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**RBLS Change Management Plan**

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**1. Executive Summary**

In 2014 the organisation had 33,211 members and over 170 Branches. Ten years later our membership has now fallen to ~21,000 across 138 Branches (and 58 Clubs). More than 80% of our membership is linked to Branches with Clubs and less than a third are ex-service members. We have gone from 9 geographical Areas to 5, and come through many challenges including a global pandemic and cost of living crisis.

A lot has changed over the last ten years but what has been consistent is a decline in membership and increased demands on our costs and services.

Royal British Legion Scotland has built an excellent reputation in Scotland, for service delivery and support to the Armed Forces Community. We are well respected as the Custodians of Remembrance, for comradeship and commemorative event activities, our Pensions & Advocacy Service and Veterans Community Support.

However, to maintain the current level of service provision the organisation is functioning with a ***six figure deficit*** annually and this is not sustainable. This is also not helped with capitation remaining unchanged since 2018.

Immediate and effective action was required and under the instruction of the National Board of Trustees (NBT), a Strategic Transformation Committee (STC) was set up to carry out a full review of the organisation and a detailed delivery of options for change to be considered by the membership. The requirements of the study and Terms of Reference for the STC are detailed at Appendix A, page 16.

Consultation across all the membership was undertaken by the STC in June/July 2024. 5 Options were proposed, which were combined in a way to allow members to choose between 4 solutions, each with increasing degrees of change. Substantial feedback was received from 26 Branches and 2 Areas and this was consulted on at a Special Conference in Prestonpans on the 28th September 2024.

The general direction of travel, taken from the Options study, that will be worked on, is as follows:

1. **(Option 2) Diversification of/increasing income (including membership)** – looking at raising the membership fee; employing a fundraiser and/or contracting a Grant identification and capture agency (“no grant, no fee”); a major membership campaign ***involving Head Office and Branches***; a major PR campaign ***involving Head Office and Branches***.
2. **(Option 4B) Reviewing Area Structure** - Areas to bid for future annual funding against projects/tasks and/or reduction in capitation funding.
3. **(Option 5C) Reviewing Head Office Structure** - Head Office to remain substantially unchanged but with a review required and remit to make savings from efficiencies and through process changes?

This Change Management Plan (CMP) takes into account the consultation feedback and discussions at Annual and Special Conference, and begins the process of detailed development of a proposal for implementation. The detailed tasks are shown at Appendices B and C. Where a membership vote is required the STC will put motions to the NBT for a vote in 2025.

This CMP is the continuation of instruction by the National Board of Trustees for short, medium and longer term actions that will make the biggest impact to the organisation to ensure a future that is sustainable.

**2. Introduction**

Royal British Legion Scotland has now reached a crucial point in its history where future sustainability and the structure of the organisation must be addressed.

With membership decline and increasing demands on our costs and services, a full strategic review was deemed necessary to ensure a clear direction for the organisation.

The formation of the STC and instruction and terms of reference from the NBT has been the starting point for the review process over the last 18 months and following the consultation period and Conferences in 2024 the outline of the programme of work required has been put in place.

The aim of this CMP is to:

* Coordinate all feedback and consultation received so far to produce a cohesive set of practical tasks that will redress the lack of finance for the organisation and improve all internal operations. These should be in sufficient detail to allow members to understand how they will work and meet the requirements of the tests set in section 3 below.
* Detail and implement any “quick wins” that can be conducted without the need for a vote by members, to implement immediate cost savings.
* Produce (as required) any motions for approval by the NBT to be put to the membership in 2025 for a vote.
* Put the practical tasks into a logical and scheduled set of actions on a programme for ratification and implementation with named person(s)accountable for the actions. This should also include consideration of the resources and funding necessary to achieve the programme of work.
* Following membership agreement, this work should be taken forward by a Strategic Transformation Working Group (STWG) who will need a revised set of Terms of Reference. Their job is to be responsible for the implementation of all agreements at NBT, Head Office and Area level. Areas will be responsible for the implementation of required actions at Branch level.

When considering the information in this Change Management Plan, the reader needs to have one issue at the forefront of their mind – ***no money, no RBLS!***

There are a range of possibilities that can be explored, some which will generate an immediate increase of income and some, which if implemented correctly, will generate additional income in the medium to longer term.

**3. Tests**

There are three tests that we need to apply to any changes being proposed:

* **Efficiency** – Will it improve the efficiency of the organisation? Does it solve the financial difficulties of RBLS? Can a financial benefit and sustainability be demonstrated by the option presented? Is it efficient use of resources?
* **Effectiveness -** How effective would the course of action be? What is the impact at a grassroots level, and does it fulfil our charitable objectives? Does it fit into a clear and unambiguous Governance structure? Will it have a positive impact on membership?
* **Engagement** - How will everyone buy into the proposed course of action? Ease and duration of implementation. What does it look like for our members looking up through the Branch, Areas, and Head Office, does it meet their needs? Does it improve the teamwork between Branches, Areas and the corporate centre (Head Office)?

**4. Objectives and Outputs**

The changes to the operational structure of RBLS are focussed around 3 main areas:

* Increasing income, reducing financial “waste” and increasing membership.
* Reducing the percentage of capitation returned to Areas.
* Reviewing Head Office activities and expenditure and exploring potential cost savings.

The tasks that need to be undertaken to achieve this are detailed at Appendices B and C and scheduled on a master programme (available as a separate document).

The objectives from all changes are listed below. The priority of their associated tasks is shown on the overall programme.

* **Financial**
  + **Head Office** - The RBLS must become a going concern, not merely balancing the books, but increasing reserves. The Objective is therefore for Head Office to achieve a £100k surplus before tax within 3 years. It must also demonstrate that this objective is repeatable and sustainable. To achieve this, the targets are (See Appendix D for details):
    - Increase capitation by £5 a year immediately or incrementally to £25.
    - Increase Gift Aid from £24k to £48k a year.
    - Increase Grant funding by £65k and sponsorship by £30k.
    - Reduce Area funding by:
    - 100% year one and possible extension to year 2 subject to review to allow creation of an overall RBLS surplus.
    - Year 3 onwards to be reviewed.
    - Reduce Governance costs by £15k.
    - Reduce Conference costs by 25%.
  + **Resources** - Paid resource by Branches, Areas & Head Office should be set at:
    - the minimum level to achieve the Charitable Purposes of RBLS.
    - the minimum level to bid for and attract additional grant funding and sponsorship – a return of double the costs for implementation.
    - the right level to build sustainability across particularly income generation and to generate a “one team” culture within RBLS.
  + **Financial Assets** - Area financial assets should be sufficient to achieve agreed future projects and provide sufficient working capital (£100k). All other funds should be either held centrally or utilised by Areas in place of capitation from Head Office.
* **Organisation** **Effectiveness**
  + **One team** - The organisation must act as one team, with NBT, Head Office, Areas and Branches acting together to achieve the RBLS charitable purposes. This should be evidenced using a subjective partnership tool and survey that can be deployed annually, producing outputs that are then acted upon.
  + **Member engagement** - Members should feel that they have a say in the organisation way forward and feel part of the “family”. There should be demonstrable benefits from being an RBLS member, which in turn have a positive impact on membership numbers. Clear communication and feedback routes must be established to achieve this.
* **Change implementation**
  + All members should be aware of progress during this period of change via regular and consistent communication. They should also be aware of how to feedback their ideas, comments and feelings to their Area, NBT and the STC.
  + All members should be aware of who their Area Executives are and their NBT representative(s).
  + Changes should be driven through an agreed and approved programme of delivery, which is regularly promulgated and updated, with changes properly authorised before implementation.
  + Change should be implemented quickly, have regular milestones that show progress, be realistically scheduled, be budgeted for and have an owner in charge of each element.
* **Reporting**
  + A full supporting report will be produced to accompany all motions put to the membership for a vote in 2025.

**5. Governance of the Project**

**How the project will be governed**

This project was approved for development by the STC, endorsed by the NBT and on the democratic advice provided by RBLS members. The STC contains membership from all Areas.

All changes are approved by the STC and endorsed by the NBT, where necessary. The NBT are briefed regularly by the CEO and STC Chair.

The Terms of Reference of the STC are at Appendix A and were approved by the NBT.

**Milestone reviews**

Project oversight is exercised by the NBT and the STC through programme review meetings that will be provided by the Project Team. These reviews will be conducted as follows:

**NBT**

* December 2024 to assess progress and endorse this CMP and associated programme.
* February 2025 prior to paperwork and motions being issued for the AGM in May.
* October 2025 to assess member input, outputs, risks and mitigations.

**STC**

* Monthly review meetings to assess progress, issues, outputs, risks and mitigations. The STC can also provide the necessary “course corrections” as necessary.

**6. Arrangements, Organisation and Resources**

A project needs to be driven by a dedicated team. The purpose of any committee is to provide challenge and guidance, not delivery. Therefore, the organisation will be structured as shown below whilst the STC remains in post:

**STC**

Chair – Vice Chair RBLS

Area representatives

National Chair

National Treasurer

CEO

**NBT**

**Project Team – responsible to CEO**

Project Manager

Comms, Stakeholders and IT

Review and audit

Volunteers

Admin

Areas & Branches

Once the STC is replaced by the Strategic Transformation Working Group after Conference in 2025, the structure will need to be reviewed again. The project team is essential so that the Head Office team can continue their day-to-day work whilst the necessary activities to identify and implement change can progress in parallel.

The key to success of this arrangement is that decisions need to be taken and acted upon promptly as there is insufficient time to delay where change and review is required.

All personnel will be provided by:

* Head Office – all staff can expect to be involved where it affects their normal day to day business.
* STC, Areas and Branches – Area Executive Committees should expect to be involved in the development and review processes. In addition, volunteers will be asked to conduct some specific tasks to enable the programme to be maintained.
* The Project Manager, who will be appointed by the CEO.
* An independent, suitably qualified person will be identified to conduct the Head Office and potentially Area reviews.

**7. Programme Management**

**The Programme**

The work is broken down into manageable “chunks” that allows it to be more readily understandable and provide a structure for the overall change programme. They are:

* P1 - Organisational reviews and change
* P2 - Head Office cost reductions
* P3 - Area funding
* P4 – Income opportunities
* P5 – Better PR, Marketing, Image and Membership
* P6 – Membership specific activities
* P7 – Guidance to Branches

**Scope of work**

The main objectives, outputs and deliveries have been detailed in Section 4 of this CMP. The scope of the work required to meet these objectives aims to coordinate all the outputs from the consultation and Conference feedback to:

* + - * Prioritise them.
      * Consolidate them into a logical and scheduled change programme for ratification and implementation. This should also include the resources and funding necessary to achieve the programme of work.
      * Sequence the outputs for review, development and detailed practical actions to address the primary tests of efficiency, effectiveness and engagement.
      * Produce any required motions, (where Constitutional change would be required), for approval by the NBT, to be put to the membership in 2025 for a vote.

The outputs provided in this CMP should be in sufficient detail to allow members to understand how they might function.

On conclusion of any membership votes in 2025 it is proposed this work should then be taken forward by the Strategic Transformation Working Group (STWG) which will replace the STC, under a revised set of Terms of Reference approved by the NBT. Their job will be to be responsible for the implementation of all agreements at NBT, Head Office and Area Level. Areas will be responsible for the implementation by Branches.

* **Assumptions**
  + The general agreements achieved at the Special Conference in September 2024, will form the basis of the work of the STC and motions generated for the 2025 vote by the membership.
  + All members of the team working on this activity will support the general agreements made by the members and the objectives of this Change Management Programme.
* **Constraints**
  + All work will be confined within this Scope of Work.
  + As work progresses, the STC may implement/suggest other ideas that do not detract from the Scope of Work. These will be ratified by the NBT.
* **Dependencies**
  + The successful outcome of this programme of change will be wholly dependent on members delivering upon commitments and keeping to the Scope of Work.
  + All funding for the work will be met by RBLS. No external funding is available for the project at the outset but if grants or funding are procured for the work these will be assigned as appropriate.

**8. Meetings, monitoring, review and guidance**

A series of meetings will be required to properly coordinate activities on this project. All meetings will require properly formatted documentation supporting an agenda with clear outputs.

It must be clear that meetings are there for guidance, review and monitoring. They do not drive the task. This is the accountability of the single nominated individual.

The following meetings will be scheduled:

|  |  |  |  |
| --- | --- | --- | --- |
| **Meeting** | **Requirement** | **Documentation** | **Chair**  **/Accountable** |
| NBT CMP review | As detailed in Section 5 | CMP, progress report, key documentation, motions for conference | RBLS National Chair, STC Chair & CEO |
| STC review | Monthly | CMP, progress report, key documentation, motions for conference – provided by Project Manager | STC Chair |
| Project accountability with all task leaders | Monthly – may be in several separate meetings to enable this to be more manageable | Individual plans, progress reports, key documentation, risk management, communications – provided by Project Manager and all task leaders | CEO, Project Manager and task leads |
| Branch review and input | 2 Monthly | Progress reports against programme from Branches, communications with all staff – provided by Branches | Area Secretaries |
| Stakeholder engagement and Communications | Monthly | Communications campaign programme status – provided by Head Office Manager | Project Manager |

**9. Risk Management**

A high-level risk management activity will take place that identifies the obstacles to success and provides sufficient mitigation to overcome them. The main risks are:

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk Description** | **Risk Level** | **Mitigations** | **Accountability** |
| 1. Groups of individuals attempting to vary the project activities away from the agree scope of work, affecting team working and creating delays. | High | Clear leadership from the NBT, formal communications to all members on how the process will operate. Action plan to be in place to address any issue(s) if they arise. | RBLS National Chair and STC Chair |
| 2. Failure to gain support from the membership for the changes which will delay the process. | High | Enact a clear and unambiguous communications campaign on the Change Management Programme, how work is progressing and how to get involved. | STC Chair |
| 3. External organisations interfering directly or indirectly and derailing the process. | Low | Formal communications to all key stakeholders informing them of the process RBLS is undergoing, the why and how and when results are expected. Can include information on when if and they will be involved. | CEO |
| 4. Insufficient funding available to complete the work. | Medium | Budget for the activity to be agreed by NBT | CEO, NBT & STC |
| 5. Unforeseen major obstacles during the programme of work that are difficult to overcome and affect quality of outputs | Medium | Stringent upfront planning with the right people to drive the project forward and advise on the content. Change Management Plan to be created for NBT approval and organisational wide distribution | CEO & STC |

**10. Stakeholder and Communications Management**

There are many stakeholders that will have interest, influence and input on this project. They are listed below with the person(s) who are responsible for ensuring the delivery of communications has been properly transmitted and received:

* Internal - Influence and input:
  + President, NBT, Head Office – CEO
  + Areas – Relevant STC member
  + Branches – Area Chair and relevant NBT member
  + Members – Branch Secretaries
* External - Interest
  + Royal British Legion, Poppyscotland, Veterans Scotland members - CEO
  + Scottish Government – CEO
  + Lord Lieutenants/Lord Provosts – Branch Chairs, supported by Branch Executive
  + Councillors, Local Veterans organisations, Tri Service Reserves, Cadet Forces – Branch Secretaries

Those with an internal influence must be actively engaged in the work and kept up to date with all progress and decisions taken. Those with an external interest should be updated routinely by the person responsible.

An active internal communications campaign must run during this period so that RBLS ensures that all members receive information on what is and will happen within their charity.

This should be coordinated and distributed by Head Office across the organisation to NBT, Area Executives and Branches (including Clubs). Equipped with the right information, Area and Branch Office Bearers will be responsible for face-to-face communication with the membership and to feedback to Head Office as required.

The campaign will make use of all communication mediums including the monthly Head Office Report, digital correspondence, social media and the Legion website.

**Appendix A**

Requirements of the Study (taken from Terms of Reference approved by the National Board of Trustees).

Note. These were set for the STC and remain relevant until the motions are produced, and membership votes taken in 2025. Following that point, new Terms of Reference are required for the Strategic Transformation Working Group (STWG) so the project can be taken forward.

2.1 Purpose

The purpose of the work and the Strategic Transformation Committee was set by the National Board of Trustees in the Terms of Reference for the committee:

The purpose of the Strategic Transformation Committee (STC) is to carry out a full strategic review of the organisation, provide recommendations for change to the National Board of Trustees, and deliver within an agreed timeline effective change within Royal British Legion Scotland.

2.2 Objectives

The objectives were agreed and set by the National Board of Trustees in the Terms of Reference for the committee:

2.2.1 To use the Danzig report from 2011/2012 as the basis for a starting point of the review of the organisation and to complete a SWOT analysis on RBLS to identify strengths and opportunities as well as weaknesses and threats.

2.2.2 To complete a full review of the income of the organisation, including current sources, annual shortfall, recommendations to increase all income streams and diversification of income if required.

2.2.3 To complete a full review of the structure of the organisation, including an assessment of current management systems in place across the charity. The review to include surveys of our Clubs, Branches and Areas to assess current strengths and weaknesses and a recommendation to be provided on an alternative structure for the organisation to be implemented in future.

2.2.4 To address all membership considerations including, membership decline and retention, centralisation of membership processing, collaboration with Transition offices, Armed Forces and other veteran’s organisations, membership campaigns and the membership offering. Recommendations to be made on changes required to the membership processes and membership offering to bring new members to the organisation and to make that membership more attractive.

2.2.5 To provide a recommendation for fundraising, marketing and PR for the organisation which will enhance our profile, spread awareness of what we do and ensure we are able to actively seek funding support to ensure future sustainability.

2.2.6 To ensure that all recommendations enhance the governance of the organisation at all levels.

In addition, the committee agreed there should be one further clear objective which was the sustainability of the RBLS into the future for not only the members, but to be able to continue to act as the custodians of Remembrance, which naturally looks beyond the current membership.

**Appendix B**

The following tasks were identified during the STC discussions, consultation and the Special Conference that need to be reviewed and properly investigated and implemented where practicable.

Those with a **“Q”** prefix were identified at the Special Conference as those not requiring a vote by members and therefore can be implemented immediately.

Those that have a **“V”** prefix are expected to require the approval of members through a vote in 2025.

Each task is detailed in relation to scope, who is accountable for the work, how it will be implemented and the expected outputs.

**Task P1 - Organisational reviews and change:**

* + **A. Head office**
    - **Scope** - A thorough review of Head Office by trained auditors to assess:
      * Procedures and processes.
      * Utilisation of modern technology.
      * The organisational structure, interaction with Areas, Branches and the NBT. In particular, is it one cohesive organisation or “disparate entities doing their own things”.
      * Financial control, budget setting.
      * Procurement value for money.
      * Working environment, conditions and capacity.
      * Review of the membership process.
      * Handling complaints.
    - **Accountable** – Project Manager, supporting an independent auditor.
    - **How** – In house visit from auditors and Project Manager to review all Head Office function.
    - **Output** – Reports of good practice, identifying areas for improvement and specific activities needing attention.
  + **B. Areas**
    - **Scope** - A review of all Areas. This can be conducted by Areas auditing/reviewing each other’s activities, producing one report for review or a face to face meeting with Areas and the STC Chair:
      * Identify best practices and their commonality of approach.
      * Their ability to take on Head Office tasks.
      * Their financial control and assets, including investments.
      * Interaction with Head Office for efficiency.
      * Interaction with Branches, support.
      * Organisation of events, membership activities.
      * Handling complaints.
      * Use of Teams, Zoom, online technology.
      * Branding.
    - **Accountable** – STC Chair, supported by Area Chairs.
    - **How** – Face to Face with STC Chair and Area Chairs, Area Chairs and Secretaries to review each other. This can potentially take place at the 2025 AGM and a separate meeting.
    - **Output** – Reports of good practice, identifying areas for improvement and specific activities needing attention.
  + **C. Branches**
    - **Scope** - A review of Branches sampled at random to assess:
      * Their interactions with Areas, Head Office, other Branches.
      * Conformity with the Constitution.
      * Membership activities.
      * Fundraising activities.
      * Utilisation of modern technology, e.g., email.
      * Branding.
    - **Accountable** – Area Secretaries, supported by Head Office Manager.
    - **How** – Area secretaries to choose 2 or 3 different Branches for high level review, supported by Head Office. This can also Branches exchanging best practice and information at the 2025 AGM.
    - **Output** – One report from each Area of good practice, identifying areas for improvement and specific activities needing attention.
  + **D. NBT**
    - **Scope** - A review of:
      * Performance and leadership as the governing body of RBLS, interaction with Areas and Branches.
      * Board composition and training for effective Governance.
      * Visibility, leadership activities.
      * Budget setting.
      * Accountabilities.
      * Establishment of strategic operational policy.
      * Utilisation of Head Office.
    - **Accountable** – NBT Chair supported by CEO, Project Manager and past NBT members.
    - **How** – updating code of conduct and skills assessment for Trustees, additional training and sharing of governance support. Consider an Institute of Directors review.
    - **Output** – Reports of good practice, identifying areas for improvement and specific activities needing attention.
  + **E. RBLS organisation culture** 
    - **1. General**
    - **Scope** - A review of the high-level prevailing culture of RBLS, particularly the relationships between Clubs, Branches, Areas, Head Office and NBT.
    - **Accountable** – NBT Chair, supported by Project Manager.
    - **How** – Survey, partnership performance tool, organisation engagement by NBT, organisation communication channels, sessions NBT: Areas.
    - **Output** – Results and analysis in a report for sharing across organisation.
  + **2**. **Branch conversion to SCIO**
    - **Scope** – This is a longer-term goal of RBLS and necessary if a merger is to be considered in the future. It all demonstrates that RBLS acts as one charity.
    - **Accountable** – CEO, supported by Area Chairs and Secretaries
    - **How** – a communications campaign, pointing out the pros and cons to joining the SCIO, plus FAQs. This is a long term activity.
    - **Output** – A more cohesive RBLS, with assistance available to Branches from Head Office.
  + **3**. **Club FCA registration and model rule book**
    - **Scope** – There are considerable benefits to the adoption of the model rule book, not least limited liability for all Club members. Too many Clubs have out of date rule books which expose them to financial risks. Adoption of the model rule book and registration with the FCA as a Mutual Cooperative would be a positive step forward.
    - **Accountable** – Club Chairs, supported by Area Chairs and Secretaries.
    - **How** - a communications campaign, pointing out the pros and cons, plus FAQs to address the issues raised when this was first rolled out. Engage Geoff Morrey of RBL.
    - **Output** – Clubs on a much firmer financial base, with advice and support readily available from RBLS (and RBL).
  + **F. Other Veterans Charities**
    - **Scope** - A review of the operation of other veterans Charities to try and ascertain learning, best practice, issues, mitigations, techniques, operation, cultures.
    - **Accountable** – CEO.
    - **How** – Head Office to contact other charities.
    - **Output** – Report of relevant findings for sharing across organisation.
  + **G. Change (V)**
    - **Scope** - Review all findings (on the above points), recommend, agree and implement change to the relevant parts of the organisation.
    - **Accountable** – STC Chair, supported by CEO and Project Manager.
    - **How** – Discussions and agreements with NBT and Areas.
    - **Output** – Report on recommended changes.
  + **H. RBLS Complaints Process (Q)**
    - **Scope** - Form a sub-Committee of the NBT to deal with all complaints reaching Head Office which should be dealt with via Constitutional process. Specially those of a vexatious nature or where proper process is trying to be bypassed.
    - **Accountable** - NBT Chair, CEO and Head Office Manager.
    - **How** – NBT to agree Terms of Reference for sub-Committee, membership of sub-Committee to be from NBT.
    - **Output** – Regular activity from sub-Committee to reduce time spent by Head Office staff on complaints and reporting to NBT on work undertaken.
  + **I. Project Manager (Q)**
    - **Scope** – Identify a Project Manager to coordinate all activities, run meetings and update documentation.
    - **Accountability**: CEO

**Task P2 - Head Office cost reductions**

All Head Office costs to be reviewed to identify where savings can be made and to reduce (where/if possible) any wastage of resources both financial and otherwise. This list will inevitably grow as further issues are identified:

* + **A. Annual Conference**
    - **Scope** - To reduce costs, reduce to 1 day, review format, hold in a central RBLS Branch Club.
    - **Accountable** - CEO.
    - **How** – Head Office to recommend new proposal for an alternative programme for NBT approval. Proposals also to be communicated to Areas.
    - **Output** – 1 day conference.
  + **B. Volunteer support to Head Office**
    - **Scope** - Consider whether volunteer support to Head Office might be feasible and how this would happen to avoid consultancy costs, increases in Head Office staff, etc.
    - **Accountable** – CEO.
    - **How** – Create a list of the skills sets/experience required and circulate to all Areas for them to investigate who might be suitable and available, feeding back to Head Office.
    - **Output** – List of skill sets/experience required and matching RBLS members who might be suitable.
  + **C. Digitisation (Q)**
    - **Scope** - The magazine, monthly bulletin and all correspondence will be moved online as a normal practice, with the postal services only being employed where this is not feasible, to reduce the costs of postage.
    - **Accountable** - Head Office Manager, supported by Area and Branch Secretaries.
    - **How** - Issues to be considered to ensure communications are not degraded:
      * Areas and Head Office communications. Also, look at on-line form completion – Accountable: Head Office Manager.
      * Areas and Head Office to Branch communications – Accountable: Area Secretaries.
      * Branch, Head Office and Area communications to members. Consider:
        + Hard copies can be produced and issued on request by Branches for a fee.
        + Branches to print hard copies where possible. These can be circulated to their members, or via a reading list attached to each hard copy.
        + All Branch secretaries must have their own or access to other Emails.
        + Accountable: Branch Secretaries.
      * Further promotion of the availability of legion emails through Head Office.
    - **Outputs** –
      * Head Office conducting majority of correspondence online.
      * Areas and Branch Secretaries all having access to email and internet/website.
      * All Branch Secretaries having access to e mail and internet/website.
      * All members who have no way to access email to have alternative arrangements provided by their Branch.
      * More IT information and training to be circulated.

**Task P3 - Area funding (V)**

* + **Scope** – To discuss and agree reducing the Head Office contribution to all Areas:
  + **A**. Pause on funding to Areas for one year, with potential expansion to two years to allow RBLS funds to recover. Future funding to be decided upon dependent upon continuous review over this period.
  + **B**. Produce a process for requesting additional funding from Head Office when necessary. This process might include taking into account area total assets in cash, savings and investments and a minimum level of working capital that is reasonable.
  + **C**. Produce and agree process to return all unused annual funding provided by Head Office.
  + **Accountable** – STC Chair, supported by Project Manager.
  + **How** – Propose, discuss and agree with all Areas.
  + **Outputs** –
    - Call on RBLS funds is reduced for a period achieving an annual surplus.
    - All Areas have sufficient funding to deliver their functions, without excessive excess.

**Task P4 - Income opportunities**

* + **A. Capitation increase (V)**
    - **Scope** - Despite the motion from the NBT for a £5 increase from £15 to £20 not being passed in 2024, consultation and the conference, following the Financial Modelling exercise, indicated that ***balancing the books was not possible without an increase***. The present level of capitation has remained the same since 2018. This should therefore be revisited, with 2 choices being provided to members for a vote:
      1. an immediate increase by £5 (potentially index linked), or:
      2. an incremental increase of £2 a year for 5 years, ie. £10 total.
    - **Accountable** – STC Chair, supported by the NBT.
    - **How** – Discussions at STC meetings and agreement with NBT on a suitable motion for the membership to vote. This will need a wide discussion by STC with the Areas/membership prior to the vote so that everyone understands the background.
    - **Output** – Motion for a vote in 2025.
  + **B. Grant Funding, sponsorship**
    - **Scope** - Recruitment of a fundraiser or fundraising agency for Head Office. This is to access all funds potentially available and seek sponsorship for events, and potentially Remembrance and War Memorials.
    - **Accountable** – CEO, supported by Project Manager.
    - **How** – Consideration of a grant application to employ a fundraiser in 2025 with clear targets and objectives to be achieved.
    - **Output** – Recruitment of a fundraiser who can demonstrate generation of additional income for RBLS.
  + **C. Raising funds at Area and Branch level for Head Office operations**
    - **Scope** – To identify a two-week period annually where the organisation will fundraise for Legion Scotland. Potentially to tie in with Armed Forces week in June. All fundraising could be split so a percentage is retained locally, and a percentage comes to central RBLS funds.
    - **Accountable** – STC Chair, supported by NBT.
    - **How** – propose, discuss and agree a plan with Areas, circulate to Branches for comment then implement. This has the benefit of directly reducing the pressure on members fees/capitation. Identify those Branches who confirmed in the 2023 survey they would support this activity to potentially run a pilot. Consideration to be given to what resources Branches and Areas would need (i.e., fundraising packs) and budget required to support this.
    - **Output** – Successful launch of a fundraising fortnight whether across the organisation or in a pilot which can be rolled out annually to generate income.
  + **D. Gift Aid (Q)**
    - **Scope** – run a campaign to increase the take up of Gift Aid.
    - **Accountable** - Head Office Accounts, supported by Head Office Events and Areas and Branch Secretaries.
    - **How**:
      * Produce and issue to all Areas and Branches a simple guide to using Gift Aid
      * Chase all Branches and Members to complete Gift Aid forms – Accountable: Branch and Area Secretaries.
      * Advertise the benefits to all Areas and Members.
    - **Output** – demonstrable increase in income generation through the annual Gift Aid claim.
  + **E. Merchandise**
  + **Scope** – A suite of RBLS branded merchandise, suitable to include Branch names/logos, to be identified for sale where some profit is returned to Head Office.
  + **Accountable** – Head Office Events, supported by Areas and Branch Secretary involvement and support.
  + **How** – Propose a suite of RBLS branded clothing and memorabilia, suitable fo include Branch names/logos. Identify suitable companies that can manufacture and provide a percentage of profits to RBLS Head Office.
  + **Output** – Branded merchandise available for sale to provide an income stream.

**Task P5 - Better PR, Marketing, Image and Membership**

All these activities below are linked together intrinsically.

* **A. Communication**
  + **Scope** – Communicating properly is complex but when it is done correctly it can be incredibly effective. We need to create guidance on good communication to be included in Branch and Club Handbooks and/or the production of a number of “How To” guides to detail how to make it happen step by step and achieve good results. Further information is at Appendix C. In addition:
    - Training on this is also essential as it is critical to Legion image, and success of a communication plan.
    - Campaigns – We need to identify specific areas which can be communicated across the organisation and externally to achieve a specific outcome, i.e., a membership drive, collaboration with transition offices to capture service leavers, raising awareness of the support and services we offer veterans and their families and so on.
  + **Accountable** – CEO, supported by PM
  + **How** – Full research to be conducted on how membership charities utilise good communications and create campaigns to share information. Best practice to be adopted into Handbooks and “How To” guides to circulate across the organisation.
  + **Output** – Members, Branches, Clubs and Areas should over time be in a better position to use good communication methods to improve PR of the Legion, attract membership and to stay up to date with key information.
* **B. Branding**
  + **Scope** - Everyone must use the same branding guidelines for anything to do with RBLS, e.g., presentations, letterheads, correspondence, adverts, logos and signage. Where there are Branch Clubs, these should look inviting, with the approved Legion logos and colour schemes. This is not “nice to have. If we all look different, we confuse our “audience”. Areas, Branches and Clubs must use the correct organisational name, Royal British Legion Scotland or Legion Scotland and not any other variation such as British Legion, British Legion Scotland or the Legion in Scotland.
  + **Accountable** – Head Office Manager. supported by Area and Branch Chairs
  + **How**:
    - Branding guidelines – Head Office to re issue the guidelines across the organisation and remind all that copies are available on the website.
    - NBT to produce a plan to properly review and monitor failure of Areas, Branches and Clubs to adhere to the Brand Guidelines with a view to future sanctions if not followed.
    - Décor funding – A fund to support Clubs to improve the external image of the Club should be considered by Head Office.
    - Décor – Where there are Branch Clubs, these should be modern and reflect the 21st, not 20th century. If in doubt, invite feedback from younger members and non-members and engage with the community to attract and welcome new members. The décor should be contemporary, not a museum to past glories. Accountability: Area & Branch Chairs
  + **Output** – Over time all Office Bearers in the organisation should be able to demonstrate use of the correct branding in all mediums and the standard and comfort of the Clubs should be improved.
* **C. Social media**
  + **Scope** – this subject is detailed at Appendix C. Whatever platform is used, good social media is a “must” for all Areas and Branches.
  + **Accountable**: Head Office Events, supported by Area and Branch Secretaries.
  + **How** - Head Office should provide training, resources and guidance in addition to that shown at Appendix C.
  + **Output** – Across the organisation all Office Bearers should over time be able to demonstrate increased working knowledge and use of all social media platforms to raise awareness of Legion activity, membership opportunities and Legion brand.
* **D. RBLS Website**
  + **Scope** – As there is insufficient budget to add additional functionality to the current website a full review of the existing site is required to make the content more relevant and key information accessible. Call to action points need to be emphasised to encourage joining as a member, donating and volunteering. Site should be clean, elegant and modern as well as easy to navigate and should be more cost effective annually.
  + **Accountable** – Head Office Events.
  + **How –** Undertake an audit of the current website and what needs to be improved and tender the project out to platform providers to assess timescales and costs.
  + **Output –** Improved and more cost-efficient website to be functional in 2025 and widely promoted across the organisation.
* **E. Communications – Technology - Phone/tablet App**
  + **Scope** - Production of an RBLS App - simple to use to allow easy access to Head Office and Branch information.
  + **Accountable** – Head Office Events, supported by Project Manager.
  + **How** - research to be undertaken to look at costings and logistics to create an RBLS app and how it would be managed and delivered. Possible survey of Areas and Branches on what they would want from an App.
  + **Output** – launch of RBLS App in future as part of a technology roll out to provide better access to key information and resources.
* **F. Image** 
  + **Scope**
    - RBLS’s main problems is one of image. The organisation portrays one that is stuck in the WW1/WW2 era, often at the cost of other, more recent conflicts that are far more relevant to the younger generations. This leads to a perception and indeed sometimes reality, of being an organisation only existing for the “older white male” veteran and therefore not attractive to the wider younger generations, or indeed, personnel leaving the services.
* Our Branches and Clubs must reflect the necessities of the modern era and not reside in the past. They should be places of comradeship and a warm welcome with no barriers to joining. All who support our aims and objectives, irrespective of culture, religion, background or military service should be welcomed.
* RBLS must make changes to be fit for the 21st century and better reflect modern society:
  + **Accountable** – Specific accountabilities are shown below; however, all Office Bearers, members and staff must collectively take responsibility.
  + **How** -
  + **A.** A thorough review of our Strategic Operational Policy, including a purpose that we can all recite and is tangible. Alongside this we need our Core Values, our 5-year Vision, our 5-year Goals and our Strategic Objectives. This must be written in plain English that people understand and therefore should all fit on one side of A4 paper.
    - **Accountable**: NBT Chair & CEO
  + **B**. The image of Remembrance needs a significant refresh. It must reflect the modern era, learning, not living in the past. The relevance of more recent conflicts must be accommodated, and the service itself be subject to review and modernisation. It is a Christian service; it should also reflect other denominations and those that no longer find themselves attracted towards any religion. Perhaps different events to attract newer members? This should not throw the “baby out with the bathwater”, but change is necessary so that our purpose of Remembrance can be strengthened.
    - **Accountable**: NBT Chair
  + **C.** Branch Clubs, subject to funds, must modernise to create a welcoming atmosphere, dress code to reflect today’s society and décor that is in keeping with a modern hospitality organisation. In this regard, Clubs that are currently doing well could be asked to assist those that are struggling.
    - **Accountable**: Branch Chairs, supported by Areas and NBT.
  + **Output** – A more modern image and an organisation that is more likely to attract and retain younger members, service, ex-service and non ex-service alike.

**Task P6 - Membership specific activities**

* **A. Major cities and National Branch**
  + **Scope** - The consultation highlighted what we all knew, that the membership is lowest in the major cities. Work needs to be conducted to find out why and look at how this can be redressed.
  + **Accountability** - Head Office Manager with support from STC Chair.
  + **How** – Research required into veterans’ population across Scotland, using available resources and Census data. Working with Head Office and the other Areas, produce and deliver a programme of activities to increase membership and Branch numbers.
    - Target people living in Dundee, Aberdeen, Glasgow and Edinburgh.
    - Consideration of Headquarters becoming a the RBLS National Branch with a targeted campaign to attract more members to join.
    - Personnel leaving the service to receive 1 year of free membership of the National Branch. This has previously been approved at Annual Conference but never implemented due to logistical difficulties with variation of membership processing across Branches.
  + **Output** – New city Branches and/or increase in membership through individuals joining the reformed National Branch or existing Branches.
* **B. Non Ex-Service members and Service Leavers**
  + **Scope -** The majority of members are non-ex-service, who generally join the Branches to either make use of associated Club facilities, because their family served in the forces, or they have a personal passion to support the veterans due to personal beliefs. They need to feel much greater affinity to the Branch to counteract the downturn in ex service personnel joining. The same general problem can be associated with Service leavers, i.e., getting them interested and having an affinity for RBLS to secure its future. This needs to be addressed.
  + **Accountability** – Head Office Manager & CEO, supported by Areas.
  + **How** -
    - Promotion of an RBLS National Branch
    - Better presence across the Armed Services for those transitioning to civilian life, so they know about RBLS and the support and opportunities available when they leave military life. Engagement with Resettlement offices to ensure RBLS information is included in packs and/or opportunities to attend presentations are available.
    - RBLS presence or involvement in the Transition process.
  + **Output** – Increase in non ex-service members joining not just for access to cheap drink but to support the aims of the organisation and the local Branch. An uptake in membership from service leavers, or at least raised awareness of RBLS, what the organisation does and how they can get support and access to services.
* **C. Making the joining process more efficient** 
  + **Scope** - Provision of online joining for all Branches. Centralising membership to take the administrative burden off Branches. Both of which could potentially drive membership numbers up.
  + **Accountability** - Head Office Membership Manager
  + **How** – Engage with Royal British Legion on how they implemented the process and rolled it out across their Branches. Research how other “membership” organisations are delivering an efficient centralised process. Engage with Areas and Branches to achieve “buy-in” for the change in process. Work will also be required to cost the change required including changes to the website functionality and any additional systems needed.
  + **Output** – Fully centralised, online, user friendly membership process and supporting IT.
* **D. Creation of “common interest” Branches**
  + **Scope** - Rather than using geography to categorise members, we could implement a range of activity-based branches, e.g., caravanning, walking, hobbies, etc. This would be similar to Riders Branch who come together to share their love of bikes and support of RBLS.
  + **Accountability** - NBT Chair supported by the NBT, CEO and Riders (Joe).
  + **How** – Review RBL experience and gather evidence on common interest groups that would attract members. Liaise with TRBL to see how they deliver this.
  + **Output** – Increased membership by brining in more individuals with a shared interest and common purpose who are keen to support our work.
* **E. Legion “in the community”**
* **Scope** - There are many activities that are essential to increasing membership.
  + **1. Branch engagement**
    - **Scope** - Must engage with the community. It is these members that will need to support us and compensate with fewer ex services personnel.
    - **Accountability** - Branch Chairs, supported by Areas
    - **How** - Produce a programme of events which can include, Branch/Club Open Days, taking a stall to country or local shows, making use of vacant premises on the High Street, getting involved with schools, particularly during the Remembrance period and delivery of all-inclusive Remembrance Day services/parades.
    - **Output** – More relevance to their communities and increased membership.
  + **2. Canadian Experience** 
    - **Scope** - Following the example of what happens in Canada, they seem to be far more successful in engaging the youth and fringe fundraising. Their efforts are focussed on sponsoring youth sport, social events and competitions, in-house entertainments, etc. The Legion magazine dedicates pages to these events. They raise a lot of money from sponsorships. Look at RCL magazine.
    - **Accountability** - Area Secretaries supported by Head Office Manager.
    - **How** - Review Canadian experiences and propose changes for adoption by RBLS.
    - **Output** – More relevance to their communities and increased membership.
  + **3. Uniformed Youth Organisations**
    - **Scope** - Liaising with uniformed youth organisations is a fantastic way to attract the younger generation to work with RBLS and potentially capture them as future members.
    - **Accountability** - Head Office Events
    - **How** - Their support and involvement with RBLS Branches and Areas could be recognised with a certificate, badge or something similar to foster a sense of achievement and belonging. This will need liaison with all the organisations to gain agreement on badge design and permission to use it on their uniforms.
    - **Output** – More relevance to their communities and increased membership.
  + **4. Literature**
    - **Scope** - Head Office leaflets and web site needs review so that they can supply information to new members.
    - **Accountability**: Head Office Manager
    - **How** - This should include everything from Remembrance, Comradeship etc to Branch Club activities. Posters are also available on the Veterans Community Support Service. These can be requested as required for local events. Areas and Branches should create their own literature which they can use to promote what the Branch does at a local level which could be distributed in across the community in locations such as GP surgeries, libraries and public meeting spaces.
    - **Output** – More relevance to their communities and increased membership.

**Task P7 – Guidance to Branches**

* **A. Branch Handbook**
  + **Scope** - Provide guidance in a handbook for the associated Branches to help them survive and thrive. Include guidance on brand awareness, good PR practices, membership drives, etc to be included in the new Branch Handbook for 2025.
  + **Accountability**: Head Office Manager supported by CEO.
  + **How** – Draft Handbook that is in progress to be completed for early 2025 for distribution across the organisation. Further amendments may be required dependent on whether the motion to accept the new draft Constitution is carried in 2025. Handbook then to be kept under annual review and available online for ease of reference.
  + **Output** – A thorough working document to be available for all Office Bearers as a clear guide on subject matter required.
* **B. “How to” Guides**
  + **Scope** - A series of leaflets that help Branches and Club conduct an advertising campaign, a membership drive, etc
  + **Accountability**: Head Office Manager
  + **How** – Continued work on the key topics identified by Branches as problem areas where more support is required and where guides would be useful
  + **Output** – Creation of a suite of documents which will be stored digitally for download as and when required.

**Appendix C**

**Guidance - Communication**

Communication these days can be a complex business to get right. There are so many ways to achieve it and without the properly planning it is easy to send the wrong message entirely.

These are several things that need to be considered when attempting to properly communicate with organisations, individuals or a wider audience. See also Task P5 at Appendix B.

* Purpose of the communication - what do you want to achieve, who are you targeting, is there a call to action or a target/objective? How will you deliver the communication, online, email, hardcopy, direct mailing etc? Who is the project lead and how will you track response rates and whether the target has been achieved. Whatever the purpose of any communication it must be on brand so everyone is following the same guidelines otherwise we will confuse our audiences.
* Target audiences – Ex-Service, non Ex-Service, the younger generation, regional/local or national or local. What in your communication will ensure the target audience responds to your call to action or purpose?
* Methods of communication - You need to figure out the right method to reach and engage with your target audience. This guidance needs to be in the Branch/Club Handbooks. However, there is one key rule – frequently update and refresh what you are doing. Tell the same message in a different way, then tell it again and again!
  + Image/word of mouth – the best advertising possible is delivered by the members themselves. The warmth of welcome of new members, the receptiveness to their new ideas, how you appear and talk, etc. This is very much a role for the members, Branches and associated Clubs and something that needs constant and continued attention if we are to improve the perception of the Legion and its reach. It is also something that undoubtedly needs support from RBLS Head Office for resources and possible training.
  + Social media – below are just a few of the more well-known sites. Whatever platform is used, social media is a good way to get a message to a wide audience for little or no cost. It is a “must” for raising the profile of a Branch, Club, or Area and is currently very effectively used by Head Office. As will all communication, this needs constant and continued attention to keep content fresh and engaging to ensure messages are up to date. It’s also something that undoubtedly needs support from RBLS Head Office for resources and possible training.
    - Facebook is an ageing platform these days but still well used.
    - X (formerly Twitter) is not used as much as it used to be, often used by business.
    - LinkedIn is generally for businesses and therefore good use could be made in obtaining that area of support.
    - Instagram is widely used and is good for video and picture sharing
    - WhatsApp is a free messaging service and widely used by businesses to share the same information to wider groups.
    - TikTok, WeChat, Snapchat are used widely but are probably not relevant to RBLS Comms.
  + Talks and presentations – depending on the presenter, this can be a good way to get to a section of the population, it can be time consuming but schools, colleges, universities, local clubs (Rotary, Round Table, Lions Club, Cadets, Guides and Scouts, Community Councils, etc) are all fertile opportunities. Head Office have a branded presentation template and a complete generic presentation with notes which can be used and adapted to suit your audience.
  + Radio – often underrated, but a free resource with a local station. A lot of people of different generations tend to listen when they are doing something else.
  + Posters – limited value as they very quickly become “wallpaper” that no one notices, unless they are large, uncluttered and changed regularly. Finding local notices board venues is often the problem to have any impact, but it is a useful tool for infrequent events such as fairs, coffee mornings, etc.
  + TV – running a campaign on television is an option but can be very expensive and often needs to be run in conjunction with other campaigns in other mediums to have maximum impact or success.
  + Newspapers – approaching local press is always worthwhile and often they are keen to add news items to editorials. Try to avoid adverts, they’re expensive and unless they have a clear call to action, or purpose are not always effective. However, none of the younger generation reads a newspaper, they all consume their knowledge from social media.
  + Use of Forces media outlets. Forces TV, Forces news online and BFBS.
* Ways to communicate. There are a few simple rules when it comes to communication whatever format or platform you use:
  + Keep it short, simple and to the point.
  + Make it visually engaging.
  + Use good quality and relevant images.
  + Ensure it is on brand using RBLS Brand Guidelines.

**Appendix D**

**Overall Financial targets to be achieved**

The table below was used at the Special Conference in September 2024 to breakdown the income and expenditure into categories that are more readily understandable. The figures contain the **following assumptions**:

* Direct funding:
  + Increase in capitation fee – **See App B, task P4AV.**
  + Maximum effort by all Branches, Areas and Head Office to increase membership numbers through a major PR campaign - **See App B, P4C, all P5 and P6 tasks.**
  + Attract sponsorship at National and local level - **See App B, task P4B.**
  + Access Grant funding - **See App B, tasks P4B.**
* Area funding:
  + No funding to Areas Yr1 and potentially Yr2 dependent upon progress and issues arising - See App B, task **P3AV.**
  + Future funding percentage of capitation reviewed following Yr 1 and 2 - **See App B, tasks P3BV and P3CV**
  + Full audit/review at Head Office plus NBT review and Areas operation review - **See App B, tasks P1A, P1D and P1B respectively.**
* Conference to move to 1 day, using a RBLS Club to host the event - **See App B, task P2A.**
* Maximise on-line activities to reduce postage - See App B, tasks – **See App B, task P2CQ.**

The detail shown in the table below is as follows:

* 1st column – these show the breakdown of costs and whether they are an income or an expenditure. It also includes categories where additional income can be achieved but has not been to date.
* 2nd column – these are the previous years (2022/23) actual figures from our independently audited end of year accounts for comparison.
* 3rd column - these are the actual figures from this years (2023/24) end of year accounts (pending final audit). All proposed future changes are based on these figures.
* 4th column – these are the proposed future changes to each cost category based on the assumptions shown above.
* 5th column - This is purely column 2 +/- column 3, giving us our targeted income and expenditure going forward.
* At the top of the table, it shows:
  + The deficit figure for FY 2022/23
  + The deficit figure for FY 2023/24
  + The modified surplus figure considering the proposed future changes in income and expenditure looking forward. In this case it is £124,540.

**Appendix D - Overall Financial targets to be achieved**