



## HERTFORDSHIRE COUNTY PLAN (2025 - 2028)

### 1. INTRODUCTION AND BACKGROUND

The Hertfordshire County Executive Committee is committed to working effectively with other service providers, charities, organisations, and individuals across communities in the County area. The prime objective during the next year, is to ensure that the County fully supports and assists in the implementation of the Central Area plan. We will strive to enable those who we serve, to find the range and quality of support they need, when they need it. We will also ensure that the responsibility of Remembrance is understood and embraced across the County area, ensuring that the torch of Remembrance is passed on from generation to generation. The County Executive Committee will work with its members & volunteers at Branch level, to strengthen the membership in Hertfordshire. Branches will be encouraged to embark on a programme of recruitment, with the involvement of the County Recruiting officer and the County Committee. The current membership number in Hertfordshire stands at 3,709. We will assist branches to attain a 2% increase in the County's membership by the end of 2026.

The County Committee will also strive to develop and improve on its operational excellence. The aim being to maintain doing what we are currently good at and to identify where we can steadily improve our interaction with the County branches.

### 2. OBJECTIVES

- 2.1 Championing Remembrance and handing onto the next generation.
- 2.2 Delivering the greatest range of impact for the Armed Forces Community.
- 2.3 Strengthening the relationship with the membership.
- 2.4 Achieving operational excellence.
- 2.5 Fundraising and the Poppy Appeal

## 2.1 CHAMPIONING REMEMBRANCE AND HANDING ONTO THE NEXT GENERATION

To actively uphold the Legion's responsibility as Custodians of Remembrance through the County Committee and County Parade Marshall (CPM), by encouraging branches to physically engage in remembering those that have made the ultimate sacrifice.

Objective	Target Date	Responsibility	KPI(s)	Budget Estimate
<u>Remembrance</u> Encourage Branch members to support Remembrance parades and wreath laying ceremonies, organised by the Civic authorities.	Ongoing	CC / CPM	Branch reports reflect their attendance at civic Remembrance parades and wreath laying events to promote the Legion's aims and objectives.	Negative. No funds needed.
<u>Local Parades and Events</u> Encourage Branch members to support local parades and events as requested by the community.	Ongoing	CC / CPM	Branch reports reflect actively supporting locally organised parades and events to promote the Legion's aims and objectives.	Negative. No funds needed other than personal expenses.
Standard Bearer Training. 1. Encourage newly appointed Branch Standard bearers to undertake training within 6 months of taking up appointment.  2. Annual School	Ongoing	CC / CPM	Branch Standard Bearers to attend appropriate training within the time frame, wherever possible.  Branch Standard Bearers to attend annual school for refresher/progressive training	Positive. Funds for venue hire may be needed.
<u>Standard Bearer Competition.</u> Encourage County and Branch Standard bearers to take part in organised Legion competitions to measure their ability when carrying out their duties.	Ongoing	CC / CPM	Increase the number of Standard Bearers attending training and competing.	Positive. Funds for venue hire may be needed.
<u>Funerals.</u> Encourage Branch members and Standard Bearers to support local families by attending funerals when requested.	Ongoing	CC / CPM	Branch reports reflect actively supporting local families by attending funerals, as requested, to promote the Legion's aims and objectives.	Positive. Funds may be needed

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**2.2 DELIVERING THE GREATEST RANGE OF IMPACT FOR THE ARMED FORCES COMMUNITY**  
**To actively support the aims and objectives of the Legion in providing financial and welfare support to its beneficiaries through the County Community Support Coordinator (CCSC) and the Membership Engagement Officer (MEO)**

Objective	Target Date	Responsibility	KPI(s)	Budget Estimate
To encourage Branches to support the County benevolent fund by making a financial contribution	Ongoing	CCSC / MEO	Responses from Branches with donations to the County Welfare fund, including almonisation when possible.	Positive. Funds may be needed
To encourage branches to participate in Branch Community Support, using Office 365, under the following key activities:  * Telephone Buddies * * Home & Hospital Visitor	Ongoing	CCSC / MEO	Number of BCC awareness sessions delivered to Branches. Number of BCC Reps recruited and trained. Percentage increase in the number of Branches reporting BCC activity via Office 365 each quarter.	Positive. Funds may be needed

**2.3 STRENGTHENING THE RELATIONSHIP WITH THE MEMBERSHIP**  
**To encourage branches to operate at the correct levels and persuade members to pay their subscription by their preferred payment method. To ensure that branches endeavour to recruit new members by improving links with veterans' organisations, local reserve and cadet units, monitored by the County Youth Officer and County Recruiting Officer**

Objective	Target Date	Responsibility	KPI(s)	Budget Estimate
To ensure that all measures are in place to safeguard the welfare of children and young people with whom branches have any form of contact.	Ongoing	CC / MEO	Inform branches of Legion policy on all Safeguarding aspects, to better protect the welfare of children & young people.	Negative. No funds needed

To ensure that all branches implement GDPR in order to provide members, volunteers and supporters with a high level of control over their personal data.	Ongoing	CC / MEO	Inform branches of all aspects of GDPR, to better protect the data of members, volunteers, and supporters and to avoid any reputational damage to the Legion.	Negative. No funds needed
A) To increase the use of online services (Office 365) to improve the support and information available to branches B) Implement the requirement of National Conference 2023 for all Branch Chairman to use O365 email addresses.	Ongoing	CC / MEO	Improved IT contact between Branch and MEO.	Negative. No funds needed
<b>Objective</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>KPI(s)</b>	<b>Budget Estimate</b>
To promote the use of on-line accounting (LOMAS) for appropriate branches within the County.	Ongoing	CT / MEO	Percentage increase in Branch use of the Legion electronic system.	Negative. No funds needed
To encourage all eligible Branches to adopt the use of BFI.	Ongoing	CT / MEO	Percentage increase in Branch use of BFI	Negative. No funds needed
To improve the submission of branch annual returns within the deadline set.	Ongoing	CT / MEO	Percentage increase in Branch returns submitted within the relevant time frame	Negative. No funds needed
To train and support a County Training Team.	Ongoing	CTO / MEO	A team of 4 to 5 trainers geographically spread across the County.	Positive. Funds may be needed
Ensure that all new CC members complete the appropriate training course within 6 months of appointment	Ongoing	CTO / MEO	All CC members to have achieved training within the required time frame.	Negative. No funds needed
<u>Membership.</u> Encourage all eligible branch members to register for gift aid (if possible) and pay membership fees by direct debit - or at least, their preferred payment method.	Ongoing	CC / MEO	Monitor statistical returns from Head Office	Negative. No funds needed
Identify branches at risk of closure due to low membership or lack of officers.	Annual review	CC	Branch MS1 to reflect correct Branch Officials and membership numbers at correct levels.	Travel expenses may be required

<p><b>Recruiting</b> Carry out County recruiting at shows and events within Hertfordshire</p> <p>Encourage and support Branches to carry out recruiting at shows and events in their area</p> <p>Promote contact with service and veterans organisations in Hertfordshire and encourage members to join the RBL</p>	Annual review	CC  CRO / MEO	<p>County recruiting team to maintain links with current venues and evaluate any suggested new events for suitability.</p> <p>Note any Increase in membership numbers from this activity.</p> <p>Note any Increase in membership numbers from this activity.</p>	Positive. Funds may be needed
Encourage Branches & their members to do a recruitment adviser course (through Discover)	Annual review	CC	Note completions	Negative. No funds needed
<b>Objective</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>KPI(s)</b>	<b>Budget Estimate</b>
<b>YOUTH</b>				
Promote working links with the reserve forces, cadet units and other youth organisations within Hertfordshire	Review Annually	CC/CRO/MEO	Note any Increase in membership numbers from this source.	Positive. Funds may be needed

## 2.4 ACHIEVING OPERATIONAL EXCELLENCE

<b>Objective</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>KPI(s)</b>	<b>Budget Estimate</b>
To ensure that all Legion safeguarding measures are in place for the safety and welfare of adults in receiving services or support in the County.	Ongoing	CC / MEO	Inform branches of Legion policy to safeguard the health, safety and welfare of all adults who receive services or support across the County area.	Negative. No funds needed
Encourage all BC m e m b e r s to undertake appropriate National or County courses, within 6 months of appointment.	Ongoing	CTO / MEO	The correct number of courses to be provided to meet County requirements.	Positive. Funds may be needed
Ensure that sufficient training courses are provided to meet County requirements.	Ongoing	CTO / MEO	The correct number of courses to be provided to meet County requirements.	Positive. Funds may be needed

Encourage all relevant personnel to complete 'update training as required	Ongoing	CTO / MEO	The correct number of courses to be provided to meet County requirements.	Positive. Funds may be needed
Recruit more independent examiners to cover the County.	Ongoing	CTO / MEO	The correct number of courses to be provided to meet County requirements.	Positive. Funds may be needed
Support a County Newsletter	Ongoing	CC	Regular publication of a County newsletter	Negative. No funds needed
Maintain a County Website	Ongoing	County Webmaster	As far as is reasonably practicable, and acting promptly on information received, ensure the County Website is kept up to date	Negative. No funds needed

#### **2.5 FUNDRAISING AND THE POPPY APPEAL (to be reviewed 17/9/25)**

**To increase the annual sums collected within the County, in conjunction with the Community Fund Raiser. PAOs will be encouraged to focus collections on commercial outlets, e.g. supermarkets, shops, garages, and train stations, together with school and colleges in order to gain the most effective use of available resources.**

<b>Objective</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>KPI(s)</b>	<b>Budget Estimate</b>
Provide additional Fundraising events at County level.	Ongoing	County Events Committee	Regular reports from Events Committee at County Committee meetings	Positive. Funds may be needed
At every opportunity promote to the general public the opportunity to volunteer to help as Poppy Collectors	Ongoing	CC, Branch Committees & PAM / CPAC	Regular reports from PAM at County meetings	Budget - nil; impact - positive
Promote Branch Fundraising activities outside of the Branches local area, by use of County Website and local Council Websites.	Ongoing	CC, Branch Committees & PAM / CPAC	Feedback from Branches with respect to attendance at functions	Budget - nil; impact - positive

