity and avoid any personal conflict of interest or misuse of Charity funds or assets and not receive any payments out of the Charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend trustee meetings. He must ensure that funds are spent or earmarked for the purposes for which they were raised and avoid undertaking activities that might place the Charity's endowment, funds, assets and reputation at undue risk.

## 5.3. Key responsibilities of a Branch Vice-Chairman

- 5.3.1. Undergo initial appropriate training courses in a period of time as determined by the Training Advisory Group and attend regular update training to ensure they remain conversant with changes in Legion policies.
- 5.3.2. The Branch Vice-Chairman is at all Branch meetings to deputise for the Branch Chairman in his absence.
- 5.3.3. The Branch Vice-Chairman should attend all Branch meetings so that they can be conversant with on-going issues, and changes taking place within the Legion, in particular at Branch level.
- 5.3.4. The Branch Vice-Chairman may be given specific tasks by the Chairman, such as the organisation of a Branch event or charring of a sub-Committee.
- 5.3.5. To ensure all new Members receive an induction to the Legion.

## **6. Branch Treasurer**

### 6.1. Introduction

- 6.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees, Membership Council or by the County/District Committee.

- 6.1.2. Branch Officers and Committee members are Trustees. Guidance for Charity Trustees is available from the Charity Commission. Key points can be found in the Management Handbook: Charity Commission Guidance for Charity Trustees.
- 6.1.3. The Branch Treasurer is elected at the Annual General Meeting by those Members eligible to vote for a period of 1, 2 or 3 years. Branch Treasurers must be financially aware and have attended a Branch Treasurer's course or received similar formal financial training.
- 6.1.4. Branch Treasurers are to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures. In particular, Branch Treasurers must act in a timely manner with requests from County and National level, as well as being the key liaison between members of the Branch and the County/National representatives.

#### 6.2. The role of a Branch Treasurer

- 6.2.1. The role of a Branch Treasurer is to administer the financial management of the Branch, ensuring that the Chairman and Committee are at all times aware of the financial state of the Branch.
- 6.2.2. The Branch Treasurer must be conversant with the relevant provisions pertaining to all financial matters as prescribed in the Royal Charter and Management Handbook, and must be prepared to advise the Branch Committee accordingly. The Branch Treasurer must always bring to the attention of the Chairman and Committee the financial implications of any decision they are considering.
- 6.2.3. The Branch Treasurer should present the accounts in a clear and intelligible way at the AGM, bearing in mind that many Members may not be familiar with accounting procedures and should answer any questions openly.
- 6.2.4. The Branch Treasurer must ensure that the Charity complies with Charity law and with the requirements of the Charity Commission as regulator, in particular that the Charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. He must ensure that the Charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purposes and objects set out there. He must act with integrity and avoid any personal conflict of interest or misuse of Charity funds or assets and not receive any payments out of the Charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend trustee meetings. He must ensure that funds are spent or earmarked for the purposes for which they were raised and avoid undertaking activities that might place the Charity's endowment, funds, assets and reputation at undue risk.

#### 6.3. Key responsibilities of a Branch Treasurer

- 6.3.1. Attend the Legion Branch Treasurer's course prior to or within six months of taking post, or the earliest course thereafter.
- 6.3.2. Attend refresher training in accordance with Legion policy.

- 6.3.3. To be responsible to the Branch Committee for all the financial affairs of the Branch, including the Annual Accounts, the Welfare Account, Branch Bank Accounts, Membership Subscriptions, Insurance premium payments etc.
- 6.3.4. To attend, or produce a report for the General and Committee Meetings of the Branch at least quarterly in order to advise the Branch Committee and, when necessary, the Branch Members on the financial affairs of the Branch.
- 6.3.5. To control all monetary transactions, ensuring that they meet with guidelines contained within the 'Use of Legion Funds Policy' and record these in the Branch Receipt and Payment ledger, retaining all receipts and supporting documents on behalf of the Branch Committee.
- 6.3.6. To receive from the Branch Secretary or Membership Secretary all membership subscriptions and to ensure that all monies received are banked at the earliest opportunity, entered in the ledger/cashbook and that supporting documents are filed and safeguarded.
- 6.3.7. To ensure that the Branch Accounts are examined/audited as required by The Royal Charter and Rules, and to submit the Branch Account return, with supporting documentation to the County/District Office, or as directed, as soon as possible after the Branch AGM but before 31 December annually.
- 6.3.8. To ensure that all cheques for payment are made out correctly and that they bear the registered Charity number and the statement that the Legion is a registered charity. Also to ensure that all cheques are signed by at least two (2) of the authorised signatories, one of whom shall be the Treasurer, and that they are clearly endorsed 'A/C Payee only'. No signatory is to sign a blank cheque.
- 6.3.9. To ensure that the Branch Committee authorise annually the limit the Treasurer may expend on a single item without reference to the Committee, and that this authority is minuted.
- 6.3.10. To ensure that all expenditure, other than Petty Cash, is by cheque and that the details of all expenditure are reported to the Branch Committee at their regular meetings for their approval. All such reports are to be minuted. Also, to ensure that if a Petty Cash system is in use that it is authorised by the Branch Committee and that it operates as an imprest system. The Petty Cash Book is to be checked monthly by the Treasurer and at least one other Branch Officer and should be countersigned by these individuals as being correct. The petty cash limit should be no more than £50.
- 6.3.11. The Branch Treasurer should be computer literate to enable them to use the Legion Accounting System (LAS) to administer the Branch accounts.

## **7. Branch Secretary**

### **7.1. Introduction**

- 7.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees, Membership Council or by the County/District Committee.
- 7.1.2. Branch Officers and Committee members are Trustees. Guidance for Charity Trustees is available from the Charity Commission. Key points can be found in



the Management Handbook: Charity Commission Guidance for Charity Trustees.

7.1.3. The Branch Secretary is elected at the Annual General Meeting by those members eligible to vote for a period of 1, 2 or 3 years.

7.1.4. Branch Secretaries are to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures. In particular, Branch Secretaries must act in a timely manner with requests from County and National level, as well as being the key liaison between members of the Branch and the County/National representatives.

## 7.2. The role of a Branch Secretary

7.2.1. The Branch Secretary has a very important task in that they are responsible to the Branch Chairman and Committee for the efficient management of the Branch administration.

7.2.2. The Branch Secretary's role amongst this remit is to organise the General and Committee meetings on a regular basis, liaise with the County Committee regularly to update information such as replacement officers, handle all vital documents pertaining to the Branch and, in the absence of a Membership Secretary, control all aspects of Membership, maintaining accurate records of applications, membership cards and returns, and monies in relation to fees.

7.2.3. The Branch Secretary must ensure that the Charity complies with Charity law and with the requirements of the Charity Commission as regulator; he must in particular ensure that the Charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. He must ensure that the Charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purposes and objects set out there and act with integrity and avoid any personal conflict of interest or misuse of Charity funds or assets. He should not receive any payments out of the Charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend trustee meetings. He must ensure that funds are spent or earmarked for the purposes for which they were raised and avoid undertaking activities that might place the Charity's endowment, funds, assets and reputation at undue risk.

## 7.3. Key responsibilities of a Branch Secretary

7.3.1. Attend recommended training courses to familiarise themselves with and comply with the Royal Charter, Management Handbook and Legion policies.

7.3.2. To act as point of contact for receipt of correspondence issued by the County/District Committee/Staff, Membership Council and Board of Trustees, and to ensure all correspondence received is communicated to the Branch Committee for appropriate action.

7.3.3. To liaise with the Branch Chairman in the preparation of the Agenda for all Branch Meetings, ensuring that all the Branch Committee are furnished with relevant details.

- 7.3.4. To attend and record Minutes of all General and Committee Meetings and safeguard all papers and documents of the Branch, especially legal documents such as Title Deeds and Insurance Policies.
- 7.3.5. In the absence of a Branch Membership Secretary, carry out the duties pertaining to this role as outlined in the job description of the Membership Secretary.
- 7.3.6. To maintain a complete and current set of Legion Handbooks, Publications and guides for reference.
- 7.3.7. To forward without delay any information required by or on behalf of the Board of Trustees, Membership Council or Executive Board.
- 7.3.8. All returns are fully completed, signed and dated and submitted within a determined timescale.

## **8. Branch Membership Secretary**

### 8.1. Introduction

- 8.1.1. The role of any Branch Officer is to control the affairs of the Branch in accordance with the objects of The Royal British Legion and to carry out any directions given by the Board of Trustees/Membership Council or by the County/District Committee.
- 8.1.2. The Branch Membership Secretary is an appointment of the Branch Committee.
- 8.1.3. Branch Membership Secretaries are to perform their volunteer roles in accordance with the Royal Charter as well as all national policies and procedures.

### 8.2. The role of a Branch Membership Secretary

- 8.2.1. The Branch Membership Secretary is responsible to the Branch Chairman and Committee for the efficient management of the Branch membership administration.
- 8.2.2. The Branch Secretary's role amongst this remit is to control all aspects of membership, maintaining accurate records of applications, membership cards and returns, and monies in relation to fees.

### 8.3. Key responsibilities of a Branch Membership Secretary

- 8.3.1. To promote the Legion and encourage Membership within the Branch.
- 8.3.2. Attend a Recruiting Advisors course at the earliest opportunity to be able to advise on the process of applications.
- 8.3.3. In accordance with Legion policy encourage all potential Members to sign up by Direct Debit.
- 8.3.4. To receive all applications for membership; to monitor eligibility for membership by personally checking documents and to send to either Head Office or County/District Staff the appropriate forms for action.
- 8.3.5. To receive members' Membership Cards, if the cards do not go direct to individuals, and to issue a temporary receipt for the Branch Membership Fees.

- 8.3.6. To hold an up-to-date copy of the computerised Branch Membership data-list, as issued by Head Office, and to advise County/District Office Staff without delay of all changes thereto e.g. deaths, resignations, members' change of address and the transfer of members to/from another Branch.
- 8.3.7. To draw Branch Committee's attention to any Branch Member who is three (3) months in arrears with their Branch Membership Fees, in order that a reminder can be sent to the individual.
- 8.3.8. Carry out on behalf of the Branch, the annual renewal process of Membership Cards for all cash payers.
- 8.3.9. To ensure all Membership cards to be returned following renewals, are received at the Central Data Input system by 1Feb annually.
- 8.3.10. To liaise with the Branch Treasurer, ensuring that the Direct Debit Subscription Rates report is returned to the County/District Secretary/Membership Administrator prior to the date stipulated, and the fees recorded reflect the agreed Branch administration fee.
- 8.3.11. To keep and hand to the Treasurer all monies received by them, together with particulars of the fund to be credited, within three (3) days of receipt. The Treasurer will issue a receipt and/or countersign the Petty Cash Book.

## **9. Branch Committee Member**

### 9.1. Introduction

- 9.1.1. A Branch Committee consists of the Officers and at least 3 other members of the Branch, who are elected by the members at the Branch Annual General Meeting to serve in each case for a period of 1, 2, or 3 years.
- 9.1.2. Branch Officers and Committee members are Trustees. Guidance for Charity Trustees is available from the Charity Commission. Key points can be found in the Management Handbook: Charity Commission Guidance for Charity Trustees.
- 9.1.3. Branch Committee Members are to perform their roles in accordance with all national and local policies and procedures. The Legion's objects, policies and procedures are outlined in the Royal Charter and Management Handbook.

### 9.2. The role of a Branch Committee Member

- 9.2.1. A Branch Committee Member occupies a key place in the management of the Branch. As a Trustee of Branch Assets, unless trusteeship is vested in others, must follow in every respect the Duties and Responsibilities of Trustees as required by the Board of Trustees and Charity Law.
- 9.2.2. A Branch Committee Member, as a Trustee at Branch level, are to be ever vigilant that they serve the interests of the Charity at all times.
- 9.2.3. A Branch Committee Member must ensure that the Charity complies with Charity law and with the requirements of the Charity Commission as regulator, in particular that the Charity prepares reports on what it has achieved and Annual Returns and accounts as required by law. He must ensure that the Charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purposes and objects set out

there. He must act with integrity and avoid any personal conflict of interest or misuse of Charity funds or assets and not receive any payments out of the Charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend trustee meetings. He must ensure that funds are spent or earmarked for the purposes for which they were raised and avoid undertaking activities that might place the Charity's endowment, funds, assets and reputation at undue risk.

### 9.3. Key responsibilities of a Branch Committee Member

- 9.3.1. Aid the Branch Committee, County/District Committee, Membership Council and Board of Trustees to carry out the work of the Legion and in particular promote the objects at local level.
- 9.3.2. Attend all Branch meetings.
- 9.3.3. Attend any training required, as directed by the Branch Chairman, or in accordance with Legion policies.
- 9.3.4. Assist with the Poppy Appeal and other benevolent fundraising activities within the Branch.
- 9.3.5. To provide the County/District Committee, Membership Council or Board of Trustees with any information they may require in the interests of the Legion.
- 9.3.6. Assist in approving Bye Laws for the government of the Branch in accordance with the terms of the Royal Charter and Management Handbook.
- 9.3.7. Assist in appointing any necessary sub-Committees.
- 9.3.8. Assist in making individual appointments for any special duty or position.