

The Royal British Legion
Membership Training
Course Portfolio





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Introduction

This document contains details of the range of training available for the Legion's Membership and Welfare volunteers, together with information on applications and administrative arrangements for the courses.

The courses are delivered at various locations around the country and overseas by trainers from both the Membership and Welfare Training Team, which is part of Learning and Development, or the Regional Publicity and Membership Officers (RPMO's), who are part of the Membership Division.

General Information

The contribution that volunteers make to the Legion is crucial to our success. Therefore, it is vital that timely and relevant training is available to support them in their various roles, and consequently we have a comprehensive training programme in place designed to do just that.

Training is widely recognised as essential for the efficient operation of any organisation and that is also true for the Legion. It can help to improve our effectiveness in many ways including:

- Briefing members on their current, or prospective, Branch, County, or specialist roles within the Legion;
- Increasing member recruitment and volunteer retention;
- Ensuring compliance with legislation and guidance from the Charity Commission and so preserving our good reputation;
- Refreshing or developing 'soft skills' such as in communication, time management or leadership, making it easier for volunteers to carry out their roles, while improving relationships within the Legion;
- Reducing incidents or accidents that may leave the Legion open to unnecessary costs;
- Boosting morale and motivating people to work together;

Ultimately, the training benefits our beneficiaries, the men and women who are serving, or have served, in the UK Armed Services, as well as the charity as a whole.

Training Delivery/Training Team

Membership and Welfare training is now delivered by staff from within Learning & Development who make up the Membership & Welfare Training Team. The exception to this is delivery of Recruitment & Legion in the Community (LIC) courses, which are the responsibility of the Regional Publicity and Membership Officers within the Membership Division.

Training Delivered by County/District

The Training Advisory Group, which oversees training for Members and volunteers within the Legion and is chaired by an elected member of the Board of Trustees, has agreed that the following Membership Training Courses can be delivered by Counties and Districts:

- Branch Management
- Branch Treasurer
- County Conference Committee

In order to ensure consistency and quality of training delivery these courses should be delivered by County/District Training Officers who have recently attended update training and the training materials used should be endorsed by a member of the Membership and Welfare Training Team.

E-Learning

The Learning & Development Department has negotiated access to a suite of on-line courses on the Charity Learning Consortium's website. While not Legion-specific, there are many useful and pertinent topics covered including IT skills, presentation skills, management and leadership modules. To gain access to the site you will require a password, which can be obtained through your County Training Officer.

Booking a Training Course

Demand for some courses is high and they can get booked up quickly, so it is advisable to apply well in advance of the course date. All applications should be made by using the form provided in the Learning & Development workspace, which must be endorsed by the County/District Training Officer, or relevant Member of Staff.

Staff Attending Courses

Some of the courses are also beneficial for staff who may need to obtain a closer understanding of Membership and Welfare processes as part of their job, or as part of their induction to the Legion. Again, an application form should be completed by the Member of Staff, which should be endorsed by their Line-Manager.

Expenses

Generally, all travelling and accommodation costs are met by the Legion unless otherwise stated in the relevant SOP's. Delegates will be sent expense claim forms with their joining instructions, which should be completed and submitted with relevant receipts prior to leaving the courses. Staff attending courses should claim expenses using Proactis.

Course Evaluation

All our courses are evaluated and continually subject to review to ensure the Legion, its Members and Welfare volunteers get the best information, service and value from their training. The feedback you provide is used, together with other data to further develop the courses to best advantage. If you would like to give us your ideas or opinions about training outside that usual route then please contact us using the details provided below.

Further Information

If you require any further information please contact either of the following team using the details provided below.

Membership Training Administrator: Zoltan Petrovics
Phone: 0203-207-2392
Email: zpetrovics@britishLegion.org.uk

Any member of the Membership & Welfare Training Team
Phone: 0203-207-2409
Email: Membership&WelfareTraining@britishLegion.org.uk

Summary of Courses

The Membership is the cornerstone of the charity and to sustain its work there is a comprehensive programme of training events designed to help members manage their branches, counties or districts and to prepare members for specialist roles such as the Independent Examiner. Detailed information on the courses shown below is provided in the following pages.

Branch Level Courses:

- Branch Management Course
- Branch Treasurer's Course
- Recruiting Advisors Course
- Recruiting Refresher Course

County Level Courses:

- County Management Course
- County Recruiting Officer's Course
- Conference Committee Course
- County Instructor's Course
- County Youth Adviser & Child Protection Course

Ceremonial Courses:

- Standard Bearer Judge's Course
- Parade Marshal's Course
- Band Workshop

Specialist Courses:

- Qualified Panel Members Course
- Independent Examiner's Course

Branch Management Course

Aim	To brief and update Branch Officers, and potential Branch Officers, on Legion procedures, their duties and responsibilities and to refresh or develop relevant managerial skills.
Content	<ul style="list-style-type: none">• Branch structure and Committees• Branch Finances• Branch programme of activities• Complaints Procedures• Conduct of a Branch Meeting• Motivation and involving Members• Local public relations• Recruiting and retention• Charter responsibilities and Trusteeship• Branch and Club inter-relationships• Branch relationships with other Legion organisations• A Legion overview• Preparation of Motions for Annual Conference
Aimed at	Serving or prospective Branch Officers and Branch Committee members.
Duration	Two days
Notes	Recommendation from Branch with application endorsed by C(D)TO.

Branch Treasurer Course

Aim	To train Branch Treasurers in basic book-keeping skills and to instruct them in the Legion's financial provisions as laid down in the Royal Charter and Charity Law.
Content	<ul style="list-style-type: none"> • Branch Treasurer's role and responsibilities. • Basic accounting practices. • Statement of Recommended Practice (SORP) - Accounting by Charities. • Cash and banking principles; financial controls. • Cash Book procedures (Receipts & Payment Accounts). • General Account, Benevolent Account and Restricted Funds. • Bank reconciliation procedures. • Producing 'State of Account' reports. • Preparation of Branch Accounts for Audit. • Completing a Branch Account Return.
Aimed at	Serving or prospective Branch Treasurers
Duration	Two days
Notes	Recommendation from Branch with application endorsed by C(D)TO. The Course is sponsored by the Chief Accountant and all applications will be screened by the Financial Accountant. Successful delegates will be entered on the National Register of Legion Branch Treasurers.

Recruiting Adviser Course

Aim	To brief selected individuals how to assist and advise Branches on Recruiting/retention and Legion in the Community (LIC) measures.
Content	<ul style="list-style-type: none"> • Recruiting need, potential and strategy • Recruiting publications and other relevant material • LIC and LIC publicity • Recruiting awareness, advertising and publicity • Retention methods • County organisation • Discussion period
Aimed at	Legion Members who have an interest and a flair for recruiting and who also have the ability and confidence to brief a variety of audiences.
Duration	One day
Notes	<p>Courses are sponsored by Counties and co-ordinated by Regional Publicity and Membership Officer (RPMO) as required.</p> <p><i>Candidates wishing to attend this course should apply direct to their County Office.</i></p> <p>Delegates will be added to the National Register of County Recruiting Officers and Recruiting Advisors (CROs & RAs). Once trained a RA will operate in that role under the control of the Principal County Recruiting Officer (PCRO) concerned. HMSD, or a RPMO, may request assistance from RAs at recruiting briefings held in their local areas.</p>

Recruiting/LIC Update (formerly the Recruiting Refresher)

<p>Aim</p>	<p>A one day course aimed at providing an update to Trained County Recruiting Officers in key aspects of Recruiting and Legion in the Community (LIC) and to conduct group discussion of Recruiting/LIC Developments.</p>
<p>Content</p>	<ul style="list-style-type: none"> • National Membership update • RPMO update • Publications and other materials • LIC and LIC planning • Discussion period
<p>Aimed at</p>	<p>Those who have previously passed the County Recruiting Officer's course.</p>
<p>Duration</p>	<p>One day</p>
<p>Notes</p>	<p>The course is sponsored by Head of Membership Services and Development (HMSD) who will co-ordinate and screen all applications.</p> <p>The names of all delegates will already be on the National Register of County Recruiting Officers (CROs) maintained by HMSD. CROs operate in that role under the control of the County concerned. HMSD, or a Regional Publicity and Membership Officer (RPMO), may request assistance from CRO at briefings and events held in their local areas.</p>

County Management Course

Aim	To brief Legion Officers, at County level, on County Management structures and procedures, to emphasise their duties and responsibilities and to practice simple project planning at County/District level.
Content	<ul style="list-style-type: none"> • County Management structure • Duties and responsibilities of Counties • Effective County Meetings • Effective County Conferences • Solving problems and planning projects • Complaints Procedures • County budgeting and financial controls • Trustee responsibilities • Employment Law • Inter-relationship with Clubs • County training • Syndicate Work – Project planning at County/District level
Aimed at	County Officers, County Committee Members and specialist County appointments. Students must have the ability and motivation to take an active part in discussions and syndicate work during the course.
Duration	Two days
Notes	Serving or prospective County Officers or County Committee Members

County Recruiting Officer Course

<p>Aim</p>	<p>To brief selected individuals how to establish a County-wide network of volunteer recruiters, advise Groups/Districts and Branches on recruiting and retention measures, <i>Legion in the Community</i> and to formulate the Annual County Recruiting / LIC Plan and Budget..</p>
<p>Content</p>	<ul style="list-style-type: none"> • Use of the Branch briefing pack on recruiting • Briefing instruction and practice • Briefing on Legion's main activities • Recruiting statistics, publications and other relevant material • Recruiting Manual, recruiting organisation and plans • Direct Debit Subscription Payment (DDSP) and covenanting • National recruiting schemes • Recruiting and retention and planning • Recruiting exercise • Discussion period
<p>Aimed at</p>	<p>Legion Members who have an interest and a flair for recruiting and who also have an ability and the confidence to brief a variety of audiences.</p>
<p>Duration</p>	<p>Two days</p>
<p>Notes</p>	<p>The Course is sponsored by Head of Membership Services and Development (HMSD) who will co-ordinate and screen all applications.</p> <p>Successful delegates will be added to the National Register of County Recruiting Officers (CROs). Once trained a CRO will operate in that role under the control of the County concerned. HMSD, or a RPMO may request assistance from a CRO at Recruiting / LIC Events held in their local areas.</p>

County Conference Committee Course

Aim	To brief Members and potential Members of the County Conference Committees (CCCs) and to update and familiarise them with the Legion's Conference procedures.
Content	<ul style="list-style-type: none">• Legion Annual Conference• Status and authority of CCCs• Procedures prior to Conference• Model Terms of Reference• Amendments to the Charter• Preparing Motions for Conference• Procedures for nominations and elections• Organisation and Conduct of Conference• Syndicate Work – Drafting and approving Motions
Aimed at	All serving Members and potential future Members of County Conference Committees, all County Secretaries and Assistant Secretaries.
Duration	Two days
Notes	Serving or prospective Members of County/District Conference Committees.

County Training Officer Course [Formerly County Instructors']

Aim	To develop the instructional skills of individuals who have displayed an ability and interest in becoming a LEGION County or Branch instructor.
Content	<ul style="list-style-type: none">• Planning and presentation• Evaluation, feedback and questioning• Using visual aids• Communicating effectively• Organising syndicate presentation• Practical syndicate presentation• Individual lecturettes (5 and 10 minute)• Individual presentation (15 minutes)• Discussion period
Aimed at	Legion Members who display a potential to become County and Branch Training Officers.
Duration	Two days
Notes	Delegates must complete an on-line presentation course prior to attending the course. Successful delegates will be added to the National Register of Legion County Training Officers.

County Youth Adviser & Child Protection Course

<p>Aim</p>	<p>To equip Legion Members responsible for Youth matters within a County with sufficient knowledge to enable them to carry out their role safely and effectively.</p>
<p>Aimed at</p>	<p>Legion Members who have demonstrated their ability and aptitude to carry out the responsibilities of a County Youth Officer (CYO), or who is the nominated person in their County/District with responsibility for Youth matters.</p>
<p>Duration</p>	<p>Two days at the NSPCC Training Centre, Leicester.</p>
<p>Notes</p>	<p>The Course is sponsored by the National Youth Officer who will approve all applications submitted by Counties. Successful delegates will be appointed and their name entered on the National Register of County Youth Officers.</p>
<p>Content</p>	<ul style="list-style-type: none"> • Youth Policy and Statutory Practices • Aims and organisation as affects CYOs • Youth bands and majorette troupes • Affiliation of Branches with Local Youth organisations • Travel and learning for schools. • Duke of Edinburgh Award Scheme. • Welfare grants. • National competitions. • Child Protection: • What is child abuse. • Signs and indications. • Vulnerability and who abuses. • Procedures – what to do. • Allegations, protection, prevention, self-preservation



Standard Bearer Judges' Course

<p>Aim</p>	<p>To accredit Standard Bearer Judges with the Legion's National Authority through training and assessment.</p>
<p>Content</p>	<ul style="list-style-type: none"> • Duties of a Parade Marshal • Standard Bearer equipment • Dress and bearing • Standard Bearer drill movements • The Legion Standard • Practical Standard Bearer Judging • Individual assessment • Discussion period
<p>Aimed at</p>	<p>Experienced Legion Standard Bearers who have demonstrated a potential to be Standard Bearer Competition Judges. Standard Bearers still actively competing in Standard Bearer Competitions are ineligible.</p>
<p>Duration</p>	<p>Two days</p>
<p>Notes</p>	<p>The Course is sponsored by the National Parade Marshal (NPM) who will screen all applications. Successful candidates will be graded; A (National Level), B (Regional Level) and C (County Level) Standard Bearer Judges and entered accordingly onto the National Register of Standard Bearer Judges.</p> <p>Once qualified, Standard Bearer Judges can be re-assessed for upgrading by inviting the NPM, or his Deputy, to witness his/her judging performance at a competition. A further two-day upgrading course is also available.</p>



Parade Marshals' Course

<p>Aim</p>	<p>To standardise the way in which Parade Marshals within the Legion interpret the Ceremonial Handbook and organise Legion Parades and Dedications, etc.</p>
<p>Aimed at</p>	<p>Experienced County Legion Parade Marshals or any Member who is currently acting as a County Marshal.</p>
<p>Duration</p>	<p>Two days</p>
<p>Notes</p>	<p>The Course is sponsored by the National Parade Marshal (NPM) who will screen all applications. There will be no grading on this course but delegates will be assessed and if considered competent, will be added to the National Register of Parade Marshals.</p>
<p>Content</p>	<ul style="list-style-type: none"> • Interpretation of the Ceremonial Handbook 2007 • The selection and role of the Parade Marshal • Words of Command and Cane Drill • County & Branch Ceremonial Procedures • The Organisation of Parades & Dedications etc • Practical syndicate work and student presentations • Discussion period.



Band Workshop

Aim	To improve the musicianship of Legion Band Members.
Content	<ul style="list-style-type: none">• Ensemble playing in large and small groups• Conducting opportunities• Experiencing a wide variety of band music
Aimed at	All Legion Musicians at any skill level and with any band instrument, who are Members of the Legion.
Duration	Two days
Notes	The Seminar is sponsored by the Director of Music who will screen all applications.



Independent Examiners' Course

<p>Aim</p> <p>To instruct Volunteers, who have experience in of Legion Branch Accounts as laid down in the Legion's Branch Guide (For Branch Accounts and Independent Review).</p>	<p>Content</p> <ul style="list-style-type: none"> • Statement of Recommended Practice (SORP) - Accounting by Charities • Charity Commission Guidelines and Directions on Independent Examination • LEGION Branch accounting procedures • Basics of balancing and bank reconciliation • Audit checks and verification of balances • Independent Examiners' responsibilities • Independent Examiners' documentation 	<p>Aimed at</p> <p>Legion Members who display the potential to become an Independent Examiner.</p>	<p>Duration</p> <p>Two days</p>	<p>Notes</p> <p>The Course is sponsored by the Finance Department who will screen all applications. Successful delegates will be entered on the National Register of Legion Independent Examiners.</p>
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Qualified Panel Members' Course

<p>Aim</p>	<p>To train, assess and authorise Qualified Panel Members (QPMs).</p>
<p>Content</p>	<ul style="list-style-type: none"> • The QPM Scheme and the Legion's Complaints Procedures • Charter Rules governing Complaints • Investigation Panel Convening Process • Preparation of an Investigation Panel • Panel Deliberations – Deciding an Award • Record of Proceedings • Right of Appeal – Appeal Process • Role of the Legion's Complaints Committee (LCC)
<p>Aimed at</p>	<p>Those Members who have been selected by their County Committee for having a sound knowledge of the Legion, the Royal Charter and associated policies, and who display the qualities of good judgement and common sense.</p>
<p>Duration</p>	<p>Two days</p>
<p>Notes</p>	<p>The Course is sponsored by Director of Membership and Regions who will screen all applications.</p> <p>Successful delegates will be entered on the National Register of Legion QPM's.</p> <p>Once qualified and registered, QPMs will be responsible to the Board of Trustees. QPMs will be tasked by the Board of Trustees.</p>

