

CRAG

Council Review and Action Group
Report and Recommendations

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Council Review Action Group
Summary of Findings and Proposals

The Central Council set up this independent review in order to examine its activities and make recommendations for modernisation in the light of the current needs of the ringing community.

We have undertaken the review using Council Decision K as a starting point. This was adopted at the Portsmouth meeting in 2016 and clarified the Council's relationship with ringers, churches and other ringing service providers stating clearly that the *primary* role of the Council was the provision of support and services to ringers and to ringing.

We developed and then consulted upon Vision and Mission statements that sought to describe a view of what a good future for ringing would be like and what the role of a reformed Central Council should be in making that happen. Additionally, we invited general submissions from ringers giving their views on the Council including ideas for improvement and undertook a survey to see whether the views expressed were representative of those of a larger group of ringers. On the basis of this evidence, together with our own observations, we have identified a number of positive and negative themes in relation to the Council. We have further analysed these to identify underlying causes and propose changes that should address them.

This is a short summary of our findings together with our detailed proposals. Our full report is available online at cc-crag.weebly.com.

1. **SUMMARY OF FINDINGS**

While a minority of respondents did not see any reason for change, the overwhelming view was that radical change is essential. It is important to stress, however, that not all was seen as bad and that many commented on the hard work done by members of the Council. Indeed the majority did see the need for a Central Ringing Organisation (CRO) and the positive themes below emerged about the existing Council (more information is in the main report):

- A. It provides a single point of representation for ringers.
- B. It keeps an extremely valuable set of records regarding both practical ringing and the history of ringing.
- C. The maintenance of a comprehensive list of method names and definition is invaluable.
- D. There is a strong volunteer ethos.
- E. As the progenitor of the Ringing Foundation it has indirectly enabled ART to form.

- F. Its stewardship of, and continuing links with, the Ringing World and Dove's Guide is of great importance.

These points demonstrate the unequivocal need for a Central Ringing Organisation to continue, building on these strengths and developing new capabilities.

A number of common negative themes emerged from the feedback, however. These were seen as currently limiting the Council's authority and standing as well as its effectiveness:

- G. It communicates poorly with the ringing community.

There were more adverse comments about communication than any other issue.

- H. It doesn't promote ringing to the public well enough.

Many stressed the need to promote a different (more accurate) view of ringing and ringers to the non-ringing public.

- I. Most ringers think it is irrelevant to them.

There was a recurrent theme that the Council was perceived as irrelevant to most ringers and that it focussed on matters that were neither of interest nor relevance to the majority of them.

- J. It has no apparent strategy or vision.

The lack of an overall strategy or vision was commented on by a number of people. This was felt to inhibit adequate coordination between the different committees and prioritization of what the Council should and should not be doing. Others raised the simple question "What is the Central Council for?"

- K. It is ineffective.

A number of ringers, including some Council members, commented on problems with getting things done effectively with a tendency to dive into irrelevant details seen as part of the culture. A number of responses said that the size of the Council was far too big to operate effectively and to make decisions swiftly.

- L. It lacks a culture of accountability and doesn't follow through.

There was a repeated theme that the Council and its committees appear to be inefficient and sometimes fail to see important tasks through to completion. Various examples were provided as well as the observation that previous attempts to introduce effective accountability for committees or chairmen have failed, largely for cultural reasons within the Council.

- M. It seems closed, insular and inward-looking.

The Council was variously described as “impenetrable”, “opaque” and “inward-looking” with insufficient turnover in some committees. It was noted that most of the business transacted at Council meetings is about the Council itself or its activities and that it was frequently dismissive of work that was initiated outside of its control.

- N. It is defensive.

Regrettably the reputation for being defensive still persists quite strongly, despite the Council’s strong vote to initiate this review. It is also noteworthy that some of the submissions made in a personal capacity by people who are prominent members of the Council put much of the blame for the Council’s problems on a lack of new volunteers willing to join it. We should say however that the current officers of the Council have in no way been defensive in their dealings with CRAG.

- O. It can appear autocratic.

Some people commented that there is an impression given that “Council knows best” and that issuing top-down edicts took preference to engaging with those outside the Council. The name *Central Council* is felt by a number of respondents as having negative connotations, suggesting a Victorian governing body rather than a modern, open and forward-thinking body.

- P. It is inadequately funded.

Funding is seen as a major issue, with the ability of the Council to get things done being hampered by a lack of available funds. It is clear that for any CRO to function efficiently it needs enough money to run its affairs in a professional manner in order to provide a high quality service.

- Q. The need for Leadership.

Throughout the submissions there were comments on the need for effective leadership at all levels in ringing. It is also inescapable that a lack of effective leadership within the Central Council was one cause of many of the specific criticisms of the Council. Any CRO must be prepared to tackle this issue and to focus on the development of effective leadership at all levels including within the CRO.

In our discussions with current and past leaders of the Council most have expressed their frustrations at the difficulty of getting things done, suggesting that it may well be the structure and culture of the Council rather than the attributes of any specific individual that impede effective leadership.

2. PRINCIPLES FOR CHANGE

The Council needs to change in a way that allows it to become the effective Central Ringing Organisation that ringing needs. In making the required changes, the following criteria must be met:

- A. It must be clear about what it is trying to achieve and adopt a strategic approach.
- B. At all times it must primarily serve and represent the interests of ringing and ringers.
- C. It must develop a direct communication channel and make it available to all ringers.
- D. It must develop the ability for any ringer who joins a direct membership channel to have some form of influence over the services and activities of the CRO in addition to the influence of affiliated societies.
- E. The day-to-day running of the CRO must be entrusted to a small “Executive” group, empowered to make decisions without further approval.
- F. The representative group (“Council of Representatives” in the proposals below) should confine itself to holding to account the leadership that runs the CRO. To be effective it is desirable that it be significantly smaller than the current Central Council.
- G. There must be fewer committees, and they must be held to account by the Executive.
- H. Any ringer, without reference to their membership or not of the Central Council may be nominated for a position on the Executive or on a Workgroup (committee).
- I. Lines of accountability must be clear and in keeping with best governance principles.
- J. All posts must have a maximum term of office.
- K. It should work closely with other ringing bodies to serve ringing and ringers.
- L. It should at all times foster strong and constructive relationships with community, church and bell owners.
- M. It must develop new and diverse sources of income.
- N. It must be willing and able to expend resources to deliver a professional quality of service including employment of a small professional support group.
- O. The current rules and decisions must be simplified.

3. CONCLUSIONS AND PROPOSALS

The following proposals will allow the ultimate development of an organisation that:

- helps ensure a healthy future for ringing
- is in better contact with and more relevant to ringers in general
- addresses many of the governance and operational issues that underlie the problems we have identified.

To serve and represent the interests of ringers, our finding is that it is vital that the Council urgently establishes a direct relationship with individual ringers, which allows them both to benefit from and exert influence upon the Council's range of services and activities.

The full development of a direct membership organisation will require significant research, planning and consultation to ensure that it:

- offers services that will be attractive and valuable to its members;
- is financially sustainable;
- complements the services currently available from other societies;
- retains those positive features of the current Central Council;
- has the right balance of governance between society and individual membership.

On the immediate question of governance, our conclusion is that the existing Council could dramatically improve its ability to make and implement timely decisions by taking a number of steps to bring its structure and working practices in line with the standard governance model adopted by most UK charities.

Wherever the phrase Central Ringing Organisation (CRO) is used it relates to the future state of the Central Council of Church Bell Ringers.

PROPOSAL A)

The Council will: -

- i) make the necessary rule changes by the end of May 2018 to replace its existing objects with the "Vision", "Mission" and "Activity" statements consulted upon by CRAG and
- ii) in the interim, through the Executive group, develop and publish a five-year strategy and strategic objectives based upon these and an action plan each year to cover the work required. The Executive will publish the first plan by the end of 2017, send interim reports of progress against actions to all Council members by email quarterly from November 2017 and make a formal report to the Council meeting in May 2018.

PROPOSAL B)

The Council will transfer management of its affairs, including the development and delivery of strategy, to an Executive of no more than eight people (including President, Deputy President, Secretary and Treasurer and no more than four other elected members).

- i) Any ringer will be eligible to stand for election as an officer or to the Executive.
- ii) The Executive will be formed as soon as possible (and no later than November 2017).
- iii) The Executive will be accountable to the CRO's members for
 - a) creating and delivering the strategic direction of ringing;
 - b) acting as advocates promoting the wellbeing and development of ringing and ringers in general;
 - c) promoting the development of technical and non-technical leadership skills amongst ringers;
 - d) working strategically, in partnership with other bodies, to ensure the delivery of those services needed by ringers.
- iv) Upon establishment of the Executive the role of the Administrative Committee will be limited to the organisation of the 2018 annual meeting following which it will be disbanded.
- v) All posts will have a term of office of three years renewable no more than once, except for the initial appointments as specified in (vi) below.
- vi) For the first appointments terms of office will be staggered to ensure that not all officers and Executive members retire at once. In the case of additional members of the Executive, the current Trustees will appoint individuals, each of whom will serve for one year only in the first instance and be eligible for re-election at the 2018 meeting.
- vii) The members of the Executive will also become the Trustees of the CRO for the purposes of running the charity.
- viii) In line with Charity Commission guidance, the Executive should be empowered to appoint up to two additional non-elected members, where they judge this to be necessary in order to achieve an appropriate diversity of skills, backgrounds or expertise.
- ix) The post of Vice-President will be re-titled as Deputy President to remove the implicit expectation that the post of President is preceded by a three-year period as Vice-President.
- x) The Executive will review the necessity for the post of Honorary Assistant Secretary in the light of these changes and the creation of a professional support group. The

postholder will in any case not be an automatic member of the Executive and will accordingly cease to be a Trustee.

PROPOSAL C)

The new Executive will, by November 2017, realign the current committees into a significantly reduced number (single figures) of Workgroups, each led by an individual Workgroup Leader.

- i) Workgroup Leaders will be appointed by the Executive by February 2018. One criterion for appointment will be that they are considered to have credibility within the Workgroup's field of activity.
- ii) Each Workgroup Leader will report to a named member of the Executive who will be ultimately accountable for that Workgroup's performance.
- iii) Any ringer may apply to be a Workgroup Leader.
- iv) Workgroup Leaders will, in consultation with the Executive, appoint members for their Workgroups in such number and variety as needed, with selection being irrespective of a candidate's membership of the Council of Representatives or Executive. This work will be completed by May 2018.
- v) The continuing need for each of these Workgroups or for new working (including "task and finish") groups will be reviewed regularly by the Executive.
- vi) All Workgroup posts will have a term of office of three years renewable no more than once (except that some initial appointments may be for shorter terms to ensure that not all members of a Workgroup, or all Workgroup Leaders retire at once).

PROPOSAL D)

The current Council will from its meeting in 2018 be retitled the Council of Representatives (CoRe) and its functions restricted to matters related to the constitution of the CRO, the review and approval of the annual report and accounts, the election of members of the Executive and approval of any changes to the rules of the Council. It will not be involved in operations or in making operational (including technical) decisions but may act as a conduit for feedback from members and from affiliated societies as well as a source of advice to the Executive.

- i) Members of the Executive and Workgroup Leaders will not be eligible to be members of CoRe. Any member of CoRe who is elected to one of these roles shall be deemed to have resigned their membership of CoRe. Members of the Executive shall be expected to attend meetings of CoRe but shall have no voting rights.
- ii) CoRe will consist of Representative members only and the category of Additional Members will be discontinued. Existing Life Members will be conferred the title of "Fellows of Council" but will not have voting rights within CoRe.

- iii) The Executive should develop proposals by which the formal business meeting of CoRe will be made significantly shorter and more effective. These proposals should explicitly consider the feasibility of reducing the size of CoRe to 25-40% of its current size with each society retaining representation. It will consult on these proposals with affiliated societies with a view to implementation before the election of representatives to take up office in 2020.

PROPOSAL E)

The Executive will: -

- i) Develop plans to allow membership of the CRO to be opened up to all ringers, begin implementing these and report on progress to CoRe in May 2018.
- ii) Work with affiliated societies and others to develop direct communication links with individual ringers during 2017-18.
- iii) Every three years commencing May 2019, undertake a review of the CRO's rules and governance to assess whether they continue to be effective and aligned with best practice. In the event that control of the CRO remains vested in the CoRe, each review should explicitly include an assessment and recommendation as to whether it would be appropriate to transfer some or all of the powers of the CoRe to individual direct members.

PROPOSAL F)

The Executive will recruit a small group whose task will be to simplify the rules of the Council, replacing them with a short statutory set of rules supported by a set of operating principles and procedures. All of the necessary rule changes required by the foregoing proposals will be incorporated into this work. The new rules and supporting documents together with any other outputs of this group should be compliant with Charity Commission guidance. The Executive will report back to CoRe in May 2018 with a recommendation for adoption at that meeting.

PROPOSAL G)

Professional support.

- i) The Council agrees that the Executive should, where necessary, seek and be prepared to pay for professional support particularly in communications, public relations, the marketing of ringing and those aspects of ICT necessary to allow the smooth and professional operation of the CRO.
- ii) The new Executive will scope out the creation of a professional support group to carry out the administrative functions of the CRO and some of the support work

currently performed by committees and report back to CoRe with their conclusions in May 2018.

PROPOSAL H)

The Decisions of the Central Council will be replaced with a simple and permissive descriptive framework for ringing with only the minimal detail required to maintain the historical record. The Executive will appoint a neutral and respected ringer who is demonstrably independent of those responsible for the current Decisions to complete this work. The leader may assemble a group of ringers to assist with this task and will consult widely on their proposals before presenting them to the Council in May 2018.

The publication and maintenance of this framework will be the responsibility of the Executive.

PROPOSAL I)

The Executive will also, during the period 2017-2020: -

- i) Review the name and branding of the Council taking into account a broad range of opinion from the public, ringers in general and other interested parties and then bring forward to CoRe recommendations for any change to the name of the Council, or any alternative working name, that it may have.
- ii) Consider how the annual meeting of CoRe may be incorporated into an annual ringing festival which will be open to all ringers and plan future meetings accordingly.
- iii) Consider what benefit remains from continuing to work to the current triennial cycle of business.

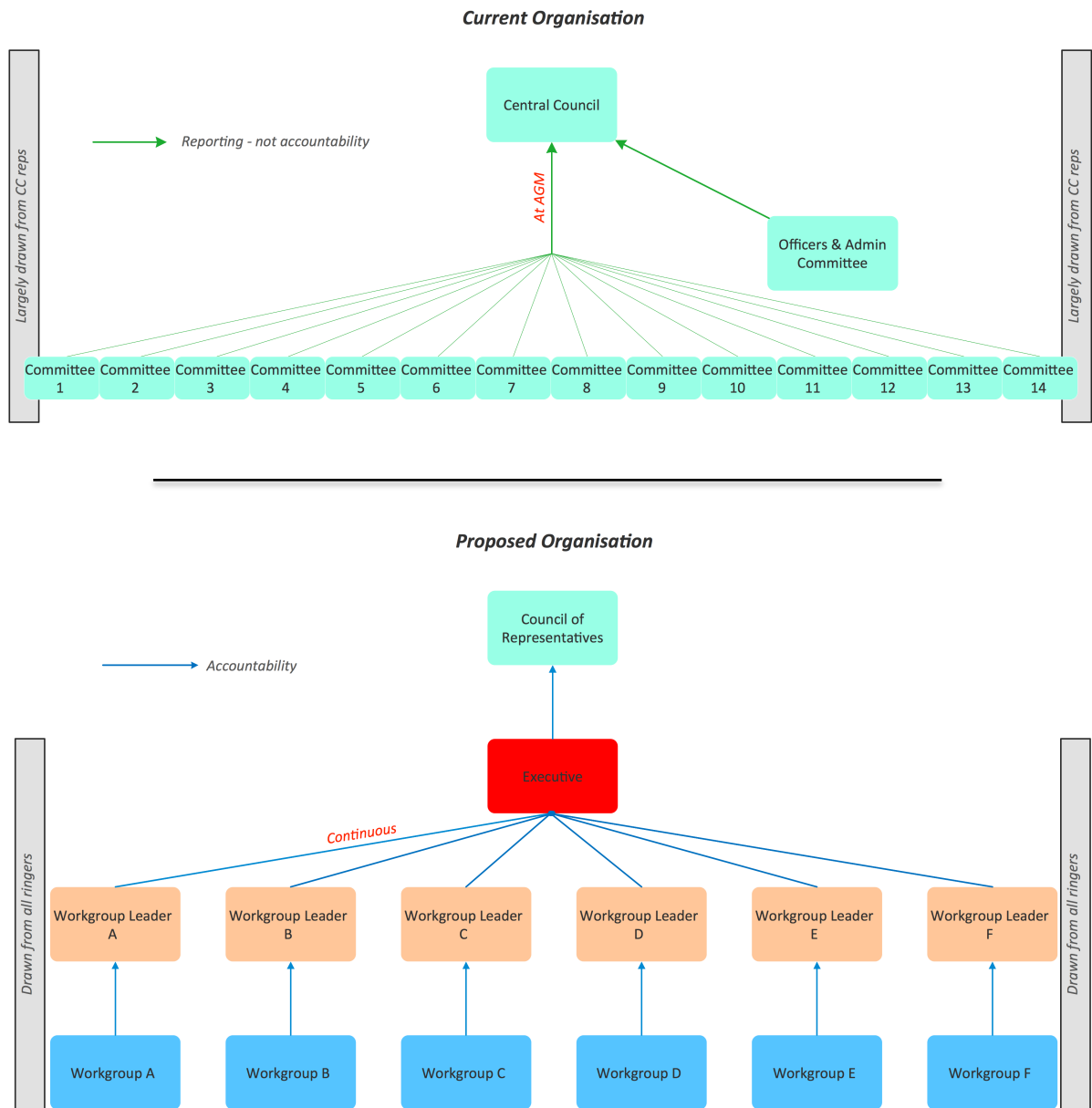


Figure S1

Comparison of Current and Proposed Organisational Structures

CRAG

Main Report

Council Review and Action Group

Report and Recommendations

1) Introduction

The Central Council was established in 1891 at the height of the Belfry Reform Movement. The religious and social world then was very different to that in 2017. While the heritage of ringing that we enjoy today has its roots well before 1891, much has happened since. Now, in the early 21st century, technical innovation is strong and “top-end” ringing is flourishing, but most of ringing faces many challenges including a fall in church attendance and resulting church closures (in England, at least), fewer recruits, a lack of volunteers and fewer opportunities for progression within ringing compared with 20-30 years ago. The need for strong, focused leadership from an effective central ringing organisation has, arguably, never been greater. The question is whether the Central Council is, or else could become that central ringing organisation. Indeed the need for change was emphasised by an editorial in the Ringing World¹ in the build up to the 125th anniversary meeting (see Figure 1, below).

At the 2016 meeting of the Council in Portsmouth, which had followed increasingly vocal criticisms of the Council over the previous two years, two key motions were passed that are the main origins of this report. First, there was a Council Decision that clarified to some extent its relationship with ringers, churches and other ringing service providers and put the provision of support and services to ringers and ringing centre stage. The second motion established a working group (now named the Council Review and Action Group, *Crag*), which was explicitly independent from the Council’s officers, to undertake a detailed review of its rules and activities, and to make recommendations for modernisation.

We feel that this review is both timely and necessary if ringing is to have the central organisation it needs to continue to flourish. The Terms of Reference for *Crag* are given in Appendix A.

2) Scope of Our Work

In order for our task to be achievable we needed to be clear on the boundaries of our work. Based on the Council’s proposal we defined our scope as follows:

In scope:

- A. Reviewing the need for and purpose of a Central Ringing Organisation (CRO).
- B. Considering the changes needed for a CRO to deliver the necessary services.
- C. Providing an outline approach for implementing these suggested changes.

¹ Ringing World **5478**, p387, 22nd April 2016

Editorial

Here is one simple 5-point plan for reforming the CCCBR in its 125th year:

1. New name: “Change Ringing Federation” or “Ringing Association”
2. Revised objectives:
 - to promote the English art & science of change ringing using an annually updated business plan
 - to bring together ringers to discuss matters of common interest and agree best practice guidelines
 - to represent ringers nationally and internationally to external authorities, churches and the general public
 - to provide technical advice to churches, civil institutions and private individuals that own rings of bells
 - to create and distribute training materials and encourage high standards of performance and innovation
 - to facilitate the provision, restoration, maintenance and transfer of tower bells
 - to raise funds in support of all the above.
3. Merge the 17 existing committees into 6 key task groups:
 - **Records** (Library, Peal Records, Biographies)
 - **Training** (Education, Tower Stewardship, Ringing Centres)
 - **Hardware** (Towers & Belfries, Bell Restoration, Redundant Bells)
 - **Communications** (ICT, Public Relations and Publications)
 - **Theory** (Methods, Compositions, Ringing Trends)
 - **Leadership** (comprising five Officers and the five other Task Group Chairmen)
4. Introduce a new category of direct membership for individual ringers (with a modest annual fee)
5. All elections and routine procedure to be conducted outside the annual meeting.

DISCUSS ...

Figure 1

Ringing World Editorial 22/4/2016

Out of scope:

- D. The effectiveness and structures of territorial societies. Our proposals have, however, accounted for the need not to rely too heavily on the territorial societies because they are a very diverse group of varying effectiveness. Moreover they do not answer to the Council (in theory the reverse is true) and have no common purpose on a national or international level.
- E. Coming up with a specific new name for the CRO or anything specific about branding, although we have included a recommendation around the need for rebranding.

- F. Detailed implementation plans. This would be an important early task for the transition team.
- G. Detailed financial modelling for the CRO.

The reason these were not included was because it was felt that they would impede the delivery of the main objective in the limited time available. However we would expect these to be picked up either by whatever forum takes these proposals forward or the future CRO itself.

We are also very clear that CRAF was not set up as a “Royal Commission on Bell Ringing” to recommend some panacea for all of the challenges facing the ringing exercise, nor could it ever hope to. Our task was to focus on how a central ringing organisation would need to be structured and function to deal with these challenges and opportunities.

3) Our approach

At our first meeting in August 2016 we undertook a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis using our own knowledge and perceptions of the Council and the results are in Appendix B. We also agreed that we needed to take a broad view of what ringing and ringers needed from a central body in order to secure a healthy future in what are challenging times for ringing.

We structured our work by seeking answers to a number of questions:

- **What do people think that a “good” (or “great”) future for ringing looks like?** In other words, what should the *Vision* be for the future of ringing?
- **What should the role of a central ringing organisation like the Central Council be in achieving this vision?** In other words what should the outline *Mission* be? Once this is defined one can plan objectives and then a strategy for delivering them.
- What specific types of *Services* will the central ringing organisation need either to provide itself or to make sure are provided by other organisations, in order for the likely objectives to be delivered?
- How will the Council or other CRO *organise* itself to do all of this?
 - What should its relationship be to individual ringers, to guilds and associations and to other organisations active within or related to ringing?
 - How can it ensure it is effective and inclusive in serving the whole global family of ringers of all levels of skill and experience who have different interests and differing local circumstances?
 - How big should the central team that runs it be, how should it be structured and run and how should it be accountable to individual ringers and individual societies?

We were very clear from the outset that we needed as much input as possible from the widest range of ringers. We focused specifically on ringers because of our clear view that the central ringing organisation should be for ringers and for ringing. Other stakeholders are important and we have tested our proposals with representatives of some of these groups. But our fundamental focus has to be on ringers and on a healthy future for ringing.

We wanted to hear at an early stage what younger ringers thought about the Central Council and about our proposed work. We commissioned a short survey through a young University ringer. The results, in Appendix C, show a high level of awareness of the Council although with slightly fewer believing they knew what the Council did. In this sample however it was not clear that they felt the Council offered much of practical use to younger ringers.

As another early task we carried out one-to-one structured interviews with a number of members of council, focusing on officers & committee chairs.

Broadly these interviews suggested that there was recognition from most members that change was required as well as endorsing the need for a body to lead the exercise. Whilst the questions were not designed to elicit suggestions on what changes were required, we did receive a considerable amount of additional comments, which were very useful and are reflected in the feedback section of this report.

At all stages we aimed to stimulate discussion and debate about what ringers feel are the challenges for the future of ringing and what a central ringing body should be doing about them.

We published a draft vision statement² and a paper on the mission and types of services needed³, and then revised these using the feedback we received. Even more importantly, those who fed back also provided a huge amount of other material with their views of how the Central Council is seen by ringers together with suggestions on how things might be improved. This feedback was supplemented further by formal written submissions.

A number of common themes emerged from the input from ringers that allowed us a clear view of how the Council is perceived, its effectiveness and what “good” should look like for the future. We tested the degree to which these themes were representative of a wider group of ringers using a simple survey (see Section 5 below) and this attracted a good response of over 2,000 replies.

Vision

The final wording of the Vision for the future of ringing (following feedback from ringers) is as follows:

A vibrant community of ringers; with bell ringing widely valued as an enjoyable mental and physical exercise and unique performing art, which enhances the life of both community and church

² Ringing World **5498**, pp 913-4, September 9th 2016

³ Ringing World **5502**, pp 1010-11, October 7th 2016

Mission

The following Mission for a Central Ringing Organisation describes what the CRO needs to do to play its part in delivering the vision:

To be the strategic leader and public voice of the ringing community, the arbiter of standards; and to promote an environment where ringing can flourish

Activities that a CRO needs to ensure are delivered

The CRO needs to promote the above Mission through the following actions, working either directly or in partnership with ringing societies, service providers and others:-

Promotion	Encouraging the growth and public appreciation of ringing through engagement with all sections of society in all countries.
Relationship Management	Representing the interests of ringing and ringers through the development of strong relationships with the church, stakeholders, the media and others outside the bell ringing community.
Communication and Cohesion	Facilitating communication and cohesion amongst ringers and bell ringing societies to assist ringers in supporting each other and achieving their ringing objectives.
Recruitment	Providing support to those recruiting new ringers locally, using its efforts at national level to foster the continuing recruitment and retention of ringers.
Development	Promoting excellence at all levels by establishing training frameworks to support the development of leaders, teachers and ringers so that each ringer has the opportunity to progress as far as their ambitions and talents allow.
Resources	Securing sufficient resources to support ringing and the availability of bell installations by encouraging sources of funding, products, expertise and facilities; using its position to achieve maximum advantage for the ringing community.
Expertise	Ensuring that sufficient expertise continues to be available by sharing, promoting, and advising on best practice relating to the maintenance, and improvement of bell installations and training facilities.
Best Practice	Defining and promoting best practice relating to statutory compliance, safety and governance in relation to ringing.
Standards	Consulting on and defining technical standards in ringing.
Heritage	Promoting the availability and appreciation of historic records, publications and artefacts relating to the heritage of ringing and the role of individual ringers.
Innovation	Encouraging research and innovation in the advancement of ringing, its methodologies, tools and technologies.

Review of non-ringing membership organisations (Appendix D)

We carried out a high-level review of the membership, structure, governance and funding of a variety of not-for-profit organisations outside ringing. The selection included other central bodies for musical, sporting and recreational pursuits including a proportion with strong links to churches.

There are a number of key messages.

- Most of them have a very healthy direct membership with members willing to pay moderate amounts for a range of benefits.
- Although some of them generate most of their (significant) income from the resulting membership subscriptions, many others generate significant income from trading and the provision of other services.
- Associated with this income, they all have at least some permanent paid staff to assist with the running of the organization, suggesting that ringing might well be capable of doing the same.
- The majority are run by a small executive, supported by professional staff as necessary.

4) Feedback from consultation exercises

This is covered in full in the summary document that supports the proposals to the Council so that only the headings are repeated here for ease of reference.

Positive feedback regarding the Council:

- A. It provides a single point of representation for ringers.
- B. It keeps an extremely valuable set of records regarding both practical ringing and the history of ringing.
- C. The maintenance of a comprehensive list of method names and definition is invaluable
- D. There is a strong volunteer ethos.
- E. As the progenitor of the Ringing Foundation it has indirectly enabled ART to form.
- F. Its stewardship of, and continuing links with, the Ringing World and Dove's Guide is of great importance.

These points demonstrate the unequivocal need for a Central Ringing Organisation to continue, building on these strengths and developing new capabilities.

Common negative themes limiting the Council's authority, its standing and its effectiveness:

- G. It communicates poorly with the ringing community.
- H. It doesn't promote ringing to the public well enough.
- I. Most ringers think it is irrelevant to them.
- J. It has no apparent strategy or vision.
- K. It is ineffective.
- L. It lacks a culture of accountability and doesn't follow through.
- M. It seems closed, insular and inward-looking.
- N. It is defensive.
- O. It can appear autocratic.
- P. It is inadequately funded.
- Q. There is a need for leadership.

A number of anonymised quotes from the feedback are given in Appendix E.

5) Survey

Once we had received the feedback described above we wanted to be sure that the views of the relatively small group who had sent in their comments were not out of step with the views of a larger group. A comprehensive and fully representative survey was not feasible, partly due to the timescale and partly due to the difficulties in distributing such a survey to a group for which we had neither a centralized mailing list or e-mail list (as encountered by the Ringing Trends committee in 2015-16). Nonetheless through advertising widely in the Ringing World, through various CC and Society-based e-mail lists, through the major ringing e-mail "chat lists", on social media and distributing posters for display in towers we managed to get a fairly good response of over 2,000 individuals.

The demographic of the responding ringers suggested that they were a little older, had been ringing longer and were more likely to be able to ring advanced methods than we had expected from our own experience. While it is not appropriate to undertake meaningful statistics on the results given the non-random group who replied there was a strong tendency towards supporting our conclusions either strongly or to some extent.

The results are shown graphically in Appendix F.

6) Analysis: The Case for Change

Our analysis of the above negative feedback provides the case for change and the basis for our recommendations that follow. Inevitably there are some root causes that contribute to more than one of the various problems that have been identified and each problem often has more than one underlying cause. There is inevitably some repetition below but it does mean that sorting out root causes will have a number of benefits. A tabular version of the analysis is given in Appendix G and this links the final proposals back to the root causes and symptoms.

Communicates poorly with ringers (5.G)

As currently configured the council is a federation of individual ringing societies, and many of these are effectively confederations of individual branches or districts with differing degrees of autonomy. Typically a message from the council will be passed to a society secretary or PRO who will possibly then disseminate it to their branch equivalents who may send it to tower captains or secretaries who may then either forward it or discuss it at a practice. Alternatively it may be held for discussion at a branch meeting – where attendance is typically no more than 15-20% of members and frequently lower.

Communication is a two-way process and messages need to go in the opposite direction too. The evidence is that effective two-way communication with individual ringers is rare. Even in the (one-way) *transmission* of a message, however, this has many potential points of failure and delay (see Figure 2 for a theoretical example). While council representatives are often castigated for failing to feed back to members of their societies, it is hard to see that with a typical ratio of one council rep to 200-250 members this is an achievable aim.

Put simply there are too many steps for effective communication between the council and individual ringers. This is before the quality and presentation of the communications is taken into account.

Doesn't promote ringing and ringers well to others (5.H)

This itself appears to have two components. One is the need for a CRO to be a positive advocate for ringers and ringing with stakeholders, particularly bell owners and especially the Church of England and the Church in Wales (relationships in Scotland and overseas appear different reflecting the different nature of the churches there).

Clearly this cannot all be done centrally, given the highly devolved nature of these churches. However, providing central guidance and advice together with the ability to provide a more hands on approach when necessary (the recent problems at York Minster would be one example) would be an important role for the new CRO. The Council clearly has some experience acting as an advocate but it needs focusing and strengthening.

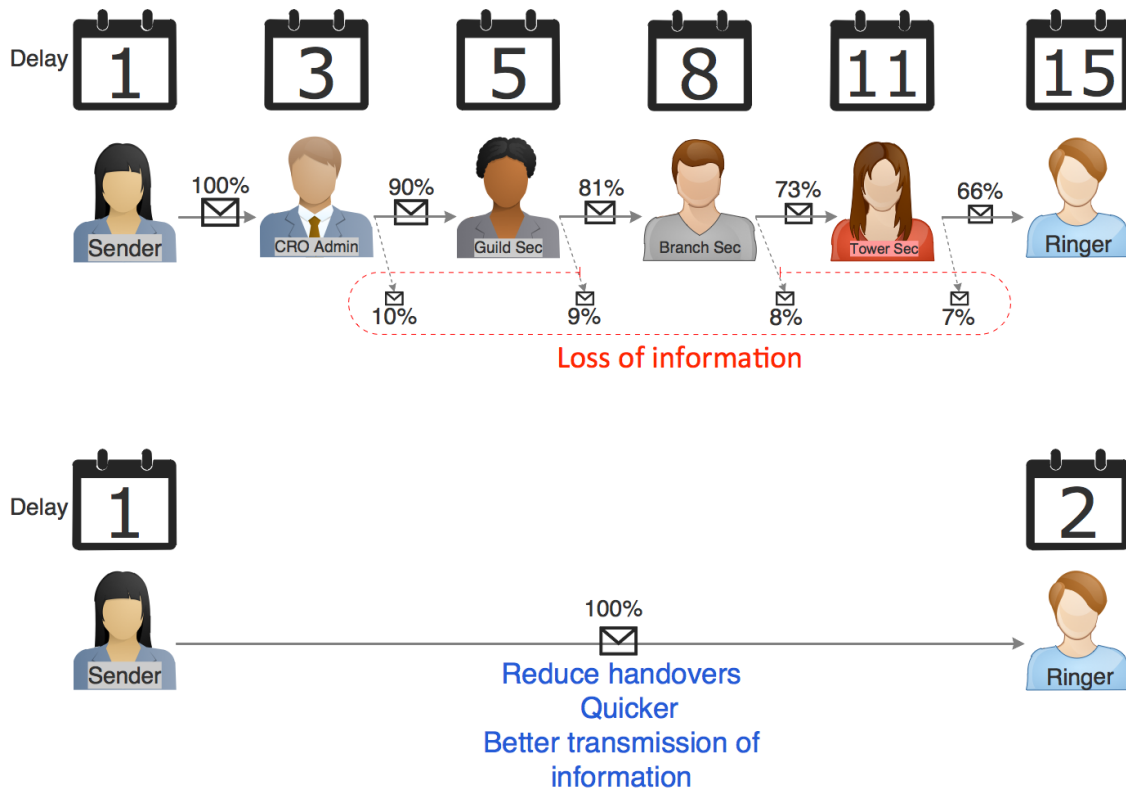


Figure 2
How delays and information loss can be caused by multiple handovers

Second, there is the positive branding and marketing of ringing. A new and positive image for ringing is clearly necessary to improve recruitment of those new ringers who will then maintain it as an active hobby. It is also important to ensure that the public value and enjoy the sound of tower bells as part of their local soundscape and see our place in celebration and in public as well as church life.

Despite the best efforts of the council’s Public Relations Committee and PROs in local societies, we are some significant distance from achieving either of these aims for the image of ringing. This is a specialist area where it is unlikely that volunteers will have the skills and time to make the necessary impact. Professional help will be needed here.

No apparent Strategy and Vision (5.J - relates also to Relevance to most ringers 5.I)

The relevance or otherwise of any CRO to the majority of ringers inevitably depends upon what it chooses to spend its time upon and how it then communicates what it does with ringers.

While a distaste for the words *Vision*, *Mission* and *Strategy* is very common (not just in ringers) if any organisation does not know or cannot describe what it would like the world of ringing to look like (*Vision*), what it thinks its role in delivering it is (*Mission*) and what it will

actually do in order to do so (*Strategy* and objectives) then it will expend a lot of energy but is likely to make little forward progress and become reactive rather than proactive when opportunities and challenges present themselves.

A review of the activities of the Council, including its committees and the business undertaken at its annual meeting, shows a large amount of activity being undertaken. Indeed it has been a long held maxim that it is the committees that do the work of the council so that committee membership is the most important role of a Council member.

The Council appears to accept without question that all the hard work done by committees is worthwhile and there is little control exerted over committee activities. Much of the AGM is concerned with processing the outputs from committees in their annual reports and with other business focused on the smooth running of the status quo. There is little space, or it would appear inclination, to consider strategy in the full council and in any case with well over 200 members it is too big to do so.

Some consider that the Administrative Committee does this. Its terms of reference are “*To organise the meetings of the council, co-ordinate the activities of other committees, and deal with urgent matters between meetings of the council*”. While to *co-ordinate the activities of other committees* might require a strategy, this is outside the Administrative Committee’s remit and there is little evidence of strategic activity in the record of its activities.

Effectiveness (5.K)

For the council and its committees to be effective they need to know which tasks to focus on and then to efficiently use their time on those tasks. Without a strategy or objectives it is impossible to know how to prioritise tasks. Consequently things tend to get done because they are someone’s personal interest or because they have always been done (even if they may no longer be necessary).

The meetings of the council tend to be seen as an opportunity for members to say what they think about particular topics rather than necessarily to contribute towards reaching agreed conclusions or even to hold officers and committees properly to account. This is further compounded by the size of the Council, which is far larger than organisational behaviour experts would recommend for effective functioning.

Accountability (5.L)

While in theory the council is accountable to its constituent organisations, in practice it is hard to see how this functions. Within the council’s Rules and Decisions the only references to relationships between societies and the council are Rule 4, which defines which kinds of societies may be affiliated (and states that societies must “*undertake to abide by the Rules and Decisions of the Council*” – not vice versa), and in Decision B where there is a long and diverse list of “*Recommendations to Associations*”.

At no point is the governance or accountability of the council to any other body or bodies mentioned. Moreover, if the council is deemed responsible to its constituent societies through those societies' representative members then it is, in practice, accountable to itself. That is to say the governance is circular. A similar position occurs where committees of Council members report to the Council.

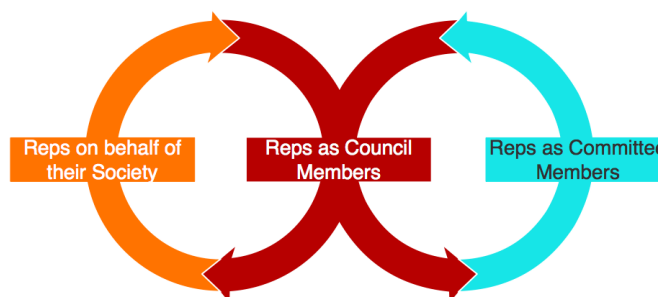


Figure 3
Circular Governance

Committees currently report once each year, to the annual meeting of the Council. The level of scrutiny varies significantly and typically focuses on what Council members think personally about what has been done, and any decisions made, rather than on what has not been achieved in the last year (and what items of work may have disappeared from reports since the previous year, for whatever reasons).

This again is in part a function of the size of the Council – there are simply too many voices and too little time to undertake detailed scrutiny of the work of the council committees. Finally, in some cases it may be unclear whether a piece of work is, or should be, the responsibility of one committee or another.

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Closed and inward-looking culture (5.M)

A number of features of the council seem to contribute to this perception. First, at least a subgroup of members has been on the Council for a very long time. The same holds true for the membership of committees. Indeed there are some members who never leave the council but are made honorary (now renamed additional) members. (See Appendix H). Second, much of the business of the AGM relates to the functioning of the Council rather than ringing more generally. Additionally the tendency to be dismissive, or at best suspicious of initiatives that arise outside the Council adds to the impression of an inward looking culture.

Defensiveness (5.N)

This is likely to arise in part from the closed culture noted above compounded by the failure to advertise and explain properly what it does for ringers in general. The tone of some of the correspondence and articles in recent years from within the Council that have responded to criticism has, regrettably, come across as defensive rather than accepting that any of the criticisms may be valid and worth considering as something to work on.

Those members of CRAG who are former council members of quite long-standing are aware of how different the council appears from the outside and we were all most encouraged at

the desire to have a largely external review that was designed to take into account the views of those outside the Council. Inviting feedback is a characteristic of a potentially good organisation. Listening to and acting upon that feedback is the sign of a good organisation. It is crucial that the Council is able to listen and learn.

Autocratic (5.0)

We cannot imagine that it is the desire of the Council, its committees or officers to be thought of this way. It seems to arise from the inward-looking nature; its long-standing habit of prescribing and proscribing what ringers should ring and what they should call methods; the nature and language of its rules and decisions; its poor communications.

While the perceived attitude of the original Legitimate Methods Committee and its successors has undoubtedly contributed to this, there appears to be a more general cultural aspect to this that is more widespread within the Council and this will need to be actively managed by the leadership of a future CRO.

Poorly funded (5.P)

For many years interest on investments was a significant source of income towards the running costs of the council and it has always relied heavily on volunteers. Indeed the hard work of volunteers is one of the council's strengths.

As interest rates have fallen heavily the remaining sources of income are affiliation fees (essentially subscriptions), sale of publications and (intermittently) profits from running Ringing Roadshows. The income from affiliation fees is said to be approximately 17p per society member. There have been periodic reviews of the basis for affiliation fees, most recently a review in 2014 that reported to the Administrative Committee. Although there was general support for a change to a formula based on society membership rather than "per representative" a number of societies raised concerns that the council lacked financial discipline and was not value for money.

Nonetheless it is quite clear that without a significant increase in the council's income it will not be possible to develop its work in certain key areas. This is particularly in respect of the promotion of ringing to the general public which is required to improve recruitment of the kind of people who are most likely to turn into long-term ringers and building on the work of ART (with ART) to ensure the continuing development of ringers as they progress beyond basic bell handling.

For more detail on funding please see Appendix J.

The need for Leadership (5.Q)

Throughout the submissions there were comments on the need for effective leadership at all levels in ringing. It is also inescapable that a lack of effective leadership within the Central Council was one cause of many of the specific criticisms of the Council. Any CRO must be prepared to tackle this issue and to focus on the development of effective leadership at all levels including within the CRO.

In our discussions with current and past leaders of the Council most have expressed their frustrations at the difficulty of getting things done, suggesting that it may well be the structure and culture of the Council rather than the attributes of any specific individual that impede effective leadership.

7) Recommendations

The following proposals will allow the ultimate development of an organisation that:

- helps ensure a healthy future for ringing
- is in better contact with and more relevant to ringers in general
- addresses many of the governance and operational issues that underlie the problems we have identified.

To serve and represent the interests of ringers, our finding is that it is vital that the Council urgently establishes a direct relationship with individual ringers, which allows them both to benefit from and exert influence upon the Council's range of services and activities.

The full development of a direct membership organisation will require significant research, planning and consultation to ensure that it:

- offers services that will be attractive and valuable to its members;
- is financially sustainable;
- complements the services currently available from other societies;
- retains those positive features of the current Central Council;
- has the right balance of governance between society and individual membership.

On the immediate question of governance, our conclusion is that the existing Council could dramatically improve its ability to make and implement timely decisions by taking a number of steps to bring its structure and working practices in line with the standard governance model adopted by most UK charities.

The slimmed down structure (see Appendix K) proposed as an early change will make it easier to focus on planning and implementing direct membership but we recognise that this will take time to establish, both from an organisational and financial perspective. While it is an important final goal, the transition should be completed only when certain criteria have been satisfied thus confirming that it is prudent to do so.

Wherever the phrase Central Ringing Organisation (CRO) is used it relates to the future state of the Central Council of Church Bell Ringers.

Specific Recommendations

- A) The Council should: -
- i) make the necessary rule changes by the end of May 2018 to replace its existing objects with the “Vision”, “Mission” and “Activity” statements consulted upon by Crag and
 - ii) in the interim, through the Executive group, develop and publish a five-year strategy and strategic objectives based upon these and an action plan each year to cover the work required. The Executive should publish the first plan by the end of 2017, send interim reports of progress against actions to all Council members by email quarterly from November 2017 and make a formal report to the Council meeting in May 2018.
- B) The Council should transfer management of its affairs, including the development and delivery of strategy, to an Executive of no more than eight people (including President, Deputy President, Secretary and Treasurer and no more than four other elected members).
- i) Any ringer should be eligible to stand for election as an officer or to the Executive.
 - ii) The Executive should be formed as soon as possible (and no later than November 2017).
 - iii) The Executive must be accountable to the CRO’s members for
 - a) creating and delivering the strategic direction of ringing;
 - b) acting as advocates promoting the wellbeing and development of ringing and ringers in general;
 - c) promoting the development of technical and non-technical leadership skills amongst ringers;
 - d) working strategically, in partnership with other bodies, to ensure the delivery of those services needed by ringers.
 - iv) Upon establishment of the Executive the role of the Administrative Committee should be limited to the organisation of the 2018 annual meeting following which it should be disbanded.
 - v) All posts should have a term of office of three years renewable no more than once, except for the initial appointments as specified in (vi) below.
 - vi) For the first appointments terms of office should be staggered to ensure that not all officers and Executive members retire at once. In the case of additional members of the Executive, the current Trustees should appoint individuals, each of whom will

serve for one year only in the first instance and be eligible for re-election at the 2018 meeting. These four additional members should be recruited from ringers in general and not limited to members of the Central Council. We specifically recommend that recruitment should not be delegated to the Administrative Committee.

- vii) The members of the Executive should also become the Trustees of the CRO for the purposes of running the charity.
 - viii) In line with Charity Commission guidance, the Executive should be empowered to appoint up to two additional non-elected members, where they judge this to be necessary in order to achieve an appropriate diversity of skills, backgrounds or expertise.
 - ix) The post of Vice-President should be re-titled as Deputy President to remove the implicit expectation that the post of President is preceded by a three-year period as Vice-President.
 - x) The Executive should review the necessity for the post of Honorary Assistant Secretary in the light of these changes and the creation of a professional support group. The postholder should in any case not be an automatic member of the Executive and will accordingly cease to be a Trustee.
- C) The new Executive should, by November 2017, realign the current committees into a significantly reduced number (single figures) of Workgroups, each led by an individual Workgroup Leader. One possible model for this is given in Appendix M.
- i) Workgroup Leaders should be appointed by the Executive by February 2018. One criterion for appointment must be that they are considered to have credibility within the Workgroup's field of activity.
 - ii) Each Workgroup Leader should report to a named member of the Executive who will be ultimately accountable for that Workgroup's performance.
 - iii) Any ringer must be eligible to apply to be a Workgroup Leader.
 - iv) Workgroup Leaders should, in consultation with the Executive, appoint members for their Workgroups in such number and variety as needed, with selection being irrespective of a candidate's membership of the Council of Representatives or Executive. This work must be completed by May 2018.
 - v) The continuing need for each of these Workgroups or for new working (including "task and finish") groups must be reviewed regularly by the Executive.
 - vi) All Workgroup posts should have a term of office of three years renewable no more than once (except that some initial appointments may be for shorter terms to ensure that not all members of a Workgroup, or all Workgroup Leaders retire at once).
- D) The current Council should from its meeting in 2018 be retitled the Council of Representatives (CoRe) and its functions restricted to matters related to the constitution of the CRO, the review and approval of the annual report and accounts, the election of

members of the Executive and approval of any changes to the rules of the Council. It must not be involved in operations or in making operational (including technical) decisions but may act as a conduit for feedback from members and from affiliated societies as well as a source of advice to the Executive.

- i) Members of the Executive and Workgroup Leaders must not be eligible to be members of CoRe. Any member of CoRe who is elected to one of these roles must be deemed to have resigned their membership of CoRe. Members of the Executive should be expected to attend meetings of CoRe but must have no voting rights.
- ii) CoRe should consist of Representative members only and the category of Additional Members should be discontinued. Existing Life Members should be conferred the title of "Fellows of Council" but not have voting rights within CoRe.
- iii) The Executive should develop proposals by which the formal business meeting of CoRe will be made significantly shorter and more effective. These proposals should explicitly consider the feasibility of reducing the size of CoRe to 25-40% of its current size with each society retaining representation. It should consult on these proposals with affiliated societies with a view to implementation before the election of representatives to take up office in 2020.

E) The Executive should: -

- i) Develop plans to allow membership of the CRO to be opened up to all ringers, begin implementing these and report on progress to CoRe in May 2018.
- ii) Work with affiliated societies and others to develop direct communication links with individual ringers during 2017-18.
- iii) Every three years commencing May 2019, undertake a review of the CRO's rules and governance to assess whether they continue to be effective and aligned with best practice. In the event that control of the CRO remains vested in the CoRe, each review should explicitly include an assessment and recommendation as to whether it would be appropriate to transfer some or all of the powers of the CoRe to individual direct members.

F) The Executive should recruit a small group whose task will be to simplify the rules of the Council, replacing them with a short statutory set of rules supported by a set of operating principles and procedures. All of the necessary rule changes required by the foregoing proposals must be incorporated into this work. The new rules and supporting documents together with any other outputs of this group should be compliant with Charity Commission guidance. The Executive should report back to CoRe in May 2018 with a recommendation for adoption at that meeting.

G) Professional support.

- i) The Council should allow the Executive, where necessary, to seek and be prepared to pay for professional support particularly in communications, public relations, the marketing of ringing and those aspects of ICT necessary to allow the smooth and professional operation of the CRO.
- ii) The new Executive should scope out the creation of a professional support group to carry out the administrative functions of the CRO and some of the support work currently performed by committees (see Appendix N for examples) and report back to CoRe with their conclusions in May 2018.

H) The Decisions of the Central Council should be replaced with a simple and permissive descriptive framework for ringing with only the minimal detail required to maintain the historical record. The Executive should appoint a neutral and respected ringer who is demonstrably independent of those responsible for the current Decisions to complete this work. The leader may assemble a group of ringers to assist with this task and should consult widely on their proposals before presenting them to the Council in May 2018.

The publication and maintenance of this framework should be the responsibility of the Executive.

I) The Executive should also, during the period 2017-2020: -

- i) Review the name and branding of the Council taking into account a broad range of opinion from the public, ringers in general and other interested parties and then bring forward to CoRe recommendations for any change to the name of the Council, or any alternative working name, that it may have.
- ii) Consider how the annual meeting of CoRe may be incorporated into an annual ringing festival open to all ringers and plan future meetings accordingly.
- iii) Consider what benefit, if any, remains from continuing to work to the current triennial cycle of business.

A table showing the links between the proposals we have made, the desired characteristics of a new CRO and the principles we outlined in our summary report is shown in Appendix P and a summary timeline for the proposed changes in Appendix Q.

Council Review and Action Group
Report and Recommendations

Appendices

Appendices

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Council Review Action Group (CRAG) Terms of Reference

1. Main Objectives

- I. To undertake a detailed review of the Council's Rules & Activities
- II. To make recommendations for modernisation
- III. To report with recommended changes to the 2017 Council Meeting

2. Aims

- I. To identify any mismatch between what it does and the needs of the ringing community
- II. To identify what works well and what could be improved
- III. To recommend practical changes that would enable the Council to:
 - i. Serve ringers more effectively at a global level
 - ii. Enhance its reputation
 - iii. Build on what is already good

3. Scope

- I. The review scope should include, but necessarily not be limited to:
 - i. The Council's legal Objects and its name
 - ii. The Council's structure and governance
 - iii. The Council's size and membership
 - iv. The range of services that the Council should provide to the ringing community
 - v. The range of services (if any) that the Council should provide to non-ringers
 - vi. The relationships that the Council should have with other bodies (ringing-related and/or non-ringing)
 - vii. The Council's funding and resources

4. Consultation

- I. There will be consultation with the following parties and any others identified during the review ('Stakeholders'):
 - i. Ringers at Large
 - ii. Ringing Societies
 - iii. Church Representatives
 - iv. Non-Church Tower Bell Owning Individuals & Organisations
 - v. Charity Commission
 - vi. Council Officers & Committee Chairmen
- II. This will be an invitation to all Stakeholders to contribute ideas and comment on perceptions, expectations and needs from the Council as well as to understand how the Council sees its own successes, problems, constraints and limitations. The review will also explore views on potential future relationships and the appropriate relationship between the Council and religion.

5. Communication

- I. Throughout the review, the Group will keep the Council, its members and Stakeholders updated with progress.
- II. A web-forum will be launched to allow feedback and updates to be published on a regular basis. Updates will also be given via publication in the Ringing World, on the Council website, and through appropriate email lists, Facebook groups etc.

SWOT Analysis

At the first meeting of the CRAG team in August 2016, we undertook a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the current Central Council. The results table is below.

<p>STRENGTHS</p> <ul style="list-style-type: none"> Technical Expertise Position of Authority Resource-base Representative Partner Links Global Reach News Channel Volunteer talent History of successful campaigns 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Change management Lacks a plan Not agile Too big Remote Weak individual accountability Weak operational capacity Uncharismatic Not always empowered
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Technology Public interest in ringing Grassroots enthusiasm Delegation Direct revenue generation 	<p>THREATS</p> <ul style="list-style-type: none"> Fewer churches Competitor organisations Shrinking volunteer base Threat to voluntary ethos Guild Inertia Fewer ringers Loss of credibility

Young Persons Survey

We undertook this survey of younger ringers at the beginning of our work and it elicited 60 responses from ringers aged under 21. 83% had heard of the council and 58% thought they knew what it did. But the jury was out about whether it was needed going forwards. Of the 60 respondents 28 felt that a central ringing committee / association was a good thing while 7 did not and 25 were unsure.

Much of the value in the survey came from the free-form comments, the themes of which were as follows:

- Youngsters would welcome more young peoples' events, more help with their development and more ringing materials. There was a weight of comment suggesting that young ringers are enthusiastic and want to ring and would welcome anything that gave them more opportunities.
- A definite feeling for not wasting time on red tape.
- They thought there should be more focus on young people and more young people recruitment.
- There was a sense that the council was run by old fogies (their words) and was out of touch.
- General theme that the council has not communicated well (or at all) with this section of ringers: "I do not know what this committee is. They could advertise"

One specific comment: "***CRAG is something I have great faith in and should be followed through.***"

Summary Information from a selection of other organisations

<u>Organisation</u>	<u>Membership</u>	<u>Membership Fee</u>	<u>Income</u>	<u>Services / Benefits / Products</u>	<u>Employees</u>
<p>ECB ACO</p> <p>- Cricket Umpires & Scorers in England and Wales, plus some overseas affiliated countries</p>	<p>8,500</p>	<p>£30 Adult Active</p> <p>- reductions for junior, inactive and overseas members (£15)</p>	<p>£400k</p> <p>- £300k membership fees, courses and merchandising</p> <p>- £100k grant (ECB)</p>	<ul style="list-style-type: none"> - Training Courses, leading to recognised qualifications - Ongoing supported development and mentoring up to higher levels - Merchandising, especially kit and equipment - Appointments and expenses system, for individual fixtures (also used at lower levels) - Insurance and DBS (not overseas) - Guidelines and documentation, for use at all levels - Magazine: 3 per year 36 pages A4 high quality - Annual Conference 	<p>7 full time</p> <ul style="list-style-type: none"> - including leadership, technical expertise and administrative - complemented by volunteer board, 7 regional leads with committees and county organisations below

National Federation of Music Societies	3,000 groups, 135 individuals	Group £80-£450 Individual £15	£620k - £350k membership - £150k trading - £30k grants	- Magazine - Newsletter by email - discounts on services - Insurance and DBS	10
Royal College of Organists	2,000	£100 active - £48 friend	£422k - £135k membership - £150k trading - £137k grants	- Courses - Professional Support - Discount on services	7
Royal Society of Church Music	4,800 groups 1650 individuals	£106 group £68 individual	£1.364M - £550k membership - £600k trading - £214k grants	- Magazine - Discounts - Support - Training - Awards system	23
Talylyn Railway	4,300	£25	£921k approx - £71k membership - £850k trading - grants unknown	- Magazine - Working opportunities	19

Guiding Association	560,000	£10 Average	£18.8M - £5.5M membership - £12.2M trading - £1.1M donations	- Guiding Activities - Magazine	243
CAMRA	185,000	£26	£13.9M - £2.9M membership - £10.8M services	- Discount on Good Beer Guide - Monthly Newsletter and Quarterly magazine - Reduced entry to festivals and other events - Partner discount schemes.	49
National Trust	4,500,000	£64 Adult £108 2 Adults £114 Family	£522M - £178M membership - £249M trading - £68M gifts & grants - £27M investments	- Free access to 500 sites - Free parking at all sites - Annual Handbook - Magazine 3 per year - Local Newsletters	Average 6,211

British Cycling	125,000	Various - £23-£74 Adult - £15-42 Youth - £96 Clubs - £67 Sponsor - £192 Commercial Named Sponsor	£30M £300k Surplus for 2016	- Newsletter by email - Priority tickets for events - Retail Discounts and Offers - Various others, depending on membership level (Liability and Bike Insurance, Legal Support, Competition Licences, Priority Entry to Races, Concessions for Families)	277
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Some extracts from written feedback

This appendix contains some quotations from the written submissions and responses to our draft Vision and Mission statements.

It was to be expected that the balance of feedback in relation to the Council would be more negative than positive because that is the typical pattern when commenting in relation to the status quo. While we have not by any means included all comments in this appendix, the balance between positive and negative is representative of that in the responses.

There were a number of common themes that came out of the negative comments, sometimes expressed very forcefully. Throughout however it was pleasing that there was very little criticism of individuals with respondents realizing that the issues were about the systems and how they worked rather than about the effort or intentions of individuals.

We have tried to remove anything that might indicate precisely who has made these comments or in a few cases about whom they have been made.

Positive Comments

The Council does, and has done, a huge amount of good, which is why I think it worth the effort to improve it rather than abandon it

I do believe that it will be a strength to bell ringing if there is a central body which brings people together and therefore can have an impact on the important areas set out in your mission

I suggest that CRAG should consult ringers on things that the CC does well and analyse why. My own non-exhaustive list would include, in no particular order:

- *Method collections - but this also is run by a committed individual*
- *Publications – but these are written by committed individuals rather than being commissioned by an elected body*

- *Dove's Guide – but this is run by committed individuals rather than an elected body*
- *Links to ringing societies*
- *Publicity material for use by ringers.*

All the other services provided by the CCCBR seem to me to be most useful; records, publications, library etc.

Besides such technical records of ringing, the Council's Library is probably the most complete collection of material on English style bell ring maintained anywhere and is of considerable historic value.

There are records to be kept, long lengths to be recorded, method names to be tracked. It's not all particularly glamorous but the CC is ideally placed to do it. This is probably one of the areas that the current CCCBR is best at. The methods collection, provided in regularly updated electronic form powers many of the websites and apps which ringers simply take for granted.

Taking "technical standards" first, the Council is the custodian of all records of ringing including classification and recording of performances from their inception in the 17th century. The importance of agreement on classification cannot be stressed enough since it is the only way in which future generations and historians may be sure the detail of what is described on record.

The Council has been well served with capable volunteers who give unreasonable amounts of time

Although I believe the Central Council is very ineffective in its governance and un-proactive nature in actually getting things done for the benefit of ringing, there is some good work and expertise that is done in some of the committees and by the various stewards, which shouldn't be lost.

The Tower Stewardship committee of the CCCBR does lots of the unexciting but useful services which ringers benefit from but don't know that they are there.

ART is an excellent spin-off from the CC with a vigorous life of its own. The CC should take credit for this even though ART now operates independently.

Likewise, the CC rescued RW but I believe that RW operates best as an independent organisation

Common Areas of Criticism

A. It communicates poorly with the ringing community.

... local societies add a level of hierarchy confusing to beginners and counter-intuitive for all in the days of ease of communications

We elect four members of our Guild to the Central Council...

We have never been asked for our views on topics to be raised at Central Council meetings or at Committees in which our members participate. Therefore our Central Council representatives represent no-one except themselves

Our first response to the invitation to comment on the current and future activities of the Central Council was a simple "We can't do this, we have no idea what they do"! On reflection, we thought that that by itself was actually quite a useful response: if a band with our range of experience and length of ringing years is unsure about the exact role of the Central Council, it suggests that a priority for the future would be to improve communication with ringers

Personally it is good to have that support mechanism out there as well as our local NSACR (which is great). So promoting the Central Council is in my opinion a high priority especially from a new ringers prospective, it would be good to know more and what the CC is about. I fully endorse the vision/mission statement and personally feel that the CC should be more proactive in promoting who they are and what they can offer to everyone and I think this mission statement could achieve this.

I believe we try to sustain too many levels between Central Council and the individual ringer. The end result is that Central Council, along with our Guilds most likely, appear to be of no real relevance to the majority of ringers. Guilds/Associations and their Districts often struggle, even though their Officers are doing their best, to make effective contact with their members and to support them in a variety of ways. The existing system seems to rely generally on the availability and goodwill of over-stretched volunteers. Ringers in towers may not get communications; further opportunities for some (I'd dare to say "Many") ringers are missed consistently; this might be for further training and in receiving worthwhile encouragement from other ringers, outside of their own tower.

The work carried out by the Committees, and by other Council service providers, is both appropriate and done well. So what is wrong with Council? In my view, and I am not alone, it is the way Council has for a long time communicated with ringers generally, leading to a break down of trust and recognition. Recent efforts to improve the situation are, I think, good ... but have they actually done anything to improve Council's image? I regret to have to say that I think not.

With all communication there are going to be problems with distributing this at some stage. This even happens on a local level when an uninterested tower captain or contact does not pass information on to individual members thus depriving those keen ringers of perhaps progressing and seeing what is available.

B. It doesn't promote ringing to the public well enough.

To appeal to a wider public, we must appear to offer a more exciting prospect ... We have to sell ourselves more proactively.

Encourage open days to give as many people outside ringing circles, particularly children, an opportunity to see bells and bellringing.

It's time to employ full-time staff for raising the national ringing profile and see costs back through Guild affiliation fees.

I am sure there are failings on our part but I do believe a lot of the problem is with the public image of ringing. If I am right about the image problem, this is where the CC could make the biggest difference. Other "sports" or "performance arts" have faced this problem, some with the advantage of being able to lay their hands on large sums of money which I doubt the CC will ever achieve (and that's not a criticism of the CC, just the nature and extent of appeal of ringing). I doubt that the image problem can be solved without dedicated professional help which will have to be paid for. Willing volunteers working when they can are unlikely to be able to make a step change in the national image of ringing.

C. Most ringers think it is irrelevant to them.

Thus we are of the opinion that the Central Council really needs to dig down very much deeper into the very heart and soul of bell ringing as understood by those who ring on Sundays and for weddings and other civic occasions and who turn up for practices only when they have nothing better to do.

*Our overriding concern is that the Central Council is not considered relevant to the majority of bell ringers known to us. Of the five towers closest to where I live only one person reads *The Ringing World*. Less than half of our local ringers are members of a ringing society. Almost without exception those who are not members of a ringing society have no clear concept of a "Central Council" and are sufficiently disinterested in ringing activities outside their own tower to attend meetings, striking competitions, outings, or to read any publication associated with the subject of ringing.*

The Central Council has a poor reputation among grass roots ringers and is considered irrelevant by many.

Central Council seems to be irrelevant to most rank and file ringers.

If the CC is to survive then change needs to be very radical as at the moment in my opinion it is generally not fit for purpose and also at the moment most ringers don't understand it, don't understand what it does and have very little interest in it - I suppose the real question is would we miss it if it were gone. At the moment for most ringers I know the answer would be probably not.

Council must become much more active, relevant and supportive to bell ringers!

I was a Council member for three years, but realised through conversations with Guild members that Council was considered to be 'remote from the average ringer', 'an irrelevant talking shop', and 'not doing enough at "grass roots" level to support our ailing art'! It should now become a strong, supportive organisation, that ringers can be proud of in its active promotion of our art world-wide!

The next few years will be critical for the future of ringing; it is therefore essential that Council "steps up a gear"

D. It has no apparent strategy or vision.

Bits of the Council work or don't work more or less in isolation. Individual committees tend to set their own agendas and report in a way that shows what they have done rather than what they ought to do or have failed to do. There is little overall strategy into which they can all tie.

The current dire state of ringing (it does not continue 'to flourish'!) has come about whilst Council has been 'maintaining strategic oversight' over decades. So, What is going to be done differently from now on? How does Council plan to 'respond pro-actively to the current external challenges'?

E. It is ineffective.

Central Council A.G.M. – a waste of time. I understand that business has to be undertaken but 1 day out of 4 only is spent on this business and that seems to be rubber stamping various committee reports anyway.

The Council is too big and many of its members do little. Excess numbers is one way to try to ensure enough people able to do the work of its committees, but not the only one.

... having read the recent dispute about the legitimacy of the RW/CC AGM (I think; [CC rep]'s letter etc) I worry that the CC members are focusing on minutiae. The intention to get things right was there on this occasion, but timing was not right. So if members are concentrating on a date or a time,

they are then ignoring the other things – the purpose of the meeting, the future of ringing etc. etc.

This year will be my last on the CC (mainly because I cannot justify the time away from my family on a bank holiday to attend a mostly utterly pointless meeting - as such I have been absent from [recent] meetings - although I have still been involved with the work of my committee.

There are too many overlapping committees and some of them are too large to work effectively or efficiently.

The current CCCBR is far too big to operate effectively and decisions take too long to be made. The number of differing opinions makes it almost impossible for the CCCBR to have a clarity of thought and seeing through of long term strategy.

Reduce ringing association's representation to 1; it is inefficient and ineffective to have 3 or 4. This might do away with mega AGMs and make them more worthwhile.

F. It lacks a culture of accountability and doesn't follow through.

In terms of accountability, I think it important going forward that people feel a sense of responsibility and ownership – it is not about coming to some nice meetings and seeing old friends, though it can also be that;

This point came out of the Wellesbourne conference but there's been no movement on this in the last five years!

Even if there were such a strategy, there are no effective mechanisms for directing or holding committees or their chairmen to account. Several presidents have tried to do something about this but the culture and lack of effective control or sanctions is against them.

I deliberately followed one sub-meeting of the CC over a year and one face to face meeting was held, someone was meant to do something but one year later it had not been done so the subsequent annual meeting just noted that and the meeting was completed. What was the point of that? There is no excuse for delays with today's technology like Skype.

I'd also like to see more critical review of committee annual reports during the annual meeting – I'm not going to mention names but there have been several instances of committees saying for years that they are doing something and then it turns out that they haven't done anything; or an annual report is a load of waffle. I know we generally like to be nice to everyone but occasionally someone needs to stand up and say it like it is!

G. It seems closed, insular and inward-looking.

It is not necessary for committees to comprise only Council members. It would be far preferable for real experts to fill the slots, and not require them to take part in all the other dealings. The voting members would just need to elect a convenor (who may or may not be a member) and allow him/her to recruit as necessary.

The Council has a long and noble tradition, but it has allowed itself to stagnate rather than adapting to changes in society. If it can make the massive step change required for the future then it can redeem itself. Alas, I fear that the reactionaries on the Council (there are a few!) will water down any radical proposal, and it may be that the only way forward is to start again from scratch, with or without the Council's blessing. I would very much hope that the Council will be given every opportunity to change itself, but not at all costs.

One of the very worst things for the CC to be involved in is Not Invented Here Syndrome where the CC feels that unless it came up with an idea then it's not worth supporting, or the CC tries to duplicate what is already being done elsewhere.

H. It is defensive.

I found [their] Ringing World articles, about how wonderful the Council is, less convincing.

In the current situation, the Council is far too defensive, as exemplified by items written for The Ringing World by [CC leaders].

The two comments below are from contemporary members of the CC:

First, and most importantly, the CC is its members – it does not exist as some separate body like HMRC which we can all complain about. If a CC member criticises the CC they are criticizing themselves; if a guild criticises the CC then it is also criticising its own representatives to that same body; if a ringer criticises the CC then why hasn't that person stood to be elected as a guild representative? The same would be true of any replacement organisation.

... I'm sure that [CRAG] have the best of intentions. However I think that result of the review will be that the operation was a success but the patient died!

This is because the enabling motion at the Portsmouth CC meeting was ill-conceived. It was based on the unfounded premise that the only thing wrong with the CC (or replacement organisation) was that the people involved didn't know what they were supposed to be doing. Moreover, once it was on the agenda paper it was impossible to vote against without creating a public relations disaster.

I. It can appear autocratic.

... the Black Zone -- the very top one per cent of ringers at the forefront of 12-bell ringing. The Black Zone is currently thriving, and doesn't need (or probably want) help from the Central Council; nevertheless, it sometimes feels like the Central Council is actively hostile to it.

Method Naming and Peal Rules. These seem to consume a disproportionate amount of time and energy of the current CCCBR so I will be brief. These both

logically belong to a top level body. The approach however should be to serve the ringing membership, that would involve categorising what the membership are ringing rather than setting down the law on what is acceptable/worthy or otherwise.

CCCBR should reflect current developments and not work against them! It is absurd to have the governing body of ringers generally perceived as working counter to ringing developments; it should represent and reflect the current state of the art!

J. It is inadequately funded.

... but running on a shoestring (pence per year per ringer) is a needless constraint that distorts the way it operates to accept that things can't be done, and its membership towards well off retired ringers. If it doesn't put its funding on a more realistic basis it will remain stuck in its current rut.

In order to do good work, the Council needs to be properly funded. There was a relatively short period of high interest rates which gave quite a good income for a while, but that is no longer the case. I think it goes without saying that any national body such as the Council should be adequately supported by the groups which are affiliated to it. ... At the Cheltenham meeting a system of extremely modest per member contributions was proposed, [but] was thrown out because one Association claimed that 10p per member would destabilise its finances. In my view, all affiliated societies should pay the Council at least £1 per member per year immediately, with planned increases to give the Council a realistic and reliable income.

To achieve the objectives I believe that the CC will need to be well resourced in terms of personnel and money. Whilst I think that many of the services can be provided by a small number of volunteers working on each service, much as they currently do, I also see a role for a number of paid full time staff. At a minimum I think there is a full time role for someone to do the PR and recruitment angle and another to cover general admin. Both ART and The Ringing World operate along this sort of model.

Ringers themselves must become accustomed to paying a fair price for what they receive but also expect to receive a fair fee for what they offer. So most club memberships are £50-£100 pa and use of equipment, clothing, facilities, magazines etc are often a significant additional cost.

As an interest group we seem to be an anomaly and it's about time we hauled our sorry butts out of the dark ages and got real. There is not another group that is so dreadfully cheap to be in, people smoke the cost of our yearly subscription in a day! This is ridiculous and undervalues the months of hard graft the upper level volunteer organisers do.

It is pointless having Council sitting on large reserves of money and having endless meetings, whilst ringing withers and dies!

K. There is a need for leadership.

A further thought is that I feel the CC permeates a sense of doom and gloom, could they stop it?

Enough ranting! I want the CC to succeed, as the guiding light for ringing. Flickering candle won't do.

CCCBR has a role in driving change across the ringing community. We must wait and see if it can rise to the challenge.

Something that comes up again and again when talking about recruitment / retention / training. A real concern is a lack of new leadership coming through - people who are excellent teachers, excellent tower captains, excellent conductors, people who are willing and able to take on positions of responsibility - at tower / branch / association / council level.

Perhaps one aspect of ringing which both local societies and the Council could jointly promote is that of leadership courses which would cascade down to the benefit of all new and improving ringers.

Survey results

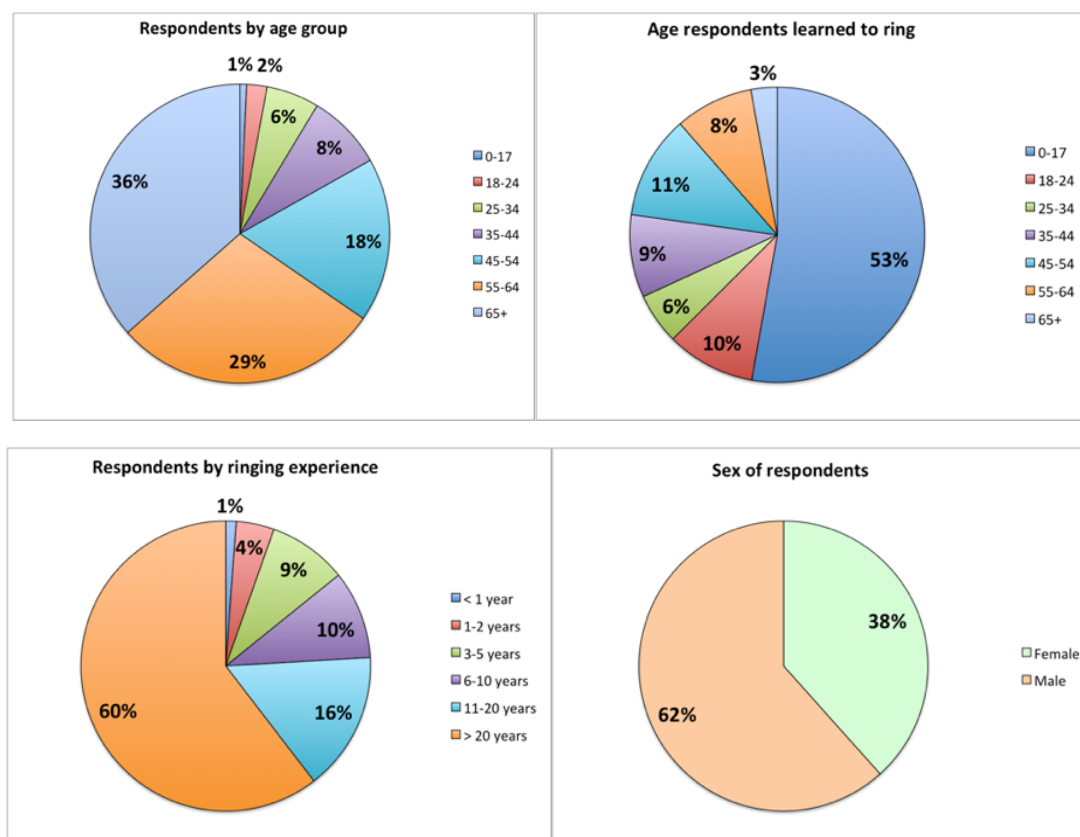
We sought input from ringers in general throughout our work and received both very thoughtful feedback both on the draft Vision and Mission statements and the open submissions. While they have shown much appreciation for the hard work done by Council members, they have also indicated a strong desire for change. A number of clear themes and common suggestions emerged.

The survey was the next step in the process and we used it to test the extent to which a wider ringing audience agree or disagree with the themes we have identified from the feedback to date. In addition, it tested the conclusions towards which some of these suggestions logically led us.

The survey was designed to be short and easy to complete through the use of simple statements and so to be accessible to a wide group of people.

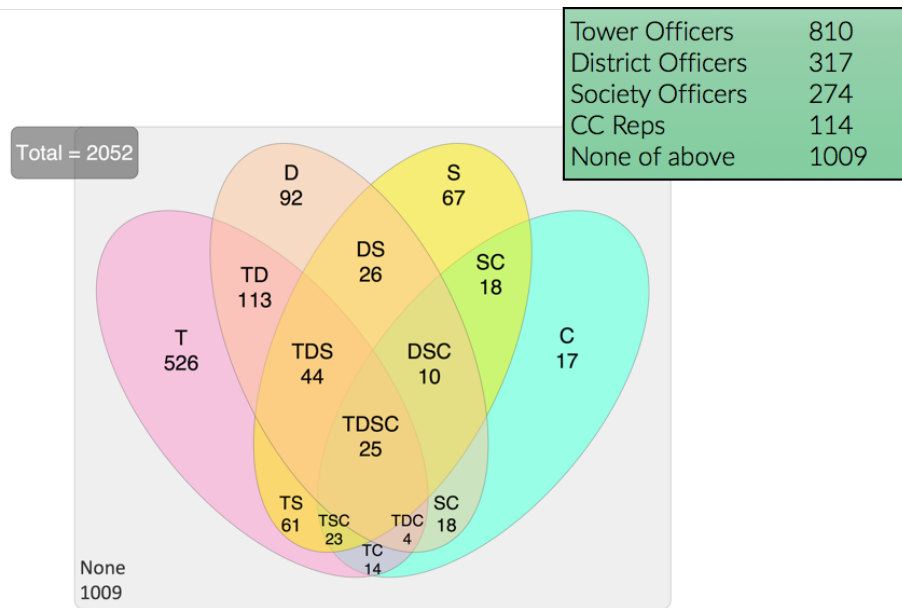
Characteristics of the survey respondents

There were a total of 2052 unique responses. The breakdown of responses by a number of demographic criteria is shown in the four charts below.



We also looked at what offices within ringing, if any, were held by survey respondents. Just over half of those responding held some kind of office at one or

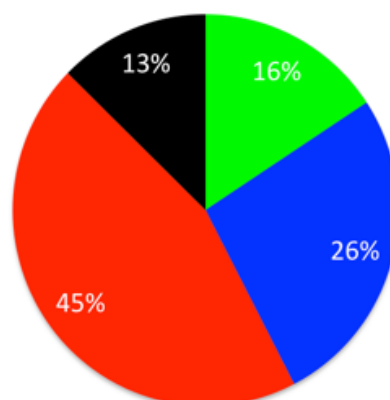
more of tower, district/branch or society level (including being a CC representative). The breakdown of these is shown in the Venn Diagram below with T, D, S and C standing for Tower, District/Branch, Society and CC representative respectively.



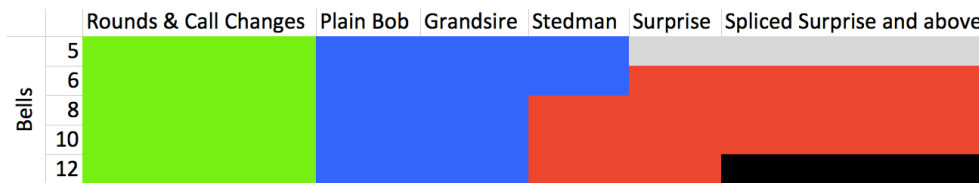
Offices held by respondents

Finally we classified the respondents ringing level (using an adaptation of Simon Linford's zones¹). In this adaptation we have separated Simon's original "Blue zone" into a Green zone, containing ringers who can ring rounds and call changes but have not yet progressed to ringing methods and a Blue zone containing those ringing methods but not including Surprise or Stedman on seven and above.

Respondents by "zone"



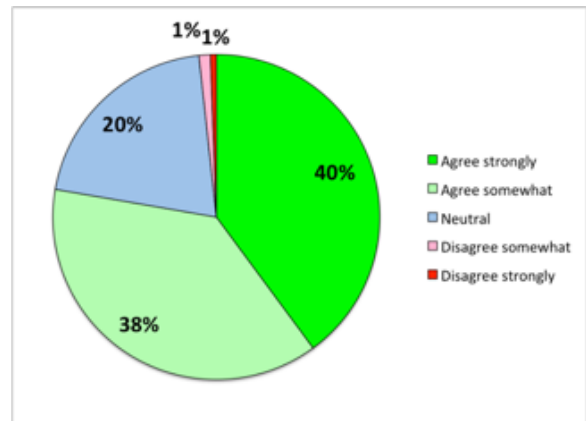
¹ See <https://ringingworld.co.uk/news-articles2/general/498-room-top-2.html>



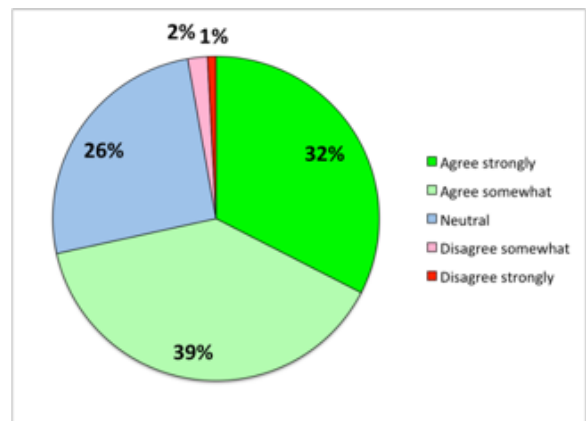
Linford's Ringing Zones (adapted)

Responses to specific survey questions

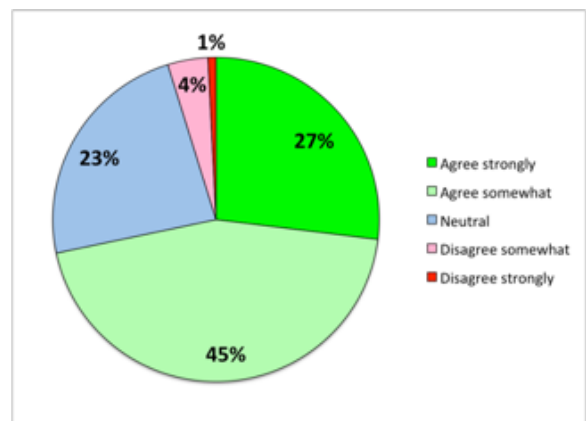
The CRO should make itself more relevant to all ringers than the current Central Council.



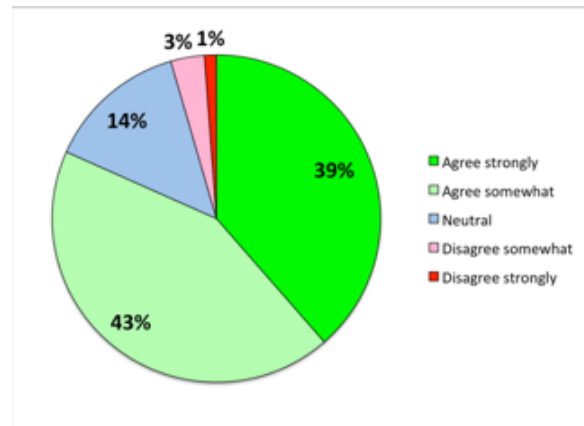
The CRO should be more accountable to all ringers than the current Central Council.



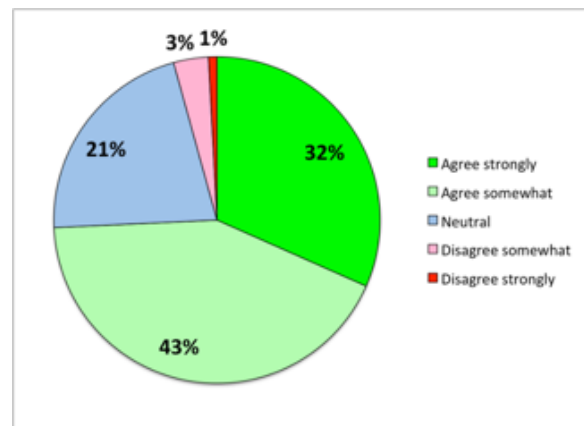
All ringers should have the ability to influence policies of the CRO than is currently the case.



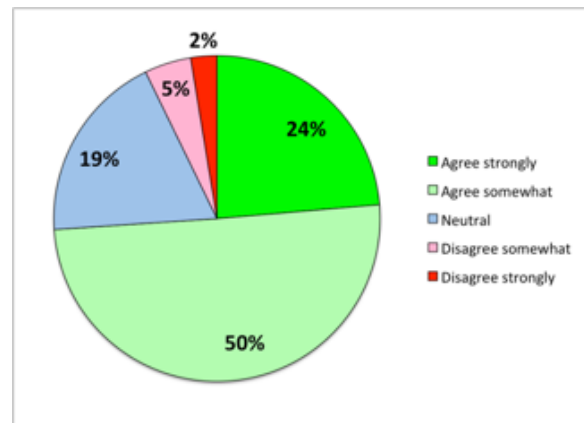
Where necessary, the CRO should be willing and able to spend money on professional or administrative help to provide improved and more efficient services (including the promotion of ringing with the general public).



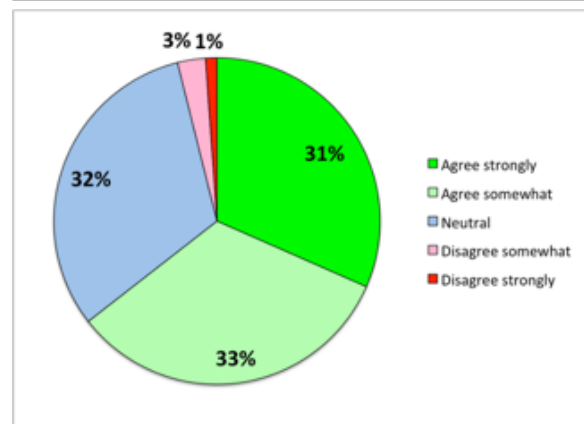
The CRO should deliver, either directly or in partnership with others, a greater range of events and services targeted across the whole range of ringers.



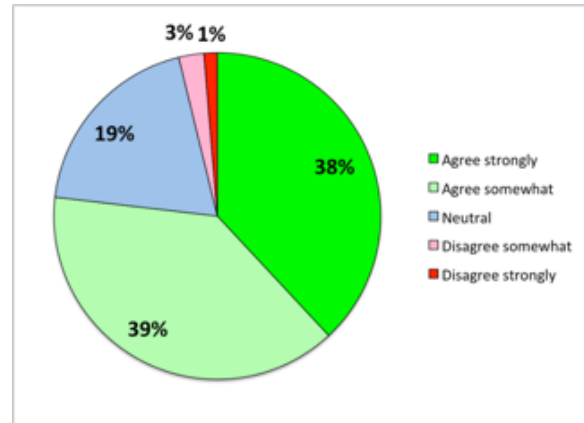
I would be willing, as an individual ringer, to pay a reasonable amount for admission to a CRO-organized event, or for using an enhanced service (eg educational material, specialist advice on tower stewardship or belfry maintenance, searches from CRO records or archives).



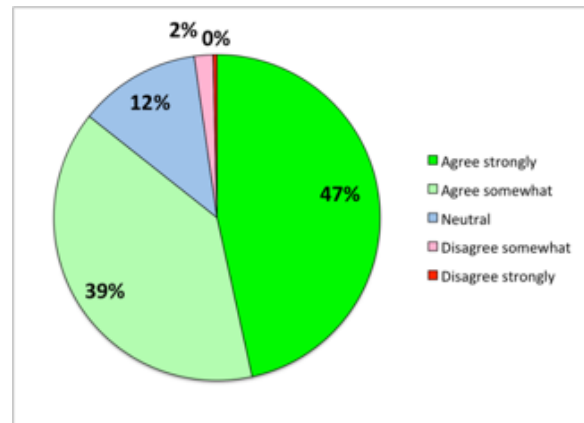
The CRO should have a smaller and more responsive non-executive decision-making body group than the current Central Council.



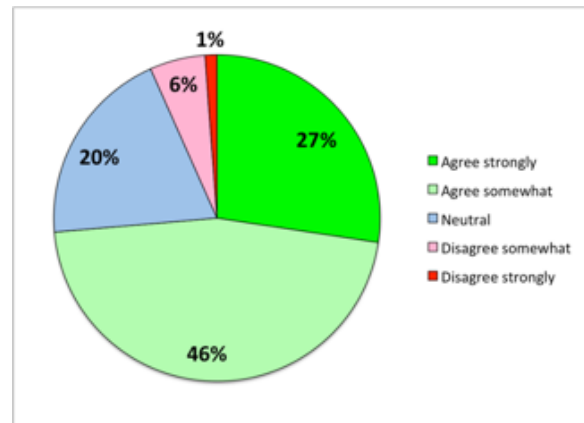
The CRO should have a small executive group managing its activities (as is the case in most national charities and similar bodies).



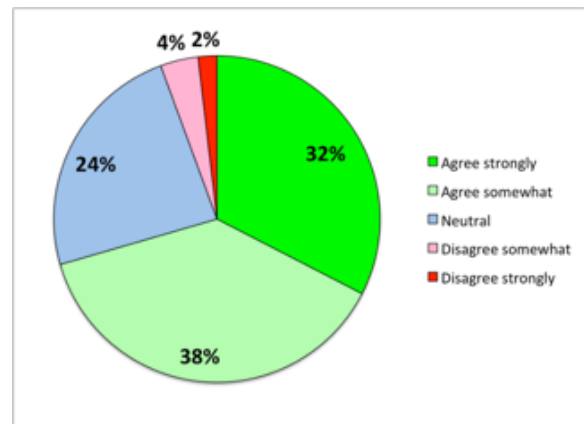
All ringers should be given the opportunity to participate in the work of the CRO, including standing for office and joining committees / working groups, where they have the skills to contribute.



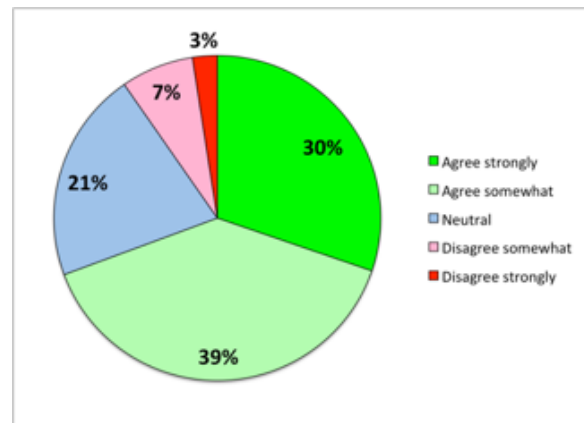
Any ringer should be able to influence the policies and decisions of the CRO.



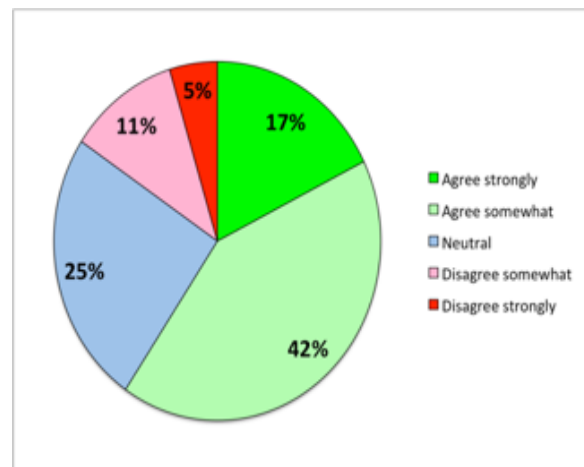
The current Central Council AGM weekend should be replaced by an annual ringing festival, open to all ringers, a part of which will be a short CRO AGM, held in public.



Any ringer should be able to become a member of the CRO, as an individual.



I would be willing to pay a reasonable amount, similar to a National Trust or other membership fee, to help develop the future events or services.



Conclusions

The results suggest that the previous feedback we received was broadly representative and that there was no significant disagreement with the suggested direction of travel.

The questions where the number of those disagreeing strongly or somewhat were greater than 5% of respondents were:

Question	Agree*	Disagree
I would be willing to pay a reasonable amount, similar to a National Trust or other membership fee, to help develop the future events or services.	59%	16%
Any ringer should be able to become a member of the CRO, as an individual.	69%	10%
Any ringer should be able to influence the policies and decisions of the CRO.	73%	7%
I would be willing, as an individual ringer, to pay a reasonable amount for admission to a CRO-organized event, or for using an enhanced service (eg educational material, specialist advice on tower stewardship or belfry maintenance, searches from CRO records or archives)	74%	7%
The current Central Council AGM weekend should be replaced by an annual ringing festival, open to all ringers, a part of which will be a short CRO AGM, held in public.	70%	6%

* "Agree" = those agreeing somewhat or agreeing strongly. "Disagree" = those disagreeing strongly or somewhat.

While these numbers are small they do suggest that, while many ringers support the idea of individual membership of the CRO and would be willing to pay for membership and services, the offering made to potential members will need to be well worked out and thought to be value for money. This is particularly the case since the characteristics of the respondents suggests that they are taken from the keener, more established and more engaged part of the spectrum of ringers who would be expected to be more likely to be interested in membership of a larger international body.

Symptom Analysis

The table below presents a root cause analysis of some of the issues (“symptoms”) that we have identified. It is designed to complement Section 6 in our main report and particularly to link the symptoms, via underlying issues, to our recommendations.

Problems related to organisations are, however, not generally the result of a series simple “one cause, one effect” relationships. That is because organisations like the Central Council are inevitably complex. Typically different problems will share common root causes and any one problem will be the result of more than one underlying issue. Finally multiple changes may result in improvements in an underlying issue.

It follows that in the table below, the same underlying issue may often appear more than once and changes that are recommended are not just to solve a single symptom.

Symptom	Underlying issue	Suggested change
A. Poor communication with ringers	i. Too many layers causes multiple handovers of messages	Aim for a direct membership organization. Encourage individuals to sign up for a central register of ringers.
	ii. Poor material being communicated	Specific guidance on producing meaningful content (volunteer or professional) – perhaps via a link with The Ringing World.
	iii. Lack of regular communications to ringers in general	Regular newsletters distributed electronically and through The Ringing World.
	iv. Little interactive communication	Develop programme of face-to-face events such as seminars, courses and conferences.
B. Poor public image of ringers and ringing	i. Branding lacks impact	Seek professional assistance in marketing, strategic communications and creating a positive identity for ringing.
	ii. Poor image stereotypes of ringers	
	iii. Lack of professional PR	

		expertise within the Council	
	iv.	Weak central and local stakeholder management	Strategic focus on stakeholder relations as a matter of priority.
C. Low relevance of Council to ringers	i.	Lack of clarity on purpose	Adopt the vision and mission produced by CRAG. Develop strategic objectives and strategy based on these.
	ii.	Failure to explore what ringers want	Develop business plan for a direct membership organisation with consultation on specific services (using CRAG work as the basis). Active engagement strategy with all ringers.
D. No strategy or vision	i.	No time to consider strategy due to unwieldy nature of annual meeting	Place strategy in the hands of an elected Executive, ratified at AGM. Restructure AGM.
	ii.	Historic focus on methods and peals	Address this in strategy development and simplification of Decisions.
E. Ineffective	i.	Lack of clarity on its purpose	(as above)
	ii.	No strategic or committee objectives meaning committee work unfocused	Develop strategy & strategic objectives and <u>then</u> committee objectives.
	iii.	Lack of coordination between committees	Workgroups to be accountable directly to new Executive.
	iv.	Council too large to be effective	Reduce numbers on the new Council of Representatives. Remove life and additional members from Council of Representatives.

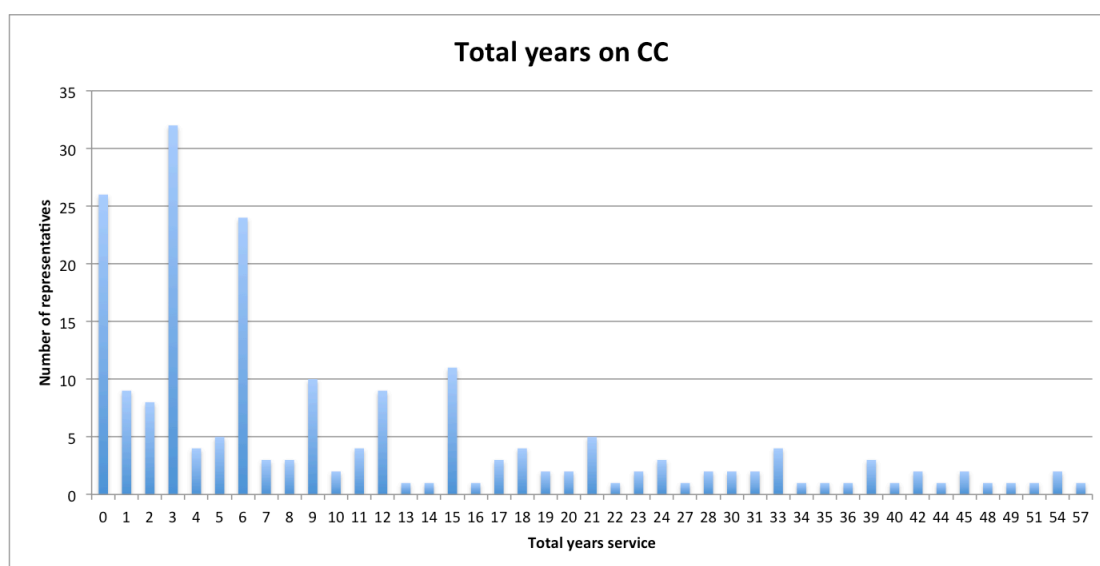
	v.	Administrative Committee not set up as, and does not act as an executive committee	Replace with a smaller elected Executive with proper executive role and authority.
	vi.	Meeting time wasted by poor procedures and irrelevant matters	Complete redesign of agenda and modify procedures.
	vii.	Routine administrative tasks take too much time	Recruit a small professional secretariat to deal with routine administrative tasks to a professional standard. This is reported to have been invaluable to ART, as a relevant example.
	viii.	Duplication of work done by other bodies	Develop strong strategic and operational alliances with other bodies e.g. The Ringing World, ART, Keltek Trust, Whiting Society.
			Change focus of CRO to be on seeing that things are done rather than necessarily doing them itself.
F. Not accountable	i.	Circular accountability through society representative members	New governance and accountability framework with a representative body there to hold Executive to account.
	ii.	Ineffective scrutiny of committee work by annual meeting (wrong setting)	Move scrutiny of workgroup work to the Executive.
	iii.	Cultural resistance towards holding people to account (esp. volunteer groups)	Appoint the workgroup leaders who will be accountable for delivery of what is needed.
	iv.	Too many committees with overlap	Rationalise to fewer workgroups with clearer remits.
	v.	Inadequate turnover on	Set maximum terms for membership of CRO, membership

		Council and in committees	of a workgroup and all offices including workgroup convenors / leaders.
G. Inward-looking and closed	i.	Election of additional members by the Council itself – seems cliquy	Opening applications for workgroup membership to all ringers removes need for additional members.
	ii.	“Council knows best”	Open the work of the CRO to non-members.
H. Defensiveness	i.	Result of closed culture under perceived attack	Open CRO to direct membership and hold an annual open members meeting.
	ii.	Resistance to seeking external feedback.	The CRO should commission an external review of the new arrangements once they have been in place for two years and then smaller external reviews every six years thereafter.
I. Autocratic	i.	The name “Central Council” conveys a distant and old-fashioned ruling body	Suggest renaming. We further suggest testing names with small focus groups to gauge response.
	ii.	Nature of Rules & Decisions implies top down control	Revise and simplify. Aim for consensual development of simplified framework for ringing.
	iii.	Insensitive and one-way communications	Improve two way communication channels as above.
	iv.	Reputation of Council committees	Rebrand and reconfigure committees into fewer workgroups.

J. Poorly funded	i.	Long term reliance on interest income – reduced in recent years	No solution available. Mitigate by diversifying income streams.
	ii.	Low affiliation fee income per ringer	Solution will require open and honest discussions with societies about the funding of ringing and services on offer to ringers.
	iii.	Failure to appreciate true value of volunteer activity	Ensure plans to deliver the new strategy are realistically costed.
	iv.	Limited sources of income	As part of business plan development develop additional sources of income through services ringers may want.
K. Ineffective leadership	i.	Unempowered officers	Creation of a proper Executive with delegated authority to create and act on a strategy.
	ii.	Council structure designed for stability not change	Change governance arrangements so that Council provides scrutiny but does not need to authorize actions of the Executive.
			Change nature of rules and decisions to produce a framework that permits flexibility and change.
	iii.	Six year commitment may discourage potential candidates (VP/President)	Allow separation of the Deputy (Vice) President and President roles.
Encourage applications from the whole body of ringers and promote competition for posts.			
iv.	Historical failure to focus on leadership development in ringing	Work with others (e.g. ART) to develop a proper leadership for ringing (at all levels).	

Composition of the 2017 Central Council

By way of background two graphs are presented here. The first shows the total years of Central Council service by members of the 2017 Council (including those Additional members who have been proposed for re-election in 2017). Note that this is the years of service rather than the years since first elected to the Council – by no means all long serving members have had continuous service.



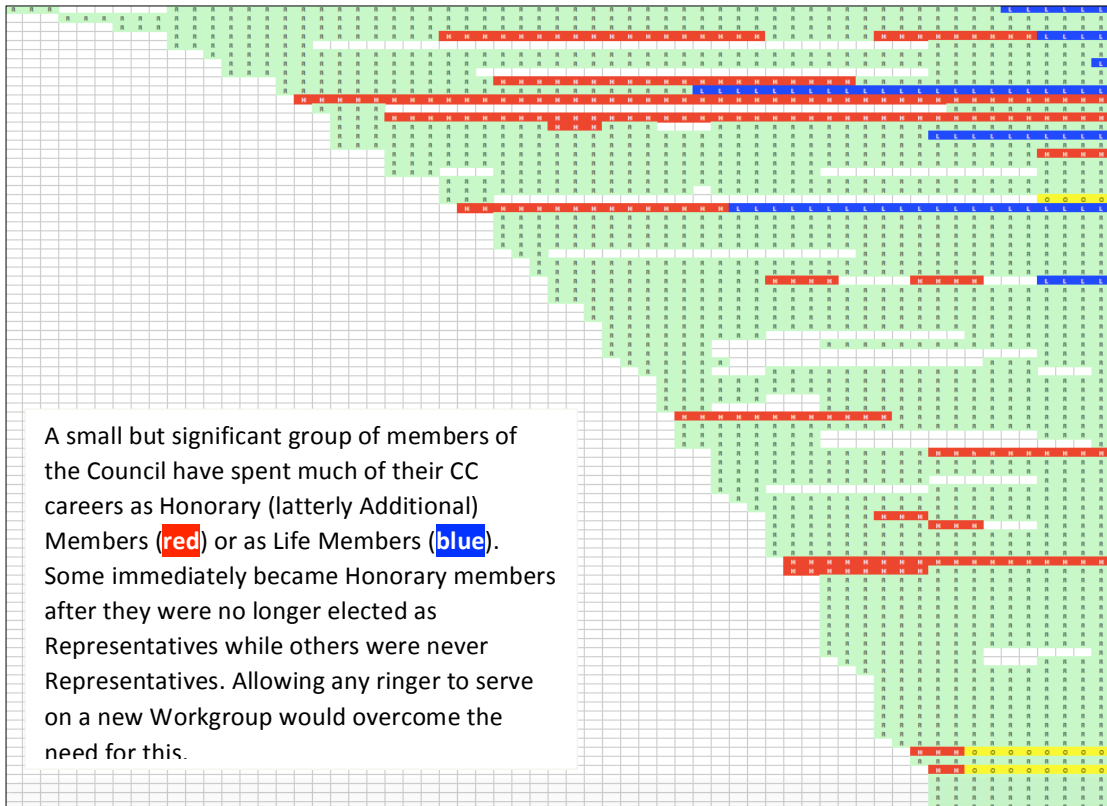
While there is a majority with relatively short periods of service, it is noteworthy that one third of members have over ten years service and 20% have over twenty years service. Although this constitutes a valuable pool of experience, such an experience profile will also tend to be naturally conservative and resistant to change.

The second figure, on the page below, is a graphical presentation of the membership records of those 90 members of the 2017 Council who first joined the longest ago. They are presented as individual timelines with the member who joined the longest ago at the top and those joining most recently at the bottom.

The individual years on the timelines are colour coded by the type of membership so as to give a picture of the time spent as a Representative, Honorary / Additional, Life or Ex Officio member.

1957

2017



A small but significant group of members of the Council have spent much of their CC careers as Honorary (latterly Additional) Members (red) or as Life Members (blue). Some immediately became Honorary members after they were no longer elected as Representatives while others were never Representatives. Allowing any ringer to serve on a new Workgroup would overcome the need for this.

Timeline of service by CC members

- Each segment = one year's membership
- Green** = Representative membership
- Red** = Honorary or Additional membership
- Blue** = Life membership
- Yellow** = Ex officio membership

Funding

Our consultation revealed that there is a strong feeling within the ringing community that the Council should do more to promote ringing to the public and also to communicate better with the whole ringing community. Funding was also seen as a major issue, as the ability to do more is hampered by the lack of available funds.

Of the respondents to our survey 82% agreed or agreed strongly that where necessary the CRO should be willing and able to spend money on professional or administrative help to provide improved and more efficient services (including the promotion of ringing with the general public).

74% agreed or agreed strongly that they would be willing, as individual ringers, to pay a reasonable amount for admission to a CRO organised event, or for using an enhanced service (e.g. educational material, specialist advice on tower stewardship belfry maintenance, searches from CRO records or archives).

Our review of non-ringing membership organisations (appendix D) showed that many of them generate significant income from trading and the provision of other services, in addition to charging membership subscriptions.

In comparison to many other activities, ringing is seen a cheap hobby. The reason for this is that many have viewed ringing primarily as a service to the church. However, it has often been argued that if only it was possible to generate similar levels of funding to other leisure activities, there would be scope for the CRO to invest much more in activities to help safeguard the future of ringing.

To be able to achieve this, there needs to be a clear benefit in terms of services that will be provided in return. When there is a clear project, ringers are very good at rallying round and raising substantial sums of money.

Developing a package of services for the CRO to offer will take a significant period of time. This will be a key task for the executive and the working groups.

To be successful, during the initial stages there will need to be a compelling case, such as promotion of ringing and communication with ringers, rather than administration, as available funds will be limited.

Over time, as the benefits are seen, more funding will become available, although CRAG believes that ultimately, transition to a Direct Membership Organisation, will offer the greatest scope to generate significant funding to undertake the activities to deliver our proposed vision and mission.

Improving communication with and providing a greater range of services to the exercise at large will develop a virtuous circle, with increased funding allowing the CRO to do more. The CRO will become relevant to a greater proportion of ringers, and become more effective and less inward looking.

Potential sources of income

To be able to undertake meaningful work in terms of supporting the promotion of ringing, the CRO would need to target increasing its income by something in the order of £25,000 per annum within the next three years.

In the longer term, to provide wider range of services to the whole ringing community, annual income would need to grow to something in excess of £100,000 per annum.

At first sight these figures might seem difficult to achieve, but in the light of other income streams in ringing they are not unrealistic. The Ringing World, for example, has a turnover of around £275k per annum.

To generate this additional income there are a variety of routes that can be considered, and we envisage that the additional income will come from a variety of different sources.

Affiliation fees

Hitherto the Council has been unable to raise affiliation fees beyond the current level, which equates to an average of around 17p per member of each affiliated society. Whenever the suggestion of a significant rise in the affiliation fee has been made (or some different means of calculating the fee basis – such as “per society member” rather than “per representative”) this has been met with significant resistance. Some societies argue that even a small increase in affiliation fees could result in a significant loss of members, leading perhaps to the society withdrawing their affiliation to the Central Council.

This seems to undervalue the services that the Council provides at present, let alone what could be delivered with moderate investment. While the Council remains “owned by” the affiliated societies it is important that the societies and Council have a common understanding of the value provided by the Council’s services and a clear view of how these and new services should develop.

We consider that the Council should aim through an open and honest dialogue with affiliated societies on the services to be provided, to increase the level of affiliation fees significantly from the current level of £6,030 per annum (in 2015).

Services

A range of services currently are provided by the Council and its related party the Ringing World Ltd (a charitable company limited by guarantee - the members of the Company are those members of the Council who have indicated a willingness to be Company members). There could be enhancements to these services that would justify a pay-per-use or subscription model.

- **Online resources:** One example could be RW Bellboard where basic functionality (e.g. submitting performances, viewing your own performances) might be free but a RW online subscription would allow access to view all performances and a one-off payment might allow you to download all of your performance data in different formats or even to order a special performance certificate for display. There are many other areas that could be developed.
- **Publications:** This is currently a competitive area, with the Whiting Society, Steve Coleman and ART producing a lot of high quality printed material. Nonetheless there may well be gaps in the market and these should be actively explored. Overhead costs in terms of storage and distribution are high and there may be scope to collaborate with others to reduce these costs. The key to generating significant additional revenue however, lies in generating new content and refreshing existing publications.
- **Merchandising:** As people move away from traditional print publications, there is scope to diversify and produce a range of merchandise, for sale by post, or at events.
- **Courses, seminars and development programmes:** The students at the Birmingham School of Bell Ringing pay £5 per week for a ten week term. Most of this income stays locally, but with a proportion going to ART. The observation that new ringers are willing to pay for high quality courses and tuition is an important one to explore.
- **Events:** There is undoubtedly scope to trial a variety of novel ringing events which produce enjoyable ringing and the opportunity for socialising and having fun. The repositioning of the Central Council weekend into a festival of ringing offers the possibility of combining open day type ringing with lectures, educational courses, special interest seminars and other ringing and non-ringing events – some included in a basic registration fee with others being subject to a supplement.

This list is far from exhaustive and new ideas should be encouraged.

It will be important to undertake thorough market research, not only within the “engaged” ringing population – those who are regular attenders at Association meetings, who ring quarter-peals and peals etc., – but also those who may have an interest in ringing but tend to confine their activities to their own towers. They may well have a host of other thoughts and ideas of things they would like – and may well be willing to pay for.

External funding

In the period leading up to the millennium, £3 million of matching funding was secured from the National Lottery to support bell restoration projects in the UK. The Central Council is also successfully working with the Heritage Lottery fund to help

secure further grants towards bell restoration projects. Every effort should be made to ensure that this continues.

During 1992-5 the Council also received £30,000 from the Founders Livery Company to support the establishment of new ringing centres. Grants were given support the installation of simulators and training offered to local leaders in how to use the equipment.

Many other charities also support people becoming actively engaged in their heritage, as well as projects working with young people. The art of ringing, not just the hardware, is an important aspect of heritage. There is therefore potential to secure external charitable funding to support the promotion of ringing as a heritage activity and projects involving young people.

Direct membership subscriptions

Many respondents to our consultation highlighted the possibility of a Direct Membership Organisation for ringing, which all ringers could join, as this could potentially aid communication and engagement with grass roots ringers, and generate the additional revenue needed to move away from doing things on a shoestring.

We agree that a Direct Membership Organisation is something that should be developed. However, particularly as previous attempts to raise the affiliation fee have failed, a step change to an additional subscription of say £20 per direct member would be a major departure.

Once a fully developed and, hopefully, attractive range of services has been developed then a more realistic subscription may be charged. It may be appropriate to have different tiers of membership, with members able to choose which benefits and services they want. At every tier the offer would need to be attractive in order to gain and keep members, but the potential income could be significant depending on the number of members and the subscription charged.

Nonetheless for the future CRO to rely entirely on subscription or affiliation income would be unwise and not in keeping with how other successful membership organisations fund their activities (see Appendix D).

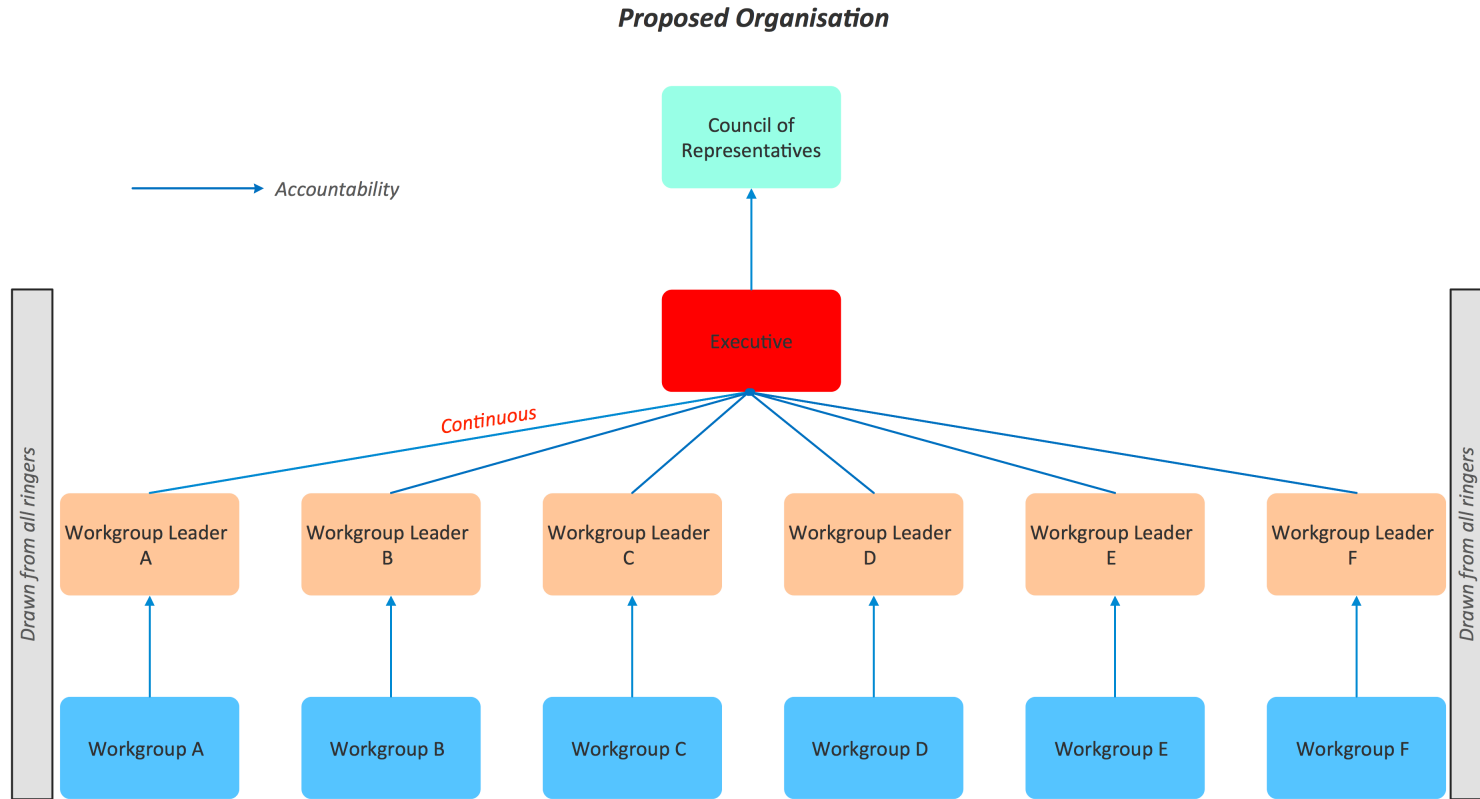
Summary

We believe that the CRO working in partnership with societies and service providers, would enable the exercise as a whole to raise the additional finance needed to deliver the vision for ringing that we have set out elsewhere. This could be designed to be cost neutral to existing members of societies, with the additional revenue generated from those willing to pay to receive additional services.

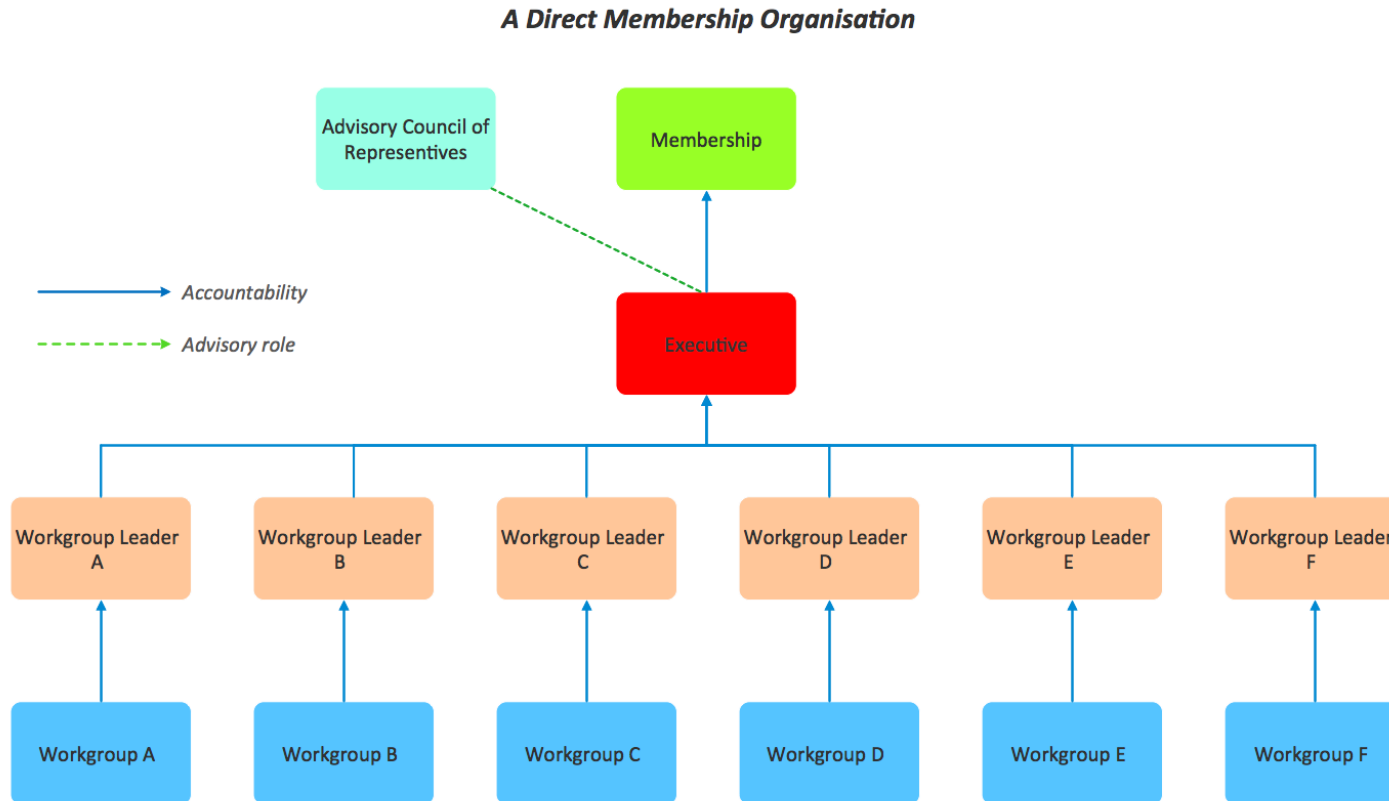
Over time, significant amounts could be raised through such things as charging for courses and training, and making a surplus on publications and merchandising. More could also be identified by examining the balance of resources and fund-raising

effort currently directed towards bell restoration versus the need to spend more on the promotion of ringing and the recruitment and training of the ringers needed to ring the bells that we have. Additional funding could also be levered in from external sources. The exercise as a whole would then be able to fund external professional expertise and paid support to coordinate volunteer effort, where required for the activities needed to deliver the proposed vision and mission.

Summary of proposed governance structure for next stage of Central Ringing Organisation (CRO)



Potential Governance Structure for a Direct Membership Organisation



Example role specifications

Council of Representatives	
Membership	Members of affiliated societies (numbers to be confirmed but preferably between 50 and 80)
Appointed by	Affiliated society
Appointed from	Membership of affiliated society
Accountability to	Affiliated society
Holds whom to account	Executive
Tenure	3 years, renewable once
Desirable characteristics	Ideally should be holders of senior office within the society (secretary, master, chairman) and able to represent the society and its interests. Should be capable of holding members of Executive to account. Suggest the development of induction programme for new members.

President	
Appointed by	Council of Representatives.
Appointed from	All ringers. When appointed may no longer be a member of the Council of Representatives.
Accountability to	Council of Representatives.
Holds to account	Secretary, Treasurer, Leaders/Directors, Other members of the Executive
Tenure	3 years
Desirable characteristics	Inspiring and visible leadership with excellent communication skills. Ability to hold others to account. Ability to think strategically. Well-developed influencing capability. A credible practical ringer with the ability to engage ringers of all abilities.

Deputy President	
Appointed by	Council of Representatives.
Appointed from	All ringers. When appointed may no longer be a member of the Council of Representatives.
Accountability to	Council of Representatives.
Holds to account	One workgroup lead.
Tenure	3 years
Desirable characteristics	Inspiring and visible leadership with excellent communication skills. Ability to hold others to account. Ability to think strategically. Well-developed influencing capability. A credible practical ringer with the ability to engage ringers of all abilities.

Secretary	
Appointed by	Council of Representatives by election.
Appointed from	All ringers. When appointed may no longer be a member of the Council of Representatives.
Accountability to	Council of Representatives.
Holds to account	Hon. Asst Secretary (if this post retained), One workgroup lead.
Tenure	3 years, renewable once.
Desirable characteristics	Exceptional organizational skills. Competent and confident in use of common office software (word processing, spreadsheet, presentation and databases). Excellent communication skills and ability to both influence and work in partnership with officers of other organisations. Knowledge of Charity Commission guidance on governance.

Treasurer	
Appointed by	Council of Representatives by election.
Appointed from	All ringers. When appointed may no longer be a member of the Council of Representatives.
Accountability to	Council of Representatives.
Holds to account	-
Tenure	3 years, renewable once.
Desirable characteristics	Ability to think strategically and creatively. Ability to work effectively as a member of a team. Leadership. Professional qualification, skills & experience in Finance Experience as a charity trustee would be valuable.

Executive member	
Membership	Maximum of 4, in addition to President, Deputy President, Secretary & Treasurer.
Appointed by	Council of Representatives by election.
Appointed from	All ringers. When appointed may no longer be members of Council of Representatives.
Accountability to	Council of Representatives.
Holds to account	Workgroup Leaders/Directors.
Tenure	3 years, renewable once.
Desirable characteristics	Ability to think strategically. Ability to work within a team both supporting and holding fellow team members to account. Specific skills as required by President.

Workgroup Leaders	
Appointed by	President and Executive.
Appointed from	All ringers.
Accountability to	Executive.
Holds to account	Workgroup Members.
Tenure	3 years, renewable once.
Desirable characteristics	Interest, skills and credibility in the subject field. Ability to lead and manage a team of volunteers. Ability to follow strategic plan, meet deadlines and report progress. Good written and verbal communication skills.

Workgroups	
Membership	Determined by Workgroup Leaders/Directors.
Appointed by	Workgroup Leaders/Directors.
Appointed from	All ringers.
Accountability to	Workgroup Leaders/Directors.
Tenure	3 years, renewable twice for 2 year periods (i.e. maximum 7 years).
Desirable characteristics	Interest & skills in the subject field. Ability to work independently and as part of a team. Ability to follow strategic plan, meet deadlines and report progress.

Potential services offered by the CRO

Existing Services provided by the Council

We envisage that the existing services provided by the Council, such as access to the library, the website, promotion of nationwide open days, towers and belfries advice, records, method libraries, guidance on stewardship etc., would remain available to all, and generally free at the point of delivery, through any amended or new structure.

Our proposals for the working groups and a professional support group / secretariat envisage that the bulk of the work would be undertaken by volunteers in much the same way as at present, albeit that volunteers would be drawn from a larger pool, and with administrative support to coordinate the activities of these volunteers.

However, some of the existing services also duplicate what is provided locally through Guilds and Associations or through external service providers – many of which are led by ex-council members. For example, some Guilds and Associations provide towers and belfries advice, and their bell restoration funds are highly successful. Many Guilds and Associations also have their own education/training committees and there is also the recent arrival of the Association of Ringing Teachers. The Keltek Trust has been hugely successful and as a result the Council's own rescue fund has not been called into action for many years.

The current narrow focus of each committee also means that some areas are not covered, whilst other issues may benefit from input from a much wider perspective.

Our proposals to streamline the committee structure and establish the new workgroups and Executive will enable the services provided directly by the CRO to be rationalised and kept under regular review. In addition, through ongoing dialogue and collaboration with Guilds and Associations and external service providers, it will be possible to reduce duplication of effort. Where appropriate, some services currently provided by the Council may be provided and funded through alternative sources.

New and improved services

As outlined in Appendix J, moving to a Direct Membership Organisation would maximise the opportunity to generate the additional revenue needed to support the work of the CRO and provide new and improved services to deliver the vision and mission. For example:

- **Recruitment:** The key to a vibrant and flourishing ringing community starts with a steady intake of new ringers. In addition to its promotional activities, the CRO can provide things such as a range of display material, leaflets aimed at different groups (particularly young people), promotional videos and posters etc., for use by individual bands and by Guilds and Associations. With

increased funding, this material can benefit from professional design input, and a common branding and identity for ringing.

- **Training:** Once recruitment has taken place it is important that new entrants are able to learn to ring quickly, and progress beyond the basic stages at a rate in line with their ambitions and talents. Otherwise retention is a problem and resources directed towards recruitment can be wasted. Some Guilds and Associations, and their Districts and Branches already provide excellent training, although this is not universal. A Direct Membership Organisation would facilitate access by its members to a greater range of training activities, particularly those outside their local area.
- **Ringling courses:** Some of the best-attended ringing events are training days, attracting members who are not otherwise actively engaged. The Birmingham ringers have developed a highly successful School of Bellringing and the demand for residential courses remains high, with people prepared to pay significant sums to attend (e.g. a residential place at the three-day Hereford ringing course costs £263, and this excludes the travel costs to and from Hereford). The establishment of more residential and non-residential ringing courses, and the provision of access to them, would be an attractive membership benefit, at the same time making an important contribution to an environment where ringing can flourish.
- **Seminars and conferences:** in addition to ringing training, there is also the need to share expertise and best practice. There is scope to provide a regular programme of seminars and conferences on topics such as leadership development, recruitment, public relations, safeguarding, belfry maintenance, etc.
- **Improved communication:** Modern communication has become very diverse. The 'official journal' does not reach a significant proportion of the ringing community and its long-term future as a weekly publication is in doubt. A variety of means of communication have sprung up, from Guild and Association newsletters and websites, various Facebook groups catering for different perspectives, chat lists and Twitter etc. ART produces electronic newsletters aimed at teachers and new ringers. The Council also maintains its own mailing lists and has recently introduced the option to subscribe to online information updates. The CRO would be able to invest in specialist communications advice on how best to use these different forums and improve communications direct to all ringers and stakeholders outside of the ringing community
- **Special Interest Groups:** Ringers are interested in ringing for a wide range of reasons e.g. tower grabbing; quarter peal ringing; change ringing on handbells; history of ringers, bells and bellframes etc. One of the benefits of a DMO would be to facilitate ringers with similar interests coming together, outside of the traditional, more rigid, Guild and Association structures.

- **Publications:** There is still a demand for attractive and well-produced publications, not just in print, but also in video format. A member's shop could also provide discounted access to publications from other publishers. Besides providing a one-stop service, this could open up material to a wider market and also help spread overhead costs.
- **Merchandising:** There is scope to diversify and produce a range of merchandise, for sale on the shop through the internet, or at events. This could include items such as T-shirts, which could be branded.
- **Personal records administration:** In partnership with RW's Bellboard, there would be the opportunity to allow premium access to view all performances. Payment might allow you to download all of your performance data in different formats or even order a special performance certificate for display. There are many other areas that could be developed.
- **Membership administration:** Most large organisations have a membership system that allows members to opt in to local sections – self-administered - on a web site. This could assist Guilds and Associations with their administration, and they could simply email their members through the central service.
- **Tower accreditation scheme:** In addition to direct membership by individuals, there could be a category of membership where a whole band could opt to become members.
- **DBS checks:** Many towers and churches in England struggle with this. DBS checks and safeguarding training could be undertaken through the CRO and could be portable to all ringing towers.
- **Personal accident insurance:** A number of societies have this already. It could be provided as part of CRO membership. The scope of the insurance offered could be reviewed (cover is often low) and a larger group should have leverage to keep the premiums down.

These are merely some examples of the kind of services that a modern and customer focused CRO might wish to develop. They do demonstrate that there is the potential to provide a broad range of services that ringers might want and at the same time to generate useful additional funds to invest in the future of ringing.

One model to map CRO Workgroups to current Council Committees

Workgroup	Current Committees
Technical and taxonomy	Peal Records
	Compositions
	Methods
Historical and archive	Biographies
	Library
	Carter Ringing Machine
	Rolls of Honour
Communications and marketing	Public Relations
Tower Stewardship and Management	Towers & Belfries
	Tower Stewardship
	Bell Restoration
Volunteer and leadership development	Education
	Ringing Centres (some functions)
Support services	Publications
	Ringing Trends
	ICT
	Dove Database
Strategic view from Executive	Redundant Bells <u>and Churches</u>
Disband	Administrative
	Ringing Centres (other functions)
Transfer to Keltek Trust	Rescue Fund

Potential roles for a professional support team

1. Secretarial support for the Executive and Council of Representatives.
2. Handling queries from the general public.
3. Maintaining membership records.
4. Linking ringers to advice on, for example, bell restoration & redundant bells.
5. Maintaining a list of and connecting ringers to experts who are able to provide advice on bell installations.
6. Directing ringers to education resources.
7. Providing administrative support for CRO organised educational and other events including AGM and proposed Ringing Festival.
8. Maintaining and making available advice on matters such as safeguarding & tower safety.
9. Maintaining an on-line presence for ringing.

Desired Characteristic		Principle for Change (Summary Report section 2)		Proposal (Summary Report section 3)		When
1	More pro-active and strategic.	A	Be clear about what it is trying to achieve and adopt a strategic approach.	A i	Replace its existing objects with the “Vision”, “Mission” and “Activity” statements consulted upon by CRAG	2018
		B	At all times serve and represent the interests of ringing and ringers	A ii	Five-year strategy and action plan, based on the above, with annual update on progress..	2017
		K	Work closely with other ringing bodies to serve ringing and ringers.			
2	More nimble and responsive – better able to make and implement tactical decisions	E	Entrust day-to-day running to a small Executive group.	B	Management transferred to an Executive of no more than eight elected members.	2017
				B iv	Role of Administrative Committee limited to organisation of the 2018 annual meeting.	2017
				B viii	Executive empowered to appoint up to two non-elected members if necessary to achieve an appropriate diversity of skills, background or expertise.	2018
		F	Confine the Council to holding the leadership to account. Desirable that the Council is significantly smaller.	D	Council renamed “Council of Representatives” and restricted to constitutional matters, approval of annual report and accounts, elections and acting as a conduit for feedback to the Executive.	2018
				D iii	Formal business meeting of the Council made shorter and more effective. Consider the feasibility of significantly reducing Council size.	2020
		G	Fewer committees, held to account by the Executive.	C	Current committees realigned to a reduced number of Workgroups, each led by a Workgroup Leader.	2018
				C i	Workgroup Leaders to appoint members for their workgroups as needed.	2018
				C v	Continuing need for Workgroups regularly reviewed by the Executive.	2018
		O	Current rules and decisions must be simplified.	F	Rules replaced with a short statutory set of rules (constitution or governing document) supported by operating principles and procedures.	2018
				H	Decisions replaced with a simple and permissive descriptive framework	2018

Desired Characteristic		Principle for Change (Summary Report section 2)		Proposal (Summary Report section 3)		When
3	More open, transparent and accountable.	H	Any ringer eligible for a Workgroup or Executive role.	C iii	Any ringer may apply to be a Workgroup Leader	2018
				A i	Any ringer eligible to stand for election as a member of the Executive.	2018
				C iv	Any individual eligible for selection as a Workgroup member.	2018
		I	Clear lines of accountability in keeping with best governance principles.	C ii	Each workgroup leader to report to a named Executive member.	2018
				B vii	All Executive members become trustees of the charity..	2020
				B ix	No expectation that the post of President is preceded by 3-years as Vice President	2018
				D i	Executive Members & Workgroup Leaders may not be Representatives.	2018
				D ii	Additional Members discontinued. Life Members become Fellows of the Council.	2018
		J	Maximum term of office for all posts.	B v C vi	3-year term for all posts, renewable once.	2018
		4	Better engaged with stakeholders and individual ringers	C	Direct communications channel available to all ringers.	E ii
D	Ringers with direct membership to have some form of influence over services and activities.			E i	Membership available to all ringers.	2018
				Eiii	Regular governance reviews to include an assessment on the transfer of some or all representation from societies to individual members.	2019
L	Strong and constructive relationships with community, church and bell-owners.			I i	Review of Central Council's name and branding	2020
				I ii	Consider incorporating annual meeting into an annual ringing festival open to all.	2020
				G i	Professional support, particularly in communications, public relations, the marketing of ringing and ICT	2020



Desired Characteristic		Principle for Change <i>(Summary Report section 2)</i>		Proposal <i>(Summary Report section 3)</i>		When
5	Greater capacity and a professional approach	M	Develop new and diverse sources of income.	G i	Professional support, particularly in communications, public relations, the marketing of ringing and ICT	2020
		I	Expend resources to deliver a professional quality of service including a small professional support group.	G ii	Professional support group to carry out administrative functions and some of the support work.	2020



		2017-18				2018-19				2019-20			
		JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY
A	i			█									
A	i												
A	ii	█											
A	ii												
A	ii		█										
A	ii			█									
A	ii				█				█				█
A	ii												
B													
B	vi	█											
B	vi		█										
B	ii												
B													
B	iv												
B	iv												
B	ii												
B	ix												
B	x				█								
C		█											
C	i		█										
C	iv			█									

Reorganisation Timeline

		2017-18				2018-19				2019-20			
		JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY
C	ii	Agree workplan and goals with each workgroup											
C	v	Review current workgroup activities and requirement											
D		Meeting of new Council of Representatives (CoRe)											
D		Develop agenda and procedural rules for CoRe											
D	ii	Abolish category of additional members in new rules											
D	ii	Life members become Fellows of Council <i>en bloc</i>											
D	iii	Review effectiveness of CoRe meeting											
D	iii	Propose changes if needed											
D	iii	Develop options for membership of CoRe											
D	iii	Consult on CoRe membership options											
D	iii	Finalise CoRe membership for 2020-											
D	iii	Make necessary rule changes at AGM											
E	i	Develop service offering for direct membership											
E	i	Progress report and next steps to CoRe											
E	ii	Develop direct communication links with individual ringers											
E	iii	Three yearly review of governance effectiveness											
F	i	Council agrees that the Executive should, where necessary, seek and be prepared to pay for professional											
F	ii	Scope out the creation of an employed professional support group.											
G		Appoint neutral ringer to undertake Decisions replacement											
G		Appointee undertakes rewrite of Decisions, consults and reports back with proposed new framework											

Reorganisation Timeline

		2017-18				2018-19				2019-20			
		JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY	JUN-AUG	SEP-NOV	DEC-FEB	MAR-MAY
H	Recruit rules redesign group	█											
H	Draft new rules & operating framework and present to CoRe for approval		█	█	█								
I	i						█	█	█				
I	ii					█	█	█	█				
I	iii						█	█	█				

Reorganisation Timeline