
The Royal British Legion Membership Training Course Portfolio





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Introduction ([Return to Table of Contents](#))

This document contains details of the range of training available for the Legion's Membership, 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 the Membership and Welfare Training Team, which is part of Learning and Development.

General Information ([Return to Table of Contents](#))

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 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 \(Return to Table of Contents\)](#)

Membership and Welfare training is delivered by staff from within Learning & Development who make up the Membership & Welfare Training Team. As of 1/12/11 Recruitment & Legion in the Community (LIC) courses, which were delivered by the Regional Publicity and Membership Officers (RPMO's), are now also delivered by the Membership & Welfare Training Team.

[Training Delivered by County/District \(Return to Table of Contents\)](#)

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, the training materials used should be endorsed by a member of the Membership and Welfare training team and the course should be evaluated using standard evaluation forms and reports.

[E-Learning \(Return to Table of Contents\)](#)

The Learning & Development Department has negotiated access to a suite of on-line courses on the Charity Learning Consortium's website. While only some are Legion-specific, there are also many other 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/District Training Officer.

[Booking a Training Course \(Return to Table of Contents\)](#)

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 ([Return to Table of Contents](#))

Some of the courses are also beneficial for staff who may need to obtain a closer understanding of Membership 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 ([Return to Table of Contents](#))

Generally, all travelling and accommodation costs are met by the Legion centrally, 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 the Proactis system.

Course Evaluation ([Return to Table of Contents](#))

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 ([Return to Table of Contents](#))

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

Membership Training Administrator
Phone: 0203-207-2392
Email: MembershipTraining@britishLegion.org.uk



Summary of Courses ([Return to Table of Contents](#))

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 Course
- Branch Treasurer Refresher Course
- Recruiting Advisor Course
- Recruiting Refresher Course

County Level Courses:

- County Management Course
- County Recruiting Officer Course
- Conference Committee Course
- County Training Officer Course
- County Youth Advisor & Child Protection Course

Ceremonial Courses:

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

Specialist Courses:

- Independent Examiner Course
- Independent Examiner Refresher Course
- Qualified Panel Member Course
- Qualified Panel Member Refresher Course

Branch Management Course [\(Return to Table of Contents\)](#)

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. Delegate numbers 8 – 20.

Branch Treasurer Course [\(Return to Table of Contents\)](#)

Aim	To train branch treasurers in basic book-keeping skills and 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 (Welfare) Account and Restricted Funds.• Bank reconciliation procedures.• Branch Treasurers reports.• Preparation of branch accounts for audit.• Completing a Branch Account Return.
Aimed at	Serving or prospective Branch Treasurers
Duration	Two days
Notes	<p>Pre-Course work is required for this course.</p> <p>Recommendation from Branch with application endorsed by C(D)TO.</p> <p>Successful delegates will be entered on the National Register of Legion Branch Treasurers.</p> <p>Delegate numbers 5 – 12.</p>

Branch Treasurer Workshop [\(Return to Table of Contents\)](#)

Aim	To refresh treasurers knowledge, of the Legions requirements to maintain branch accounts.
Content	<ul style="list-style-type: none">• Review of treasurers role and responsibilities• Review of branch financial controls• Branch Account return completion• Review of audit requirements
Aimed at	All treasurers
Duration	One Day
Notes	Delegate numbers 5 – 12.

Recruiting Adviser Course [\(Return to Table of Contents\)](#)

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 the Membership & Welfare Training Team 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. RA's may be asked to assist at recruiting briefings or LIC events held in their local areas.</p> <p>Delegate numbers 8 – 20.</p>

Recruiting/LIC Update [\(Return to Table of Contents\)](#)

Aim	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.
Content	<ul style="list-style-type: none">• National Membership update• RPMO update• Publications and other materials• LIC and LIC planning• Discussion period
Aimed at	Those who have previously passed the County Recruiting Officer's course.
Duration	Two days
Notes	<p>Courses are sponsored by the Membership Department and delivered by the Membership & Welfare Training Team.</p> <p>The names of all delegates will already be on the National Register of County Recruiting Officers (CROs). CROs operate in that role under the control of the County concerned and may be asked to assist at recruiting briefings or LIC events held in their local areas.</p> <p>Delegate numbers 8 – 20.</p>

County Management Course [\(Return to Table of Contents\)](#)

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	Serving or prospective County Officers or County Committee members and specialist County appointments.
Duration	Two days
Notes	<p>Students must have the ability and motivation to take an active part in discussions and syndicate work during the course, which contains an element of assessment.</p> <p>Delegate numbers 8 – 20.</p>

County Recruiting Officer Course [\(Return to Table of Contents\)](#)

<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>Courses are sponsored by the Membership Department and delivered by the Membership & Welfare Training Team. 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.</p> <p>Delegate numbers 6 – 12.</p>

County Conference Committee Course [\(Return to Table of Contents\)](#)

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. Delegate numbers 8 – 20.

County Training Officer Course [\(Return to Table of Contents\)](#)

Aim	To develop the training skills of individuals who have displayed an ability and interest in becoming a LEGION County or Branch training officer.
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 training sessions (5 and 10 minute)• Individual training sessions (15 minutes)• Discussion period
Aimed at	Legion members who display a potential to become County and Branch training officers.
Duration	Two days
Notes	<p>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.</p> <p>Delegate numbers 8 – 12.</p>



County Youth Adviser & Child Protection Course ([Return to Table of Contents](#))

Aim	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
Content	<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
Aimed at	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.
Duration	Two days
Notes	<p>The Course is sponsored by the Membership Department 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>Delegate numbers 8 – 12.</p>

Standard Bearer Judge Course [\(Return to Table of Contents\)](#)

Aim	To accredit Standard Bearer Judges with the Legion's National Authority through training and assessment.
Content	<ul style="list-style-type: none">• Duties of a Parade Marshal• Standard Bearers equipment• Dress and bearing• Standard Bearer drill movements• The Legion Standard• Practical Standard Bearer judging• Individual assessment• Discussion period
Aimed at	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 .
Duration	Two days
Notes	<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 Marshal Course [\(Return to Table of Contents\)](#)

Aim	To standardise the way in which Parade Marshals within the Legion interpret the Ceremonial Handbook and organise Legion Parades and Dedications, etc.
Content	<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.
Aimed at	Experienced County Legion Parade Marshals or any member who is currently acting as a County Marshal.
Duration	Two days
Notes	<p>The Course is sponsored by the National Parade Marshal (NPM) who will screen all applications.</p> <p>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>



Band Workshop ([Return to Table of Contents](#))

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 Examiner Course [\(Return to Table of Contents\)](#)

Aim	To train and test volunteers, who have treasurers experience, to conduct an examination of Legion Branch accounts as laid down in the Legion's terms of reference for audit or independent review.
Content	<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 Examiner's responsibilities• Independent Examiner's documentation• Practical knowledge test
Aimed at	Experienced treasurers who display the potential to become an Independent Examiner.
Duration	Two days
Notes	<p>Delegates must have attended the branch treasurer's course prior to the Independent Examiners course.</p> <p>The knowledge test will take the form of a practical exercise which delegates must pass.</p> <p>Successful delegates will be entered on the National Register of Legion Independent Examiners.</p> <p>Delegate numbers 4 – 8.</p>

Independent Examiner Refresher Course [\(Return to Table of Contents\)](#)

Aim	To update and test existing Independent Examiners to enable them to continue to review Legion branch accounts effectively.
Content	<ul style="list-style-type: none">• Review of statutory requirements• Review of branch accounting records• Review of checking accounting records• Independent examiners work programme• Practical exercises• Practical knowledge test
Aimed at	Independent Examiners who have previously attended the two day course
Duration	One Day
Notes	<p>The knowledge test will take the form of a practical exercise which delegates must pass.</p> <p>Independent Examiners will need to attend and pass a refresher course every two years.</p> <p>Delegate numbers 4 – 12.</p>

Qualified Panel Member Course [\(Return to Table of Contents\)](#)

Aim	To train, assess and authorise Qualified Panel Members (QPMs).
Content	<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)
Aimed at	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.
Duration	Two days
Notes	<p>Delegates will be required to take an assessment/knowledge check which they must pass to become a QPM.</p> <p>Successful delegates will be entered on the National Register of Legion QPM's.</p> <p>QPM's will need to attend and pass a refresher course every two years.</p> <p>Delegate numbers 8 – 12.</p>



Qualified Panel Member Refresher Course [\(Return to Table of Contents\)](#)

Aim	To train, assess and authorise existing Qualified Panel Members (QPMs).
Content	<ul style="list-style-type: none">• Review of changes to the Legion's Complaints procedures• Review of relevant Charter Rules governing Complaints• Review of interviewing techniques
Aimed at	Existing Qualified Panel Members who wish to continue to act in that role.
Duration	One day
Notes	<p>Delegates will be required to take an assessment/knowledge check which they must pass to remain on the QPM register.</p> <p>Delegate numbers 8 – 12.</p>



Membership & Welfare Training Team,
Learning & Development (HR),
Haig House,
199 Borough High St.,
Borough,
London
SE1 1AA
Tel: 0203 207 2385
Fax: 020 3207 2379
MembershipTraining@britishlegion.org.uk

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