

Long Term Goals and Short Term Goals



CONNECT

Strengthening Camaraderie: We will understand how the Armed Forces community seeks to connect and collaborate with one another, and we will support and strengthen these connections.

Building Supportive Communities: We will build supportive communities that have a positive impact for the wider Armed Forces community, including in places and with those who have found it hard to connect.

By delivering these long-term goals we are able to achieve our strategic outcomes, and ultimately our vision and mission.



OUR PEOPLE

Refers collectively to our members, volunteers, and employees, each contributing and supporting our beneficiaries and the Armed Forces community in unique ways.

REMEMBER

Celebrating our Story: We will place the story of the poppy and the history of Royal British Legion at the heart of our content, events, and sites to ensure our Remembrance work is well understood and valued by society.

Evolving Remembrance: We will build and adapt our Remembrance activities with a greater focus on the specific needs of the Armed Forces community.

Widening Participation: We will increase the ways of participating in modern Remembrance to make it easier and more accessible to show respect and support.



OUR ASSETS

Includes the Royal British Legion brand, our data and technology, plus our finances and properties that enable us to deliver what we do.

SUPPORT

Responding to Changing Needs: We will continue to deliver, improve, and evolve our services and partnerships.

Introducing Earlier Interventions: We will help more people at an earlier stage by introducing early intervention or preventative services and support.

Modernising our Services: We will transform our service delivery and accessibility by understanding and embracing technology and digital.

Active Campaigning: We will achieve tangible, positive change for the Armed Forces community by enabling their voices to be heard, challenging disadvantage, and inspiring better provision.



OUR CAPABILITIES

Speaks to how we raise vital funds to support our organisation, as well as the skills, processes, and resources we have to operate effectively.

Through effective ways of working, our people, assets, and capabilities ensure the delivery of our strategic outcomes.

Vision & Mission



Remember

Connect

Support

Long Term Goals

Short Term Goals (1-3 years)

Strengthening Camaraderie



Understand how different parts of the AFC want to connect

Leverage Physical Spaces

Create Digital Spaces

Building Supportive Communities



Understand and define target communities

Develop and implement a Youth Plan

Grow Branch Community Support

Empower and grow our membership to support the delivery of strategy

Grow our Community Campaigning Voice

Create Beneficiary Community

Celebrating Our Story



Refresh our Remembrance story

Ensure adherence to our Remembrance story across RBL

Adapt and modernise content, case studies and themes

Build local / devolved remembrance engagement model

Encourage display of the poppy (including virtual)

Evolving Remembrance



Develop and build new moments away from key dates

Test new editorial approach

Engage partners in new approach

Test experiential remembrance activities

Widening Participation



Research views on Remembrance to adapt and innovate

Re-define participation for new and existing audiences

Develop a long-term funding plan

Responding to Changing Needs



Develop and implement a Decision-Making Framework

Improve quality and impact of existing services

Expand specialist recovery support

Establish a Beneficiary User Group

Explore Care Homes Future model options

Introducing Earlier Interventions



Support compensation applications

Introduce income maximisation support

Introduce Early Recovery Assessments

Expand services to those at risk of homelessness

Improve Care Experience through right staffing (CHER)

Modernising Our Services



Enable Digital Access (App)

Increase Self-Service (App + online support)

Introduce Podcasts for Carers

Increase Recovery Services Reach

Reduce disadvantage through advocacy

Active Campaigning



Enhance our Campaigning Network

Develop and grow our Insight

Focus on Lived Experience

Develop policy for influencing

Our Enablers

People

We will have high performing, skilled and motivated people aligned to our vision, mission, and strategic outcomes.



Property

We will develop and implement plans for our property portfolio so that Haig House, the RBL Clubs, and Aylesford enable the delivery of our strategic outcomes.

Fundraising and Poppy Appeal

We will deliver the funds required to support the ambitions of our strategy.

Change and Transformation

We will strengthen our delivery, achieving agreed change priorities, bringing our people with us on change journeys.

Technology

We will use modern technology to deliver value and improve our experiences, with a focus on being agile, cost-effective, secure and resilient.

Marketing

We will develop our brand so that it works across the full breadth of Connect, Remember and Support.



Data

We will use high-quality and governed data to drive decision-making, enable activities, and provide insight for innovation.

Our Enablers

Long Term Goal

Strategic Outcomes



Effective ways of working

Our people, assets and capabilities deliver every day, ensuring our services are compliant, maintained, improved and aligned with our strategic outcomes and goals.

Short Term Goals (1-3 years)

Embed new Values

Implement a new pay, and reward framework

Support the implementation of new people structures and ways of working

Develop systems and frameworks for talent management and development of our people

Improve organisational capability and performance culture

Develop an attractive and compelling volunteer offer / experience

Empower and grow our membership to support the delivery of strategy

People

Implement Fundraising & Poppy Appeal Change Programmes

Develop clear financial reporting model for Fundraising & Poppy Appeal

Integrate Poppy Shop into Poppy Appeal

Agree ambition for future fundraising

Agree longer term strategies for Fundraising and Poppy Appeal

Fundraising and Poppy Appeal

Review digital assets in line with Strategy

Develop new messaging framework to cover Connect, Remember & Support

Align activities to wider business planning process

Implement new service delivery model to prioritise and manage strategy work

Marketing

Run, manage improve and govern

Covers our services, activity, processes and delivery for running and improving our organisation

Short Term Goal:
We will have a clear understanding of our 'run, manage, improve and govern' within a Business Plan framework that includes approaches to review, challenge, make change and deliver, improving our budgeting process and achieving financial goals

Implement Haig House "Fit for the Future"

Define Aylesford role in Poppy Appeal Supply Chain modernisation

Create a plan for RBL Branch Property (incl. Clubs) Development

Property

Reshape Change Framework

Refresh Operating Model

Establish Prioritisation Approach

Improve Delivery Performance

Strengthen Change and Engagement Comms

Change

Strengthen Cyber Security

Develop Modernisation Roadmap

Evolve roles, capacity & skills

Establish Value Driven Architecture

Clear Delivery Models

Technology

Create Unified Data Architecture

Introduce Modern Data Platform

Embed Data Governance

Improve Data Quality

Define AI Usage Plans

Data