

2025/2026

Election Pack

Membership Council Representatives

rbl.org.uk



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Foreword

Welcome from the National Chair and Director General



Lynda Atkins
National Chair



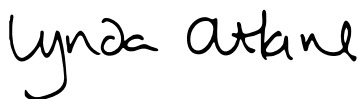
Mark Atkinson
Director General

In May 2026, the Royal British Legion will reach its 105th anniversary and in the same month our members will elect four Trustees and seven Membership Council Representatives. We encourage all members to consider stepping forward to play an important leadership role in our much-loved charity and together ensure the Royal British Legion continues to serve the needs, and represent the interests, of the Armed Forces Community.

Our vision is to bring society together to recognise, remember, and support the Armed Forces Community. To do this, we need a clear and compelling strategy, committed members and volunteers, talented staff, a network of partner organisations and strong financial performance. Importantly, we also need good governance: people with the time, skills, and credibility to move the organisation forward; Trustees who can set strategy and oversee its successful delivery; and Membership Council Representatives who can help drive the very best membership experience for all.

Serving in one of these roles is both demanding and hugely rewarding. There is no better opportunity to strategically influence and shape the work of our charity – now and in the future. We have reviewed the elections process to make our expectations as clear as possible; to provide information and support to anyone who might be considering standing for election; and to help them demonstrate through the application process how their RBL or wider experience might stand them in good stead. Our Governance Team is on hand to advise Members who are interested in standing for election and to support Branches as they make nominations and cast votes. At any time, you can contact them with questions and queries at: elections@britishlegion.org.uk.

The Royal British Legion is built on the principle of Service, not Self. This is a fantastic opportunity to serve the charity – its beneficiaries and members – as we seek to modernise and deliver for our ever-changing Armed Forces community.



Lynda Atkins National Chair



Mark Atkinson Director General

Nomination and Election Process

Nomination and Election Process

Overview

1. This pack has information to support the process of nomination and election for Membership Council Representatives. In it, you will find all the information and supporting documents that Branches will need to submit nominations for the elections, which are due to take place prior to Annual Conference 2026.
2. Elected Representatives serve for a three year term and may serve no more than three full terms and one partial term.
3. In 2026, Membership Council Representatives will be elected from the following seven Membership Council areas:
 - Cheshire and Merseyside
 - Manchester and Lancashire
 - Northern Ireland
 - South East Midlands
 - South West Midlands
 - West Midlands
 - Women's Section
4. In accordance with Rule 12.4(c) of the Schedule to the Royal Charter (Rules of the Royal British Legion), the Board of Trustees shall from time to time 'make regulations and terms of reference as needed for the establishment and operation of such committees' as the Membership Council. This includes determining an appropriate selection process for all prospective members of the Membership Council including, but not limited to, meeting the essential requirements of any role description and eligibility criteria. The election process set out in this pack fulfils this.
5. The process includes an independent assessment to ensure that suitably experienced nominees who understand and support the wider remit of RBL, and who meet the skills and standards required to become a Membership Council Representative of the RBL, are presented to Branches for election. We have designed questions for applicants (para 20), and an updated assessment process (para 29) to enable applicants to show how they meet the skills and standards for the Membership Council representative role.
6. Please do not let the assessment process put you off – help and guidance is available to support you through the process should you want it. Please contact the Governance Team via email at elections@britishlegion.org.uk should you have any questions.

Participation in the Nomination and Election process

7. All Branches are eligible to participate in the nomination and election process.

Nominations

8. In accordance with section 4a of the Membership Handbook (September 2025), Branches within an electoral area may nominate a single Branch member who either lives within or adjacent to the area available for election.
9. Nominations must be passed at a General Branch meeting (not a Branch Committee meeting) by a simple majority.
10. In accordance with Rule 2.3 of the Schedule to the Royal Charter (Rules of the Royal British Legion), you must be a member of at least one Branch to be nominated. Any Branch can nominate any applicant.
11. Greater diversity and inclusion across the RBL are objectives that underpin all our work. As such, we welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation, or age. All nominees must be aged 18 or over.
12. All nominees for the position of Membership Council Representative will be subject to a basic Disclosure Barring Service (DBS) check, which must have no adverse findings. In accordance with the Membership Handbook, Members are not allowed to hold office or be elected if they possess any previous convictions / circumstances exist which may mean that they are not suitable for the role. This includes if they have been removed from trusteeship of a charity by a court of law or by the Charity Commission, or if they are deemed unsuitable by the LCC.
13. Details of the roles and responsibilities of Membership Council Representatives are included in this pack (page 14), together with the skills matrix (page 16). Branches are asked to review these materials carefully before considering nominating a candidate.
14. Nominations (either attached to an email in PDF format or in hard copy by post) should be submitted on the Branch nomination form (Appendix C) to reach the RBL Governance Team via email to elections@britishlegion.org.uk or via post marked for the attention of the RBL Governance Team, Haig House, 199 Borough High Road, London

SE1 1AA, by no later than 5pm on **Thursday 8 January 2026**. Nominations received after this date will not be accepted. The receipt of nominations will be acknowledged by email so please ensure postal nominations contain an appropriate email contact address.

15. Each nomination form (Appendix C) must be accompanied by:
 - a. The written consent of the nominee and a signed declaration (Appendix D).
 - b. Evidence that the nominee is a Life Member or a Member of The Royal British Legion (e.g. copy of membership card).
 - c. Completed 'Questions for Applicants' as set out in Appendix A.
 - d. Personal Statement and Curriculum Vitae (CV) (see paragraph 21 - Supporting Documents).
16. At the point that a nomination is submitted by a Branch, nominees should inform their County/District Committee of their nomination so that their position is known.
17. Nominations without the required information, and/or not made on the appropriate nomination form, will not be accepted, and will be returned to the submitting Branch.
18. If only a single nomination is received for a Membership Council Representative position by the closing date (5pm, Thursday 8 January 2026), and provided that this nominee has been assessed as meeting the skills and standards required to be a Membership Council Representative of the RBL, then they shall be considered automatically elected to the Membership Council without the requirement for an election. Branches will be informed if this is the case.
19. Where there are two or more nominations for the position of Membership Council Representative within an electoral area, and provided that these nominees are assessed as meeting the skills and standards required to be a Membership Council Representative of the RBL, an election will be held as outlined below.

Questions for Applicants

20. All applicants are required to complete the 'Questions for Applicants', (Appendix A). This information will not be shared with Branches as part of any future candidate pack - the information that is provided will be used to assess whether a nominee meets the skills and standards required to be a Membership Council Representative of the RBL (as outlined in the Role

Profile on page 14 of this pack). This document should be word processed in 11-point Arial font. Assessments will be conducted by a panel, on behalf of the Board of Trustees.

Supporting Documents

21. All applicants are required to submit the following documents alongside their nomination forms:
 - a. **Curriculum Vitae (CV)** - A typed overview of the applicant's skills, education, and relevant work experience, including any experience that would be relevant to the role of a Membership Council Representative. This must be submitted in the form of a CV (no more than two sides A4).
 - b. **Personal Statement** - A typed personal statement outlining what the applicant would bring to the position and what they hope to achieve during their tenure (no more than one side A4).
22. In constructing their CV and personal statement, applicants should consider including information about their background and experience to assist those on the Assessment Panel and those voting.
23. If a nominee successfully passes the assessment process, these two documents will be shared by Civica Election Services as part of the ballot papers during the election process and also published online for ease of access. Extra care should be taken to ensure there are no typographical errors or inaccuracies as they will be published as they were submitted and will not be corrected in any way. They should contain no personal data such as home address, phone number, email or photo and care should be taken with any sensitive information regarding any previous roles or employment. Each of the above documents must be typed in 11-point Arial font and single line spacing.

Briefing days

24. An online briefing session with a Q&A opportunity will be held on Thursday 23 October 2025. A further online Q&A session will be held on Monday 8 December 2025. Neither session is mandatory, but interested parties are encouraged to attend. Interested parties should book their attendance via the Governance Team at elections@britishlegion.org.uk. Further information can be found on the RBL Elections webpage rbl.org.uk/elections.
25. The briefing session will offer an insight into how Membership Council Representatives operate, the

key responsibilities and requirements of the role, and provide the chance to explore the typical issues that form part of Membership Council meeting agendas. It will also include information on the responsibilities of Membership Council Representatives and a question-and-answer session.

26. The session will be recorded and will be available on the RBL Elections webpage rbl.org.uk/elections.

Canvassing

27. No canvassing is allowed, either directly or indirectly, as per the election rules in the Membership Handbook. Where canvassing is proven to have occurred, the person concerned will be disqualified from standing for any role in this round of elections.

Verification Process

28. Once a nomination has been submitted, the Governance Team will undertake some basic quality assurance checks on each application to ensure all sections are complete. They will also commence the compliance checks. Branches should be mindful that submitting applications close to the deadline may result in delays to compliance checks. To ensure timely compliance and avoid unnecessary hold-ups, we strongly encourage early submission wherever possible.

Assessment Process

29. The Assessment Panels will be held in Haig House, London, between 22-29 January 2026.
30. Assessment Panels will include the current Membership Council Chair or Membership Council Vice Chair, the Executive Director of Membership and an elected Trustee who will meet in person with each nominee. (Reasonable out of pocket travel costs for attending one of these sessions will be reimbursed. In exceptional circumstances, an online assessment will be considered.)
31. The findings of the Assessment Panel will be considered by the Governance and Nominations Committee, who will submit their recommendations to the Board of Trustees. The Board of Trustees will have the final say on whether a candidate may stand for election.
32. Nominees will be notified on **12 February 2026** whether they will be progressed to the election stage.

Elections

33. Should an election be held, ballot papers will be distributed in an area in which an election is taking place and candidate information will be distributed to Branches by Civica no later than **Monday 2 March 2026**.
34. Candidate information (CV and Personal Statement) will also be made available online for ease of reading for all Members.
35. Voting will take place primarily online, with a postal option available for Branches who have previously registered for postal voting. Ballot papers and candidate information will be sent electronically to a Branch Committee Contact. Only one set of voting materials will be issued per Branch, and each Branch is entitled to one vote per Membership Council Representative vacancy in their area. Where no email address is available for either contact, a paper pack will be sent to the Branch's registered address.
36. Please ensure that Branch Committee Contact email and contact details are up to date to ensure ballot papers and candidate information are sent to the correct recipient. If you are in any doubt, please contact your Membership Engagement Officer.
37. A Branch General Meeting (but not a Branch Committee Meeting) of Branches in an area in which an election is taking place is to consider the candidates for the Membership Council Representative role in their area and choose their preferred candidate. The Chair of the Branch General Meeting is to complete and mark on the ballot papers the Branch's preferred candidate for the available role for their area. Completed ballot papers must be received by Civica Election Services via post or electronically by no later than 5pm on **Thursday 9 April 2026**. Ballot papers arriving after that time will not be included in the count.
38. Ahead of the Branch General Meeting, Branches in an area in which an election is taking place should ensure that the candidate information has been shared with Members. This will also be available online.
39. Where an election is to be held, the counting of the ballots will be carried out by Civica Election Services. To be elected, a candidate must receive a simple majority of the votes cast. The candidate polling the highest number of votes in each area holding an election will be deemed elected. In the event of a tie, the election will be decided by lot. The result of the election will be announced by the Director General by no later than **Friday 10 April 2026**.
40. The timetable for these elections is set out on page 12.

Applications For More Than One Role

41. Individuals may put themselves forward for more than one role. For example, a person may apply to be a Trustee, but should they not succeed they might wish to be considered for the role of Membership Council Representative should there be a vacancy in their area. In this case, all the appropriate paperwork should be completed for each relevant role. Such individuals must ensure they have a nomination for each role they are applying for (this may be from the same Branch). At election, the roles will be considered in the order Trustee, then Membership Council Representative.
42. Any person who is unsure about whether they should apply for a particular role should seek advice from those currently undertaking the role. The Governance Team will be able to make an introduction to such a person if you wish to be put in touch.

Timetable for Elections

Timetable for Elections

Date	Event
2025	
24-28 September	Election Pack issued to Branches
1 October	Elections Webpage and Electronic email packs sent
1 October	Nomination Window Opens
23 October	Briefing day for interested parties*
8 December	Q&A session for interested parties*
2026	
8 January – 5pm	Deadline for nominations from Branches to reach RBL Governance Team
22-29 January	Assessment Panels take place at Haig House, London
12 February	Nominees informed whether they are being put forward for election
2 March	Civica Election Services dispatch candidate booklet and ballot papers to Branches (see paragraph 33)
2 March – 9 April	Branches to hold Branch General Meeting to vote for preferred candidate
9 April – 5pm	Deadline for completed ballot papers to reach Civica Election Services
10 April	Votes counted by Civica Election Services. Result passed to the Director General. Candidates informed of the result by telephone. Results published to RBL Branches, Trustees, County/District Chairs, and employees on RBL website.
10 May	New Membership Council Representatives take up position with effect from the close of Annual Conference

**These are not mandatory; interested parties need only attend one session. These will be held on Teams.*

Role Profile and Expectations for Membership Council Representatives

Membership Council Representative – Role Profile

The Royal Charter sets out the Membership Council as “a committee established by, and accountable to, the Board of Trustees, with such responsibility for the management and administration of Members and membership issues as the Board of Trustees.”¹

Core Purpose of the Membership Council

The Charity’s Strategy is set by the Board of Trustees, with Membership Council supporting its implementation through the County/Districts and out to the wider membership. Membership Council Representatives provide advice, recommendations and insight into membership related activities, and, through the Membership Council Chair, make recommendations to the Board of Trustees.

Membership Council Representatives provide leadership and guidance to Counties/Districts who in turn effectively manage and administer membership formations across the UK and overseas. Adherence to RBL policies and compliance requirements is expected across the membership network and Membership Council Representatives play a key role in communicating and working closely with the County/District Chairs to proactively manage risks and issues at County/District, Branch and Club level.

The Membership Council is a key RBL leadership group, and as such Membership Council Representatives are critical to upholding the RBL values and demonstrating the highest standards of behaviours throughout their tenure.

Key Responsibilities

- To build and maintain a strong relationship with the Membership Directorate and wider RBL teams, working together to deliver on the RBL key strategic objectives.
- To be fully conversant with the Royal Charter, the Membership Handbook and all other relevant policies and procedures. To educate and work with the County Chairs so they fulfil their responsibilities in accordance with those documents.
- To provide feedback and insight to Membership Council by informing changes to Membership policies, RBL Club licences including the withdrawal or issue of a conditional licence; the formation, amalgamation and closure of branches; the County model Byelaws, County Byelaws and branch model Byelaws
- To work closely with the County/District Chairs and their committee members and provide support, advice and guidance so they:
 - establish an effective County/District committee with officer roles filled and duties carried out effectively.
 - proactively support and manage their branches and clubs with a focus on being active in their local community as well as compliant with RBL policies and procedures.
 - develop and manage their three-year plans and oversee and maintain the County risk registers and deliver on any actions.
 - resolve issues between members and branches encouraging local resolution first before escalation up through to the Legion Complaints Committee (LCC) and Membership Engagement team.
 - provide effective oversight of the County budget through the County Treasurer.
 - successfully deliver their Annual General Meetings (County Conferences) in accordance with the Royal Charter and County by-laws, whilst taking into account the views of the delegates.
 - uphold the RBL vision, values and model its behaviours

¹ Section 12.4, The 2003 Royal Charter of Incorporation and Rules Version 16, 17th July 2025 (Correct at the time of print)

- To share reports and information with the County Chairs to enable them to brief their committee members on updates and ongoing issues at National level before cascading relevant information out to the branches.
- To actively participate in the Membership Council induction programme, appraisal process and succession planning. In turn encourage new County Chairs to participate in their induction programme including a full handover from the previous incumbent as well as future succession planning.
- To play a key role in the public relations of the RBL and represent the Legion and membership at relevant events.
- To Chair and/or sit on any Membership Council Working Group or Sub Committee as directed by the Chair of the Membership Council. To also attend other RBL meetings, working collaboratively with the relevant peers/ staff and providing reports as appropriate.
- To recognise real and perceived conflicts of interest and to declare any such potential conflicts when they arise.

Person Specification

- Demonstrates an understanding of the role of a Membership Council Representative and their responsibilities to the Board of Trustees, as well to the County/District and Branch Network.
- Demonstrates the Legion's values and models its behaviours.
- Recognises and is able to commit to the time commitment involved in carrying out Membership Council Representative responsibilities, including visiting the County and Branch network, preparing for meetings and sitting on Membership Council subcommittees and working groups.
- Able to focus on strategic as well as operational activities and can distinguish between the two and proactively manage associated issues and risks.
- Able to digest and understand Membership Council papers and can take a balanced and objective view as well as constructively contributing to discussions.
- Able to build effective and positive working relationships with others, built on trust and respect, across staff and members alike.
- Recognises the importance of personal development and committed to continuous learning.
- Possess basic Information Technology (IT) skills and be able to use Microsoft Office 365 (O365) programmes, use email and be familiar with internal platforms used by the RBL.
- Able to respect Membership Council confidentiality and Membership Council collective decision making.
- Has a strong commitment to diversity and inclusion and able to challenge those who do not align with RBL's values.

Membership Council Representative – Skills Matrix

Key Elements	Meets the standard for Election to the Membership Council
UNDERSTANDING THE ROLE: Representatives must understand their role within the Council and their governance responsibilities	Able to articulate governance responsibilities of the Membership Council and its relationship with the Board of Trustees and its members. Knowledge of how governance works in a public/private/charity organisation.
TECHNICAL KNOWLEDGE: Representatives should have a sound and relevant knowledge of the Royal Charter, RBL/membership policies and the Membership Handbook	Has a clear understanding of the membership formation, branch structure and the framework within which the membership operates. Knowledge and experience of membership issues including safeguarding and branch compliance. Able to read and understand a set of accounts, data and metrics.
LEGION KNOWLEDGE & PRIORITIES: Representatives must understand the RBL Strategy including the vision and strategic outcomes	Can explain RBL's vision and strategic outcomes. Can describe the various types of RBL welfare service provisions and understands the various opportunities for volunteers to support the strategic outcomes.
VOCATIONAL SKILLS: Representatives need to have several skills related to the working methods	Able to digest and understand Council papers. Experience of working in a senior team. Can understand a brief around a complex issue.
BEHAVIOURS: Representatives need to understand RBL's values and model its behaviours, have personal gravitas and work in a professional manner	Understands RBL's values and models its behaviours including ongoing work around diversity and inclusion. Works collaboratively and has gravitas. Demonstrates listening skills and can contribute relevant points crisply and succinctly to discussion. Keen to take up opportunities for self-learning and training and imparting knowledge and experience to others.
LEADERSHIP: Representatives should have strong influencing skills, good powers of judgement, insight and vision, and good listening skills	Experience of having held a leadership/senior managerial position contributing to the success of an organisation. Respects confidentiality and upholds collective decision making.

Expectations of Membership Council Representatives

Time Commitment

Once in role, Membership Council Representatives must be prepared to give sufficient time to carry out their duties properly and diligently.

Membership Council Representative Meetings

Membership Council Representatives meet six times per year as a minimum. All Membership Council Representatives are expected to attend these meetings and others as required by their roles.

Committees

Some Membership Council Representatives are also expected to Chair or become members of Membership Council Working Groups and Sub Committees. The Board of Trustees has delegated authority to the Membership Council to carry out certain detailed or specialist functions through its working groups, whilst retaining ultimate responsibility through appropriate reporting systems. The terms of reference of all Working Groups and Sub Committees are approved by the Membership Council. The key current standing Working Groups and Sub Committees are:

- Ceremonial Working Group
- Clubs and Bands Working Group
- Community Connections Working Group
- Legion Complaints Committee (LCC)
- Membership Awards Working Group
- Membership Finance and Compliance Working Group (MFCWG)
- Overseas Working Group
- Training Working Group
- Youth Working Group

Annual Events

Membership Council Representatives are expected to attend the Annual Conference, Festival of Remembrance and to take part in the Cenotaph Parade.

Conflicts of Interest

Membership Council Representatives may not hold office or a voting position at County/District or Branch level. Any possible conflict of interest must be declared.

Appraisal and Development

All Membership Council Representatives will be subject to individual and collective annual appraisals and will be given the opportunity for training and development as required.

Expenses

Membership Council Representatives are not remunerated; however, they will receive reasonable, out-of-pocket expenses.

Termination of a Membership Council Representative's Term in Office

In accordance with the Membership Handbook, a Membership Council Representative's tenure automatically terminates if:

- a. They possess any previous convictions or circumstances which may mean that they are not suitable for the role.
- b. They have been removed from trusteeship of a charity by a court of law or by the Charity Commission.
- c. They are deemed unsuitable by the LCC.

Membership Council Terms of Reference

Membership Council - Terms of Reference

Purpose

In pursuit of RBL's charitable objectives:

- To follow the strategic direction set by the Board of Trustees and oversee its implementation acting as a conduit through membership
- To provide advice and develop recommendations for the Board of Trustees on strategic change and improvements to membership and related activities
- To provide assurance to Board of Trustees that counties and districts, branches, clubs and members adhere to RBL policies and compliance requirements
- To provide leadership on behalf of the Board and through the counties, ensure membership formations are effectively administered across the UK and overseas districts.
- To encourage members to live out our values in every community.

Membership

The Council shall comprise at least two Trustees. One of the Trustees will be appointed Chair of the Council and the other the Vice Chair. Each of the Membership Council Electoral Regions will elect one member each to the Council.

Appointments to the Council are made by the Board for a period of up to three years, which may be extended for up to two additional three-year periods, provided the member still meets the criteria for membership of the Council.

Only Members of the Council have the right to attend Council meetings. However, other individuals such as the Executive Director: Membership and Heads of Department/Managers from the Membership Department may be invited to attend all or part of any meeting as and when appropriate.

In the absence of the Council Chair, the Vice Chair shall chair the meeting.

Members are required to adhere to the principle that whilst they are expected to participate in all decisions representing the views of both themselves, and their Regions, once a majority decision is taken by the Membership Council it must be honoured by all members as a Council decision. Any members unable to support majority Council decisions and wish to pursue their own views outside the Membership Council will be required to resign from the Membership Council in order to do so.

The Council Chair reserves the right to ask a member to relinquish their position if there is an evident conflict with The Royal British Legion's mission, values and objectives, where they refuse to accept a majority decision of the Council or if they have been absent for three meetings over a twelve-month period.

If an elected member of the Council resigns or is unable to continue for any reason, the Chair of the Council shall invite the second-placed candidate in the election for that Region to fill the vacancy for the remainder of the tenure of the vacated position. Should there not be a second-placed candidate, or he/she declines, the Chair of the Council may co-opt a member to fill the vacancy for the remainder of the tenure of the vacated position or until an election is held to fill the vacancy for the remainder of the tenure.

A member serving a partial term may continue to serve for up to three full terms. No member may serve for more than ten years in total.

Secretary

The Secretariat will provide a secretary to the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues. The secretary shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance.

Quorum

The quorum necessary for the transaction of business shall be one Trustee (being either the Chair or the Vice-Chair) and seven elected members.

Frequency of meetings

The Council shall meet six times a year and otherwise as required.

Notice of meetings

Meetings of the Council shall be called by the secretary at the request of the Council Chair or any of its members.

Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Council and any other person required to attend normally, no later than five working days before the date of the meeting. Supporting papers shall be sent to Council members and to other attendees, as appropriate, at the same time.

The Council is authorised to meet in person or virtually via electronic methods as appropriate.

Duties

Delegated Authority

Aligning with the RBL Strategy, the Board of Trustees has delegated the following to the Council: Management of Ceremonial duties and the policies which apply to those duties.

- Management of Ceremonial duties and the policies which apply to those duties.
- Annual Membership Awards and the policies which apply to those.
- Management and resolution of member-on-member complaints and policies.
- Management of RBL bands and the licensing of those.
- Formation, amalgamation and closure of Counties, Branches and County Supported Branches (CSBs).
- The County model Byelaws, County Byelaws and branch model Byelaws.
- The management of Issues & withdrawal of Club licenses.
- To provide assurance to the Board of Trustees that:
 - a. counties, districts, branches and members are undertaking training and that they achieve and maintain compliance status, meet legislative requirements and ensure best practiced
 - b. that counties and districts, branches, members and clubs adhere to RBL policies, procedures and compliance requirements.
- To provide Leadership:
 - a. Through the counties and ensuring membership formations are effectively managed, developed and administered incl. overseas districts.
 - b. The Membership Handbook is maintained as the main reference tool for Membership.
- MC may propose motions for Annual Conference in relation to Membership Council matters.

Review and Recommendations to the Board

To give advice and develop recommendations on:

- a. membership strategy and its delivery:
- b. the membership offers and services to members across County/District, Branch, Club and membership generally.
- c. effective member communications.

Review of Terms of Reference

The Committee's Terms of Reference and the effectiveness of the Committee shall be undertaken annually and led by the Chair of the Committee.

Appendices

Appendix A – Questions for Applicants - Membership Council Representatives

Applicants must complete the following questions as part of their application. Answers to these questions will form the basis of the assessment process. For each question please describe, using examples and evidence where possible, how you meet the skills and standards required for election to the Membership Council.

The skills and standards are set out in detail in the Membership Council Role Profile on page 14 of this pack. To assess your skills and standards, please provide answers to the following questions in NO MORE than 350 words per question:

1. Understanding the role

Membership Council Representatives must understand their role within Membership Council and its relationship with the Board of Trustees and its members.

Summarise your understanding of the role of a Membership Council Representative, including its relationship with the Board of Trustees and the wider membership network.

Please include any relevant experience of governance, committee work, or leadership within RBL or similar organisations.

2. Technical knowledge

Membership Council Representatives should have a clear understanding of the membership formation, branch structure and the framework within which the membership operates.

Describe your familiarity with the Royal Charter, Membership Handbook, and RBL policies.

Provide examples of how you've applied these documents to resolve a membership issue, support compliance, or guide decision-making.

3. Legion knowledge and priorities

Membership Council Representatives must understand the Strategy and services of RBL.

Briefly describe the RBL's vision and key strategic

outcomes and the services that RBL provides to the Armed Forces community as well as the various opportunities for volunteers to support beneficiaries. Share an example where you contributed to strategic planning or helped manage a complex operational issue within a County, Branch, or Club.

4. Vocational Skills

Membership Council Representatives need to have several skills related to the working methods.

Provide examples where you have worked collectively as part of a senior team and your role within it; when you have had to digest and understand important papers and the challenges they can bring; and when you have had to work through a complex issue.

5. Values

Membership Council Representatives need to have personal credibility and work in a professional manner.

Explain how you personally support RBL's values, model its behaviours and show commitment to diversity and inclusion.

Share an example of when you challenged inappropriate behaviour.

6. Leadership

Membership Council Representatives should have good influencing skills, good power of judgement and ability to listen.

Provide an example of a time when you have had to address a member-on-member issue and how you reached a positive outcome without escalating up through the member formation, and the outcome of this activity. Include how you listened, exercised judgement, and represented the views of others while upholding RBL's values and modelling behaviours.

Appendix B - Election Nomination Checklist

(Each nomination must contain the following per candidate)

1	Branch Nomination Form (Appendix C)	☐
2	The written consent of the nominee (Appendix D)	☐
3	Evidence that the nominee is a Life Member or a Member of The Royal British Legion	☐
4	Personal Statement (maximum one page A4) and Curriculum Vitae (maximum two pages A4)	☐
5	Completed 'Questions for Applicant's in no more than 350 words per question (Appendix A)	☐

Please note that Appendix C and Appendix D are separate
from this pack to allow for printing off or downloading for completion





ROYAL BRITISH LEGION

Registered address: Royal British Legion, Haig House, 199 Borough High Street, London SE1 1AA
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