

ROYAL BRITISH LEGION

CORNWALL COUNTY PLAN (2026- 2029)

1. INTRODUCTION AND BACKGROUND

Cornwall County has or is becoming a success story, especially the initiative taken by my predecessor Andy EKE, the creation of two Great Woodlands to commemorate the 100 years of the Royal British Legion. 2025 an Oak tree was added to Nansledan to commemorate 80 since the end of World War Two.

Our membership as in previous years and remains around 5000. The aim for the future remains to continue with our objectives and hopefully their successful outcomes on a more frequent basis. We will continue to raise the profile of the Charity within the County Communities and awareness of its work. The County needs to continue its recruiting and retention strategy as well as improve its communication not only with Branches but with some of the many service charities that work alongside or have the same or similar aims, this will enable new ideas to be identified and / or put into place with minimum disruption.

A close liaison with volunteers and branches will ensure best practices are followed and supported efficiently.

Going forward the County will concentrate on promoting all that is the Royal British Legion, offering support to Branches and Members in their endeavours, actively supporting the County Fund Raiser in her efforts to engage the public and raise awareness of the Poppy Appeal as well as fully involving itself with any forthcoming commemorations.

2. OBJECTIVES

- 2.1 Welfare
- 2.2 Fundraising
- 2.3 Remembrance and Ceremonial
- 2.4 Membership, Recruiting and Legion in the Community
- 2.5 Training
- 2.6 Administration and Finance

2.1 WELFARE/BCS/BCC

Branch Community Support and coordination will be a key element in successfully supporting potential and existing Beneficiaries within the County. Further buying in to BCS from Branches is vital in order that they can efficiently support those in Need and provide real time support statistics and data at the same time which supports Government funding requests. Signposting to the Contact Centre continues to be the most efficient way to support the Beneficiary although face to face is only now available on an ad hoc basis. RBL Clubs continue to be a drop in point for beneficiaries seeking assistance.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
Continue to encourage support and sign up to the Branch Community Support Project.	Ongoing	County Committee Branch Sponsors Branches MEO	Numerical and stats registered and reporting	Nil
Loneliness and Social Isolation; the Legion has recognised that many people become lonely (generally older people) and social isolation can occur when a family move into a new area and know no one	Ongoing	County Chairman County Committee Staff Branches Members	Numerical	Nil
Maintain a list of trained Caseworkers. Recruiting where and when needed.	Ongoing	Contact Centre	Numerical	Nil
Continue to work closely with the Area Staff to ensure the needs of all Beneficiaries are met.	Ongoing	All Welfare trained personnel and Staff.	Reports generated from CMS	Nil
Progress Outreach Programme	Ongoing	County Committee MEO	Branch registration and stats	Nil
Potential beneficiaries' requests are activated at the earliest opportunity by	Ongoing	Staff and volunteer caseworkers	Advice and Information Officer and CMS	Nil

steering or referring to the Contact Centre				
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2.2 FUNDRAISING

Fundraising remains a vital part of the Legion Branch day to day business and after several record-breaking years, support continues to remain very high for the Poppy Appeal. We must, however, be alert to any opportunities that may present and seizing upon and maximised them.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
Increase the Poppy Appeal by 3% per annum	COP PA Campaign	CFR PAO's	Statistics	Possible media campaign £500, CFR to advise,
Maintain the number of PAO's annually, as required by CFR.	PA Campaign	CFR Branches	Statistics	Nil
Continue to investigate closer links with other fundraising bodies such as Rotary, Roundtable, Lions etc.	Ongoing	CFR County Committee	Evidence	Nil
Continue close links with the Service community in Cornwall. (HMS Raleigh, RNAS Cudrose, RAF St. Mawgan and TA Centres	Ongoing	CFR CRO's County Chairman Branches	Evidence	Nil
Continue forging links with Royal Navy when deployed over Remembrance	Ongoing	County Chairman	PA Returns	Initial funding for a trophy and certificates
Embrace possibility of County led Corporate Sponsorship	Ongoing	County Chairman County Sponsorship Committee (CSC)	Evidence PA returns	Nil
Support Haig House led Corporate Sponsorship initiatives	Ongoing	County Committee Branch Sponsors Branches	PA returns	Nil

2.3 REMEMBRANCE AND CEREMONIAL

After our success with Trebah Gardens the addition of 100 trees and The Royal British Legion Woodland at Nansledan we will continue, at Branch and County level, to seize upon every opportunity to be seen and heard within our Communities. The RBL as a County should continue thinking about how they wish to Commemorate the next great event.

Our County Ceremonial Training Team will be on hand as always to assist Branches and other Ex-Service Charities as required during what will hopefully be again a busy time.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
Carry out monthly training for Standard Bearers, identify potential new Standard Bearers and maintain a register of attendance	On-going	County Committee CPM/DCPM Branches	Evidence of session being held/register. In East and West at regular intervals	Refreshments/TE for CPM and deputies. Training East and West Costs borne by CTO
To support a successful PA Launch in terms of the media and general public	Ongoing	CFR County Committee CPM MEO	Publicity achieved and evidence of successful event(s). Recruit a Liaison Officer from County Committee	TE's
Establish greater links with ex-Service Organisations within the County and support as required.	Ongoing	County Committee	Evidence of coordination/schedule of events	TE's
Establish greater support from County Service Establishments in support of the Poppy Appeal and Remembrance Events	Ongoing	County Chairman County Committee Branches MEO	PA statistics	TE's
To increase local school affiliation which will lead to greater involvement and awareness particularly during PA	Ongoing	County Chairman County Youth Officer Branch Sponsors Branches	Evidence of increase in school affiliations, support and local PA increases	Nil

2.4 MEMBERSHIP, RECRUITING AND LEGION IN THE COMMUNITY

The increase and development of Membership remains reliant upon 2 factors: Retention (main problem) and Recruiting. The simple aim is to have achieved a net gain at branch and County level as of 30th Sep each year.

The current enabling objectives are:

- a) Increase of Branch Events within the local community.
- b) Maintain a presence in Service Establishments. It would be beneficial to recommence Recruiting within the County's Service Establishments. It involved real Armed Forces Engagement and proved itself to be extremely useful in terms of Recruitment and Poppy Appeal support.
- c) Involvement in high profile public events such as the County show and military village as well as Market and Farmers days.
- d) Support of the local Clubs.
- e) County events. These help spread the word, inform and change the mind-set of the public about who we are and what we do. The perception of the Legion is changing but some still have ill based misconceptions. RNAS Culdrose families Day, Raleigh Open Day, the Royal Cornwall Show, other Service events open to the public and the streets of large towns are fertile ground for getting the message across.

Disabling Factors:

- a) 50% of the branches in Cornwall are under 100 strong, many are in rural areas and struggle to put together a full Committee.
- b) Clubs attract Members – they also lose them. Club closures also leave disaffected Members. Understanding of current complicated governance and regulations is not always easy for the Volunteer Committee and so County advice and support is necessary if not always welcomed. Branch and Club Committees need to bury any old hatchets and work together.

The enablers combined with greater publicity (e.g. Local articles, education of children use of social media) and encouraging involvement from each Member may help to bring out the required result. The disablers should invite more determination to overcome and in Cornwall the byword remains TEAMWORK. We must strive to bring aboard the younger generation with their fresh energy, new ideas and bags full of enthusiasm who will hopefully help to spread the load and take change in their stride.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
Retain current numbers	September of each year	County Committee CRO's Branches	Stats	TE's LIC submissions
Improve Retention	Ongoing	Branches and Committees Membership Secretary	Reduction in cards returns and decrease in failed DD collections	Costs borne by Branches
Target and recruit personnel who have skills and/or experience of benefit to the Legion. Work with the Area Team to implement the Volunteer Engagement Plan	Ongoing	Local Branches, Membership Secretary, County Committee and	Skilled and specific job gaps filled effectively	Nil
Identify and recruit a Principal County Recruiting Officer (PCRO)	completed	County Chairman County Committee	Position filled accordingly	Training funded Nationally
Also to recruit a Recruiting advisor in every branch throughout the county		Principle county recruiting officer	Ongoing	
Investigate opportunities to reinvigorate Service Briefings at all Establishments within the County.	Ongoing	PCRO when recruited County Chairman CRO's	Country recruiting officer attended family's day at CULDROSE 22/5/22 and again on 22/7/23 Identification of opportunities presented and briefings secured	Travel expenses
To design a 'Service Person' friendly brief which encompasses the vital work of TRBL and is factually	ASAP	PCRO Torpoint Branch Helston Branch Newquay Branch	By reaction of target audience and number of positive Membership applications completed	Purchase of LIC equipment/advertising tools as required

correct and updated accordingly				
Keep Groups and Branches focused on recruiting and local LIC including visits to schools/Cadet units and other authorities within the Community where appropriate.	Ongoing	PCRO /CRO County Committee Group Reps Branch Chairmen	Close working and supportive relationship established for local Group events and initiatives.	Possible LIC funding Branch Funds
Maintain a high profile at major public events including the RCS, Culdrose Air Day, Establishment Open Days	Culdrose Ongoing	PCRO County Branches Staff	Assessing the number of general public with whom communication has been made. The membership applications processed. The amount of interest resulting in the distribution of RBL literature 1500 attended Culdrose 😊	LIC and County funding
Re-establish the 3-yearly issue of the Cornwall Legion News through Branches into Communities via public libraries and GP surgeries to keep all informed of local events and current developments to educate and encourage interest and participation in Legion business		MEO CSC Branch Sponsors Branches	CLN re-established and back on the streets An increase in Community Support	Self-funding CSC
Increase positive media exposure through articles in local newspaper, magazines, radio, television	Ongoing	PRO, MEO, County Committee, Groups and local Branches	Collated newspaper articles, television and radio pieces noted	Nil
Make maximum use of websites and digital media at	Ongoing		Number of hits and feedback	Nil

both County and Branch level		County Web Master Those with computer skills at Branch level		
Maintain relations with RBLR working together to promote the services of the Legion	Ongoing	County/Branches and RBLR	Public awareness when attending high profile and local events	Nil
To establish greater links with schools and cadet forces through affiliations, Veterans Days and Schools/ Cadet Presentations	September 2026	Branch Sponsors Branches	Increase in affiliations Evidence of active support locally particularly at Remembrance and Poppy Appeal events	TE's
Safeguarding of Member's (young and adult) has come to the fore. The Legion has produced a paper on the subject	Ongoing	County Chairman County Committee Staff Branches and Members	Any evidence of harm is to be reported	Nil
Adopt new initiatives to keep the RBL in the public eye and improve its image. Network those with influence within the County.	Ongoing	Area Staff Committees	Feedback from those outside the Legion on their perception of the Organisation. Being welcomed at new venues to widen footprint and reach areas and people not previously approached	Consider sponsorship

2.5 TRAINING

A County Training Officer remains in post, He is responsible for all local training requirements. However most training courses are now available on-line, Discovery section on Maps, some do require face to face training other do not.

With the election of new Members to the County Committee, all are encouraged to attend a County Management Course at the first opportunity. All are requested to do so by Sept 2026

Members of the Conference Committee are also requested and encouraged to undertake Conference Committee Course.

Branch Management Courses are all available. This Course remains a vital tool to ensure smooth, efficient and compliant running at Branch level.

LOMAS continues its roll out and all Branch Treasurers are requested to contact the County Treasurer (when a new one is found) with reference to training. Standard Bearer training continues to take place as arranged, Please touch base with CPM accordingly.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
To improve the quality and experience of all Branch Committee Members through Branch Management Seminars	Ongoing	CTO National Team	Feedback from the Course Members Levels of expertise and commitment within Branches	£700/£800
Identify Members of the County Committee who require job specific training	Ongoing	County Committee	Team trained as required	Dependant on course requirement
Training for Branch Treasurers to include updates on LOMAS All courses are online	Ongoing	County Treasurer National Team	Dissemination of skills on new system. Branch Treasurers competency	Unknown at present.

2.6 ADMINISTRATION AND FINANCE

Continue the current processes mindful of the impact of reduced County budgets. Continue to improve communication between County and Branch and vice versa. All Branches now have a Sponsor from the County Committee to support and Guide Branches as well as listen to their concerns and air them at County Committee Meetings.

Objective	Target Date	Responsibility	Key Performance Indicator(s)	Budget Estimate
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To support Branches through the County Branch Sponsorship Scheme	Ongoing	County Chairman County Committee	Branch to Sponsor listing	TE's
Continue to promote LOMAS amongst Branches providing guidance. Encourage those trained to 'go live'	Ongoing	County Committee Branch Sponsors Branches	% of those trained and registered interest	Nil locally National funding
Explain the benefits of BFI to the final Branch	Ongoing	County Chairman Branch Sponsor MSO	Numbers in scheme	Nil
Oversee the Branch Property Trust programme and address any issues following local implementation	Ongoing	County Chairman County Committee MEO	Specific issues identified and resolved BPT Staff	Nil
Actively seek volunteers to undertake the Independent Examiners Course	Ongoing	Branch Sponsors MEO Branches	Active list of Independent Examiners.	Nil
Continue to publish Quarterly Almonisation figures to Branches	Ongoing	County Chairman County Treasurer MEO	Response from Branches	
Identify BPT boundaries for almonising purposes	Ongoing	County Chairman MEO Branch Sponsor Branches	Effective compliant support provided by Branches with PT's to assist County and Grants Team with donations in support of the local Beneficiary	As required from and available to BPT
Identify Branches who may be candidates for the Small Branch Initiative.	July 2018	MEO County Chairman	Branches remaining viable, although administered through County, who would otherwise have closed due to failing to form a viable Committee.	

County Chairman ...Mark Bardsley.....

Date1st December 2025.....