

CRAG

CRAG Summary Report and Main Report

Frequently Asked Questions

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A. The Strategy and Action Plan	
1.	<p>How do the proposed Vision, Mission and Activity statements differ from the Council's current objects?</p> <p>The Council's current objects are limited to "promote and foster the ringing of bells for Christian prayer, worship and celebration". The proposed Vision statement points to ringing's wider role as a performing art, which enhances the life of both community and church. The proposed Mission statement makes clear the Council's unique role "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".</p> <p>The new Activity statements deal with a number of omissions in the Council's current objects, which are silent on: -</p> <ul style="list-style-type: none"> ➤ Recruitment and retention of ringers ➤ Training and education ➤ Establishment of strong relationships with key partners, notably the Church of England
2.	<p>As the CCCBR is a charity do you know that the proposed changes (the new Vision) would allow the new organisation to have charitable status?</p> <p>The proposed Vision statement has been drafted to ensure that it can be expressed as a purpose which meets the guidelines provided by the Charity Commission in its document "How to Write Charitable Purposes".</p> <p>Under the Charities Act 2011, a charity's 'purpose' is one which: -</p> <ul style="list-style-type: none"> ➤ falls within one or more of 13 'descriptions of purposes' listed in the Charities Act itself ➤ is for the benefit of the public in general, or a sufficient section of the public <p>The detailed rule changes required to give effect to the above will be written by the group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F.</p> <p>Charity Commission guidance is that where possible a charity's purposes should explicitly refer to the public benefit that will result.</p> <p>The Council's existing objects do not meet this new standard and, in addition to bringing them up to date, the various changes proposed will make them compliant with the 2011 Charities Act.</p>

<p>3.</p>	<p>The ‘Relationship Management’ activity separates ‘church’ from ‘stakeholders’ – surely the ‘church’ is a stakeholder like any other and therefore should not be listed separately?</p> <p>The “Relationship Management” Activity proposed by CRAG, based around the responses received during the consultation exercise in October 2016 states one of the Council’s activities to be “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.”</p> <p>A significant proportion of those responding to CRAG’s consultation expressed concern about the need to maintain a strong, but robust relationship with the church. The following comment is typical of those received on this subject: -</p> <p><i>A central body needs to liaise with a wide range of third parties, but pre-eminent among those is surely the Church. Perhaps in some distant future ringing may be completely secularised. But for the moment, the Church is our biggest partner, supporter, asset, collaborator, advocate, etc etc. Perhaps if we did a SWOT analysis, the Church would fall into all four quadrants (!), which is indicative of the current reality?” I honestly feel this link is currently inseparable. As such, I feel this should be reflected in both the Vision and the Mission</i></p> <p>Our analysis indicated that while many churches are interested in having their bells chimed or rung for service, this does not necessarily equate to a commitment to ringers or the exercise of ringing, and at least one example has been brought to our attention where a church has chosen not to enlist the services of ringers for divine worship, but to have its bells chimed mechanically instead. The Activity statement therefore includes the term stakeholders to refer to organisations such as the ART, bell hangers and rope makers, who are dependent upon ringing, but lists the Church separately as its role is much more all-embracing.</p>
<p>4.</p>	<p>What practical difference will a Strategy and Action Plan make?</p> <p>The presence of a Strategy and Action Plan will lead to better and faster decisions because decision-makers will find it easier to judge which activities and projects are important and which are less essential. It will enable the Council to meet Charity Commission guidance and bring it into line with many other charities by ensuring that it regularly reviews its activities, ceasing those that do not sufficiently promote its charitable objectives. The production of each Action Plan will lead to a greater sense of purpose by ensuring that the CRO’s annual priorities are focused on achieving its strategy.</p> <p>The Strategy and Action Plan will also lead to a cultural change. By preparing and presenting an Action Plan the Executive will be encouraged to be clear about their plans for the Council and it will be easier to judge how successful they have been in meeting their objectives.</p>

B. The Central Ringing Organisation	
5.	<p>How will a “Central Ringing Organisation” (CRO) differ from the Central Council and why is this new term necessary?</p> <p>The existing Central Council is already the Central Ringing Organisation (CRO), but it does not currently tackle all of the functions that a CRO would be expected to perform. The term CRO is used simply as shorthand to indicate the position of the Council once the necessary reforms to its governance and organisation are complete.</p>
6.	<p>If the Council of Representatives should not be involved in operational decisions, who is responsible for making sure the CRO does what it has been set-up to do?</p> <p>In line with all UK charities, the Executive of the CRO will be required to comply with UK law and the requirements of the Charity Commission. The Council of Representatives, who will elect the Executive, will also approve their annual report and accounts. The Executive will operate within the framework of CRO’s rules, operating principles and procedures. The CRO’s accounts will continue to be assessed by an Independent Examiner or auditors and the requirement for the Executive to produce a Strategy and Action Plan will make it easier for members of the Council of Representatives to assess their performance.</p> <p>The Executive will be required to review the governance of the CRO each three years and submit proposals for any necessary improvements.</p> <p>In exceptional circumstances, as with the existing Central Council, the Council of Representatives will be empowered to amend the CRO’s constitution to give effect to any additional controls or scrutiny, but the experience of most UK charities indicates that the policies and controls referred to above are more than sufficient to ensure good governance.</p>
7.	<p>Is the CRO only for those ringers who already are members of another organization? Should it not represent ALL ringers?</p> <p>The proposed Vision, Mission and Activity statements for the CRO consulted on by CRAG require the CRO to represent the interests of all ringers.</p> <p>The new direct membership facility provided for under Proposal E will enable any ringer to influence the CRO and to benefit from its services, regardless of whether they belong to another ringing society or not.</p>

8.	<p>What is meant by “standard governance model”?</p> <p>The model for charity governance derived from Charity Commission’s guidelines together with the Charity Governance Code consultation document published November 2016, and employed by almost all equivalent charities, including the Royal School of Church Music, Making Music, Guide Association and Royal College of Organists. Under this model, the management of the charity is entrusted to an executive or trustee board comprising approximately 8-14 members, who are either elected, appointed or a combination of both.</p>
C. The Executive	
9.	<p>Will you need to be a ringer to volunteer for the Executive or a Workgroup? How do you define a “ringer” in this context?</p> <p>To encourage recruitment of the most talented people a key recommendation is that Executive and Workgroup positions should be open to all ringers so that recruitment takes place from the largest possible pool. In practice it is unlikely that non-ringers will volunteer for these roles, but the word ‘ringer’ in this context can be defined as anyone who is a member of an affiliated ringing society or a direct member of the CRO.</p>
10.	<p>Who is appointing the Executive?</p> <p><u>Transitional arrangements – to May 2018</u></p> <p>Under the initial arrangements provided for under Proposals B ii and B vi :-</p> <ul style="list-style-type: none"> ➤ the first Executive should be formed no later than November 2017. ➤ by virtue of their election in May 2017 the Council’s President, Vice President, Secretary and Treasurer will automatically become its first appointments. ➤ the Council’s trustees will then make up to four further appointments of additional members who will become eligible for re-election at the 2018 Council meeting. <p><u>May 2018 onwards</u></p> <p>Thereafter :-</p> <ul style="list-style-type: none"> ➤ All of the above Executive members will be elected by the Council of Representatives, with terms of office of 3 years ➤ at the end of their term each will become eligible to stand for re-election by the Council of Representatives for one further 3-year term. ➤ Proposal B contains provisions that will ensure that the terms of office for Executive members are staggered so that the entire Executive do not all retire in the same year. ➤ In line with Charity Commission guidance, the Executive will also be empowered to appoint two further members, in addition to its elected members, where they judge this to be necessary in order to achieve the right balance of skills, backgrounds or expertise.

<p>11.</p>	<p>Will a smaller Executive “empowered to make decisions without further approval” make the CRO more remote than the existing Council?</p> <p>A smaller executive with additional powers to make decisions will be able to respond more quickly and stay closer to the changing needs of ringers. The current council meets only once per year and so is already somewhat remote from day-to-day management. The replacement governance model proposed is common to the vast majority of UK charities, who entrust their management to an executive or board of trustees. Accountability will be enforced through the CRO’s governing rules, publication of an Action Plan against which performance can be measured, annual elections and the approval of each annual report and accounts. In addition, the direct membership channel proposed will ensure that communications between the new Executive and membership are dramatically improved, ensuring that the new Executive becomes far less remote than the Council’s officers have historically been perceived.</p>
<p>12.</p>	<p>If all posts have a maximum term of office, will this prevent the most able candidates from serving?</p> <p>To survive and prosper it is critical that the CRO is able to bring in new skills and people at regular intervals so that its skillsets do not ‘ossify’ and its key officers do not become institutionalised. The maximum term of office for Workgroup and Executive appointments of six years (three years renewable once, as provided under Proposals B v) and C vi)), provides stability whilst ensuring that there is a regular intake of new people with fresh ideas. It is in line with all the equivalent charities that CRAG has researched.</p> <p>In the case of highly technical roles there is no reason why Workgroups cannot continue to have access to the expertise of their most experienced people after the end of their term by making arrangements which enable them to provide consultancy, take responsibility for specific projects or offer informal ‘as needed’ advice.</p>
<p>13.</p>	<p>What benefit is served by the Executive and the Trustees being the same people?</p> <p>Our research shows that the standard governing model employed by most charities of an equivalent size to the Central Council provides that their affairs are managed by a board of trustees, each of whom has specific responsibilities, but who together take responsibility for all key management decisions.</p> <p>Effective peer review is an essential control in any organisation and for this reason the Charity Commission highlights a strong board as one of the key features of an effective charity. Separation of the Executive into some members who are trustees and some who are not reduces accountability and confuses decision-making by creating two ‘classes’ of executive members.</p>

14.	<p>What is the purpose of allowing the Executive to appoint up to two additional members?</p> <p>Charity Commission guidance encourages charities to consider appointing a small number of their board members where this is necessary to ensure the right balance of skills and expertise. In many cases charities look beyond their own membership where it is necessary to bring in someone with relevant professional skills that can help them achieve their objectives.</p>
<p>D. Workgroups</p>	
15.	<p>What is the difference between a “Workgroup” and an existing committee?</p> <p>Although the new Workgroups will do some of the work currently performed by existing committees, they will go about it in a very different way. The new workgroups will be smaller in number, more streamlined, better co-ordinated by close links with the Executive, more effective and efficient than the current committees. Their workplans will be agreed with the Executive and the Workgroup Leaders will be accountable for delivery of their agreed workplans. Some of the great work being done by the current committees will continue, whilst other parts will be reviewed and reconsidered</p> <p>The key procedural change is that their members will be appointed by their Workgroup Leader in consultation with the Executive, rather than by the Council. Typically, each Workgroup Leader will wish to create a group of the most talented people, who are able to work well together as a team. As a result, Workgroups can be expected to have a more dynamic and task-focused culture than the existing committees.</p>
16.	<p>If Workgroup Leaders and their Workgroups are appointed rather than elected, will this make the new CRO less democratic than the existing Council? What protections will exist against ‘cronyism’?</p> <p>As with other charities, entrusting the Executive (and through the Executive the workgroups) with the management of the CRO’s affairs does involve a small loss of “democracy”, although this is counter-balanced by much improved accountability through the following provisions: -</p> <ul style="list-style-type: none"> ➤ Each Workgroup will report to a named Executive member who will be accountable for their activities. Executive members will be elected. ➤ The Executive will be required to publish an Action Plan against which its performance can be clearly evaluated. ➤ All Workgroup Leader and Executive appointments are limited to six years (three years renewable once). ➤ To enforce a separation of powers, Workgroup Leaders and Executive members may not sit on the Council of Representatives. ➤ The Executive and Workgroups will at all times have to comply with the CRO’s constitution, operating principles and procedures.

17.	<p>How will people volunteer to serve on the Executive or on Workgroups?</p> <p>The detailed recruitment procedures will be written by the group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F. An open recruitment policy is likely to form one of the CRO's key operating procedures.</p>
18.	<p>Surely 'Workgroup' sounds depressingly like 'business' terminology?</p> <p>Whilst it is important that the existing Central Council is run along more conventional business lines, the term "Workgroup" was chosen merely to emphasise that Workgroups will be appointed to perform specific functions and can be expected to have a more dynamic and task-focused culture than the existing committees.</p> <p>The detailed rule changes required to give permanent effect to Workgroups will be written by the group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F. This group may reach the conclusion that an alternative, less "business" sounding name is more appropriate.</p>
19.	<p>If membership of some of the Workgroups requires significant prior experience, meaning the number of suitably experienced people will be low, could imposing a maximum term mean that they will struggle to find suitable expertise?</p> <p>It is critical that even the most technical Workgroups are encouraged to bring in new people at regular intervals to ensure that they have a 'succession policy' and that critical skillsets do not wither. The maximum term of office for Workgroup appointments of six years (three years renewable once) allows sufficient time for new members to be brought in to work alongside experienced members to gain any technical training that they may need.</p> <p>It is not necessary that Workgroups completely sever their connections with former members once their term expires. In the case of highly technical roles there is no reason why Workgroups should not continue to have access to the expertise of their most experienced people by making arrangements for them to provide consultancy, take responsibility for specific projects or offer informal 'as needed' advice.</p> <p>The key change is that Workgroups will have access to the widest possible range of expertise from across the ringing community, whereas at present the membership of committees is in practice limited to a relatively small pool of council representatives.</p>

20.	<p>If Workgroup Leaders and Executive members cannot also be members of the Council of Representatives, will this lead to divergence between these two groups?</p> <p>This recommendation is necessary to ensure an effective separation of powers between those charged with managing the CRO's affairs and those who form its governing body. It applies only to those in leadership roles, meaning that there is no restriction preventing the members of Workgroups serving at the same time as members of the Council of Representatives.</p> <p>In the interests of good communication, each Workgroup will report to a named Executive member (as provided for under Proposal C ii) and all Executive members will be expected to attend meetings of the Council of Representatives (as provided for under Proposal D i)) although they will not become representatives themselves.</p> <p>The existing structure, where committee chairmen and officers are often leading members of the Council, prevents the Council from performing its proper duty to hold the Executive to account</p>
21.	<p>How many new Workgroups will there be? Will the number change over time?</p> <p>By ensuring that Workgroups are appointed by the Executive rather than at each annual Council meeting, it will be possible for the number and composition of Workgroups to be adapted more flexibly to meet new challenges and promote the CRO's objectives. The Executive, who will regularly review the position to ensure that the structure of Workgroups meets the CRO's needs, will determine the exact number of Workgroups.</p>
E. The Council of Representatives	
22.	<p>If Additional Members are discontinued, will there be a loss of valuable expertise, which is currently available?</p> <p>Where there is a need to recognise an important contribution made by an individual, their election as a "Fellow" will be the appropriate course. In practice Fellows will continue to play an important role in the CRO and their experience will continue to be invaluable. The rationale for election as an Additional Member at present is to bring significant expertise to the Council. In future it will still be possible for them to bring their expertise to bear by working directly with the Workgroups to which their skills relate.</p>

<p>23.</p>	<p>How will the formal business meeting of the new Council of Representatives differ from the current annual Council meeting?</p> <p>The formal business meeting can be expected to be shorter and more structured, because the Council of Representatives will in future entrust the Executive with the management of the CRO's affairs. As a result, many decisions which currently wait for the Council's next annual meeting (including those on methods) will be made by the Executive, with appropriate consultation and on the advice of the relevant Workgroup. The rules governing the conduct of the annual meeting will be drafted by the group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F. However, the main statutory business items are likely to be: -</p> <ul style="list-style-type: none"> ➤ Presentation and approval of the annual report and accounts ➤ Presentation and approval of the five-year Strategy and Action Plan ➤ Election of Executive members and the Independent Examiner or Auditors. ➤ Election of Fellows ➤ Approval of rule changes ➤ Debates on specific subjects of interest to members. <p>Under proposal I it is recommended that the formal business meeting, being much shorter, is incorporated into an annual ringing festival which will be open to all ringers. Typically this will include speaker meetings, presentations covering the CRO's work and discussions on other subjects of general interest to ringers.</p>
<p>24.</p>	<p>Surely 'Council of Representatives' sounds akin to 'American' political terminology? Is there a better alternative?</p> <p>Although the new "Council of Representatives" will initially have a form similar to the existing Central Council meeting, its remit will be more specific as provided for under Proposal D. The term Council of Representatives is used as shorthand to indicate the position of the Council meeting once the necessary reforms to its governance and organisation are complete.</p> <p>The term "Council of Representatives" reflects the fact that it will initially consist of representatives from affiliated societies, as at present, and will not include individual members of the CRO unless or until this is judged appropriate as provided for under Proposal E.</p> <p>The detailed rule changes required to give effect to the Council of Representatives will be written by the group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F. This group may reach the conclusion that an alternative name is more appropriate.</p>

25.	<p>How will the new Council of Representatives ‘hold the Executive to account’?</p> <p>In all circumstances, and in line with all UK charities, the Executive of the CRO will be required to comply with UK law and the requirements of the Charity Commission.</p> <p>The Council of Representatives, who will elect the Executive, will also have the power to approve (or not) their annual report and accounts. In practice, the Executive will wish to keep all members of the CRO informed of their key activities and decisions and the direct membership channel will assist them in communicating effectively.</p> <p>The executive will operate within the framework of CRO’s rules, operating principles and procedures. The CRO’s accounts will continue to be assessed by an Independent Examiner or auditors and the requirement for the Executive to produce a Strategy and Action Plan will make it easier for members of the Council of Representatives to assess their performance.</p> <p>The Executive will be required to review the governance of the CRO each three years and submit proposals for any necessary improvements.</p> <p>In exceptional circumstances, as with the existing Central Council, the Council of Representatives will be empowered to amend the CRO’s constitution to give effect to any additional controls or scrutiny, but the experience of most UK charities indicates that the policies and controls referred to above are more than sufficient to ensure good governance.</p>
F. Individual Membership	
26.	<p>What is meant by a ‘direct communication link’ with individual ringers?</p> <p>Direct communication links will typically involve communication direct with individual members or supporters, who will have provided the necessary consents under Data Protection legislation to receive communications from the CRO, either through their existing societies or by registering on the CRO’s website.</p> <p>The main purpose of a direct communications link will be to ensure that the CRO is able to communicate conveniently and quickly with individual ringers, rather than through the layers of society, branch and tower secretaries on which the Council currently relies.</p> <p>Appendix L to the Main Report (“Potential Services Offered by the CRO”) provides a number of suggestions, based on CRAG’s research of equivalent charities, as to various communications channels which may be developed.</p>
27.	<p>Who will be eligible to join the CRO through an individual or direct membership?</p> <p>The Executive in line with Proposal E will develop the precise plans and format by which membership of the CRO will be made available to all ringers. It is likely that the Executive will in practice wish to offer membership or a category of membership not only to ringers, but also to any individual or organisation who wishes to support ringing.</p>

<p>28.</p>	<p>Will the new individual members immediately become members of the Council of Representatives?</p> <p>Is it true that societies will no longer have any say in proceedings?</p> <p>The precise plans under which membership of the CRO will be made available to individuals will be developed by the Executive under Proposal E, under which the Executive will also assess each three years whether it would be appropriate to transfer some or all of the powers of the Council of Representatives to individual direct members.</p> <p>Until or unless this occurs, individual members will not automatically become members of the Council of Representatives and the Executive will be likely to use other methods to ensure that their voice is heard.</p> <p>The full development of a direct membership organisation will require significant research, planning and consultation to ensure that it:</p> <ul style="list-style-type: none"> ➤ 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. <p>In the meantime, even if the Council of Representatives becomes smaller the CRAG proposals mean that there will still be representation from each affiliated society.</p>
<p>29.</p>	<p>What will the typical membership fee be for an individual?</p> <p>Assuming that the membership fee is around that of the National Trust, say £60-70, how many ringers would have to sign up if a realistic income is to be generated?</p> <p>It should be noted that our research of charities of a similar size to the Central Council indicates that they all benefit from a mix of income streams, of which membership subscriptions are only one (and in some cases a small) part. Our analysis indicates that comparable charities offer individual memberships at fees ranging between of between £15 and £100 depending on the value which they provide to their members.</p> <p>In the case of the CRO, subscription rates for individuals can be expected to climb gradually from a low level as the membership offer becomes richer and more refined. There could also be different levels of membership – with different benefits and different subscriptions.</p> <p>At a membership fee of £15, a membership base of 5,000 would yield an annual revenue stream of £75,000. At a membership fee of £25, a membership base of 10,000 would yield an annual revenue stream of £250,000.</p>

30.	<p>What would the typical membership benefits be ? Why should I consider joining as an individual member ?</p> <p>The precise membership offer to individual members will be developed over time by the Executive. It is likely that they will wish to offer different levels of membership – with different benefits and different subscriptions – whilst also providing a form of membership to individuals and organisations who would like to support ringing.</p> <p>A key aim of CRAG’s proposals is to see the CRO to achieve its mission of being the strategic leader and public voice of the ringing community. Central to this ambition is that it is seen to be in better contact with and more accountable to ringers in general.</p> <p>We do not expect all ringers to become individual members, but our survey revealed that a significant proportion of ringers would pay some form of membership fee in return for a service offering directed at them. A detailed analysis of the services which are likely to form part of the CRO’s future membership offer is provided in Appendix L.</p> <p>Our research of a number of equivalent charities indicates that they have built a compelling range of services for their individual members and in a number of instances these bear many similarities with the services already provided or contemplated by the Central Council. This research is summarised in Appendix D.</p>
31.	<p>For UK members, could the basic membership fee be gift-aided, boosting it by 25% for all tax payers?</p> <p>HMRC’s current guidance is that membership subscriptions may qualify for Gift Aid, provided that (in the case of subscriptions of less than £100), the “value” of the membership benefits (excluding newsletters), is no more than 25% of the membership subscription.</p> <p>There are various rules that enable the “value” of membership benefits to be determined. It is therefore possible for membership subscriptions to qualify for Gift Aid, depending on the nature of the membership benefits received. Regular reviews would be necessary to confirm that the value of the benefits offered remained below the 25% threshold.</p>
32.	<p>If the CRO develops “direct communication links with individual ringers” what does this mean about the future of territorial societies such as the one that I belong to?</p> <p>What are the implications for existing affiliated guilds and societies?</p> <p>Assessment of the health of the territorial and other ringing societies fell outside the CRAG terms of reference, although feedback during the various CRAG consultations made clear that there is considerable variability in the strength of the different societies and the level of support which they provide for individual ringers.</p> <p>Although consideration of the structure of societies fell outside its remit, CRAG nevertheless made the following assumptions in formulating its proposals: -</p> <ul style="list-style-type: none"> ➤ that existing societies would continue to exist in one form or another for a considerable time and that new societies may well be formed.

	<ul style="list-style-type: none"> ➤ that the CRO would as far as possible wish to promote a healthy ringing environment in which societies flourished. ➤ that nothing in its recommendations should therefore lead to a risk or threat to the continued vibrancy of societies
G. Professional Support	
33.	<p>What numbers of professional staff are associated with other, similar charities?</p> <p>Our research included a review of a number of charities with similar objectives to those of the Central Council (see Appendix D in our full report). Of these: -</p> <ul style="list-style-type: none"> ➤ National Federation of Music Societies (<i>Making Music</i>) – 10 employees ➤ Royal College of Organists – 7 employees ➤ ECB ACO (Cricket umpires and scorers) – 7 employees ➤ Royal School of Church Music – 23 employees.
34.	<p>What is meant by “new and diverse sources of income” and will these be sufficient to pay for professional support? How are the proposed new measures to be funded?</p> <p>Construction of a detailed financial forecast requires work over a sustained period, which falls outside CRAG’s remit and reporting deadlines.</p> <p>Nevertheless, we have performed a high-level review to confirm that the cost of implementing Proposals A through to I is sustainable given the potential sources of income available and taking into account the Council’s open reserves.</p> <p>In the short-term, with the exception of the engagement of more professional support provided under Proposal G, the recommendations do not require a significant budget. In due course the reduction in the number of committees, the introduction of an Executive and a reduction in the number of Council representatives (if introduced) may reduce costs.</p> <p>Our review of equivalent charities, including those referred to above, indicated that they achieve funding through a mixture of membership subscriptions, the provision of services, grant aid and donations/legacies.</p> <p>In a number of instances the mixture of services offered by these organisations bears many similarities with the services already provided or contemplated by the Central Council. These are described in Appendix D. In Appendix J we have applied the funding model used by these organisations identify the potential sources of income available to the CRO.</p> <p>In these circumstances, our conclusion is that with appropriate leadership a robust operating model can be established which will lead to the generation of sufficient operating income to provide an appropriate level of professional support over time.</p>

H. Implementation

35. **How realistic and practical is it to adopt all proposed the measures at once?**

It should be emphasised that the current Central Council relies almost entirely on the support, good will and dedication of its volunteers. Any plan for change therefore needs to be realistic and not over-dependent on the efforts of a small number of people, many of whom already work hard on the Council's day-to-day activities.

The proposals therefore provide a framework under which the necessary changes will be phased in over a 3-year (and in some instances possibly longer) period.

The phased implementation which is proposed concentrates first on those enabling changes which will permit the Council to undertake reform of itself more effectively.

Critically, these include essential measures to strengthen its decision-making capability, through the establishment of an Executive under Proposal B, permitting it to take and implement decisions more quickly.

Additional capacity is provided by enlarging the Executive (compared with the current officer team) and entrusting key tasks to subject matter experts, such as the drafting of necessary changes to rules and decisions that are provided for under proposals F and H.

The remaining changes will be phased in subsequently, but are dependent on the reform of the Council's core governance as set out above.

Overall, our conclusion is that with the right leadership and commitment there is no reason why the majority of changes recommended cannot be implemented over a 3-year period. Indeed to spend longer over implementation would create a sense of change fatigue and get in the way of providing the leadership that ringing needs.

36. **What specific rule changes are required to achieve the implementation of these proposals?**

The task of writing the necessary changes to the Council's rules requires detailed work over a sustained period, which falls outside CRAG's remit and reporting deadlines. For this reason, the detailed rule changes will be written by a group charged with drawing up the CRO's statutory rules, operating principles and procedures, provided for in Proposal F. Our review of the Council's existing rules, which are relatively short, indicates that the 12-month period specified in Proposal F allows sufficient time for the necessary wording to be drafted.

37.	<p>Is it realistic to pick and choose which proposals to adopt?</p> <p>The various proposals, covering the areas of governance, accountability, communication and professional support have been carefully designed to work together as a cohesive whole. Proposal B without C for example, would result in an Executive built to modernise the Council, but without sufficient empowerment. Implementation of these proposals without Proposal E would create a CRO more capable of serving the needs of individual ringers, but denied effective methods of communicating with them.</p> <p>That is why Proposals A-F are grouped together as a single Motion. We do not consider that it is possible to properly implement any one without the rest. They are inter-dependent.</p>
38.	<p>If we approve these proposals, does that mean we are writing a ‘blank cheque’ and that the detailed rule changes will be implemented without further consultation?</p> <p>It was not within CRAG’s remit or timeframe to give a final, detailed view of every aspect of the future CRO. Our proposals indicate the principles of reform necessary to create an organisation fit for the future. The detailed work to produce supporting rule changes is provided for under Proposal F.</p> <p>We would expect the group charged with this task to follow our example of open consultation and regular progress reports, allowing ample opportunity for feedback on these important details.</p> <p>The output of this group, in the form of the necessary rule changes, will be presented first for the approval of the new Executive and then to the annual meeting in 2018 for the approval of representatives.</p>