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| |  | | --- | | This plan describes the proposed work of Oxfordshire County of The Royal British Legion for 2024 - 2027 in order to support the County, County Branches’ and the Oxfordshire County Committee. The County ethos remains focused on the act of remembrance, benevolence, and practical support in the community, encouraging a spirit of friendship, welfare and comradeship, support to the serving military community, veterans and their families, and fund raising in accordance with Legion Policy and guidelines.  For Oxfordshire County, the primary drivers and focus aims to encourage the RBL Community in the act of remembrance throughout the year, not only in November and to deliver direct, practical support to the RBL Community and other Oxfordshire Community groups.  Additional initiatives and goals may be added to this plan throughout the plans term.  Oxfordshire County Branches should create Branch Plans in conjunction with the Oxfordshire County Royal British Legion Plan. All plans should be refreshed prior to Branch AGM’s and reviewed/updated at least quarterly and provided to Oxfordshire County Committee for ratification and comment prior to their Annual Conference (usually February each year)  Where outside limitations have impacted scheduled and planned activities, both County and Branch this should be noted in the “remarks” column so that plans can be carried forward as applicable.  Oxfordshire County and County Branches have achieved much since their formation. There is a realistic level of awareness of both Oxfordshire RBL County and Branches in the eyes of the general public due to successful events and Poppy Appeals. There is also, large observance of Remembrance within the community. | |

1. **INTRODUCTION AND BACKGROUND**
2. **OBJECTIVES**
   1. **County Community and Branch Support**
   2. **Fundraising**
   3. **Remembrance and Ceremonial**
   4. **Membership, Recruiting and Legion in the Community (LIC)**
   5. **Training**
   6. **Administration and Finance**
   7. **Youth Members**

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| **2.1 Branch Community Support**  The County has undertaken to embrace BCS with some training of “Supporters” having been undertaken. Activity has mainly been telephone Buddying with a minimal home visits. Representation at memorial and commemorative events has been a core activity along with awareness events. |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. To consider all welfare related advice, guidelines and information from HQ and Region - should any be forthcoming! | Ongoing  (***Review Qrtly)*** | Chair  CCSC  Secretary  Committee | Minutes of meetings | Nil | **Green**  **(on-going)**  All county advice and guidance passed on as required | Secretary/CCSC Rep to disseminate all advice |
| 1. Organise CCSC and BSC Awareness Presentations for County Committee, BCS Reps and Branch Committees | Ongoing  (***Review Qrtly)*** | CCSC  CTO | Minutes of meetings | Nil | **Red**  **(on-going)**  All county advice and guidance passed on as required | CCSC Rep to disseminate all advice |
| 1. Encourage attendance of BSCs and volunteers to complete relevant BCS Training and provide guidance and advice | Ongoing  (***Review Qrtly)*** | CCSC  CTO | Minutes of meetings |  | **Red**  **(on-going)**  All county advice and guidance passed on as required | CCSC Rep to disseminate training information |
| 1. CCSC to utilise the County Management Section of the BCS Reporting System to advise on management of reports and records | Ongoing  (***Review Qrtly)*** | CCSC | Minutes of meetings |  | **Red**  **(on-going)**  All county advice and guidance passed on as required | CCSC to compile quarterly reports detailing BCS activities within the County |
| 1. Safeguarding. All Officers responsible for knowing their role. Training to be undertaken when possible | May 2025  (***Review Qrtly)*** | All  CTO | Minutes of meetings  Training Records | Training Records and Expenses | **Green**  **(on-going**)  All county advice and guidance passed on as required | Safeguarding and role documents given to all committee. |
| 1. Wider engagement with neighbouring Branches | May 2025  (***Review Qrtly)*** | Chair Committee | Support, liaise and cross pollinate ideas with other local branches to identify “best practice” and new ideas |  | **Amber** | Attendance at other Branch meetings/ events.  County Officers and Committee Members to address during Branch Visits. |

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| **2.2 FUNDRAISING**  The Oxfordshire County of the Royal British Legion intent is to conduct appropriate and focused fundraising for both the Poppy Appeal and Branch throughout the year. Fundraising is affected by the number of military charities and also the national economic situation. |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. To maintain and increase, the amount historically raised through the Poppy Appeal. | Oct 2025  (***Review Qrtly)*** | Chair  PAM  Committee | An annual increase in the amount raised for the Poppy Appeal and the incorporation of “all year round” collecting | Nil | **Green**  **(on-going)** | PAM to lead with event planning supported by all the branch members. |
| 1. To maximise support for the Poppy Appeal by providing a supportive and organised environment for volunteers. | Mar to October 2025 | PAM  Committee | Members contributing ideas.  Certificates of Appreciation.  Awards/ thank you evening |  | **Green**  **(on-going)** | PAM to lead with aid from Secretary and supporters. |
| 1. To increase the number of Poppy Appeal Volunteers | Oct 2025  Ongoing  ***(Review Qrtly)*** | PAM  Committee | PAM’s records  Contact with other voluntary organisations | Costs of Press release | **Green**  **(on-going)** | Publicity in local press  Contact with cadet units. |
| 1. To Organise a ***minimum*** of 2 public fundraising events per year (local restrictions permitting) | On-going  (***Review Qrtly)*** | Chair  CTO  Committee | Increase in County fund raising in order to fund County requirements and to enable a donation to be made to the Oxfordshire Welfare Fund ensuring the RBL ethos and standards met | Nil | **Amber** | Planned events (1 x Poppy Appeal Launch and one other).  County Committee to review County Fund Raising Events |

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| **2.3 REMEMBRANCE AND CEREMONIAL**  The Royal British Legion is the nation’s Custodian of Remembrance, with local authorities having the responsibility for the National Day of Remembrance. Our County has historically played a key role in supporting Oxfordshire in this, with long standing procedures and regular planning meetings. Our members are expected to observe the two-minute silence on Armistice Day and Remembrance Sunday. Our Poppy Appeal links Remembrance with benevolence. Our County Standard has been, and is, carried by our County Standard Bearer and is present at all events possible. The Legion expects all Standards to be carried respectfully and correctly. |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. To continue to train County Standard Bearers. | On-going  ***(Review Qrtly)*** | CPM | Minutes of meeting | Travel expenses | **Green**  **(on-going)** | Where possible Branch Officers should attend with their Standard Bearer. |
| 1. To encourage Branch and Standard participation in events**.** | On-going  ***(Review Qrtly)*** | CPM | Recorded in Minutes | Possible travel expenses | **Green**  **(on-going)** | County Standard Bearer take part in all events permissible and coordinate Branch Standard Bearers to attend |
| 1. To attend where possible, commemorative events organised by Oxfordshire County and National RBL. | On-going  ***(Review Qrtly)*** | CPM  Ceremonial Team  Committee | Record in Minutes | Travel expenses | **Green**  **(on-going)** | AFD and other events attended |
| 1. Ceremonial Team to plan and deliver support to the Act of Remembrance in Oxfordshire in November, and further acts of Remembrance throughout the year | May/November  ***(Annually)*** | CPM  Ceremonial Team | Delivery of efficient and safe acts of remembrance throughout the year and **not only** in November |  | **Green**  **(on-going)** | Events to be recorded in Minutes, sent to local press. |
| 1. Ceremonial Team to attract younger members through Standard Bearer Training and Youth Standard Bearer Competitions | On-going  ***(Review Qrtly)*** | CPM  Ceremonial Team  Committee | Develop a youth Standard Bearer recruitment and training programme |  | **Amber** | Events to be recorded in Minutes, sent to local press.  Ceremonial Team to promote Cadet Affiliations |
| 1. To prepare and submit a Ceremonial budget which includes costs for training to the County Committee for approval and to monitor the budget throughout the year. | Jan 25 | CPM  Treasurer | Submit a training budget that is cost effective for the hire of venues and refreshment. CPM to consistently review hire charges against alternative venues | Venue Hire  Refreshments | **Amber** | Budget to be managed and reported to the Committee at each County Meeting by the County Parade Marshal. To minimise the expenditure wherever possible and to ensure that the County receives value against budget.  Training Budget to be reviewed at each County Committee Meeting |
| 1. To contribute to the planning and organisation of the County Standard Bearers' Competition. | On-going to be delivered 2025 | CPM  Ceremonial Team  Committee | Ceremonial Team to co-ordinate and organise the preparations and deliverance of the County Standard Bearer Competition |  | **Red** | Planning progress to be monitored by Ceremonial Team and Reported to County Committee up until event is held.  Planning to be reviewed at each County Committee Meeting. |
| 1. To prepare and submit a budget for the County Standard Bearer Competition which includes costs for venue hire/refreshments and other associated costs to the County Committee for approval and to monitor the budget throughout the year | Mar 2025 | CPM | Submit a budget for the Standard Bearer Competition that is cost effective for the hire of venues and refreshment. | Competition Costs  Hire Venue  Refreshments | **Red** | Budget progress to be monitored by Ceremonial Team and Reported to County Committee up until event is held.  Budget to be reviewed at each County Committee Meeting. |
| 1. Prepare and submit a Ceremonial Training Programme for Standard Bearer Training and report progress to the Chair/Committee | Jan 25  (Review requirements and report Qrtly) | CPM | Submit a comprehensive training programme, with risk assessments safety guarding requirements to the Committee. Review progress and requirements quarterly |  | **Amber** | Programme to be managed and reported to the Committee at each County Meeting by the County Parade Marshal. To minimise the expenditure wherever possible and to ensure that the County receives value against budget.  Training Programme to be reviewed at each County Committee Meeting. |

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| **2.4****MEMBERSHIP, RECRUITING AND LEGION IN THE COMMUNITY (LIC)**  The Oxfordshire County Royal British Legion intent is to continue to recruit, retain and encourage wider membership of the RBL across all Branches in the County. Members are generally lost to the increasing effects of age or, inevitably, to death and, latterly non-renewal. Ideally, we need to recruit more active participating members than those lost. All new members need to be encouraged to pay through Direct Debit, and to Gift Aid. We need to attract younger members, especially those who may eventually wish to play an active role in the management of the Branches and at County level. |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. Continue to increase Branch membership from across the village and wider community | On-going  ***(Review Qrtly)*** | CRO | Steady and manageable increase in branch membership numbers. Encourage existing branch members to recruit branch members from their friends and family | Minimal | **Red** | Organise Recruitment Events at County and Branch Level.  Introduce targets and review at each County Committee Meeting. |
| 1. Prepare an annual recruiting and events budget for approval by the County Committee. | Jan 25 | CRO | Submit a budget for the Training that is cost effective for the hire of venues and refreshment, inclusive of training materials and aids | Training Costs for materials and aids  Hire Venue  Refreshments  Travel Expenses | **Red** | Budget expenditure to be monitored by County Committee.  Budget to be reviewed at each County Committee Meeting. |
| 1. Organise and deliver Recruiting Advisor training within the County with supporting training resources from the Membership Training Team and County Training Officer | On-going  ***(Review Qrtly)*** | CRO  CTO | Identify RBL Members to recruit as Recruiting Advisor Training and provide appropriate Train the Trainer Sessions | Training Costs for materials and aids  Hire Venue  Refreshments  Travel Expenses | **Red** | Training delivery to be monitored by County Committee.  Training to be reviewed at each County Committee Meeting. |
| 1. Identify Branches at risk of closure due to low membership and make recommendations for the continuation of the branch. | On-going  ***(Review Half Yearly)*** | CRO  MEO | Visit Branches that have low Branch numbers to determine actions that can be undertaken to improve |  | **Red** | Branch RISK Register to be regularly reviewed by County Committee.  **Risk Register to be reviewed by** County Committee at alternate Committee meetings. |
| 1. Monitor trends in County recruitment and retention in collaboration with the MEO and make recommendations to rectify negative trends. Provide recommendations to branches on methods to improve their retention and induction practices. | On-going  ***(Review Half Yearly)*** | CRO  MEO | Review Branch Membership Records to determine Branches at Risk |  | **Red** | Monitor Recruitment regularly to ascertain trends.  Recruitment trends to be reviewed by County Committee at alternate Committee meetings |
| 1. Introduce Succession Planning as a County and Branch Requirement with the view for both County and Branch’s to produce a Succession Plan. | On-going  (Review half Yearly) | Committee  CRO | Visit Branches that have low Branch numbers to determine actions that can be undertaken to improve Branch Officer succession to determine Branches at Risk |  | **RED**  Succession to be reviewed by County Committee at alternate Committee meetings | Issue a very short document template for Branches to list succession plans. |

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| **2.5 TRAINING**  We have a fairly balanced Committee, with differing levels of knowledge and proficiency. There is a need for induction training in County Management in house and for succession planning. The Chair, Vice Chair, Treasurer and Secretary to attended Branch Management training |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. County and Branch Compliance Training and Succession Planning | On-going  ***(Review Qrtly)*** | Chair  CTO  CRO  Committee | All County and Branch Officer’s to attend each course identified as being of direct relevance. | Possible reasonable travel expenses | **Red** | Training Matrix  **Plan succession Training** |
| 1. Ensure the Branch Chairman, Vice Chairman, Secretary and Treasurer RBL attend County run training courses | On-going  ***(Review Qrtly)*** | Chair  Vice Chair  CTO | Ensure key committee members are trained and therefore suitably qualified to hold their post ensuring the RBL standards and requirements are met and where possible excelled | Possible reasonable travel expenses | **Amber** | County/Branch Management Training to be undertaken by Officers and Committee members.  Ensure County and Branch Officers are fully aware that training is mandatory |
| 1. Increased Awareness of Duties and Responsibilities. | On-going  ***(Review Qrtly)*** | Chair  CTO  Committee | Attendance at County/Branch Management Courses as required  Background reading and information disseminated to committee.  Focused discussions. |  | **Amber** | Periodic reminders of duties required at branch meetings  Ensure County and Branch Officers are fully aware that training is mandatory |
| 1. Deliver local virtual and classroom-based training to Branches within the County monitor results and log statistics. | Ongoing  ***(Review Qrtly****)* | CTO | Encourage and promote Branches to register and enrol in Discover Courses. Work with Northamptonshire to develop face-to-face training sessions, making use of MS Teams where appropriate | Travel Expenses  Venue Hire  Refreshments | **Red** | County/Branch Management Training to be undertaken by Officers and Committee members.  Record training results for County review. |
| 1. To prepare and monitor an annual training budget for approval by the County Chair and Committee, liaising with the County Treasurer to ensure it is incorporated into the annual County budget. | Jan 25  ***(Review Qrtly)*** | CTO | Submit a budget for the Training that is cost effective for the hire of venues and refreshment. | Travel Expenses  Venue Hire  Refreshments | **Red** | Budget expenditure to be monitored by County Committee.  Budget to be reviewed at each County Committee Meeting. |
| 1. Prepare a County Training and Development Plan for approval to the County Chair and Committee, ensuring County and Branch Officials have completed the requisite training courses | Jan 25  ***(Review Qrtly)*** | CTO | Encourage County and Branch Officials on the progression of training undertaken and enrolment to RBL Discover. Provide guidance and assistance to struggling Branches and RBL Members |  | **Red** | Development Plan to be reviewed at each County Committee Meeting. |

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| **2.6 Administration and Finance**  The County is competently run, and there is a high level of professionalism, this however is dependent upon a limited number of key Officers. The County has benefitted from various sources of income and is financially sound. This provides a firm foundation from which to carry on moving forward. All matters that arise are properly progressed, with key issues being discussed and recorded within the relevant Minutes, which are kept on file. All returns are submitted on time. Technology has been incorporated into various levels of County business.  However, there is a need to ensure that all Officers are correctly and fully inducted, both at local levels and nationally. We need to move and easily accept the changes arising from technology and to consider succession planning for all Officers. However, this will be limited until such time as the Legion is able to deliver the requisite training courses. Additionally, it is incumbent on County that all the processes and systems incorporated are promulgated and adoption by County Branches. |

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| **Objective** | **Target Date / review** | **Responsibility** | **Key Performance Indicators** | **Cost/ Budget** | **RAG** | **Remarks / Evidence** |
| 1. To ensure continued efficiency through scrutiny and understanding of all the RBL Guidelines. To continue to ensure that County and Branch Officers obtain and maintain access to key RBL resources by use of RBL email allocation. | On-going  ***(Review Qrtly)*** | Committee | Key points recorded  in Minutes | None | **Green**  **(on-going)** | Regular Scrutiny of RBL handbooks and documents by use of the RB: Membership Portal.  Use of RBL issued County and Branch Officer Email addresses. |
| 1. To broaden awareness of the Royal British Legion in the County, both as a source of support for beneficiaries and as a membership organisation which has much to offer those who join. | On-going  ***(Review Qrtly)*** | Committee |  | None | **Green**  **(on-going)** |  |
| 1. To ensure that RBL Members do all they can across the County to support current and potential beneficiaries of the Royal British Legion and to promote the role of the Royal British Legion across the County. | On-going  ***(Review Qrtly)*** | Committee |  | None | **Green**  **(on-going)** |  |
| 1. Submit MS1 paperwork in a timely manner for County and oversee the submission of Branch documentation in accordance with the RBL Timetable | December 2024  **(Review Dec 25)** | Chair  Treasurer  MEO | Following the AGM,  the MEO will submit the completed MS1  in accordance with  RBL timelines | None | **Amber** | Key factor in securing a vote at the County and National Conferences for Branches.  2024 MS1 |
| 1. Post the deadline of MS1 submissions those Branches that have failed to submit in the correct timescale are to be approached to establish if they are still operating a viable Committee | January 2025  **(Review Quarterly those outstanding Branches)** | Chair  MEO | MEO to Report to the Committee which Branches are outstanding the submission of their MS1 and is to demonstrate what actions that have been undertaken to engage with the Branch. | None | **Red** | Where evidence of the Branch failing to form a viable Committee the Chair/MEO are to advise the Committee on the actions required to move to CSB status or close. |
| 1. Submit the End of Year finances in a timely manner | June 2025  ***(Review Apr 25)*** | Chair  MEO | Ensure the accurate  and timely  submission of the branch End of Year finances in  accordance with  RBL timelines | None | **Amber** | 2024 County and Branch finances  submitted to the satisfaction  of the RBL on time and a full and accurate reflection of Branch finances. |
| 1. Post the deadline of the End of Year Branch Finance submissions those Branches that have failed to submit in the correct timescale are to be approached to establish why this has not been undertaken | June 2025  ***(Review Quarterly)*** | Chair  Treasurer  MEO | MEO to Report to the Committee which Branches are outstanding the submission of their End of Year Finances and is to demonstrate what actions that have been undertaken to engage with the Branch. | None | **Red** | Where evidence of the Branch failing to form a viable Committee the Chair/MEO are to advise the Committee on the actions |
| 1. Hold a planned and structured AGM each November | November  2025  ***(Review Jun 25)*** | Chair  Sub Committee  Secretary | Hold an AGM each November to  vote in new committee members and County officials, review the  County Bye Laws and County Plan | None | **Green**  **(on-going)** | 2024 AGM held in  November 2024. |
| 1. Hold a County Annual Conference each February | February  2025  ***(Review Feb 25 for 2026 Conference)*** | Chair  Sub Committee  Secretary | County Annual Conference agenda should include, as a minimum:  • Reports (including the Chair’s report and welfare report).  • Accounts for the past year.  • The corporate address (to be given by the allocated speaker).  • Motions, including the proposal of amendments to the Royal Charter and the membership rules.  • Review of the County Plan.  • Nominations for membership of the Conference Committee. | Venue Hire  Refreshments  Associated Costs | **Green**  **(on-going)** | 100th Oxfordshire Conference scheduled for 01 Feb 25 |
| 1. Draw up County Plan by November each year for review and agreement and presentation at the County Annual Conference | November  2024  ***(review at each County Committee Meeting)*** | Chair  Vice Chair Secretary | Produce a County Plan covering activities and aims, to be reviewed  and updated at least quarterly. To be  provide to the County Chairman for comment  by December 2024 for review prior to the  County AGM in 2025 | None | **Green**  **(on-going)** | Completed in 2024  and passed to the MSO and County Chairman.  County quarterly  reviews in January,  April, July and October |
| 1. To improve communications between the County Committee, Branches and CSB’s so that there is greater awareness of views, activities, and events for all. | On-going  ***(Review Qrtly)*** | Chair  Committee | All Branches should have a dedicated Oxfordshire Committee member to assist with Branch Admin.  A separate admin group should be established specifically for CSB’s | None | **Red** | Ensure use of RBL issued County and Branch Officer Email addresses. |
| 1. To provide support to Oxfordshire County Supported Branches (CSB’s) by visits from County Committee Members during AGM’s and invitations for Point of Contact’s to meet with other CSB POC’s and County Committee. | On-going  ***(Review Qrtly)*** | Chair  Committee | All Branches should have a dedicated Oxfordshire Committee member to assist with Branch Admin.  A separate admin group should be established specifically for CSB’s | None | **Red** |  |
| 1. The provision of support packs for Military Unit presentations. | On-going  ***(Review Qrtly)*** | Chair  Committee | Arrange attendance at military unit resettlement briefings | None | **Green**  **(on-going)** |  |
| 1. To work with Oxfordshire County Lieutenancy on joint liaisons to publicise the Royal British Legion | On-going  ***(Review Qrtly)*** | Chair  Committee | Invite Lieutenancy to RBL events and meetings | None | **Green**  **(on-going)** | 2025 Oxfordshire Annual Poppy Appeal |
| 1. To ensure that all County authorised personnel use Office 365 and MAP to its full capability. | On-going  ***(Review Qrtly)*** | Chair  Committee | Officers to use RBL accounts | None | **Green**  **(on-going)** |  |
| 1. Promote with Branch Officials the need to use Office 365 and MAP, and convert Officials to RBL.Community Email addresses | On-going  ***(Review Qrtly)*** | Chair  CTO | Branch Officials to use RBL accounts | None | **Green**  **(on-going** |  |
| 1. Production of County Newsletter on a quarterly basis (Apr,Jun, Sep, and Dec) and any Special Editions as required, with updates from the County Officials | On-going  ***(Review Qrtly)*** | Chair  MEO  CPM  CTO  CRO  Secretary |  | None | **Green**  **(on-going** |  |
| 1. To improve communications between the County Committee and the 4 RBL Clubs in the region working in close collaboration with the Club and RBL Officers and Departments to ensure that the Clubs are aligned to the broader goals of the RBL. | On-going  ***(Review Qrtly)*** | Chair  RBL OCLO | Represent the interests of the Clubs at the County Committee ensuring the Royal Charter, MHB and Ceremonial Handbook is adhered to | None | **Red** |  |
| 1. Provide support to the RBL Club Relationship Manager with the annual Club application to obtain or renew their RBL licence. Counties are required to monitor activities of clubs to ensure no breaches of the RBL Licence or bringing the RBL into disrepute | On-going  ***(Review Qrtly)*** | Chair  RCRM  RBL OCLO | The County Committee, via the County Chair, will have the opportunity to challenge or support the RCRM’s recommendation. | None | **Red** |  |

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| **2.7 YOUTH MEMBERS**  The Royal British Legions aim of for youth involvement is:   * to encourage and support uptake in Youth Membership, * the affiliation of youth organisations with local RBL branches and development of Legion Youth Bands and Majorette Troupes. * and to promote a perpetual understanding of Remembrance in the Youth of the Nation.   The Board of Trustees have entrusted the maintenance and review of the Membership  Youth Policy to the Membership Council to provide a structure and guidelines by which Counties are to abide. | | | | | | |
| 1. To foster and maintain links with local youth organisations and schools. | On-going  ***(Review Qrtly)*** | Chair  CRO  Committee  Ceremonial Team  Youth Representatives | Minutes of meetings | None | ***Green***  ***(on-going)*** | Liaison with Youth Leaders and Representatives and visits to Youth organised events. |
| 1. To arrange youth events for affiliated cadets/ schools | On-going  ***(Review Qrtly)*** | Chair  CTO  Committee  Ceremonial Team  Youth Representatives | Minutes of meetings | None | **Green**  **(on-going)** | Liaison with Youth Leaders and Representatives |
| 1. To participate in County led youth activities and initiatives | On-going  ***(Review Qrtly)*** | Chair  CTO  Committee  Ceremonial Team  Youth Representatives | Minutes of meetings | None | **Red** | Liaison with Youth Leaders and Representatives Youth |