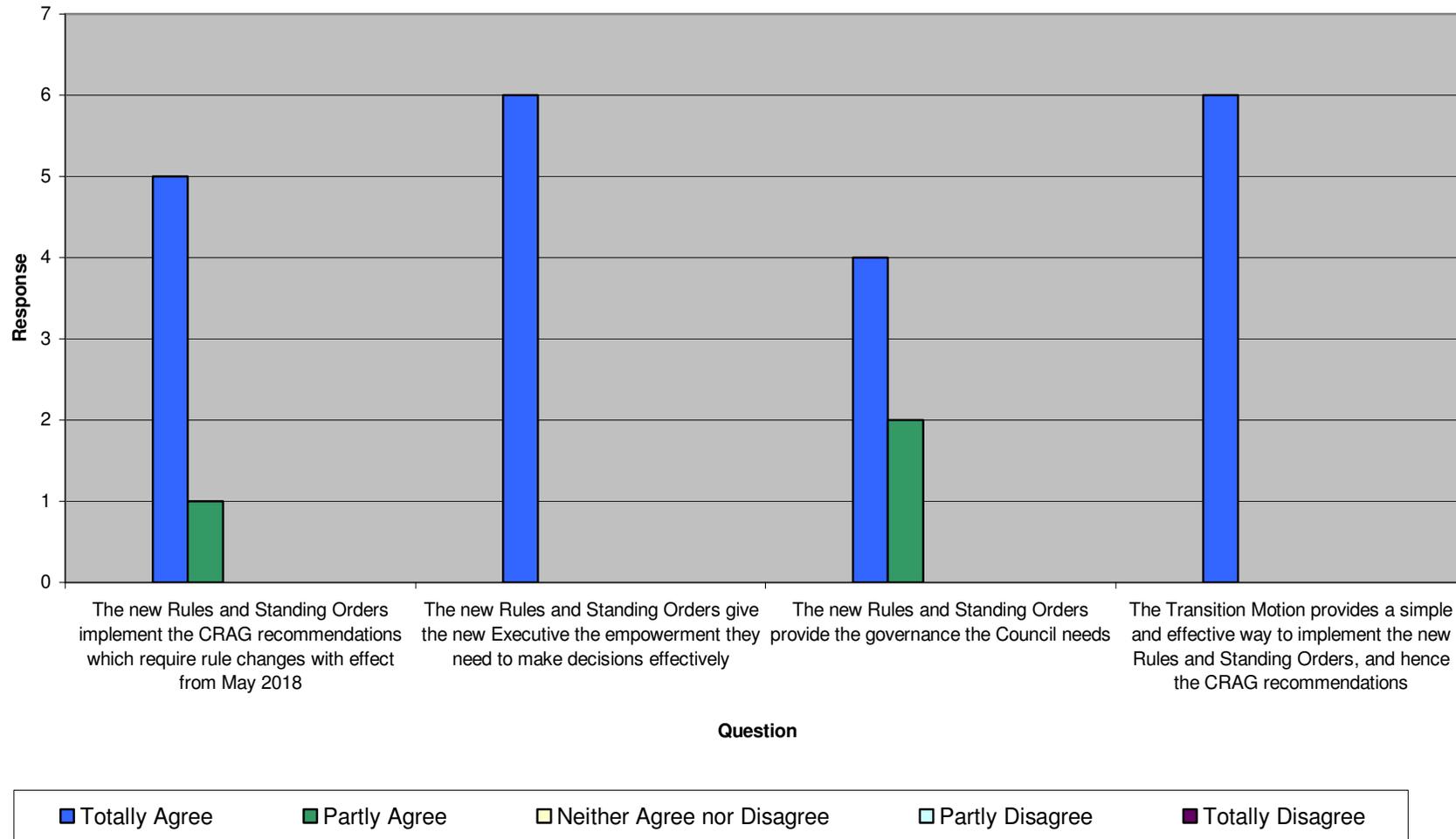


Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



SUMMARY OF SURVEY RESPONSES

Consultation 3 - Second Edition



Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



COMMENTS ON FIRST EDITION CONSULTATION DOCUMENT

For ease of reference each comment is followed by the entry in the Consultation Document to which it refers.

No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
7		Definitions	Policy	<p>I agree there are both operating policies and wider policies – that was implicit in my original comment. And I agree that the Executive should have the authority to create, withdraw or modify operating policies. What I question is whether the Executive should have the power to make wider policy decisions without the approval of the representatives. To take an extreme example, should the Executive have the power to form a policy that the CC will support and actively campaign for the removal and sale of under-used bells, so that funds raised and available ringers can be more focused on keeping more heavily used bells in good condition and regular use? I realise that I could have raised this criticism under rule 10.4 (as was) that gives the Executive power, but since the word ‘policy’ in its broad sense doesn’t need a definition it seemed more sensible to focus on a narrower definition that is appropriate to the powers being given.</p>	<p>Should the Executive have the power to make wider policy decisions without the approval of the representatives?</p> <ul style="list-style-type: none"> • We can foresee a number of areas where the Central Council will wish to adopt policies governing ringers and the conduct of ringing, matters of Safeguarding being a key example. • CRAG’s recommendation was to empower the Executive to make operational decisions in response to the Council’s needs during the course of the year. • Referring all such policies to Council Meetings would perpetuate a major inefficiency, which CRAG’s recommendations were designed to overcome. For this reason CRAG recommended that Council Meetings should be restricted to matters relating to the Constitution, the review and approval of the annual report and accounts, the election of members of the Executive and the approval of any rule changes. • The Second Edition of the draft rules therefore allows the Executive to create policies and decisions, meaning that the Executive would for example be empowered to publish a new Safeguarding policy. • It can expected that any executive will use this

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
					<p>power with due care for two reasons :-</p> <ul style="list-style-type: none"> ○ All policies must be published no less than three months before their implementation date ○ In the unlikely event that a policy proves controversial, members have the option to ‘call in’ any policy or decision for determination by a Council Meeting. <ul style="list-style-type: none"> • In practice, the new rules give the Executive flexibility to move quickly where policies such as Safeguarding or Insurance require attention, but also to consult with Council members on those policies, such as those on Methods, which are likely to attract the interest of members and societies.
7	95	Definitions	Policy	Policy – The architecture document refers to ‘operating policy’. That is a much better title for something within the remit of the Executive to change than unqualified ‘policy’	Policies may be either operating policies, applying to the way in which the Council conducts its business or principles of action which apply across wider groups of people, including the ringing community as a whole. The Council’s Safeguarding policies are an example of the latter type.
8		Definitions	Society	I note the need to narrow it down to a bellringing society (which I hadn’t spotted) but that could be done simply by defining it as: ‘bellringing society’. My point remains valid that it is not sensible to list variants of society names.	In the light of this recommendation, the definition of ‘Society’ has been removed entirely and replaced where necessary with ‘bellringing society’
8	98	Definitions	Society	Society - This isn’t really needed. The rules only relate to affiliated societies (or those aspiring to affiliate). Society is clear from its normal English meaning. (If it were not, then the definition would need to include every possible flavour of society name ~ currently	This definition is necessary to restrict membership to societies of bellringers, as at present, although the Council may wish to extend the range of societies who qualify for membership in the future.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
				including youths and associations but others too for generality).	
9		Definitions	Terms of Reference	100 Definitions Terms of Reference I don't understand what is meant by 'in the prescribed format'. The definition says nothing about format. I can still see no scope for misinterpretation in any of the places the term is used, if this definition were absent.	In the light of this recommendation the definition of "Terms of Reference" has been retired.
9	100	Definitions	Terms of Reference	Terms of reference – Is this needed? It is the standard meaning, and everywhere it is used its scope is explicitly clear.	The definition ensures that this is in the prescribed format.
10		Definitions	Workgroup Leader	As above, how could any of the statements that use this phrase possibly be misintepreted in the absence of this definition?	Whilst the number of references to Workgroup Leader in the first set of Rules and Standing Orders is relatively small, it can be expected that with time an increasing number of new Standing Orders, Policies and other documents produced by the Council will refer to Workgroup Leaders. For this reason, it will be more efficient for it to have a specific meaning.
10	102	Definitions	Workgroup Leader	Workgroup leader & member - Surely these are self evident given the definition of Workgroup and standard English.	These definitions have been retained as they refer to terms which are used in multiple rules and have specific rights and responsibilities.
11		Dissolution	Significant Assets	The response to my point is reasonable but the wording in the new version is very weak: '...specifying the manner in which the trustees are to apply the remaining property or assets...' with all the wording about monetary assets and no mention of 'significant assets'.	To give further reassurance regarding the handling of non-monetary significant assets, the Dissolution section has been enhanced to refer specifically to the handling of the Council's Significant Assets, which the trustees should endeavour to preserve, insofar as their statutory duty to discharge the Council's debts permits,

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
11	174	Dissolution	Significant Assets	12 – While the intention seems sound, the wording seems to consider assets only as financial assets, and doesn't adequately cater for assets whose significance far exceeds their financial value. For example 'collecting in' an asset like the Dove database during the winding up process would be counter to the wellbeing of the Exercise, and hence the objects of the Council. With such assets (and in due course there could be many more) the emphasis should be to ensure continuity and sustainability of service.	The rule gives the trustees the power to decide what is best for the assets. The trustees will have a duty to determine the best course of action for both monetary and non-monetary assets alike.
12		Executive	Appointed Members	The response goes part way, but doesn't respond to the suggested requirement for Council members to be notified of such an appointment. The comment doesn't agree or disagree, and there is nothing in the new version of the rules.	This requirement is provided for under Standing Order E1.2, which states that all Executive appointments made outside Council Meetings must be the subject of Executive Decisions, which are published to Council Members within 14 days.
12	1	Executive	Appointed Members	<p>I am very much against rule 7.5. I think that having un-elected member(s) on the Executive Committee is an issue in itself. There has been much adverse comment in recent years about the position of Additional Members, yet these suggested rules puts people in a much more significant position with the Council than currently do these Additional Members, but without them having any approval of the Council as a whole.</p> <p>Having the possibility of these members serving for 6 years without having to be approved by the Council is simply wrong - they are in a position of major importance and influence. I would therefore suggest that members added to the Executive must require the approval of the Council as a whole at the following</p>	<p>The CRAG recommendations were clear on this point, which is also recommended by the Charity Commission. As result, numerous charities including RCO have made similar provisions in their constitutions. The purpose of this guidance from the Charity Commission is to ensure that boards of trustees always contain the right blend of expertise, which cannot be guaranteed where all trustee positions are elected.</p> <p>In the light of this recommendation, an additional provision has nevertheless been added which requires all appointments to be ratified at the next Council Meeting.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
				<p>AGM.</p> <p>Additionally, when they are added, the Executive must inform the Council members of the fact that they have been added, giving a clear and specific set of reasons why this/these person(s) provide skills that are both needed by the Executive and also explain why these skills are not available from the current members of the Executive. They must be added to the Executive for a specific purpose, not just because it seems to be a good idea at the time!</p> <p>Informing the Council membership should happen within a very short period of time after they are added to the Executive. These added members of the Executive should also have to be re-approved at the 3rd AGM following their adding to the Executive, with a clear explanation given as to why they have not fulfilled the task that was given to them within their 3 year period of office.</p> <p>It would be totally wrong to allow the Executive to appoint anyone without there being a specific role for them to undertake. Being a mate of one of the current Executive's members, for instance, is not a good enough reason for someone to be added to the Executive.</p>	
13		Executive	Executive Power	The response is mainly about clarification of the rule structure, and ignores the suggestion that members should be informed of changes to 'the rules in part 2',	This is addressed in the Second Edition of the draft Rules, which provides a clear process under which all new Standing Orders must be published, and may be

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
				which I interpret to mean standing orders. That is a reasonable suggestion and requires an answer. It may be sensible to limit the scope of what must be notified (a bit like the 'de minimis' criteria in faculty law).	'called in' for decision by a Council Meeting where 25 or more representatives object.
13	206	Executive	Executive Power	<p>As we understand it, the Rules and Policies and Procedures all form part of the rules of the organisation, but the Policies and Procedures can be altered by the Executive. It may be because of this that so much of the procedure appears in the Rules. We consider that the Executive's powers in this regard should remain but it that it requires a safeguard against what might be seen to be the excessive powers of the Executive and the risk that they might be abused. We suggest that such a safeguard could be incorporated in the Rules with a provision along the following lines:</p> <p>If within the period of three months referred to in Rule (10.2) not less than 25 Representative Members notify the Secretary in writing signed by them that the proposed amendment /repeal of/addition to the Rules in Part 2 should not take effect unless approved by a General Meeting then the amendment/repeal/addition shall not take effect unless approved by a majority of the Members present and voting at a General Meeting. There are other ways in which this could be expressed, and the number of 25 could well be the subject of further consultation.</p>	<p>The first draft was divided into Rules (the fundamentals, owned by Council members) and Procedures (or byelaws), which the Executive had delegated authority to amend in response to changing circumstances.</p> <p>This resulted in a weaknesses in connection with those byelaws governing the Executive. In the first draft, all significant obligations placed on the Executive were held in the Rules, but this meant more Rules and fewer byelaws than CRAG envisaged.</p> <p>In response to this recommendation further provisions, held as Rules in the first edition, have been demoted to become Procedures (now renamed Standing Orders) in the second edition.</p> <p>This in turn makes the Rules shorter.</p> <p>In the light of this suggestion, a number of methods have been considered to reduce the extent of the Rules. These include :-</p> <ul style="list-style-type: none"> ➤ Moving more material from the Rules to the Procedures (now renamed Standing Orders) and incorporating additional scrutiny by Representatives in line with Comment 206. ➤ Dividing the Rules into a Part 1 and Part 2 in

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
					<p>accordance with this recommendation.</p> <p>These keeps the 'core' rules short, but sometimes means that material on a particular point is held in two places.</p> <p>The second edition will be offered in one or more of these revised formats.</p>
14		Executive	Executive Power	<p>The response to this seems reasonable, but it raises a concern. While the executive is 'legally liable' for its decisions, the Law is only likely to be interested in a subset of the things that concern ringers, so it is invalid to rely on this as the ultimate protection. (There is a parallel with the question of significant - non monetary - assets.)</p>	<p>Under English law the trustees' duty of care' derives both from the Charities Act and common law, which cover the trustees responsibility to further the Charity's objects and protect the interests of the Charity's members.</p>
14	81	Executive	Executive Power	<p>As regards a separation of powers, that seems to me to be absolute nonsense. The great problem that the CC has had since its inception is being the "them" as opposed to the "us." By making the Executives separate, you're simply increasing the problem. From now on the Reps will join the "us" and the Executives will become the permanent "them." CRAG envisages the Executive "being answerable" to the Reps but your Rules don't seem to be making that happen at all.</p> <p>If you're to guard against the dangers of the CC being taken over and destroyed or radically changed by a minority faction, you need a Rule allowing the Reps to summarily sack any or all members of the Executives at</p>	<p>In the light of this recommendation, the provision has been extended to enable Representatives to dismiss the Executive at any Council Meetnig.</p> <p>The Executive as trustees are legally liable for the operational decisions they taken on behalf of the charity. As a result,it would be unfair for Council representatives to prevent them from taking decisions, whilst also expecting the Executive to take legal responsibility.</p> <p>Nevertheless, an additional provision has been included to permit representatives to 'call in' certain Executive Decisions for ratification at a Council Meeting.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
				an Annual Meeting, and you need another Rule allowing the Reps to rescind any decision that the Executive has taken.	
15		Policies	Mandatory	The response completely misses the point of the comment – about whether mandatory policies are meaningful. The comment implies rewording in V2, but the wording change that mentions ‘mandatory’ is merely cosmetic, and there are the same number of references to ‘executive decision’ (though it’s not clear how that is relevant).	<p>A Mandatory policy can be enforced to the extent that the Council is currently able to dis-affiliate those societies which do not adhere to its Decisions. In future it will be able to revoke the membership of individual members (if introduced) whose conduct breaches the Council’s rules.</p> <p>Please refer to Comment 7 on the nature of mandatory policies.</p> <p>The term ‘Executive Decision’ has been introduced merely to avoid confusion between Decisions of the Council (including policies and standards) and decisions made at Executive Meetings.</p>
15	33	Policies	Mandatory	10.7 Mandatory - I can see no reference to any sanction to support a mandatory Policy or Standard. As such, creating a mandatory Policy or Standard is pointless, and including it in the Rules liable to bring the Rules into disrepute.	<p>Additional wording has been incorporated to make clear that any mandatory policies are to be treated as Decisions of the Council.</p> <p>The term Decision has been amended to Executive Decision to avoid confusion.</p>
16		Policies	Policies	I can find no words to back up the second sentence of the response (whatever it is supposed to mean).	The Council’s existing Decisions represent an accumulation of policies, technical standards and opinions built up over many decades. Many affiliated societies refer to the Council’s Decisions in their constitutions. To allow a smooth transition to the new Rules, and avoid the need for any society to change its constitution, the term Decisions has been retained as a ‘portmanteau’ term to cover both policies and standards.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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					Although the term “Decision” will not be retired, the new Rules also allow the terms Policy and Standard to be used in future, so that the purpose of each policy or standard can be communicated more explicitly. For example it will be more readily understood if the Council has a “Safeguarding Policy” and not a “Safeguarding Decision”.
16	8	Policies	Policies	Decision, Policy, Procedure, Rule and Standard. This appears to mandate five levels of written documentation. It may be challenging to explain why this is simpler than having two levels (Rules and Decisions).	Procedures (now renamed Standing Orders) are a form of Rule, which can be created by the Executive through delegated powers. Wording has been included to make clear that Mandatory Policies and Standards are to be treated as Decisions of the Council.
17		Procedures	Scope	The new wording is still wrong. If the rules ‘permit’ then the Executive ‘may’, but if the rules ‘require’ then the Executive ‘must’.	In the light of this recommendation, all references to the Standing Orders in the Rules have been reviewed. The Rules are intended to stand-alone even without the presence of any Standing Orders and therefore all references to Standing Orders in the rules take “as may be stated in the Standing Orders” or use equivalent language. To avoid any confusion between ‘requires or permits’, Rule 10.1 has been amended to state “allows for”. It is important that Rule 10.1 provides a clear statement of the purposes for which Standing Orders may be created to ensure :- <ul style="list-style-type: none"> • that standing orders relate only to the business of the Council and do not refer generally to ringers and ringing • that the Executive is not able to circumvent existing Rules by creating Standing Orders dealing with

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
					similar matters.
17	168	Procedures	Scope	10.1 (a) ~ If a rule ‘requires’ it then this rule is wrong to say the Executive ‘may’ do it – it must do it. If the rule merely permits it then this rule is vacuous since it merely repeats the permission.	The purpose of this wording is to limit the Executive’s ability to create Procedures on significant matters which are reserved for rule changes. The wording has been amended to “Require or Permit”.
18		Societies	Ringling Alliances	71 Societies Ringling Alliances The response would be adequate, but it sounds a bit hollow, since it doesn’t refer to anything specific. (Maybe I’ll find something when I go through the whole text.)	The Rules give the Executive power to forge alliances by a number of means, as they think fit.
18	71	Societies	Ringling Alliances	<p>What is going to happen about Ringling Alliances, current Decision H? I can see that you might think this is obsolete, but it was included for a purpose, mainly when overseas ringing societies either fall below the required number of members or were never sufficiently large to start with. It is a “nice thing to do” and I would hate to the think that the new post-CRAG Council doesn’t want to do things that are just nice to do, if they cost nothing and make ringers feel warm about us.</p> <p>[Current Decision H - (H) RINGING ALLIANCES That, where it appears beneficial to do so, alliances should be formed between the Council and ringing organisations not affiliated to the Council, including those with traditions of ringing other than in the English style, for the purposes of mutual support, fraternity and cultural understanding. Where it is appropriate, the Council will encourage the</p>	The Rules enable the Council to forge such alliances in future, either through the introduction of Ex Officio memberships, other partnerships or more informal arrangements.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	No (1 st Ed)	Subject	Issue	Comment	Conclusions & Recommendation
				development of change ringing in new regions.]	
19		Objects	Specification	Comment – 85 Objects Specification – There are far stronger reasons why the rules should not get down to this level of specificity.	Noted.
19	85	Objects	Specification	<p>Note that all the objects of the CCCBR in Rule 3.2 are confined to exhortations alone. For example, let me take object h) promoting best practice relating to statutory compliance, safety and governance in relation to ringing. There is a lot in this section but sticking for the moment to safety cannot the object be something on the lines of ‘ensure that any affiliated society accepts the requirements under Rule xxxx.xxx to carry out an annual Health and Safety assessment on its premises and activities using the Approved Assessment Form in Annex ZZ to these Rules, a copy of which must be sent to the Council within one month of its completion.</p> <p>I am not proposing those precise words but using them as an example of a more directive approach to the key issues which face any organisation, voluntary or not, in the current age, similar direction should be applied to safeguarding and governance and perhaps to others of the Council’s Objects critical to the future health of bellringing.</p>	The objects have purposefully been kept broad in scope to ensure they can meet the Charity Commission’s requirements for charitable objects and can be pursued by the Council over many years to come. Trustees are under a legal duty to pursue a charity’s objects, so that the definition of highly specific objects is not recommended.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



RULES AND STANDING ORDERS

No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
201	A	R		-	First may I say how much hard work has clearly gone into all of this. Personal thanks to you and to Daniel Meyer for the dedication you have shown. While they are longer (in either form) than CRAG had envisaged I do understand the constraints and think that, despite the length, you have largely set them out in a clear and logical fashion. Well done!	
S04		R	-	-	Well done! They look to be as clear, practical, complete and simple as one could reasonably expect.	
S05		R	-	-	Very good. Lots of hard work has gone in to this. Good that the phrase *performing art* is used. I like the document structure which helps reinforce the new culture / approach to council operations. Should make it easier to propagate down to the guilds.	
217	A	R	-	-	I am sorry to pour a little cold water on what has been a huge amount of largely very good work. I think the rules and standing orders themselves are a great improvement on what went before. What they haven't captured though is the need for different ways of thinking about things and doing things – which is what CRAG was all about. “	
2		R	+	+	This seems pretty satisfactory to me now, but it does need discussion by the G&B Management committee in the new year. Unfortunately, I can't attend the next G&B management committee meeting on 27th January (which normally only ratifies the annual accounts) as it clashes	

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					with the UBSCR dinner and I'm singing in their service at St Stephens that afternoon. I hope that the other CC reps will take this forward on that day.	
69	A	R	Amend'mt	Retrospective Application	11.3 – Ambiguity - I think 'delgates' is intended to mean people to whom the Executive has delegated some power of action but it could easily be read as a sloppy synonym for a representative member.	In the light of this recommendation “delegates” has been amended to “those empowered by the Executive under the Rules”
221	A	R	Annual Subscription	-	7.13(c): For reasons given in an e-mail I sent to Dan (attached) under the heading "Annual Subscriptions" I would suggest this paragraph be deleted. The current subscription is prescribed in a Standing Order and will require any alteration to be subject to the possible operation of Rule 10.8(d), which should be adequate protection. 7.13(c) was written long before there was any suggestion of Rule 10.8(d) and is the only action in 10.8 which requires alteration to a Standing Order.	<p>In reviewing the previous comment (190) we concluded that amendment to membership subscriptions is an issue which for most associations is determined by that society's annual meeting.</p> <p>In the case of society subscriptions, it therefore seemed appropriate that the subscription amount continues to be approved by Society Representatives.</p> <p>This will not prevent the Executive from amending at any time the membership subscription for new direct members (where these are introduced) as only society subscriptions are covered by Rule 7.13(c).</p> <p>Comment 190 nevertheless highlighted a more fundamental problem that where a proposed Executive Decision has been approved by a Council Meeting, there should be no right to call that Decision in. With this in mind, an amendment has been made to ensure that Rule 7.9c) does not apply where an Executive Decision has been approved at a Council Meeting.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
24	A	R	Council Meetings	Adjournment	Adjournment 6.20 – 21 - Reasonable to move this [to the Standing Orders]	Noted.
40	A	R	Council Meetings	Annual Meetings	6.1 a – Consistency (and clarity) of wording All items in the list should begin 'to ...'. The words need re-ordering (similar to 5.1b)	Rule 6.1a has been re-ordered accordingly.
144	S	R	Council Meetings	Annual Meetings	a) and c) – should this be elect rather than appoint? c) – what is the good reason for electing Independent Examiners each year?	Rule 6.1a has been amended accordingly. Annual appointment of independent examiners is more consistent with the practice of other charities and businesses and, being less onerous than a 3-year tenure, is likely to increase the pool of eligible candidates.
48	A	R	Council Meetings	Appointments	6.10 – Brevity - 'both of which shall be subject to such regulations as may be stated in the Standing Orders' (17 words) means: 'in accordance with the Standing Orders' (6 words).	Amended accordingly to simplify the language.
41	A	R	Council Meetings	Business	6.1 d – other business - Is this too restrictive? It appears to rule out the possibility of considering any other business not required by the SO (which doesn't say anything about other business). Common sense would permit 'other business', even if making it subject to approval (by the Chairman or by the Council). The same applies to 6.2 b.	Whilst the rules regarding notices and motions impose a discipline, they are designed to ensure that the business presented to Council meetings is relevant, not unnecessarily detailed and has been notified to Council members sufficiently in advance for them to give it due consideration and if necessary to consult with their societies. This is in line with CRAG's Proposal D that Council Meetings are restructured and shortened. Under Standing Order C3 Council members may discuss any matter which has not been subject to prior notice at a Council Meeting, subject to clear rules to ensure that all members have the opportunity to consider any significant changes.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
S02		R	Council Meetings	Chairman	Rule 6.18: Should the chairman of a meeting have a vote? I was always brought up to believe the chairman should be neutral and only vote in the case of a tie - the "casting vote". The proposed system gives the chairman extra power, whereas s/he should have less power. The function is to ensure proper conduct of the meeting and not to exercise her/his will.	<p>The Chairman will not have a vote on their own account, unless there is a tied vote, in which case they will have a casting vote.</p> <p>In the event that they are also a Society Representative they will have a vote in that capacity only.</p>
123	A	R	Council Meetings	Chairman	It is noted that the President is still to be the Chair of Council meetings. The divergent views of this group expressed in the report on Edition 1 remain but are not pressed. It is feared by some, however, that the issue may return and be the subject of an amendment motion when it comes before the Council.	<p>This subject was dealt with in Response 203 in the First Draft consultation and has been explored further in the light of this comment. In particular feedback on the Architecture document (which set out the current approach) and both drafts of the Rules has been reconsidered.</p> <p>Consultation responses have been supportive of the existing approach and have not revealed any appetite to introduce a separate chairman for Council Meetings.</p> <p>Once the final draft is published for consideration by societies, further changes or amendments (which societies will not have had the opportunity to consider) are not proposed. However, this does not prevent this or any other change to the new Rules from being agreed once they have been introduced.</p>
44	A	R	Council Meetings	Conduct	6.6 – Conduct of meetings - Why does this rules need to say in effect 'ignore the standing orders'? 10.2 already states that the rules have precedence over them and unless someone screws them up they merely fill in additional details. It would seem more logical to move	<p>Rule 6.6 has been simplified in line with this recommendation.</p> <p>Rule 10.2 has been amended to avoid a circular reference (a general requirement that the Standing</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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					6.6 to the end of section 6, and word it along the lines of: 'other aspects of the conduct of meetings shall be as specified in the Standing Orders'.	Orders are subordinate to the Rules conflicting with individual Rules stating that specific aspects of business must be in accordance with the Standing Orders).
83	A	S	Council Meetings	Elections	'First Past The Post' is a system for electing one person from several candidates. If there are more candidates (as there will be in some cases here) then the first, second, third, ... etc are elected, not just the first. There is no need to introduce this bit of jargon. It would be adequate to say: 'Each member may vote for the number of candidates that there are vacancies, and the candidates with most votes shall be appointed'.	The reference to "First Past the Post" has been removed accordingly
154	S	R	Council Meetings	Elections	6.25 this introductory sentence is very clumsy – do we need to spell out first past the post? I thought these rules were supposed to be simpler? c) does the chairman not have an additional vote?	Rule 6.25 (now appearing in the Standing Orders at C8) has been amended to address this recommendation in line with Comment 83. Tied votes are resolved by the drawing of lots to avoid placing the Chairman in the invidious position of having to decide between two individuals.
47	A	R	Council Meetings	Implementation of Resolutions	6.9 – Purpose and effect? What is this rule supposed to do? Is it to give the executive power to ignore a binding vote by the Council if they consider it meets the criteria or to avoid that happening would it give them power to prevent such a motion being debated or voted on? Also, I think it could be argued to make rule changes impossible because implementing the change to the (as yet unchanged) rule may well be incompatible with it. And in any case, the title is misleading since it is about NOT implementing resolutions. Needs a rethink.	The wording of this paragraph means that rule changes will be acceptable as they will be judged on the basis of the amended rules. In the light of these comments, this section has nevertheless been renamed "Irregularities in Council Resolutions" and moved to the General Provisions section.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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130	S	R	Council Meetings	Motions	Rule 6.6. There's a superfluous "s" on "Meeting."	Amended accordingly.
75	A	S	Council Meetings	Motions – Consideration	C 2.1 – Intent - I think the intent requires insertion of: '(if appropriate)' before 'to withdraw'.	Standing Order C2.1 is intended to make clear that the proposer of a motion has the option to address the meeting, respond to questions, amend their motion or withdraw it. 'If appropriate' is slightly difficult to define. However, the wording of this paragraph has nevertheless been simplified. It has been made clear that these choices are at the discretion of the proposer.
149	S	R	Council Meetings	Motions – Consideration	So the proposer could take the whole 30 minutes?	The new rules avoid being over-prescriptive about the way in which motions are considered. Instead they give discretion to the proposer of a motion as to how it should best be presented and discussed. In practice, it is unlikely that any proposer would wish to allow time for questions as it would make it less likely that their motion would be rejected. With the agreement of the meeting additional time can be allowed.
150	S	R	Council Meetings	Motions – Consideration	6.10 ... by agreement of a msjority of those representative Members present and voting, surely?	Paragraph 6.10 (now appearing in the Standing Orders at C3.2) has been amended accordingly.
151	S	R	Council Meetings	Motions – Consideration	6.11 - surely this and some of the other detail belongs in the standing orders (as usually understood)? [eg: 5 minutes for proposer, 3 minutes for seconder and other speakers, 3 minutes for proposer at conclusion of discussion, a person may only speak once on a given proposition unless the chairman decides otherwise.]	Please refer to Comment 149.
74	A	S	Council Meetings	Motions – Notice	C 1.2 – Portmanteau sentence It would be much clearer if this 66 word sentence was	Dividing this sentence would result in some additional complexity, but the existing sentence has

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					split into several, each saying one thing.	been re-ordered to set out in list form the activities which may take place at a Council Meeting, followed by the caveat that these must have the agreement of representative members and of the chairman.
73	A	S	Council Meetings	Motions – Scope	C 1.1 – Motion scope - C1 is headed notice, but this seems to be about restricting the scope of motions. Re clause (a) surely no motion should be consider that is not provided for by the rules. As a corollary the rules should be broad enough to admit any motion legitimately related to the Council’s business, in which case clause (b) is redundant. Is the intention to indicate that motions may be proposed by either the Executive or individual members? If so then it would be better to say so.	<p>In the light of this recommendation, Standing Order C1.1 has been given its own section, headed ‘Subject of Motions’.</p> <p>The purpose of clause C1.1a is to permit motions which are specifically allowed by other rules (such as to dismiss an Executive Member). The wording of this Standing Order has been amended accordingly.</p> <p>The purpose of clause C1.1b is to deliver CRAG proposal D which states that Council Meetings “<i>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>”. This is consistent with the Charity Commission guidance that in the case of Unincorporated Associations the management of a charity’s affairs should rest with its trustees, who have legal responsibly jointly and severally for its affairs To this end, a charity’s members may not pass binding resolutions on the Executive on operational matters, but may nevertheless express their views on the charity’s affairs..</p> <p>The rules allow for motions to be proposed and seconded by either Executive Members or</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>Representative Members. It is important to allow Executive Members to propose and second motions as individuals, not bound by collective responsibility in the interests of good governance (to support 'whistle-blowing').</p> <p>This Standing Order has been simplified so that any Council Member (including Stewards, Executive Members and Representative Members) may submit motions.</p> <p>The following Standing Order, dealing with the number of motions per proposer has been likewise simplified to two motions per proposer.</p>
25	A	R	Council Meetings	Nominations	Nominations 6.22 – 24 - I don't see the justification for moving this - but it can be improved. Delete 6.22 and after 6.24 add: 'If there are too few nominations the chairman shall accept Nominations in person made by Representative Members present'.	Paragraph 6.22 is necessary to ensure that the majority of nominations are made in advance and in accordance with the rules on notice set out in paragraphs 6.23 and 6.24. Other options for this paragraph have been considered, but none offers any significant improvement.
78	A	S	Council Meetings	Nominations	C 6.1 – Consistency - The heading is Nominations and it would be both consistent and more helpful if 6.1 began: 'Nominations for appointments to be made at a Council meeting shall ...'. The bit about nominations from the floor would be better as a separate item.	Having experimented with alternative sentence structures we have concluded that these have their own complexities and have therefore retained the existing wording.
79	A	S	Council Meetings	Nominations	C 6.2 – Grammar - I think this should be 'Notice of motions shall ...' (ie singular notice).It applies separately to each motion, for which the proposer if only required to give notice once.	The paragraph has been amended to make the wording singular.
81	A	S	Council Meetings	Nominations	C 6.2 – Clarity - (a) would be clearer and much shorter as: 'the names of proposer and seconder (both	Amended accordingly.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					Representative Members)' (b) likewise as: 'the nominee's agreement to being nominated'	
82	A	S	Council Meetings	Nominations	C 6.3 – Consistency - I think this should be: 'All nominations received ...' not 'notices'	Amended accordingly
153	S	R	Council Meetings	Nominations	6.23 c) is this a statement by the candidate? This needs clarification.	A statement supporting a candidate may be written by the proposer, the candidate themselves or a third party (for example a referee).
23	A	R	Council Meetings	Notice	Notice of Council meetings etc, 6.4 - 6.16 This seems a useful amount of detail to move to standing orders. However, I suggest replace the two long rambling sentences with clearer thus: - Provisional notice of each Council meeting shall be given ... - The notice shall include ... - Full notice of each Council meeting shall be given ... - The notice shall include ...	Paragraphs 6.4 and 6.5 have been amended accordingly. However, as meeting notices are a fundamental part of governance and are unlikely to change, these provisions have been retained in the Rules. By contrast, the more detailed regulations regarding the conduct of meetings are held in the Standing Orders.
43	A	R	Council Meetings	Notice	6.4 – Clearer wording? - The order seems wrong with business tacked on the end. It would be clearer and more logical as: '... date, venue, summary of its business, including and elections, for which nominations are invited...'	Paragraph 6.4 has been amended accordingly.
125	A	R	Council Meetings	Notice	Rule 6.4 requires notice to be given only to Representative Members. Non-voting members, being also entitled to attend meetings, should also receive notice of Council meetings.	Amended accordingly
136	S	R	Council Meetings	Notice of Motions	And I am wondering if the nomination and motion deadline would be better at 8 weeks? Six weeks is very	A nomination/motion deadline of 8 weeks would involve pushing back other dates, meaning that

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					tight if everything comes in at the last minute and it needs to be typeset and formatted - and the papers will still need this even if they're only electronic.	<p>notice of meetings would need to be given over 10 weeks in advance, which would be difficult to justify.</p> <p>There is no requirement (other than preparation of the Ringing World Supplement) why pages need to be typeset, meaning that the agenda papers can if necessary be sent out as standard documents, followed by a Ringing World supplement at a later stage if necessary.</p>
147	S	R	Council Meetings	Notices	6.4 and 6.5 I appreciate that the situation will change and that there should no longer be an absolute requirement to publish in the RW but should there not be some standard wording on proof of sending / proof of delivery? I see that this is covered below in 9.9 etc – how about a crossreference?	The use of Standing Orders does involve the risk that material on any given subject will be held in two documents. As the number of Standing Orders gradually increases, and as the Rules cover only fundamental matters which are not subject to change, it is likely that the Standing Orders alone will be consulted. In these circumstances, the additional overhead involved in maintaining a cross reference table could prove counter-productive, although one can be introduced in future if required.
148	S	R	Council Meetings	Notices	6.7 we are still going to have the same issue of new members not being able to propose or second a motion, given the 6 week limit.	<p>The new rules improve on the current position. Under the existing rules a new representative only takes office at the start of a Council meeting and is therefore unable to submit motions for consideration at that meeting. Where a society change all their representatives at the end of a triennium, they effectively lose their ability to submit motions at the next Council Meeting.</p> <p>Under the new rules, provided a Society informs the Secretary more than six weeks in advance of their new representatives, those representatives are empowered to submit motions for consideration at</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						their first Council Meeting.
76	A	S	Council Meetings	Other Business	C 2.2 – No conflict - There is no conflict with 2.1 (which only applies to submitted motions) so no need for the notwithstanding clause.	The purpose of this clause is to allow motions which have not been notified in advance to be considered at Council Meetings notwithstanding the normal rules regarding notices.
77	A	S	Council Meetings	Other Business	C 2.2 a – Intent - As I read this, even the substantive part (as opposed to the procedural part) must only apply to the business on the agenda ('due to be considered') and not to any other wider aspect of relevance to the Council. Is that the intention? I can see the logic of such a constraint on a motion with weighty consequences but I can't see why matters of legitimate concern to members, that are relevant to the Council, should not be permitted to be discussed, and that some resolutions (for example to investigate further) should not be eligible to be passed.	The purpose of this paragraph is to ensure that important matters, which would normally be notified to Council Representatives for societies to consider in advance are not 'forced through' at a Council meeting, depriving representatives not present and societies of the opportunity to consider them. The paragraph has nevertheless been reworded to allow a wider range of matters to be raised by the floor, provided these do not change the Council's Rules, Standing Orders or Policies.
45	A	R	Council Meetings	Quorum	6.7 – Quorum - In the event that individual members are introduced, the quorum will need reviewing. In anticipation of that, and with no change in current effect, this could usefully be changed to: '50 voting members'.	Whilst this change would offer some 'future proofing' the Rules will require a substantial overhaul at the time when control of the Council is passed to individual members. For this reason all rules relating to voting currently refer to "Representative Member". With this in mind (and as 'Voting Member' is not defined) we have concluded that referring to Representative Members is the simplest option for the time being..
199	A	R	Council Meetings	Reports	This reflects a lot of work which I applaud. However there is one major issue that contradicts the CRAG draft approved at the 2017 CC meeting. This is in Clause 6.1 (b) 2, where workgroups report to the full Council. This is exactly what we want to remove. First, the full Council will not have the time or insight to debate all the work of the	On the general thrust of this comments, the new governing documents do implement full Executive control over Workgroup activities in the way that the CRAG report envisaged. The key drivers which have been built in are that Workgroup Leaders are appointed by the Executive

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>work groups with any effectiveness. Secondly, the point of the Executive is to oversee the work groups, having an overview that ties everything together, being able to respond quickly, being able to make decisions where necessary efficiently. The Executive then reports to the full Council with a coherent view and able to present the key matters for debate. We do NOT want to grind through all through all the details of each work group and fall into the temptation of micro management. The whole point of the reform is to move away from trying to get 200+ people to debate minutiae, but rather be presented with an overall picture with key decisions tailored to the Council meetings.</p> <p>I urge you very strongly to make the work groups accountable to the Executive and report there, and remove 6.1(b)2, (amending 8.2(e)) and require the work groups to report to the Executive.</p>	<p>and they report to an ‘Executive Sponsor’ exactly as CRAG defined.</p> <p>Equally, the role of Council Meetings is much reduced, again as CRAG Proposal D envisaged. Council Members will not be able to pass binding motions on operational matters and rather like the British monarch, will in future simply have rights to “be consulted, to encourage and to warn”.</p> <p>On the specific question of how much information the annual council meeting should have about Workgroup activities, there is a challenge as Workgroup Reports were added to the Second Edition in response to feedback in October on the First Edition. Two of the comments received were as follows :-</p> <p><i>“Rule 6.1 Only allows reports of the Executive which does not provide adequate scrutiny and could be mis-used by Executive. Some form of scrutiny of Executive needs to be written into constitution. AMEND Rule 6.1 (c) “ to consider annual report of respective Workgroups. “</i></p> <p><i>“6.1 Matters to be considered at Council meetings should include reports from the Workgroups. It has always been an important discipline for the Council’s committees that they should report annually on what they have achieved and on their plans for the year ahead.”</i></p> <p>The concern voiced by those responding to the first consultation was that Council Members could not</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018

Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>exercise effective scrutiny if their only source of input was an “Annual Report” of the type prepared by some charities, which have become a form of brochureware produced by their marketing departments.</p> <p>On the one hand there is the ‘efficiency’ argument and as you say there is very little appetite to grind through umpteen reports. On the other hand there is the ‘democracy and accountability’ argument.</p> <p>We concluded that to deny Council Members (who will in any case have no operational input) the opportunity to find out about or debate the activities of different Workgroups would perpetuate the very impression of poor communication and defensiveness which the CRAG reforms were intended to overcome.</p> <p>It’s also worth noting that these annual reports are matters of record and do have an audience beyond those at Council Meetings. The number of Workgroups (expected to be 5) is much lower than the current number of committees (who number 16) so the time taken will therefore be proportionally less.</p> <p>This does appear consistent with CRAG’s proposals which stated that Council Members should not be involved in operational 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.”</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>Nevertheless, an amendment has been made in the interest of avoiding a situation where each Workgroup's report is considered separately, frustrating CRAG's objective of getting Council Meetings down to a much shorter duration.</p> <p>This has been achieved by requiring that the Annual Council Meeting considers a single report from the Executive, with the rider that this should contain information on the activities of each Workgroup and Steward.</p> <p>We have concluded that this would address the concern that meetings do not grind through too many reports, whilst also giving Council Members the assurance that they will hear about each aspect of the Council's work.</p>
211	A	R	Council Meetings	Reports	<p>Rule 6.2b2: Annual Reports from Workgroups to be discussed individually. While it is expected that the Representatives will question the Executive on the work done by the Council during the previous year – and Workgroup Leaders will be present to provide detail where – the work needs to be seen as a whole, coordinated and presented by the Executive. It is therefore inappropriate for individual Workgroups to report separately to the Representative Meeting. (Additionally, discussion of (some) committee reports historically tended to allow Representatives to get lost in the weeds of detail or simply to ride their own hobbyhorses – none of which was an effective use of</p>	<p>This comment has now been addressed. Please refer to Comment 199.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>time).</p> <p>D A small but also important point is in relation to the replacement of the class of Life Membership with Fellows. In Standing Order M2.1 the wording feels old world and Central Council centric. Why not “The Council shall have a class of Individual Member, named “Fellow” reserved for those who have given distinguished service to the ringing community, which the Council wishes to recognise”. The point should be that we wish to recognise all who have given distinguished service to ringing whether through work with the Council or in other settings. Service to the Council is (or certainly should be) service to ringing and judged according to identical criteria.</p>	
152	S	R	Council Meetings	Resolutions	6.19 interesting to note that this would have prevented the implementation of CRAG recommendations!	Noted. Rule 6.19 permits rule changes, but does not permit other changes (for example the appointment of new officers) which are not supported by the Rules. It would not have prevented implementation of the CRAG recommendations in their entirety, but would have prevented implementation of those recommendations which were not consistent with the rules.
42	A	R	Council Meetings	Special Meetings	6.3 – Clearer wording? - I think: ‘The Executive shall always call a Special Council Meeting to take place within ten weeks of a request to this effect made to the Secretary, Deputy President and President by at least two Executive Members or 25 Representative Members’ would be clearer and more direct as: ‘If at least two Executive Members or 25 Representative Members ask	Rule 6.3 has been retained as on balance the existing text appears easier to read.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					the Secretary, Deputy President and President for a Special Council Meeting then the Executive shall call it to take place within ten weeks of the request’.	
145	S	R	Council Meetings	Special Meetings	6.2 presumably somewhere else it specifies that a special meeting may only conduct the business for which it is called?	Restriction of Special Meetings to conduct only the business for which they were called may prevent Council Members from making appropriate decisions where new facts become apparent during the course of a Council Meeting. However, Standing Order C3 provides protection by ensuring that any business raised from the floor at a Council Meeting must relate to the genuine business of the Council and may not involve changes to the Council’s Rules, Standing Orders or Policies.
146	S	R	Council Meetings	Special Meetings	6.3 it is ridiculous that only 2 members of the Executive could engage the whole Council in the hassle and cost of a special meeting. And I'd like to suggest that the 25 representative members should come from at least 20 different societies – it would only take 5 societies to call a special meeting at the moment.	<p>The ability to convene a Special Council Meeting is a key check which enables Council Members to ensure that the Executive behaves responsibly. A considerable amount of feedback to the first draft related to concern that this and similar checks over the Executive were robust.</p> <p>The ability for two Executive Members to trigger this process supports whistle-blowing.</p> <p>The trigger of 25 representative members, being approximately 13% of the Council’s size, represents a significant bar and introducing additional barriers would lead to complexity and the feeling on the part of Council members that they were being prevented from exerting legitimate influence.</p> <p>In practice, it is most unlikely that any group of members would wish to involve Council</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						representatives in the inconvenience of a meeting unless they were convinced that an issue required urgent attention.
178	S	R	Council Meetings	Special Meetings	6.3 -It seems unnecessary to notify all three officers. Especially as this means that if (for example) one of them dies, it will be impossible to convene a Special Meeting to choose a replacement.	Under the rules on Notices, any communication is deemed as served 2 days after it was sent to the last known address, meaning that if for example the Secretary's position was not filled, the Executive would be responsible for ensuring that their mail was redirected.
220	A	R	Council Meetings	Special Meetnigs	6.3: As we said in the group commentary on Edition 2 in relation to a similar provision in another context, we fail to see why three members of the Executive should be notified and gave reasons why. For those reasons I would urge this Rule also to be changed to require notice to be given only to the Secretary. 10.8(d): I repeat my concern about three members of the Executive being required to be notified: See commentary on Edition 2 and 6.3 above.	Standing Order N1 on notices indicates that a notice is regarded as delivered around 2 days after it was sent, regardless of whether it has been read or not. Given the likelihood that Rule 6.3 would only be invoked on a contentious matter, and as the Secretary might be away on holiday, it seemed appropriate to require that notices under this rule were sent to more than one Executive Member. This will not be onerous on those sending the notices, and will probably involve one or two 'CC:' entries in an email. It could however prove vital in ensuring that the Council did not breach its own rules where a Special Council Meeting has been requested.
205	A	R	Council Meetings	Title	For clarity I think describing the future state of the Annual Meeting of Council as the Annual Representative Meeting would help to reinforce that it is the meeting for Representatives to scrutinize the work of the Executive.	Under the Second Edition Workgroup Leaders, Stewards, Ex Officio Members, Fellows and Representative Members are all entitled to attend and speak at Council Meetings and in due course this will be extended to individual members under CRAG's proposals.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						In these circumstances, we have concluded that referring to an “Annual Representative Meeting”, would itself lead to misunderstanding and would not promote the inclusivity which was a key feature of the CRAG proposals.
S03		R	Council Meetings	Voting	<p>I confess I'm a bit confused over the 'crossover' possibilities between different categories of membership (para 5). In answer to one question in your briefing paper I have to say I'd prefer to see a clearer separation between executive and representative categories preserved, though I appreciate the potential technical difficulty in voting procedures mentioned by others and also the problem for recruitment such a firm separation may cause. I may well have misunderstood, but individual members - if standing orders provide for them (para 5.1 b) - would presumably not be representative members and only a minority of them would ever be executive members. Even if executive members are able to keep representative member privileges, including voting at Annual Council meetings, there'll still be a technical challenge establishing that individual members don't do so (para 5.2). If I've misunderstood all this, maybe others will have as well!</p> <p>However these are minor misgiving and won't affect the support I intend to give you at Lancaster!</p>	<p>Having carefully considered voting rules, we have concluded that whilst there is no perfect solution, the simplest and fairest model is to restrict voting rights to society representatives only, until such time as the Council chooses to admit individual members and move control to them from societies. The reason for this is that for the time being the Council is ultimately owned by the societies who pay its subscriptions and whose interest it should serve.</p> <p>CRAG's proposals required that voting rights were retracted to representative members to enforce the culture that the Council should focus on ringers and ringing societies.</p> <p>There are reasons why the Council may wish to recognise the efforts of a number of other individuals who serve it well. These include Executive members, Workgroup Leaders Stewards and Ex Officio Members. However, we have concluded that it would be more appropriate for the Council to recognise the contribution made by these members in ways other than by giving them votes.</p> <p>Making exceptions for certain individuals by giving them votes, however valuable their contribution,</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>risks diluting the control which societies should rightly exert over the Central Council's affairs. This has the effect over time of alienating societies and moving the Council's focus away from those ringers whose interests it needs to serve.</p> <p>This is consistent with CRAG's recommendations, whose objective was to refocus the Council more firmly on serving the interests of ringers.</p> <p>CRAG Proposal Dii) stated that the Council should 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,"</p>
46	A	R	Council Meetings	Voting	6.8 – Voting - As worded it sounds as if the drafters don't know the other rules. I think the intended meaning is: 'Except where otherwise stated'.	Having reviewed this Rule we have concluded that its meaning is clear and simply stating "Unless otherwise stated..." would give rise to the question "where"?
121	A	R	Council Meetings	Voting	Edition 1, consistent with the CRAG recommendations, excluded all Executive members and Working Group Leaders from voting membership of the Council. Edition 2, contrary to the CRAG recommendations, allows Representative Members, if elected to the Executive or appointed as Work Group Leaders, to remain as Representative Members, and hence as voting members. It also allows non-Representative Members of the Executive and non-Representative Members appointed as Work Group Leaders to be non-voting members of the Council. We presume that these changes are a result of the recent wider consultation. That is perhaps not	<p>CRAG Proposal Dii) stated that membership of the Council should be restricted to "representative members only", although it allowed for 'Fellows' provided they did not vote.</p> <p>The purpose of these proposals was to ensure that voting at Council meetings was restricted to ringers, initially through their societies and ultimately through individual membership. To this end CRAG recommended that Executive Members were not entitled to become society representatives and the category of additional members should be</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>surprising given that CRAG in its Report gave no reasons for or against the separation of the Executive from the Council. These changes raise four issues for consideration:</p> <p>(1) Only Representative Members, whether or not they hold some other office, can be voting members. Members without voting rights are:</p> <p>(1) Executive members who are not Representative Members, which could include the President, but who may be able to exercise a casting vote under Rule 6.8 c);</p> <p>(2) Work Group Leaders who are not Representative Members;</p> <p>(3) Individual Members if the Executive allows such under the Standing Orders;</p> <p>(4) Stewards who are not Representative Members;</p> <p>(5) Fellows;</p> <p>(6) Ex officio members.</p> <p>This could be a significant contingent of members and could cause process difficulties in contentious votes. The difficulties could be reduced if non-voting members were required to sit together in one identified section of the meeting.</p>	<p>abandoned.</p> <p>Consultation feedback on the first draft indicated a significant desire to allow representative members to be elected to the Executive and this change was implemented in the second draft.</p> <p>However, CRAG's recommendations have not been diluted in other respects, particularly in ensuring control over the Council is returned to ringers through their society representatives.</p> <p>Whilst this means that some of those attending Council meetings will not be entitled to vote, the numbers involved (until such time as individual membership is introduced) will be quite small and therefore easily managed.</p>
122	A	R	Council Meetings	Voting	<p>The present proposal raises the possibility of two different classes of membership of the Executive and Work Group Leaders according to whether they have voting rights at Council meetings or not. We consider that there is a case for non-Representative Members elected to the Executive by the Council to become voting members of the Council. Having been elected by the Council one could assume that they have the confidence of the Council for a very responsible position and</p>	<p>This recommendation has been carefully considered, with the conclusion that giving voting rights to anyone other than society representatives would lead to a more complex system and create the precedent that the responsibility of the Council to individual ringers through their ringing societies would be diluted. A key element of CRAG's recommendations was that the Council should be more responsive to the needs of individual ringers rather than those with special privilege or position.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>therefore entitlement to a vote as a member of the Council. Effectively what the Council would be doing is to co-opt members to its full membership for their particular expertise, as indeed the Executive itself can do in appointing two other members. We would exclude from that class the two members of the Executive who are appointed by the Executive. They and the Work Group Leaders, also appointed by the Executive, are appointed for their expertise in specified fields and are not appointed by the Council. They may not necessarily have or wish to have the same wider interests as Representative Members. Another good reason to exclude them from voting membership is that it would avoid the Executive making appointments influenced by whether they should or should not be voting members of the Council. However, we consider that such considerations do not apply to Executive Members elected by the Council. While this would be further departure from the CRAG recommendations, it would seem to be desirable consequence of the more substantial departure.</p> <p>NOTE - This e-mail ... came in after I had sent you the draft. He must therefore be taken to dissent from any change to the CRAG recommendations about members of the Executive becoming or remaining members of the Council. Subject to that he seems to agree with everything else.</p> <p>“The summery generally looks good, apart from one section. The section in the notes on the rights for Exec members to be representatives and to vote concerns me.</p>	

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>I believe that the original CRAG proposals are the best option and I am therefore not in favour of complicated changes to this part of the rules. I think that we therefore need to differ on this point.</p> <p>As long as this point is noted I am happy for the comments to be sent..."</p>	
141	S	R	Council Meetings	Voting	5.2 this will be an administrative nightmare! It also conflicts with the aim of opening up office to non-CC members – you could be a member of the Executive or a highly responsible steward but not be able to vote at an annual meeting?	For the reasons set out in Comment 122 the draft Rules contain provisions such as this to ensure that control over the Council's affairs in future rests solely with its constituent societies.
219	A	R	Council Meetings	Voting	5.2: The Rule is clear that any Member may speak but only Representative Members may vote. However, there is an unresolved hiatus in the Rules as to whether Non-Representative Members may move motions. That may appear to be resolved in Standing Order C2.1 where all notices of Motion must be given by a "Member" – of any class However, there may be an implication from the Rule that only voting members can move Motions, and Standing Order C2.1 only permits any member to give notice of a Motion. It does not say that any Member may move a motion. I think the Rules, rather than the Standing Orders, should be quite clear as to who has what rights at a General Meeting. I would think it entirely appropriate and sometimes necessary that Members who are not Representative Members but who are Trustees should be entitled to move Motions, whether notice is required or not, even if only to move that their annual report be received/approved, their financial statements be	<p>Rule 5.2 has been amended accordingly.</p> <p>As Standing Order C2.1 relates to notices of motion (rather than conduct at Council Meeting) the existing wording has been retained to make clear that any Council Member may submit and speak to a motion.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					approved and that their proposed forward plan and budget be approved. I would therefore suggest that Rule 5.2 be amended to enable Non-representative Members to "speak and move motions". The qualification in brackets in Standing Order C2.1 would then be superfluous. If all Trustees except those appointed by the Executive were to become voting members of the Council (see below) the wording would have to be slightly different.	
225	A	R	Council Meetings	Voting	General: I note that our suggestions for ex officio Membership of the Council of certain Executive Members has not been taken up. Is there some good reason why?	Please refer to comments 121 and 122.
226	A	R	Council Meetings	Voting	Under the present draft it would still be possible for a non-Representative Member who is the President or Deputy President to exercise a casting vote at a general meeting. Is that intended?	<p>The usual practice is for the chairman of a meeting to exercise a casting vote and this has been retained for simplicity and to ensure that Council Meetings are able to make decisions.</p> <p>Nevertheless :-</p> <ul style="list-style-type: none"> ➤ the chairman is not able to choose between candidates for office in the event of a tied vote (which is dealt with by the drawing of lots). ➤ a number of key matters are reserved for approval by a two thirds majority of Society Representatives present.
32	A	R	Definitions	Independent Examiner	Interpretations & definitions – Independent examiner If you must spell out all the duties (which I don't think you need to) for this well understood term, then I think you	The definition has been simplified in line with this recommendation, but retained as a defined term in view of its use at various places in the Standing

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					need 'and' between 'Act' and 'in'. Currently it refers only to that subset Charities act obligations covered by the Rules & Standing Orders.	Orders..
31	A	R	Definitions	Language	1 – Interpretations & definitions – verbiage There are still instances of excess words that add nothing, for example: 'An Executive Member who is made responsible for supervising the activities of a Steward or Workgroup in accordance with the Rules' (21 words) could be 'An Executive Member responsible for supervising the activities of a Steward or Workgroup' (13 words) with no loss of effectiveness.	Amended accordingly. A further review will be carried out to identify any additional areas which can be simplified.
33	A	R	Definitions	Maximum Contract Value	1 – Interpretations & definitions – Maximum Contract Value I can't find this term anywhere else in the document. It occurs in the Standing Orders, but that has its own table of definitions	All Definitions are held in the Rules in the interests of simplicity and to avoid duplication.
30	A	R	Definitions	Relevance	1 – Interpretations & definitions – spurious references Many of these are padded out with qualifications that refer to specific rules. Would there be any ambiguity if these were removed? I think not. For example in what other way could a society be affiliated to the Council other than in accordance with rule 4. The definitions section should not be padded out to act as an index.	<p><u>Reason for definitions</u></p> <p>To take the example of Affiliated Society, in the absence of a definition, the Council would more vulnerable in dealing with claims from societies which felt that they were affiliated, in spite of the Council's wishes. In future years the presence of a definition means that this term can be used throughout the Council's Standing Orders and Policies without the need for further explanation.</p> <p><u>Reference to rules</u></p> <p>References are retained where this simplifies the language. For example, stating "in accordance</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						with Rule x" is precise and avoids a more complex sentence.
114		R	Eligibility	Length of Service	The length of time to hold office, whilst nominally being 6 years still allows return to office one year later. Is this really what is intended to avoid "long term ossification of post holders" ?	<p>The purpose of this rule is not to prevent able candidates from holding office, but to ensure that incumbent officers are not routinely returned or acquire undue or privileged influence because of their position. The formula of a minimum absence of one year is used by a number of charities and member organisations including Royal College of Organists (1 year), British Cycling (3 years).</p> <p>After the absence of one year it is much less likely that any individual, despite their privileged position prior to retirement, could exert undue influence.</p> <p>To implement a lifetime ban on re-appointment would prevent, for example a President in his thirties from standing for election 30 years later.</p>
126	A	R	Eligibility	Length of service	It is noted that Stewards are not subject to the six-year automatic retirement ceiling. There seems to be good reason for that, and we make no further comment.	Noted.
182	A	S	Eligibility	Level of provision	I wonder whether these should be retained in the Rules, being provisions fundamental to qualification for appointment, especially the Executive	<p>The purpose of this Standing Order is twofold :-</p> <ul style="list-style-type: none"> • To cover fundamental rules on eligibility (for example over 18) which are required by the Charity Commission • To ensure that members of the Executive, whose duty is to supervise/oversee the Council's affairs as trustees do not have a conflict of interest by also being responsible for day-to-day control over the Council's activities. <p>Our conclusion is that neither of these objectives</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						are relevant for the Standing Orders and the existing wording also has the effect of barring Stewards from servicing as Workgroup Leaders. The wording has been revised and returned to the Rules.
53	A	R	Executive	Committees	7.11 – Clarity - The first sentence is clumsy (especially since ‘subject’ can be a verb). It would be clearer as: ‘The Executive may delegate some of its powers to named Executive Members or committees of two or more Executive Members except where the Rules forbid it. Such delegation must be made through an Executive Decision which states ...’	Amended accordingly
54	A	R	Executive	Committees	712 – Clarity - Clearer and shorter to say: ‘On matters that the Rules or Standing Orders require to be deliberated at an Executive Meeting, decisions may not be delegated but their implementation may be’.	This Rule has been amended to reflect this recommendation and introduce further simplification.
89	A	S	Executive	Council Resolutions	E 1.1 (m) – Too sweeping? - It seems reasonable to assume that some Council Resolutions whose implementation could require actions that do not warrant decision in an Executive meeting, for example administrative tasks by one or more officer, tasks delegated to a Workgroup or some action to be undertaken by one or more Council members.	<p>The purpose of item (m) is :</p> <ul style="list-style-type: none"> ➤ to enable progress to deliver Council resolutions to be more visible to Council Members ➤ to reduce the risk that an Executive might hinder or frustrate the implementation of a legitimate Council resolution. <p>Nevertheless, to reduce the risk that trivial matters fall into this category, the requirement for an Executive Decisions has been limited to “any delay or hindrance to the implementation of a Council Resolution.”</p>
49	A	R	Executive	Definition	7.1 – Brevity - ‘The Council and its property shall be	Amended accordingly.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					managed and administered by the Executive who shall manage the Council's day to day affairs in accordance with' (25 words) would be clearer as: 'The Executive shall manage and administer the Council's property and day to day affairs in accordance with' (17 words)	
159	S	R	Executive	Disqualification	7.6 c) the usual wording is "absent without leave" - there may be good reasons for a person to submit apologies.	To avoid adding further complexity, through the concept of 'absent without leave', the time limit before this Rule takes effect has been extended to 9 months.
160	S	R	Executive	Disqualification	7.7 - is there a dispute mechanism?	The dispute process is dealt with at Rule 9.6
161	S	R	Executive	Disqualification	7.9 c) how does this fit with 4.7?	This rule means that if the Executive wish to change the Annual Subscription they may do so by Standing Order, but require the approval of a Council Meeting beforehand.
50	A	R	Executive	Elected Members	7.2 b – Redundant words - Delete: 'which are eligible for election at a Council Meeting, which is already covered in the first line of 7.2.	Amended accordingly.
26	A	R	Executive	Executive Meetings	Executive meetings - 7.10 - Reasonable to move this	Noted
52	A	R	Executive	Executive Meetings	7.10 – Brevity - The current statement (34 words) would be simpler as: 'The Executive may conduct its proceedings as it thinks fit, subject to the requirements of the Rules and Standing Orders'. (20 words).	Amended accordingly.
84	A	S	Executive	Executive Meetings	E 1.1 – Duplication - No need here for the 'as it thinks fit' and 'subject to the rules ...', which the rules already say. The Standing orders should only specify things the Executive must or must not do.	Whilst this is not technically necessary, we have concluded that it is important to recognise in writing that much of the Executive's activities will in future take place informally and that (subject to the Rules) the trustees are genuinely empowered to manage the Council's affairs. The ability of the Executive to

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						work informally, as agents of change, rather than acting as a traditional 'committee' is likely to be key to their success and was an important theme of the CRAG report.
90	A	S	Executive	Executive Meetings	E 1.2 – Ambiguity - Even with a lower case r it would be better not to refer to parts of the Standing Orders as rules. I suggest 'criteria' or 'requirements'.	In the light of this recommendation "in accordance with the following rules" has been simplified to "as follows".
91	A	S	Executive	Executive Meetings	E 1.2 (d) – Belt & braces - It might be worth inserting 'including any not present' between 'members' and 'are in' just to be sure.	To make this requirement as clear as possible "whether present or not" has been inserted .
162	S	R	Executive	Executive Meetings	7.11 d) we need some wording to make sure that a majority of the officers are in agreement? f) a quorum needs to include at least 3 of the officers. i) I really do not think it wise to require a copy of the minutes to be sent out – we do discuss confidential matters! No-one has complained that they haven't seen the Admin Committee minutes and we've only recently started producing a short account of the meeting.	All Executive Members are trustees and are therefore jointly and severally responsible for the management of the Council's business. The concept of 'officers' has been retired. Circulation of the minutes of Executive Meetings is consistent with good practice, as recommended by the Charity Commission and addresses issues of poor communication and accountability which were raised in the CRAG report. Nevertheless, only the decisions made at Executive Meetings need to be minuted. Any discussions leading to those decisions will remain confidential. Only a small range of decisions need to be dealt with at Executive Meetings, meaning that most Executive business will not be published or necessarily minuted.
196	A	S	Executive	Executive Meetings	There is a problem here. Where a meeting is called with 28 days' notice, it would be possible for items not on the	To address this recommendation, paragraphs c) and d) of this Standing Order have been amended

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					meeting's agenda to be decided by a majority of those Executive Members present. If a meeting was attended by only 4 Executive Members (the quorum) then only two Executive Members (one of them being the chairman of the meeting) could force through decisions in the ignorance or opposition of the remaining six Executive members. There needs to be a rule which limits majority voting to those Decisions which are fully set out on the Meeting's agenda.	to require a majority of all Executive Members to agree those matters which are not covered in the notice of an Executive Meeting.
113		R	Executive	Executive Power	Certain powers given to the Executive under 7.10 do NOT appear to have any provision for endorsement by the Representative Members- these are (a) appointing Executive Members and Work Group Leaders (new 7.10a), (b) Creating or changing Policy, Standard or Procedures (new 7.10e) , appointing or retiring a Sponsor or Work Group Leader or Officer (new 7.10g). Again there is not provision for ratification or involvement of Representatives and, in the case of 7.10e this covers what could be fundamental issues. I am concerned that the Executive is being given widespread powers without recourse to members.	<p>The question of the Executive power was raised during consultation over the first draft of the Rules and a balance needs to be struck between giving the Executive the empowerment recommended in the CRAG report and also ensuring that robust controls are provided to ensure accountability and transparency. These are provided in the second draft as follows :-</p> <ul style="list-style-type: none"> • All Executive Decisions must be published and the minutes of Executive Meetings to Council Members • All Executive appointments must be ratified at the following Council Meeting • All new Standing Orders and Policies must be published 3 months in advance and can be 'called in' in the event that 25 or more representatives conclude that they should be considered at a Council Meeting. <p>The new arrangement will be significantly more transparent as a result of these measures. In particular, Council Members will receive updates on the conduct of business by the Executive more</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						regularly and more fully than has been previously been the case with the Council's Officers.
116		R	Executive	Executive Power	Finally , and perhaps most importantly, there appears to be NO MECHANISM FOR AUDIT OF EXECUTIVE by Council Members - a most essential part of good governance..	<p>Audit of the Executive is performed by Council Members through the following mechanisms :-</p> <ul style="list-style-type: none"> • Executive Meeting minutes (including Executive Decisions) must be published (previously the proceedings of the Officers have not been published or reviewed). • Standing Orders, Policies and Standards must be published 3 months before implementation and may be 'called in' by Council Members. Previously Council Members have had no say over Policies introduced by the Council's Officers. • Annual reports, budgets and plans including the reports of the Independent Examiners are considered at each Annual Meeting. Previously budgets and forward plans have not been presented to Council Members. • The Executive are not able to delegate or to make decisions upon a range of matters covered in Standing Order E1.1 outside an Executive Meeting and must refer any matter dealt with in Rule 7.9 for approval of a Council Meeting. Previously Council Members have had no say over a number of these matters. <p>In the past the limited scrutiny performed by Council Members has either been through the Administrative Committee (which meets only twice each year and which has historically been dominated by committee chairmen and officers) and at Council Meetings, which only take place once</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>each year.</p> <p>Overall governance will be improved by requiring the new Executive to update Council Members on its decisions during the course of each year and by requiring that a range of decisions cannot be made without the approval of a Council Meeting.</p>
124	A	R	Executive	Executive Power	Finally, it is noted that these changes are made in the context of provisions making the Executive and its officers more accountable to the Council under Rules such as Rules 6.1 and 6.10, and this is commendable.	Noted
163	S	R	Executive	Insurance	7.14 - does this really need to be in the Rules?	This requirement is a Charity Commission recommendation and is taken from its model constitution.
157	S	R	Executive	Length of Service	7.3 I thought CRAG wanted a strong empowered executive? With this turnover they will have no collective memory – and this will reside with the long-serving representatives? As I've said before, based on experience at Chatham House, I think 2 3-year terms may be too limiting. And I see they can stand again after a gap? I'd rather see a maximum of 3 3-year terms and no possibility of standing again and, after all, people don't have to serve their full possible term (especially if they were elected under the current rules!).	<p><u>Six Year Limit</u></p> <p>The requirement of CRAG Proposal B v) was “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.”</p> <p>This was a clear instruction and Charity Commission guidance does not support an alternative approach. However, should the Council's view change, it will be able to modify this or any other rule at any of its Annual Meetings future years, based on its experience. It will also be able to extend the six-year period for Stewards by resolution at a Council Meeting.</p> <p><u>One Year Rest Period</u></p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>The purpose of this rule is not to prevent able candidates from holding office, but to ensure that incumbent officers are not routinely returned or acquire undue influence because of their position. The formula of a minimum absence of one year is used by a number of charities and member organisations including Royal College of Organists and British Cycling..</p> <p>A life-time ban would for example prohibit someone who serves as Council Treasurer in their twenties from serving again at a later stage in life.</p>
51	A	R	Executive	Powers	<p>7.8 – Ambiguity - Normal sentence structure rules could construe ‘not’ to apply to ‘in furtherance’, which is clearly not intended. I suggest move that final clause thus: ‘The property, funds and assets of the Council shall be vested in the Executive, who shall in furtherance of the Council’s objects (but not for any other purpose) have the power do all lawful things that are not in conflict with the Council’s Rules, Standing Orders, Policies and Standards’. Note that I have also changed ‘which are not in conflict’ to ‘that are not in conflict’. Using ‘which’ (even with the comma missing) implies that all of the lawful things are not in conflict, whereas using ‘that’ refers to a subset of them that are not in conflict.</p>	Amended accordingly
158	S	R	Executive	Public Relations Officer	<p>7.4 presumably this will include the PRO? I think most members are happy to elect this person rather than rely on the Executive? Or should the PRO be one of the elected Executive positions? We’ve only created the post recently and it seems a</p>	<p>The number of named Executive positions has purposefully been reduced the minimum level to allow the Executive to assign responsibilities more flexibly to individual members in line with the organisation’s needs. It should be noted that the purpose of the Executive, acting as trustees is to</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					shame that it should be sidelined in this way.	have oversight over the Council's activities, and much of the work will be performed by individual stewards and workgroups. The Rules therefore give the Executive the flexibility to assign responsibility for public relations and other operating roles to one of their number, to a committee, a Workgroup or an individual steward, as the needs of the organisation require.
227	A	R	Executive	Qualification	It also occurs to me that there are absolutely no stated qualifications for members of the Executive who are not Representative Members. I am not sure what qualifications one might consider, but it would seem appropriate to require some connection with Ringing?	<p>Having considered this subject, we have concluded that while it is desirable that candidates for the Executive are suitably qualified, it is not the role of the constitution to impose specific controls.</p> <p>We could envisage some circumstances where the specific needs of the Council made it desirable to elect someone who was not an established ringer, but who had nevertheless demonstrated their ability to promote the Council's objects through their work on a Workgroup or in another capacity.</p>
131	S	R	Executive	Removal	Rule 7.6. I still think you have a problem if all Executive Members resign en bloc. There are all sorts of scenarios in which they might – although hopefully none of them would arise – so surely you need a Rule to cover it.	Rule 7.6 indicates that Executive Members may not resign if the number of remaining Executive Members falls below 2. This provision will be re-worded as a separate Rule to avoid misunderstanding.
213	A	R	Executive	Resignation	One area of potential difficulty that is not directly linked to the work of CRAG arises in Rule 7.6b. It is possible to envisage a situation whereby a Motion at the Representative Meeting requires the Executive to do something which, although satisfying the requirements of Rule 6.9 puts individual members of the Executive or the entire Executive in a position where they feel the need to	<p>The duty on trustees to ensure that a sufficient number exist to take care of the charity's affairs is written into Charity Commission guidance, and the wording used in Rule 7.6b is taken from the Charity Commission's model constitution for Unincorporated Associations.</p> <p>Nevertheless the rules clearly state that no Council</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>resign on grounds of conscience. The effect of Rule 7.6b limits their ability to do so and could be seen as requiring them to continue in office under the force of a mandate to do something with which they fundamentally disagree.</p> <p>I cannot see how such a rule could be enforceable and as such think the qualifying text in parentheses should be removed.</p>	<p>resolution need be implemented by the Executive to the extend that (in their reasonable opinion) it is unlawful or not in the best interests of the charity.</p> <p>In line with CRAG's recommendations, it will no longer be possible for Council Meetings to mandate the trustees to perform specific actions or to interfere with operational decisions.</p>
156	S	R	Executive	Trustees	7.2 - are these the trustees of the charity? This should be stated.	Rule 7.1 has been amended to make clear at the Executive are the trustees.
202	A	R	Format	Standard vs Alternative	I should say that I very much favour the "Alternative Format". Indeed consider it essential that this is the format adopted. One of our key findings in the CRAG work was that the Council needed to be structured in such a way as to be (at least able to be) nimble and responsive.	
20		R	Formats	Document Size	<p>Moving detail from rules to standing orders should reflect the greater likelihood of needing change, and a lower threshold for approving it. It should not just be done to shorten the rules. For example the 'what' & 'why' in the rules and the 'how' in the standing orders.</p> <p>The alternative format reduces the Rules by 2k words (7307 to 5330) but increases the Standing Orders by 2.5k words (1061 to 3642), suggesting either inefficiency or duplication.</p> <p>I looked several areas where material had been moved. In the process I discovered some other issues not directly</p>	<p>Where material has been moved from the Rules to the Standing Orders, the Rules nevertheless need to contain a 'stub' which refers to the presence of more detailed material in the Standing Orders.</p> <p>This is for ease of reference and to ensure that the purposes for which Standing Orders may be created a clearly understood and to avoid the risk that Standing Orders are created on matters which are reserved for the Rules.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					related to whether or not to move material to the other document.	
118		R	General	Terms	<p>This comment is not about the specific wording or detail of anything you have produced, but is more about the vocabulary that is and will be used more widely in discussion about the whole reform process. It arises from a specific misunderstanding on my part of the wording in an email - there was no problem once clarification was given, but it does suggest a possible source of future confusion.</p> <p>The whole body of work that you are producing has many layers, some of which require a high hurdle for any alteration (such as a 2/3 majority in a vote) and others of which don't (with the Executive being able to effect changes). You use specific words such as Rules or Standing Orders (which were also called Procedures) for these layers. I'm a bit worried about how the word "Constitution" will be used by ringers generally in this context.</p> <p>The potential problem is that in any discussion the word "Constitution" tends to cause readers or listeners to assume an implication of immutability: that anything in the Constitution will be difficult to change (no doubt requiring an AGM, 2/3 majority and suchlike). However the word "Constitution" may be used by a writer or speaker to refer to the whole body of work that will be presented to the May AGM, including both Rules and Standing Orders, parts of which are not subject to the higher hurdle.</p>	We would propose the use of 'Governing Documents' in future communications covering the collected Rules, Standing Orders and Decisions.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>In the particular instance that caused me to write this email, I misunderstood the phrase "...Workgroup Terms of Reference will feed in to the re-written Constitution...". While the fault was entirely mine, I suspect that similar misunderstandings may occur in future discussions. The writer intended "Constitution" in the sense "Rules and Standing Orders" (Standing Orders not being subject to the high hurdle for change), but I interpreted it to mean "Constitution - with the implication of therefore being difficult to change".</p> <p>Can you suggest any way in which we can avoid similar misunderstandings in the future? Is there some word you can suggest for the entire set of changes to be put to the AGM, including both Rules and Standing Orders, but which does not come with the attached baggage of the word "Constitution"? If so, how can its use be encouraged?</p>	
62	A	R	General Provisions	Conflict of Interest	<p>9.2 – Conflicts of interest - Should this refer to policies, as well as standing orders? Surely policies are about the Council's views on the world, not about how it conducts its internal affairs. I think this should just be SO.</p>	<p>Policies may be of two types :</p> <ul style="list-style-type: none"> • those governing the conduct of ringing and ringers, or • operating policies governing the management of the Council's affairs, including expenses, anti-bullying and similar policies <p>The use of the word 'policy' to describe operating policies is consistent with current English usage and is readily understood.</p>
184	A	S	General	Conflict of	<p>The only mention of Conflict of Interest is in Standing</p>	<p>Feedback on the first draft indicated that rules on</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
			Provisions	Interest	Order E1.1F. Is this deliberate ?	<p>conflict of interest need to be drafted with some care and may differ depending on the nature of the decision.</p> <p>For example, specific rules may be required in the area of Bell Restoration. A comment made was that in these circumstances, a Conflict of Interest may be intellectual or emotional and not only financial.</p> <p>For this reason, the definition of Conflict of Interest held in the Rules was amended to cover all potential Conflicts (whether financial or otherwise) and the detailed rules were delegated to the Council 's Standing Orders and Policies.</p> <p>Having reviewed this arrangement, we have concluded that while the detailed terms regarding the handling of conflicts of interest should remain the subject of the Council's Standing Orders and Policies, the Rules should nevertheless contain an over-arching requirement that all the Council's officers should act in the Council's best interests and that any conflicts should be disclosed. This has been added.</p>
133	S	R	General Provisions	Conflicts of Interest	<p>Not in the Rules. But what about conflicts of interest? They're not in the Rules at all, yet people often don't understand when they have a conflict if it's not financial. There's something very important here that doesn't appear to be being dealt with.</p>	<p>In the light of feedback on the first draft, we concluded that the Council's constitution is not the appropriate place for a detailed Conflict of interest policy or procedure.</p> <p>The Charity Commission nevertheless recommend that this is dealt with in a Charity's constitution and have incorporated detailed wording on this matter in</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>their model constitution for unincorporated charitable associations.</p> <p>Therefore, the section dealing with Conflict of Interest limited to stating all Authorised Officials must act in the best interests of the Council and must abide by such standing orders and policies relating to Conflicts of Interest which the Council may introduce. The need for a detailed policy on conflict of interest will be highlighted to the current officers.</p>
28	A	R	General Provisions	Eligibility	Eligibility 9.1-3 - It seems sensible to move this [to the Standing Orders]	Noted
64	A	R	General Provisions	Meeting Irregularities	9.4 – Clarity & directness - This would be much clearer if reordered so the meaning comes in the order: ...decisions shall be valid ... despite procedural irregularities ... unless it can be shown that ...'	Amended accordingly.
65	A	R	General Provisions	Meeting Irregularities	9.4 – Clarity and separation - This rolls two separate things into one sentence/list. It would be clearer to separate them into two sentences, one about reconvening if there is no quorum and the other about changing the quorum if necessary in a reconvened meeting.	As the two matters dealt with in Rules 9.5a and 9.5b are simply expressed and inter-related, we concluded it would be preferable to keep them together in the form of a single paragraph.
29	A	R	General Provisions	Notices	Notices 9.9 – 12 - Reasonable to move the detail, but the replacement wording seems reluctant to let go. I suggest replacing 9.7 (Alternative V) with: 'All notices shall be sent in accordance with the requirements of the standing orders'. There is no need to mention rules requiring notices - this is a rule that applies to all notices. If there is a need to treat some notices differently the standing	Amended accordingly.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					orders can spell it out	
96	A	S	General Provisions	Notices	N 2.1 (c) – Circular reference - This is a pointless statement. 'The Standing Orders' is this document, and anything additional would be here. The fact that it isn't here means there isn't anything else. Other things may be added in the future but that applies to the whole document.	This clause was retained when transferred from its original location in the Rules. The reference has been removed.
97	A	S	General Provisions	Notices	N 2.3 & 2.4 – Proof? - I wonder whether there should be any mention of situations where the information is of such importance that guaranteed delivery should be used, eg 'signed for' post or request of an e-mail acknowledgement. Is the intent about ensuring messages are delivered or is it merely to protect the backs of those doing the sending?	The purpose of this clause, which is derived from the Charity Commission's model constitution, is to protect the Council from vexatious claims that communications to the Council have been sent and not actioned, or communications from the Council have not been received and therefore its decisions are invalid. It therefore imposes simple 'minimum' standards for notices, although these may be upgraded where on specific matters more certain delivery methods are required. For example, the Terms of Reference for a Library Steward may require that any library materials sent out are dispatched by recorded delivery.
98	A	S	General Provisions	Notices	N 2.4 (d) – Circular reference, as above	This clause was retained when transferred from its original location in the Rules. The reference has been removed
179	S	R	General Provisions	Notices	9.12c - This appears to mean that if I can successfully forge a blind copy of an email, I can "prove" that it was received by the Executive. I would have no significant difficulty in so doing, should I choose.	<p>This control has been reviewed, with the conclusion that it provides reasonable assurance that an email has been sent without being over-prescriptive on matters of security.</p> <p>It is accepted that electronic mail does not provide guaranteed delivery, but the alternatives appear to be over-complex for an organisation of the</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						Council's size.
187	A	S	General Provisions	Notices	Standing Order N2.1 could allow as valid any notice, no matter how defective,	Amended to indicate that notices must be sent in line with the channels defined in Standing Order N2.1, rather than that they are deemed delivered if sent by these channels.
189	A	R	General Provisions	Notices	Notices – Rule 9.7: I am very wary of deeming provisions, and I think this one goes too far and should be removed. It could allow as valid any notice, no matter how defective, whether deliberate or not. I think it is appropriate to deem, for example, the time of service of notices, as contained in Standing Order N2.3.	Amended accordingly.
63	A	R	General Provisions	Personal Benefit	9.3 – Tautology - Delete redundant words to read: 'Office Holders shall ensure that any personal benefit or compensation they receive in connection with their work for the Council complies with the Council's Standing Orders [and Policies]'. Note, as above policies shouldn't be about internal workings.	Please refer to comment 183.
99	A	S	General Provisions	Personal Benefit	N 3.3 (a) – Intent? - This seems to say that Executive members shall not be given a better deal than Council members. Is it intended that both Council and Executive members may in some situations be given a better deal than ringers at large or the public? If so it would be helpful to clarify.	This paragraph has the limited objective of ensuring that office holders to not profit from their office and have no privileges above those of ordinary Council members. It is not intended to cover the wider issue of whether the Council may enable its members to purchase goods and services on terms which are better than those offered to non-members. This would be a commercial decision.
183	A	S	General Provisions	Personal Benefit	We did not suggest that this should be transferred to Standing Orders. Anything to do with Executive personal benefits should perhaps be enshrined in the Rules.	The Standing Orders currently deal with detailed provisions regarding personal benefit (including the provision of Trustee Indemnity Insurance) together with detailed provisions regarding what benefit Executive members can derive from the Council.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>It can be expected that the rules regarding Personal Benefit will need to be revisited from time to time (for example where the Council develops a formal expenses policy).</p> <p>Whilst the Standing Orders and Policies should continue to contain the detail, there is a need for the Rules to articulate the fundamental principles on which all the Council's policies on personal benefit should be based.</p> <p>To achieve this, Rule 9.3 has been amended as follows : <i>“Office Holders shall ensure that any personal benefit or compensation they receive in connection with their work for the Council is in accordance with the Standing Orders and relates solely to their sacrifice, costs and expenses properly incurred as a consequence of such work.”</i></p>
72	A	S	Governance Reviews	Scope	G 1.2 – Scope - There are currently only two classes of Individual Member, neither of which was intended to be the recipient in the future of more power. This clause should refer not to them but to the (ordinary) type of individual member that does not yet exist. The wording should reflect that.	Whilst it is difficult for the Council's governing documents to refer to types of membership which do not yet exist, this clause has been amended to refer to “one or more classes of individual ringers”.
228	A	R	Interpretation	Capitalisation	11.1: The expression "terms which are capitalised" can mean either the word or the first letter of the word: Concise Oxford English Dictionary. I think some other expression or qualification is needed for clarity.	This paragraph has been amended to “!In these Standing Orders those terms which are defined by the Rules of the Central Council of Church Bell Ringers shall have the have their meanings so defined, unless the Standing Order in which the term appears states otherwise.”

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
167	S	R	Language	Duplication	There is an awful lot of repetition in these new rules! They are longer and more complicated than those they replace!	<p>The existing rules are longer than those they replace for a number of reasons :-</p> <ul style="list-style-type: none"> • They are more precise and less open to misinterpretation • They include a number of additional provisions absent in the existing rules, either because these are required to fulfil CRAG's recommendations or to meet Charity Commission requirements. • They include additional safeguards which reflect the much greater empowerment which is being given to the new Executive to get things done. <p>The new rules are considerably shorter than those of a number of equivalent charities against which they have been tested. They have also been reviewed a number of times to ensure they are as simple as possible, including by a number of eminent Council members.</p>
174	S	R	Language	Quality Assurance	I will refrain from complaining about the numerous stylistic points and instances of "Error! Reference source not found" which make for difficult reading; they merely serve to show that you have not taken the care you claim in preparing the thing.	<p>This issue relates not to the 'clean' Rules and Standing Orders documents, but solely to a version with commentary created specifically to assist readers unfamiliar with the work completed to date to understand how the new Rules and Standing Orders documents differ from the Council's existing rules.</p> <p>Due to an oversight, some errors occurred when copying text from the 'clean' documents to the document with commentary.</p> <p>These errors are not found in the versions without</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						commentary, on which the final edition of the documents will be based.
71	A	S	Maximum Contract Value	Executive Meetings	F 3.1 – Explanation - Despite my general desire to reduce the number of words, I think it would be helpful to add: ‘... not requiring approval of an Executive meeting’.	<p>Maximum Contract Value is a defined term, whose definition indicates that spending decisions above this amount must be made at Executive Meetings.</p> <p>It is referred to explicitly in Standing Order E1.1. In the circumstances, we have concluded that the purpose and effect of this Standing Order is sufficiently clear.</p>
115		R	Members	Ex Officio Members and Fellows	Treatment of ex-Officio members and Life members, their status as Society Reps and voting rights (if any) still need to be clarified.	These matters are dealt with by Standing Orders M1 and M2 which deal with Ex Officio Members and Fellows respectively.
224	A	R	Membership	Charities	12.3(c): Is there any need for the exception referred to in this paragraph? All members of the Council are persons and there is no provision for membership of charities. I cannot imagine that there ever would be, but if there were, the necessary provision could be inserted.	<p>This wording is taken from the Charity Commission’s model constitution.</p> <p>Our understanding is that the Rules do not restrict membership to natural persons and the provision for Ex-Officio memberships allows other organisations and charities to be associated with the Council.</p> <p>In the event of a dissolution, it seemed appropriate to retain the Charity Commission’s wording so that the Council would not need to pass amendments to the Rules to achieve this outcome.</p>
197	A	S	Membership	Ex-officio Members	Should an Ex-officio member be permitted to send a delegate to Council Meetings. This could be necessary in the case of a third-party organisation whose calendar does not align with that of the Central Council !	Provision has been included for a substitute to be sent

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
37	A	R	Membership	Individual Members	5.1 b – Consistency (and clarity) of wording The list of items a, b, c, should be types of member but in b you have to read a long way to find that. Rearrange the clause: 'Individual Members, where provided for by the Council's Standing Orders'. There is no need for a double reference to the Standing Orders – 'provided for' includes how as well as if.	Amended accordingly
120	A	R	Membership	Individual Members	Under Rule 5.1(b) it is open to the Executive to create, by Standing Orders, a new class of Individual Members. Under proposed Rule 5.2 they would be non-voting members. However, we consider that a decision to admit new classes of membership should be that of the Council, even though it may come as a recommendation from the Executive.	This power has been included among those listed in Rule 7.9 which require the approval of a Council Meeting.
177	S	R	Membership	Individual Members	5 Membership: I see no justification for having off classes of membership to the so-called "Standing Orders". There should be a single clause defining who can be a member and on what terms. As the document stands it would be possible for the Executive to decide to admit arbitrary additional members, with no means of preventing this other than invoking a "Special Meeting". You cannot seriously claim, on the one hand, that the Executive can be trusted not to do this and, on the other, that the "rules are there to cope when things go wrong."	Please refer to Comment 120.
134	S	R	Membership	Life Members	A couple of extras: there's no mention of Life Members at all - it's a bit insulting to those recently honoured in this way and who are still working hard for ringing.	Life Members are dealt with in Standing Order M2

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
38	A	R	Membership	Voting	5.2 – Consistency of meaning Since 5.1 admits the possibility of individual members I think 5.2 should also do so. I suggest: ‘... only Representative Members (and Individual Members if permitted by the Standing Orders) shall be entitled to vote’.	The existing wording gives societies assurance that their control over the Council will not be diluted without a change to the Rules.
165	S	R	Notices	Registered Address	9.10 the Council's registered address is that published by the Charity Commission?	In addition to those addresses associated with statutory information, rule 9.10 covers the addresses of the Council's officials, including their email addresses. There are likely to be circumstances in which the Council's email or postal addresses change and for this reason our conclusion is that it preferable for this information to be under the Council's control to avoid any dependency on the Charity Commission's register..
127	A	S	Numbering	Alphabetic Prefix	The numbering of Standing Orders in the Alternative format is confusing, with capital letter prefixes, particularly when they are not in alphabetical order. We would suggest standard numbering as in the Standard format, perhaps with the prefix SO.	The purpose of the alphabetical prefix is to allow Standing Orders to be added without affecting the numbering of existing Standing Orders. This avoids the situation where an often consulted Standing Order conventionally known as ‘Standing Order 3.6’ might arbitrarily become ‘Standing Order 4.7’ merely because some additional Standing Orders have been added on unrelated matters earlier in the numbering sequence. The Standing Orders will nevertheless be reorganised in strict alphabetical order.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
137	S	R	Objects	-	<p>3.2</p> <p>e) why is leadership training specified – surely the CC should be involved in other kinds of training as well as the technical?</p> <p>g) no need for the comma after maintenance</p> <p>i) should this include reference to the necessary records?</p>	<p>Training – the reference to Leadership training reflects the CRAG recommendations and the President’s desire to formalise a system of leadership training within ringing.</p> <p>Maintenance – amended accordingly.</p> <p>Technical Standards – our conclusion is that this object would not be made any more clear by referring specifically to record-keeping.</p>
195	A	R	Objects	Historical & Archive	<p>3k) should this refer to “historic resources” rather than “historic records” as the latter may be too restrictive ?</p>	<p>Amended accordingly</p>
176	S	R	Objects	Language	<p>3.2 Object: This is far too verbose. The Objects should be embodied in a concise statement, and the subordinate aims should also be expressed concisely. As it stands it reads like something from a management consultant's report.</p>	<p>The wording of the Objects is taken directly from the CRAG recommendations, with amendments to ensure that they are conformant with Charity Commission guidance.</p> <p>Charity Commission guidance states that objects should be sufficiently precise to enable the Council to justify its position as a charity, whilst also being sufficiently general to enable to give the trustees a reasonable degree of discretion as to how they discharge their responsibilities.</p>
194	A	R	Objects	Technical & Taxonomy	<p>Rule 3i) Should this be “defining and publishing” technical standards</p>	<p>Amended accordingly.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
173	S	R	Process	CRAG Reforms	<p>First of all, to avoid repetition below, I wish to point out that, as the Council was given no opportunity to debate the details of the CRAG motions, there can be no mandate to implement them lock, stock and barrel, and consequently it is insufficient justification for a change to say merely "implements CRAG recommendation such-and-such".</p>	<p>The scope of the Rules Work was set out in the original Terms of Reference, on which a 2-week consultation took place in September 2017 (to which a number of people responded)</p> <p>The main purpose as set out in the Terms of Reference is to implement the CRAG reforms, otherwise there would be no reason for the Rules Work to be carried out.</p> <p>Overall the process has involved 10 weeks of open consultation, for which all responses have been published, together with a note of the action we have taken.</p> <p>Where the feedback received indicated a strong preference to improve on or amend CRAG's recommendations a judicious approach has been taken, further engagement has taken place and changes have been made where appropriate.</p> <p>The areas which have been subject to amendment in this way (meaning that the final output deviates from CRAG's original recommendations) have been communicated to Council members through regular updates and in accompanying Ringing World articles.</p> <p>Changes which have been applied, but were not envisaged by CRAG (or which conflict with their recommendations) include :-</p> <ul style="list-style-type: none"> ➤ Provision for Workgroup Leaders and Executive Members to be Society

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>Representatives simultaneously.</p> <ul style="list-style-type: none"> ➤ A series of safeguards requiring the new Executive to publish all material decisions and to seek the approval of Council members for a range of material changes. ➤ The option for Council members to 'call in' changes to Standing Orders or Policies which are felt to require the decision of a Council meeting. ➤ Provision for the Council to dismiss Executive members through a special meeting called for this purpose.
171	S	S	Register of Significant Assets	Threshold	<p>It's right that the Register of Significant Assets (standing order F2, standard format) should include items of value to ringers, but quite possibly (the Rolls of Honour, Dove) of no marketable value. But it should probably include anything over a minimum disposable value as well. For the moment, nothing in that category occurs to me, but it would be good to establish the principle now – and a floor value above which assets will be added to the register.</p>	<p>While recognising that some assets of great relevance to ringers may also have monetary value, the purpose of the Register is to capture those items which do not have significant monetary value, and which might therefore fall outside the scope of the other monetary controls.</p> <p>The existing monetary controls require that contracts over £1,000 are agreed at an Executive Meeting, with minutes published and that any action which puts at risk more than 30% of the Council's asset base is submitted for decision at a Council meeting.</p> <p>A further risk in introducing a 'generic' reference into the Register is that future trustees might not therefore record specific items in the register, meaning that over time it would lose its value as a means of making clear exactly what the Council's important nil or low value assets are.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
39	A	R	Reps	Appointment	5.4-5.7 – Title relevance These rules (quite properly) do not deal with the appointment of representative members so the title is misleading. I suggest delete 'Appointment of'.	Amended accordingly.
129	S	R	Reps	Appointment	<p>Rule 5.4.c. This Rule – in the way that it's written – won't work for many Associations. They hold their AGMs less than six weeks before the CC Meeting and often elect one or more Reps then. Equally, some Reps will be replaced within that six week period due to illness. That said, I suspect you don't intend it to say what it in fact says, since Rule 5.6 implies something else.</p> <p>Of course, as with all oddly drafted Rules, there'd be no problem unless a vote was tight and someone questioned a Society's Reps' right to vote. But much better would be to remove 5.4.c completely as 5.6 covers it anyway.</p>	Amended accordingly.
204	A	R	Reps	Eligibility	<p>In the case of members of the Executive also being able to be members of the council of Representatives / Representative meetings I understand the rationale given by others in feedback to Phase one of your work but consider that the worries about voting are overstated and readily overcome.</p> <p>By contrast a great deal is lost by this reversal, which is in direct opposition to Proposal D (i), which was agreed in Edinburgh. (I am a little less concerned by the situation regarding Workgroup Leaders since they should not themselves be accountable to the Representative meeting but it is nevertheless a reverse of D (i))¹.</p> <p>¹ The current problem of circular accountability (detailed</p>	<p>Whilst it is acknowledged that the Second Draft represents a deviation from the detail of CRAG proposal D(i), this decision was made as the result of strong feedback during consultation on the First Edition of the draft rules, which took place between 24th October and 22nd November. It was reported widely, both to Council Members by email and the wider ringing community through a Ringing World Article on 15th December, to which feedback was sought during the second phase of consultation between 15th December and 12th January.</p> <p>No other comments requesting a return to the wording of the First Edition were received during this consultation, but a number of comments</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>in the CRAG report) and lack of clarity over roles persists:</p> <ul style="list-style-type: none"> • If one is both an Executive and a Representative then one is essentially holding oneself to account <p>2 It subtly reinforces the current position that the “leaders of the exercise”, in the shape of the Executive, are drawn from the Council members, rather than opening leadership up to the widest possible pool of talent.</p> <p>It has been the case for many years that non-members of Council could be elected to one of the principal offices. While the secretary and treasurer posts have each been filled from outside Council membership, however, to my knowledge this has never happened in the case of the Vice-President / President.</p> <p>(Ron Johnston was an ex-officio member as President but was a representative of the Yorkshire Association when elected Vice-president; his change of status occurred due to a forced move due to his career.)</p> <p>Separating (representative) membership of the Council from Executive office is an important part of opening up the running of the Council.</p>	<p>supporting the change were received.</p> <p>The rationale for the change, as set out in the Ringing World of 15th December, was as follows :-</p> <p><i>A number of responses expressed concern about the restriction recommended by CRAG’s proposal D that Executive Members and Workgroup Leaders should not be Council representatives. In part these concerns relate to the practical matter of managing Council meetings. As one response put it “I do have a worry about how a vote, whether by show of hands or ballot, can be done in such a manner as to be certain that only members eligible to vote are voting.”</i></p> <p><i>Others were concerned that this restriction would hamper recruitment. In the view of the current Council president, Christopher O’Mahony it has frustrated efforts to fill shadow Workgroup and Executive positions in preparation for next May.</i></p> <p><i>As another response said, “It’s OK to have a Rule whereby some people can attend and speak but not vote, but it’s very tricky if you’ve got no real idea whether votes have been correctly made or not. So why not do away with some people being able to speak but not vote? It should make no difference at all to decisions but will save potential hassle.”</i></p> <p><i>This gives us a dilemma. On one hand, these concerns are felt by a minority and the CRAG proposal was clear. On the other hand those who do have concerns about this issue feel them</i></p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p><i>strongly and what we deliver in May 2018 needs to be acceptable to the vast majority.</i></p> <p><i>In the short term, with a Council of around 180 there seems little risk that the mandate for reform agreed at Edinburgh will be frustrated if up to 16 representatives happen to be members of the Executive or Workgroup Leaders.</i></p> <p><i>We will move to a different playing field when CRAG's recommendation to reduce the Council's size is implemented, but this is not on the agenda for May 2018 and will itself require changes to various rules. So the second draft allows the Executive and Workgroup Leaders to remain society representatives for the time being and we would value feedback on this point. If the consultation on the second draft indicates a strong desire to revert this change, we will do so."</i></p> <p>We have nevertheless reconsidered this question in the light of this comment and with regard to the Charity Commission's requirements. Our conclusion is that the wording of the Second Edition is consistent with good governance and the requirements of the Charity Commission for the reasons set out below :-</p> <p><u>Circular Accountability</u></p> <p>Circular accountability will occur not where members of the Executive also act as Representatives, but where they are also act as Workgroup Leaders or members.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>Whilst the name “Executive” implies a high level of management responsibility, it is important to note that under CRAG’s proposals the Council’s governance is being brought into line with that of most other charities and the Executive are the charity’s Trustees. As such they have a legal responsibility to scrutinise the work of the Charity’s officers and to hold them to account, on behalf of the Charity’s members. Under Charity law trustees are “part of the governing body” and they have legal responsibilities to ensure :-</p> <ul style="list-style-type: none"> ➤ that the charity is carrying out its purposes for the public benefit ➤ that the charity is complying with its governing document and the law ➤ that the trustees are acting in the charity’s best interests ➤ that the charity’s resources are being managed responsibly ➤ that the charity is accountable <p>To this end, Charity Commission Document CC3 “The Essential Trustee” states :-</p> <p><i>“Trustees must act collectively (jointly). Part of their role is to critically and objectively review proposals and challenge assumptions in making decisions. No one should be able to direct the trustees or drive decisions through without sufficient consideration. Trustees</i></p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p><i>who simply defer to the opinions and decisions of others aren't fulfilling their duties."</i></p> <p>In effect, in the Central Council's case, the trustees are performing an oversight function over the work of the Workgroups and Stewards on behalf of the members. The risk of a conflict of interest where a trustee is also a Society Representative is relatively small, but the risk were a trustee also to serve on a Workgroup would be much greater. For this reason the Rules explicitly prohibit Executive Members from serving as Stewards or sitting on Workgroups.</p> <p><u>Risk that Executive Members could be restricted to Society Representatives</u></p> <p>The fact that Central Council secretaries and treasurers under the current rules have come from outside the cohort of Council Members would seem to indicate that this is a low risk. The new Rules will in practice make it much easier for external candidates to be considered for the following reasons :-</p> <ul style="list-style-type: none"> ➤ Workgroups may include members who are not society representatives. With time it is likely that many candidates for Executive roles will have gained their experience by serving within Workgroups (in other words in the "Executive" branch of the Council) rather than as Society Representatives. ➤ The new rules allow all eight Executive positions to be filled by any candidate, including by non-ringers. This in turn will result

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						in a more open and inclusive culture.
1		R	Reps	Executive and Officer Positions	<p>A very quick item of feedback based on your update to CC reps rather than, at this stage, a full read through the second draft. You specifically ask for feedback on this point:</p> <p>So the second draft allows the Executive and Workgroup Leaders to remain society representatives for the time being and we would value feedback on this point. If the consultation on the second draft indicates a strong desire to revert this change, we will do so.</p> <p>The suggested change seems totally sensible; it is a very good way of dealing with the relevant comments you received. I feel that it would be fine to leave it that way until in due course the more abbreviated council is set up.</p>	Noted
135	S	R	Ringling World	Ringling World	Also no mention of CC members being members of The RW Ltd.	Following discussion with the Ringling World chairman, reference to Ringling World membership has been removed both in the interest of simplicity and as membership is in fact governed by the articles of association of the Ringling World Ltd. and not by the Central Council's rules. The Ringling World's articles of association continue to state that Central Council Members who consent are members of the Ringling World Ltd.
70	A	S	Significant Assets	Scope	F 2.1 – Significant Assets - Should this include the collection of biographies (nearly 1000 online and a smaller	In the light of this recommendation 'Library' has been amended to 'libraries' and an additional line

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					number also in hard copy)? While the hard copy normally lives in the Library and could be considered a part of it, the more complete online version is akin to Dove, which is listed separately. Should it include the copyright of the extensive collection of CC Publications?	“Intellectual property rights (including publication copyrights) vested in the Council” has been inserted..
S01		R	Societies	Affiliation	Rule 4.4: A typo (probably already pointed out several times!) - its, not it's.	Amended accordingly.
21	A	R	Societies	Affiliation	Affiliation to the Council, 4.2 Re the two versions, saying that membership shall be taken in account with no indication of how to do so is pretty meaningless (with or without the statement that society membership means society membership). If detail is to be moved here then cutting 4.1 down to a vacuous statement isn't a sensible way to do it. Better to delete 4.1 and include an additional clause under affiliated societies: (c) Societies whose membership exceeds the minimum specified in the Standing Orders.	In accordance with this recommendation, Rule 4.1 has been retired.
22	A	R	Societies	Affiliation	More generally, this section is confused and could be significantly simplified. The only societies of interest are affiliated societies, and what they require to affiliate, so sensibly this should begin by listing the criteria for affiliation. (NB - societies 'may' be affiliated, not 'shall' – they don't have to if they don't want.) Then mention application and approval, plus ceasing. Where numbers are involved (like the example above) they can refer to the standing orders for detail. Note that a single reference in the rules can cover joining and leaving, UK	Having reconsidered the matter of society affiliation and representation we have concluded that it is not a candidate for relegation to the Standing Orders for the following reasons :- <ul style="list-style-type: none"> • It is not a matter of procedure. • Its retention in the Rules gives societies the assurance that any changes which dilute their control over the Council will require a rule change, on which they will be fully consulted.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					and overseas, with the fact that there are different cases, as well as the relevant numbers, in the SO. For number of representatives, a suitable rules statement could be something like: 'An affiliated society is eligible to appoint representative members based on membership up to the maximum specified in the standing orders'.	The reference to 'shall' rather than 'may' is appropriate because the only societies referred to are those which have applied for and been granted affiliation.
35	A	R	Societies	Affiliation	This is more restrictive than the current rules, and I am not aware of a justification for why it should be so. As worded the Executive could absolutely block an application to affiliate because 4.4 says it must be approved by both the Executive and the Council. Under the current rules the Admin Committee is required to review applications and make a recommendation but the power to approve it is solely vested in the Council.	In the light of this recommendation, Rules 4.3 and 4.4 will be amended so that approval will rest with the decision of the Council at its next meeting.
86	A	S	Societies	Affiliation	E 1.1 (c) – Conflict - Rule 4.4 says affiliation requires approval by both the Executive and the Council, but the clause here implies that the Executive can approve admission, rather than merely supporting or recommending it.	In the light of this and other recommendations, this line has been removed. The Executive may only recommend applications for affiliation for determination at a Council meeting.
117		R	Societies	Affiliation	<p>Worth me pointing out again I think that ART does support the council objectives ie. "To advance the practice, heritage and appreciation of bell ringing as an enjoyable mental and physical exercise and unique performing art for the public benefit of both church and community, in particular but not exclusively by..."</p> <p>But would be excluded from membership as it does not " promote the ringing of bells by a group or association of bell ringers" as its purpose.</p>	<p>Having reviewed the position of ART and other organizations which offer vital support for ringing, including the Keltek Trust, we have concluded that at least for the time being:-</p> <ul style="list-style-type: none"> • Ownership of the Council should continue to rest with those ringing associations and ringers, whose needs it was established to serve • Relationships with other bodies such as ART and Keltek Trust, can more appropriately be developed through the appointment of Ex Officio members, as already occurs in the case of the Ringing World.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					No immediate plans to join but the flexibility for ART to be represented one day (and not by 3 or 4 people!) would be appropriate..	The chairman of the Ringing World is already an Ex Officio member of the Council and we will recommend to the current president that the Chairman of the ART is invited to take up a similar position.
139	S	R	Societies	Affiliation	<p>this is long-winded – what was wrong with the existing wording? b) its (not 'it's')</p> <p>So a society no longer needs to have been in existence for a number of years – ie to show that it is serious rather than just a large group of friends? The Universities Assn would be able to affiliate even though it only exists for an annual tour ...</p>	<p>It's – amended accordingly</p> <p><u>Existing Wording</u> Whilst society representation is intended to remain unchanged, there has been a need to modernise and simplify the various options by which societies calculate their membership for the purposes of Central Council representation.</p> <p>The Council's existing rules allow societies (among other options) to base their representation not on their current membership, but on the "number of members elected in the preceding twenty years", regardless of whether those memberships are still current or indeed whether those members are alive or dead.</p> <p>We have concluded that this formula would be difficult to explain to the Charity Commission or indeed anyone else who wished to scrutinise the Council's affairs.</p> <p>A revised technical wording has therefore been adopted which is designed to deliver the same entitlement as the existing rules whilst overcoming the weakness of the existing formula.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p><u>5-year Requirement</u></p> <p>The 5 year requirement has been removed in the interest of simplicity and to ensure that new societies are not discouraged. It should be noted that many organizations, such as the ART have reached a significant level of maturity well before their fifth birthday.,</p> <p>It is unlikely that a group of friends could affiliate for the following reasons :-</p> <ul style="list-style-type: none"> • 75 people would be required. • those people would be required to agree to abide by the Council's rules and Decisions • their application for membership would need to be approved at a Council Meeting. It is most unlikely that Council Members would consent to the affiliation of a simple group of friends who could not demonstrate any significant strength in their organisation or wish to support the Council's objects.
36	A	R	Societies	Annual Subscription	'for the coming year' might be construed as the one after the year the date on which it is due. I think it would be to split it into two sentences: 'Each Affiliated Society shall pay an annual subscription. Each year's subscription shall become due on 1st January'.	Amended accordingly.
186	A	R	Societies	Annual Subscription	Amending the Annual Subscription requires a Council Resolution, but is implemented by changing a Standing Order, which itself could be called in.	Please refer to Comment 185.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
140	S	R	Societies	Disaffiliation	4.6 c) presumably elsewhere there are procedures for a society to seek redress against such a motion?	The rules have been drafted to make the decision of Council members as final as possible. The rules dealing with disputes (General Provisions section) have nevertheless been enhanced to cover disputes raised by societies and others in connection with their membership or affiliation.
142	S	R	Societies	Representation	5.6 so in moving away from a triennium we're letting representatives be elected once and just stay for ever? This is less democratic than the current position.	Whilst the Council may have a view about how societies should conduct their business, the new rules have been drafted to ensure that the Council is not unnecessarily prescriptive about matters where it has limited influence and power of enforcement. Please also refer to Comment 168.
168	S	R	Societies	Representation	<p>There is still a problem resulting from the Council no longer mandating a term of office for representatives. To take the LACR as an example this will allow current CC reps (me, for instance) permanent membership of LACR Committee without facing re-election. This is because of the way LACR's rules (http://lacr.uk/images/documents/LACR_Rules.pdf) work and interact with the proposed CC rules:</p> <ul style="list-style-type: none"> ➤ LACR rule 6(a) states that the management of the association is vested in a committee, which explicitly includes the CC Reps ➤ LACR rule 6(b) states when the Association officers are elected. For most officers a two year term of office is specified but CC Representatives are 'elected in accordance with the constitution of the 	<p>Retiring the concept of a 'triennium', allowing societies the flexibility to elect their representatives as they choose poses two risks :-</p> <ul style="list-style-type: none"> ➤ a potential for 'orphaned representatives' where societies rely wholly on the Central Council's constitution to control when their representatives are elected ➤ a potential for 'redundant links' where society constitutions point to specific Central Council rules, such as Coventry DG Rule 9.5 <p>To avoid the need for Societies to make any changes to their constitutions, additional wording has been added to allow societies to elect their representatives as they please, but to offer the current rule (that representatives are elected triennially) as shown in the Council's existing rules</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>Central Council'</p> <ul style="list-style-type: none"> ➤ CC current rule 3(i) defines that Representative Members are elected by affiliated societies (i.e. LACR), while current rule 5(iii) mandates that the election will take place triennially ➤ CC draft rule 5 (standard format) defines the Representative Members who represent societies such as LACR but makes no provision for a term of office <p>The interaction of LACR's rule 6(b) with CC current rule 5(iii) means that a CC Rep cannot take part in the management of LACR for more than 3 years without facing re-election. Assuming the CC draft rules are implemented, the absence of an equivalent to the 3 year rule means that the current LACR CC reps will continue in office indefinitely, with an impact on all management decisions of the LACR. This does not seem to me to be encouraging democratic operation in your affiliated societies. Rather, unless action is taken by the individual societies, there will be a reduction in the democracy of the societies. While in practice many societies are strangers to contested elections, it is surely a good thing that at least the mechanism exists for society members to replace their officers.</p> <p>On a quick check of the affiliated societies starting with A-D, I think that this issue or similar will also occur for the following:</p>	<p>as a 'default' for those Societies whose constitutions are either silent on CC representation or delegate this to the CC rules.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>ANZAB (Rule 8(f): CC reps do not seem to be part of association management structure)</p> <p>B&W (Rules 5 and 7) Coventry DG (Rules 9.3 and 9.5 (Rule 9.5 explicitly references trienniums) Derby DA (Rule 2(i) , which references trienniums)</p> <p>This is four societies out of 16 – maybe 25%, and as I have not been able to read every society’s rulebook, the proportion of societies affected could be higher.</p> <p>I am not arguing that this is a show stopper, but I do argue (now – I argued rather differently in response to the first draft) that societies need to be made aware of this change and its potential to impact on their rules. It seems to me that most societies will be able to fix their rules quite simply, and (for LACR at least) such a change might be desirable in that we could choose to make the CC Rep term of office the same as that for all out other officers, which would help make things simple. But ignoring the issue is not an adequate response.</p>	
172	S	R	Societies	Representation	<p>Clyde mentioned the possibility that guilds might have to change their own rules and I think Essex might need to.</p> <p>On elections, the EACR current rules state "... Central Council representatives as defined by the Council's rules ..."; this means both the number of reps and the frequency of election and would need changing if the CC rules just let reps be</p>	Please refer to comment 168

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					elected once and then carry on.	
203	A	R	Societies	Representation	<p>Having the minimum possible detail in the constitution / rules is absolutely key to this. Anything that sits within the rules is relatively immutable due to the 2/3 majority required for change. Thus the alternative format with the maximum possible being described in standing orders must be preferred if the Council is to be agile.</p> <p>With this in mind, is it not possible to describe the detail around numbers of Representative Members in Standing Orders as well? The Rules would then include 5.4 but 5.5 to 5.7 would be Standing Orders. This would be more appropriate since they are describing operational detail.</p>	<p>The options to retain the rules on representation in the Rules or move then to the Standing Orders were considered very carefully at the time the First Edition was being prepared.</p> <p>Whilst they include precise details, we recognised that they are fundamental to the Council's control and even minor changes to the numbers shown could have significant effects in terms of the influence of the various societies. This means that their amendment would be regarded by most societies as a fundamental constitutional change.</p> <p>For this reason, the calculation formula appears to have hardly changed from the Council's first rules published in 1891.</p> <p>The next change to Rule 5.7 can be expected at such time as control of the Council passes to individual members, as recommended by CRAG, but this change will require other changes elsewhere in the Rules. We therefore concluded that the unpopularity of moving Rule 5.7 to the Standing Orders could not be justified by any compensating gain.</p>
100	A	S	Societies	Society Membership	S 1.1 – Duplication - No need to repeat what Rule 4.1 says. Just state: 'For the purpose of the Council's Rules, a society's membership in any year shall be one of the following.'	Amended accordingly.
111	A	S	Societies	Society Membership	S 1.1 (d) – Circular reference, as above	Amended accordingly.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
138	S	R	Societies	Society Membership	4.2 b) so everybody on a mailing list would count as a member? Are you really sure about this? What about lists to which non-members can sign up?	<p>In the light of this recommendation Rule 4.2b has been enhanced to indicate that this refers to members who are on a society's membership list <u>and</u> receive member notifications. This provision is in place to cover those societies whose members do not pay a subscription and which therefore cannot supply a subscription list. A further clause has been added allowing those societies which have very large mailing lists (for example ASCY) to determine at their discretion the number of members shown on their list who they regard as 'active'.</p> <p>This gives a society such as ASCY and SRCY the opportunity to 'scale down' the number of members they report to the Central Council to a level which they are happy with, but not to 'scale up'.</p>
143	S	R	Societies	Society Membership	5.7 - does this really need to be in the Rules?	The presence of this rule avoids a society questioning the Council's right to request information to support its statement of membership.
180	S	R	Societies	Society Membership	4.2 - Despite your claim that this is unchanged, you have made two significant changes from the current Rules, both of which I object to strongly. First, you are disallowing Life Members of Associations. You can hardly be unaware that at least some Associations allow members to compound for life membership by paying (in the case of, for example, Essex) 20 years' subs in advance; and I gather that some still make elderly and/or long-service members free of subscriptions. To now say that these members are not to count for determining	<p><u>Life Members</u></p> <p>The proposed wording shown in Standing Order S1 was not intended to exclude life memberships.</p> <p>In the light of this recommendation Standing Order S1.1 has been amended to make clear that life members are included.</p> <p><u>Membership Lists</u></p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					membership is unjustifiable. Secondly and conversely, to allow Associations to count everyone who happens to be on some email list is equally unjustifiable: I could set up a new Association tomorrow, send emails to 2000 other ringers, and claim the right to six representatives.	In the light of this recommendation the wording of Standing Order S1.1 has been tightened to state “appeared on that Society’s membership list, received one or more member notices from the Society and are considered by that Society to be participating members”, meaning that all three criteria must be met.
181	S	R	Societies	Society Membership	In connection with this last clause, I was unfortunately too trusting and did not realise until a short while ago that your claims of "No change" were dishonest. Given that you made two significant changes in this area, you cannot credibly say that you thought it was unchanged. I have not given parts of the Rules the scrutiny I would have done had I not been misled, and I would be surprised to find I am alone in this.	Please refer to Comments 139 and 180.
119	A	R	SOs & Policies	Calling in	As the change to "Alternative" was our suggestion we support it. It must be recognised, however, that although the words are the same in both, there is a significant change in substance. Under the Alternative format the Executive has wide powers of change which under Edition 1 were reserved to 2/3 of the Representative Members. However, we support the protection against abuse of those powers by their now being subject to the ability of 25 Representative Members to require approval of a majority of voting members before it can take effect – also one of our suggestions. However, the reservation power as drafted in Rule 10.6(c) needs some attention: a) We fail to see why three members of the	<u>Notification to 3 people</u> The reason that notification is required to the Secretary and other members of the Executive is to allow for the fact that the Secretary may be on holiday. In the event that such a notification is received a tight timetable applies to the way in which a Special Meeting is called, meaning that it is essential that the Executive is aware as soon as notice is received. It should be noted that under the rules on Notices, a email communication is deemed to have been delivered 48 hours after it has been sent, whether there is anyone at the addressee’s computer to read it or not.

**Rules Work – External Review – 15th December 2017 to 12th January 2018
Second Edition Documents**



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>Executive should be notified. This may generate confusion and misunderstanding as well as arguments over the adequacy of the notice given. A request directed to the Secretary should be sufficient.</p> <p>b) The rule speaks of a "request". While not a formal "notice", we consider that it would be subject to the requirements of Standing Order N2. We think there should be a footnote directing the reader to those requirements. [There may be other Rules which require similar treatment and cross-referencing. The Rules should be reviewed to see whether other cross-referencing would be desirable.]</p>	<p><u>Cross Referencing</u></p> <p>The reference to 'request' has been amended to 'notice'.</p> <p>With time the number Standing Orders will grow, but the rules will remain virtually unchanged. We have therefore concluded that requiring a separate cross reference table would not prove cost-effective.</p>
169	S	R	SOs & Policies	Criteria	<p>There should be a rationale for deciding what should be in the Rules, and what should be in the Standing Orders. I would suggest the question should be whether the division promotes good governance (a rather vague term, but one which includes convenience and efficiency of operation, transparency, propriety and the need to design out opportunities for misconduct).</p>	<p>To avoid becoming over-prescriptive the Rules do not state specifically what either they or the Standing Order should contain. They do however, at Rule 10.1 contain clear guidance as to what Standing Orders <u>may</u> contain. This ensures that the Executive is not able to create Standing Orders which duplicate or frustrate existing rules or encroach on matters which are the subject of the Rules.</p> <p>We have considered various methods of defining what material should appear in the Standing Orders, as opposed to the Rules. However, even the simplest definitions (for example limiting the Standing Orders to matters which may be 'subject to change' or 'deal with procedures rather than matters of governance') have limited value as there are many instances where specific procedures other details have significant governance implications.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						In view of the strong preference of the Review Panel for including as much material as possible in the Standing Orders, we have concluded that the most sensible outcome is to leave it to the good judgement of future Executives and Representatives as to what material is shown where.
170	S	R	SOs & Policies	Criteria	On that basis, I would suggest that the inclusion of the rules for Council meetings and periods of office for Executive members in the Alternative Format standing orders is excessive. It seems obvious that allowing a body (the Executive) to decide its own term of office – or the rules on which another body (the Council) may criticise it – is leaving the door open for trouble.	<p>The requirements governing Council Meetings are currently divided between the Rules and Standing Orders. Those dealing with notices, the scope of meetings and voting are in the Rules as they appear to be the most fundamental matters.</p> <p>Those covering elections and the conducts of meetings are in the Standing Orders as they contain more detail and are more likely to be subject to change.</p> <p>In the light of this comment, we have nevertheless sought further guidance from the co-ordinator of the Review Panel to confirm whether this represents the right balance. His recommendations have been included elsewhere in this document and in most cases have been acted upon.</p>
132	S	R	SOs & Policies	Methods	Rule 10.3.b in conjunction with Rule 10.5 and 10.6. I understand why these Rules are there under the new system, but they leave the CC in the same minefield that has brought it into disrepute for the past 100 years. Surely there must be a way to remove all CC involvement in decisions on methods, or at least prevent the Annual Meeting being clogged up with the ramblings of pedants.	<p>While the new rules enable the Council to issue policies and standards on matters of relevance to ringers, including matters of Safeguarding, they do not require it to do so.</p> <p>A separate workstream is currently considering the future of the Council's existing Decisions. Whilst</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>These Rules don't do that. There'll always be 25 Reps ready to challenge any sensible decision on methods – probably with multiple motions – and so drag the CC back to where it doesn't want to be.</p> <p>Of course, I personally see no reason for rules on methods anyway, and neither do the great majority of ringers. They're completely unnecessary, as well as being irrelevant to almost everyone. They also stifle innovation and progress. Tradition alone is sufficient – which, of course, changes as tastes change and ringing innovates and progresses. Only the pedants want method rules, and they're in a tiny minority.</p>	<p>we would expect these to be migrated to become one of the new governing documents in the short term, it is expected that the new Executive will [a] support an extensive update to make the Decisions more flexible in line with CRAG's recommendations and [b] require these and future Decisions to be approved by a robust consultation process which involves the entire ringing community rather than merely by discussion at Council meetings.</p>
212	A	R	SOs & Policies	Standards	<p>(Nomenclature wise, for example, is it envisaged that the new Council Framework for Method Ringing (CCFMR) – replacing the Decisions – will be one of the "Standards"?) I</p>	<p>The Executive may choose to implement the new CCFMR as a Standard or a Policy.</p>
166	S	R	SOs & Policies	Standing Orders – Naming	<p>10 I think you mean by-laws – a lot of our guilds have standing orders and this phrase will only lead to confusion.</p>	<p>Research of equivalent charities indicates that use of the terms Standing Orders and Bye-laws is broadly equivalent. A bye-law is a rule made by a company or charity to control the actions of its members whilst a Standing Order is a rule used to manage the affairs of a representative body.</p> <p>Our initial conclusion is that the term Standing Orders is appropriate because it is less susceptible to variations of spelling.</p> <p>None of the other responses to the second draft consultation have raised this issue. Nevertheless it</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						will be referred to the co-ordinator of the Review Panel for further consideration.
175	S	R	SOs & Policies	Standing Orders – Naming	"Standing Orders": the phrase normally connotes the regulations applicable to the conduct of business in meetings. The document contains none of this and much that is unrelated to it. It would more properly be titled "Bye-laws".	Please refer to Comment 166.
68	A	R	SOs and Policies	Calling In	10.6 c – Meaning? - I can't work out what this is supposed to mean. I think it might be about calling in an Executive decision.	Rule 10.6c refers to the 'Calling In' process. This clause is important in giving Representatives assurance that the Executive will not attempt to implement contentious changes without the opportunity for a Council Meeting to consider what is proposed. Although this rule is long, alternative methods of expressing the same content through separate rules proved more complex. The existing wording has therefore been retained.
185	A	R	SOs and Policies	Calling In	The Calling In process could mean that 25 members could repeatedly call in a proposed Standing Order or Policy which had been previously approved by a majority of Members at a Council Meeting.	An amendment has been made to restrict the right of Calling In to those matters which have not previously been determined by a Council resolution.
190	A	R	SOs and Policies	Calling In	Annual Subscriptions: The principle behind the proposal for making amendments to Standing Orders is that the Executive makes or alters a Standing Order and it stands unless 25 members require it to be approved by a General Meeting. If the General Meeting does not approve, the Executive can then make a new Standing Order consistent with the views expressed by the General Meeting and in the reasonable expectation that it will not be challenged	An amendment has been made to :- <ul style="list-style-type: none"> ➤ Require that changes to the annual subscription are approved at a Council Meeting; and ➤ Ignore Rule 7.9c) where an Executive Decision has been approved at a Council Meeting.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					again. However, in setting a new annual subscription the decision to amend Standing Order F1.1 cannot take effect without the approval of a General Meeting: Rule 7.9 (c). If approval is not given, the General Meeting cannot fix the subscription itself. All the Executive can do is try again, but it would have to wait for the next General Meeting and risk defeat again. Given the ability now to require any Standing Order to be approved by a General Meeting, my suggestion would be to delete Rule 7.9(c) so that the fixing of the subscription by Standing Order is subject to the same recall provisions as any other Standing Order or, alternatively, to remove the power from the Executive to the General Meeting. I would prefer the former.	
223	A	R	SOs and Policies	Calling In	10.8: Is there a special reason for rule 10.8, especially paragraph (d), to apply to Policies and Standards?	<p>We concluded that as Policies may apply to Societies and ringers, there is a possibility that one or more Policies introduced by the Executive prove be contentious.</p> <p>In particular, the Council's Decisions on methods and peals are treated as Policies under the new Rules.</p> <p>Other policy areas such as Safeguarding Conflict of Interest and Outsourcing may prove equally contentious in future.</p> <p>In most cases, the ability of Council Members to call in a policy does not represent an issue as most policies will relate to the internal business of the Council and will not be contentious.</p>
222	A	R	SOs and Policies	Conflict	10.7: I would have thought that where there is conflict between two Policies or Standards the later one should	In considering this point, we concluded that there is a risk that the Executive might introduce a new

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					prevail as representing the Executive's latest thinking.	<p>Standing Order inadvertently without checking the provisions of existing Standing Orders.</p> <p>This risk becomes greater as the number of Standing Orders grows.</p> <p>A new Standing Order could have the effect of partially disabling an existing one, and if this was not the intent, it could impair the Council's operations.</p> <p>As the disruption caused by an unplanned change would in most instances be greater than the disruption caused by no change at all, it seemed more appropriate that the earlier Standing Order should have priority.</p>
67	A	R	SOs and Policies	Policies – Scope	10.3 a – Scope - As stated above, I think stretching policy to include internal conduct of the Council's business is both unnecessary and potentially confusing. Such things should be in the Standing Orders	Please refer to Comment 7.
188	A	R	SOs and Policies	Precedence	There is no provision to deal with the situation where two Standing Orders have conflicting requirements.	An additional rule has been added to indicate that in these circumstances the Standing Order with the earliest Effective Date takes precedence.
66	A	R	SOs and Policies	Standing Orders – Scope	10.1 a – Contradiction - There is still a contradiction. If a rule 'requires' a Standing Order then this rule is wrong to say the Executive 'may' create it – it must create it, and it is wrong to say it 'may' withdraw it – it must not withdraw it. The rule is trying to do two things in one list. (b) & (c) describe the purpose and scope of Standing Orders. It would be sensible to start with this. (a) and the	Please refer to Comment 169.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					introductory line are trying to regulate them. I think there are two cases, worth listing: Some rules require a standing order. These cannot be removed but may be updated. Other standing orders may be created if the Executive considers they would help with running the Council.	
34	A	R	Title	Operating Name	I accept the reason for not changing the Council's name at this time but since there is an intention to review, and possibly change, the name would it be sensible to anticipate the situation that exists in many other organisations that have modernised their name, where their legal name is the old one but the operational name is different. For example, The Railway Development Society operates as RailFuture and The National Federation of Music Societies operates as Making Music, in both cases the legal name is only used where it has to be. The path to such a change for the Council could be eased if 3.1 said something like: 'The name of the Council shall be The Central Council of Church Bell Ringers'	Amended accordingly.
208	A	R	W'groups & Stewards	Accountability	Rule 8.1: The Executive should be able to delegate some of its powers to individuals but not to something as nebulous as a group of persons. I would advocate rewording something like "... delegate some of its powers to "Stewards" (individuals, or pairs of individuals jointly, working on a specific task or area of responsibility) or "Workgroup Leaders" (who will deliver their responsibilities through and with the assistance of a group of others)."	<p>This recommendation would create a more complex rule and some effort has therefore been made to find simpler alternatives which are more in keeping with CRAG's recommendation to keep the new Rules as simple as possible.</p> <p>The key concern is that delegation to a 'nebulous' group of people involves a loss of accountability.</p> <p>While Rule 8.1 indicates that powers may be delegated to a Workgroup (ie. a group of people), Rules 8.9 and 8.10 make clear that each</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>Workgroup is managed by a Workgroup Leader from whom Workgroup Members receive their powers.</p> <p>There is therefore a clear line of accountability and empowerment from Executive -> Executive Sponsor -> Workgroup Leader -> Workgroup Member.</p> <p>Nevertheless in the light of this recommendation, the wording of Rules 8.9 and 8.10 has been enhanced to leave no doubt that Workgroup Members report to their Workgroup Leader :-</p> <ul style="list-style-type: none"> ➤ Rule 8.9 has been amended to “led and managed” to indicate that the Workgroup Leader is the driver and not just the manager. ➤ Rule 8.10 has been extended to indicate that Workgroup Members are not merely empowered by their Workgroup Leader, but are responsible to them.
87	A	S	W'groups & Stewards	Amendment	E 1.1 (f) – Conflict - If the Workgroup exists then it must have a ToR so the ToR can be 'removed'. It may be amended (as provided in Rule 8.4. I suggest changing (f) to 'or amending'	Amended to 'creating, replacing or removing'.
198	A	S	W'groups & Stewards	Artefacts	Should the term of a Steward end only when they have transferred any of the Council's artefacts in their care to a successor, in lilne with the existing rules ?	An additional rule has been added to address this recommendation.
164	S	R	W'groups & Stewards	Budgets	8.9 I don't think a workgroup leader should be able to delegate any financial / budgetary responsibility,	Whilst the new constitution gives the Executive and Workgroups empowerment, it nevertheless includes

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					particularly to someone who is not a Council member.	important checks and balances to ensure that they discharge their duties responsibly. These include :- <ul style="list-style-type: none"> • Certain decisions set out in Rule 7.9 require the decision of a Council Meeting • Other decisions set out in Rule 7.11 must be referred to the Executive. • All the actions of Workgroups are the responsibility of a named Executive Member. • A report on the activities of each workgroup must be submitted to each Council meeting.
58	A	R	W'Groups & Stewards	Management	8.8 – Clarity - this topsy turvey sentence does two things that would better be separated: 'Each Workgroup shall be managed [in accordance with its Terms of Reference] by a Workgroup Leader responsible to its Executive Sponsor. Workgroup leaders shall be appointed by, and may be removed by the Executive.' Note that removal should be 'may' not 'shall', since a leader may run the natural term without being removed. I think the bit in [...] is redundant, but I know you like including such statements.	Amended accordingly.
55	A	R	W'Groups & Stewards	Removal	8.5 – Meaning? - What is the scope of: 'as may be stated in the Standing Orders'? Does it mean that a SO might prevent the Executive from removing the post? Or does it refer to the location of the amended SO governing the post? The former seems odd, unless the aim is to permit some posts to become non-removable (in which case that should be stated explicitly) and the latter seems trivially redundant. Needs clarification.	In the light of this recommendation Rules 8.2 to 8.5 have been reviewed in conjunction with Standing Order W1. The existing wording is more complex than necessary. In addition and key provisions dealing with retirement of a Workgroup or Steward role and their powers were included in Standing Order W1 which covers the content of Terms of Reference. The exact process by which a Workgroup or Steward role is retired was cumbersome.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>In the circumstances, the rules dealing with withdrawal of a Workgroup/Steward have been returned to the Rules, so that Standing Order W1 merely deals with the content of a Terms of Reference.</p> <p>The wording has also been amended so that withdrawal of a Workgroup or Steward role can simply be accomplished by an Executive Decision and does not require any changes to a Terms of Reference.</p>
95	A	S	W'groups & Stewards	Removal	<p>W 1.3 – Devious? - If the Executive wants to remove a WG or steward, surely it should just make the decision and issue any relevant instructions for winding it up. Amending its ToR seems a very roundabout way to express that.</p>	<p>Whilst Executive Decisions need only be published, the Rules include more robust provisions regarding notice periods for Standing Orders, including the option for Council Members to 'call in' changes which they feel need to be determined at a Council Meeting. In the interests of simplicity, dissolution of a Workgroup or Steward role is given the same protection as the creation of a new role, by requiring it to be implemented by amending or withdrawing the Standing Order under which the Workgroup or Steward role was introduced.</p> <p>'which is no longer required' has been inserted to this paragraph to make it clear that it relates to withdrawal of the role rather than dismissal of the individual.</p>
112		R	W'groups & Stewards	Reporting	<p>I have had a look at the 2nd draft rules and am reassured that some revision has taken place, particularly that Work</p>	Noted.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					Group leaders can report to Council.	
56	A	R	W'Groups & Stewards	Sponsorship	8.6 – Sponsorship - A convoluted mass of words (40) to say: 'Each workgroup or steward shall be responsible to an Executive Sponsor – a named member of the Executive' (17 words). This applies to the whole of the group.steward's existence so no need to talk about prior creation.	Amended accordingly.
57	A	R	W'Groups & Stewards	Sponsorship	8.7 – Ambiguity - does 'retire' mean retire from the Executive (and thus become ineligible to be a spnsor) or merely to relinquish the responsibility of being a sponsor (for any other reason)?	Rule 8.7 has been amended to 'unable or unwilling to perform their duties'
88	A	S	W'groups & Stewards	Sponsorship	E 1.1 (g) – Conflict - Similar to above – if the WG exists it must have a sponsor so appointing or changing is OK but retiring (in the sense here of taking a decision to do it rather than by fait accomplis if the sponsor ceases to be available) is not. I suggest delete 'or retiring'.	Amended accordingly.
61	A	R	W'Groups & Stewards	Stewards	8.10 – Clarity - Several things are unclear: If the Executive appoints a Steward, must is also remove him/her? (The current wording says 'and' whereas 'and if appropriate' would seem more suitable.) Can the Executive remove a steward appointd by the Council or only one appointed by itself? Are only Stewards appointed by the Council bound by the Terms of Reference? (As implied by only saying so in (b). I suggest delete that clause anyway since the ToR apply absolutely to the role.	'and' – amended accordingly. Stewards elected by Council and removed by Executive – the wording of Rule 8.10 has been reviewed to make clear that the specific terms on which a steward is appointed and removed are matters for their terms of reference.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
206	A	R	W'groups & Stewards	Stewards - Election	<p>The Rules, as drafted, spread accountability far more widely than CRAG had envisaged. The main thrust of the governance changes was to focus accountability onto the Executive – which would of course work through and with others, but would be the body that the Representatives held to account (jointly and severally).</p> <p>There are a number of points of detail where this clarity of role seems to have been lost: • Rule 6.1a describes Stewards being elected by the Representatives (rather than appointed by the Executive – who will be accountable for the work done). that the Representatives held to account (jointly and severally).</p> <p>Although 8.1 describes two different processes (“as stated in that Steward’s Terms of Reference”) it is not at all clear to me why this inconsistency is needed. Has there been special pleading from an individual Steward, or another person on their behalf that the Representatives held to account (jointly and severally).</p>	<p>The rules on Workgroups have been reviewed in the light of these recommendations.</p> <p><u>Accountability</u></p> <p>The main thrust of the changes appears faithfully to reflect CRAG’s recommendation to focus accountability onto the Executive :-</p> <ul style="list-style-type: none"> ➤ Workgroup Leaders are appointed and dismissed by the Executive. ➤ Workgroup Members are appointed and dismissed by the Workgroup Leader, meaning that power flows from the Executive. ➤ The Terms of Reference for the Workgroup and its budget is determined by the Executive. ➤ The Workgroup Leader reports to a named member of the Executive. <p><u>Rule 6.1a</u></p> <p>It should be noted that in future the term ‘Steward’ is used by the Rules to refer to all individual office-holders, of whatever type. The Rules therefore allow give the Executive the flexibility to arrange that individual officer are appointed by the Executive, by Council Members or in any other way. They achieve this by stating the appointment mechanism the office-holder’s (Steward’s) terms of reference.</p> <p>For example, the Executive may wish to appoint a professional Public Relations Officer who is an</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
						<p>employee or to share this role with another charity.</p> <p>It can be expected that the majority of new Steward roles created will be appointed by the Executive and not elected.</p> <p><u>Election of Existing Stewards</u></p> <p>It should be noted that the Council's existing Stewards take care of the Council's key assets, meaning they have a custodian role. They are not agents of change.</p> <p>For this reason, continuing to elect the existing Stewards does not appear to involve a significant loss of Executive power.</p> <p>At the same time, the high value of these assets to many ringers and Council Members means that they are likely to want some say over the individuals who perform this role.</p> <p>In the light of this recommendation, the position of Stewards will nevertheless be raised with the current President to establish whether the existing Stewards should preferably be :-</p> <ul style="list-style-type: none"> ➤ Elected by Council Members ➤ Appointed by the Executive, or ➤ Appointed by the Executive and then ratified at a Council Meeting. <p>The Terms of Reference for each Steward will be</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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						drafted to reflect the agreed approach.
92	A	S	W'groups & Stewards	Terms of Reference	W 1.1 – Duplication - There is no need to repeat what Rule 8.2 already says. The heading here is Terms of Reference, and that is what it should relate to. Suggest replace with: 'The terms of reference of a Steward or Workgroup shall include:'.	Amended accordingly.
93	A	S	W'groups & Stewards	Terms of Reference	W 1.1 f – Purpose? - What is the intention? It sounds like micro managing if a WG leader can't give a couple of its members a job to go away and do without first getting it approved. [Grammar] – I think 'their objectives' should be 'its objectives' since it refers to the collective entity.	This entry does not prohibit Workgroup Leader or Stewards from delegating, but protects the Council by making clear from the outset what level of delegation is regarded as acceptable. It may differ from one Workgroup or Steward role to another. While amending 'their' to 'its' is technically correct, 'their' reads more naturally and Rule1.2 makes clear that singular and plural meanings may be interchanged.
94	A	S	W'groups & Stewards	Terms of Reference	W 1.2 – Duplication - This duplicattes Rule 7.12 and so should be removed.	Rule 7.12 lies in the Executive Committees section. It is therefore felt prudent to repeat this requirement in the Standing Orders under the heading of Workgroups and Stewards to make clear that it applies to all categories of delegation.
218	A	S	W'groups & Stewards	Terms of Reference	Standing Order W1.1: The model or outline Terms of Reference may be appropriate to a sub--committee of a Board but are far too prescriptive and detailed to properly recognise the key relationship between Workgroup Leader and the Executive nor do they anticipate the flexibility to shift emphasis when required.	<u>Flexible Working</u> Rather than being over-prescriptive in the Rules, we would expect the requirement for flexible working to be made clear within the Terms of Reference for each Workgroup, based on the specific tasks which

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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					<p>Most worryingly they don't allow or encourage flexible working across Workgroups.</p> <p>Still far too rigid. (I would recommend removing clauses (a), (c), (f) and (h); amending (b) (remove objectives), (d) (simply state that these should be agreed and noted but not in terms of reference) and (e) (this should state minimum frequency of reporting – flexibility depending on what's going on at any time).</p>	<p>that Workgroup performs (and therefore the partners with whom it must collaborate).</p> <p><u>Terms of Reference</u></p> <p>In the light of these recommendations the structure of Terms or Reference have been simplified as follows :-</p> <ul style="list-style-type: none"> ➤ Rule 8.1 has been amended so that the start date for a Workgroup or Steward position is determined by the Executive rather than stated in the terms of reference. ➤ The frequency of reporting has been removed as this is an operational matter and reporting on a Workgroup's activities is already included in the Executive's annual report. ➤ The Maximum and Minimum Membership has been removed. This will be determined by the Executive Sponsor. <p>A number of other changes have been made to simplify the Terms of Reference format.</p>
85	A	S	W'groups & Stewards	Workgroup Appointments	<p>E 1.1 (b) would seem to answer my question on rule 8.9. So the intention is for an Executive meeting to vet every person recruited into the workgroups?</p>	<p>With hindsight, this approach appears onerous. Amendments have been applied to require Workgroup Leaders to be approved by the Executive as a whole, but Workgroup Members merely to be approved by the Executive Sponsor</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
209	A	R	W'groups & Stewards	Workgroup Leaders	<p>Rules 8.8 and 8.9 should be promoted to become 8.6 and 8.7 to emphasise the importance of Workgroup Leaders. Rules 8.6 and 8.7 would consequently be renumbered 8.8 and 8.9.</p> <p>Rule 8.8 needs to be reworded so that it is clear that the Workgroup Leader is appointed, given an agreed set of tasks (described at high level) that need doing and then they recruit the members who will work with them.</p> <p>Rule 8.1 – remove clause 8.10(b) as noted above</p>	<p><u>Workgroups – Rules 8.8 and 8.9</u></p> <p>In the light of this recommendation the Rules dealing with Workgroup Management have been placed immediately below those dealing with the Executive Sponsor..</p> <p><u>Workgroups – Rule 8.8</u></p> <p>The requirements for each Workgroup are stated in its Terms of Reference, controlled by the Executive, which will make clear the tasks which need doing.</p> <p>In the light of this recommendation, the Rules have been amended to make clear that Workgroup Members are recruited and appointed by the Workgroup Leader (with the Executive Sponsor's approval).</p> <p><u>Stewards</u></p> <p>Please refer to Comment 206</p>
59	A	R	W'Groups & Stewards	Workgroup Members	<p>8.9 – Clarity - I'm puzzled by: 'with the prior approval of the Executive at an Executive Meeting'. Does this mean that an emergency decision could not be made by a conference call, providing that it involved all members of the Executive and the decision was properly recorded? What is the intention of this rule? To force the decision to be made face to face? To inject a 28 day cooling off period (because of the notice)? To ensure that it, and</p>	<p>Whilst certain matters have been reserved for decision at Executive Meetings in the interests of accountability, the rules nevertheless make clear that these meetings may take place at short notice and by telephone or other electronic means of communication.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					relevant supporting arguments, are properly recorded (and hence communicated to members)?	
60	A	R	W'Groups & Stewards	Workgroup Members	8.9 – Scope - Aside from the above, it is not clear whether prior approval to appoint workgroup members must be sought on general terms (eg I think I need 6 people) or specifically (eg I want Fred Smith to manage our database).	In the light of this comment, Rule 8.9 has been amended to allow an appropriate degree of flexibility. Workgroup Members need to be approved simply by the Executive Sponsor, but do not require formal approval at an Executive Meeting.
210	A	S	W'groups & Stewards	Workgroup Members	Standing Order E1.1b: It should not be necessary for the whole Executive to agree the appointment or removal of a Workgroup member. That should be a matter for discussion between the Workgroup Leader and the Executive sponsor. Far too top down otherwise.	In the light of this and other comments, the requirement has been amended so that only the Executive Sponsor's approval is required.
207	A	R	W'groups & Stewards	Workgroups - Accountability	<p>C On the same theme of blurred accountability, the Rules give the impression that all we have done is amalgamate committees into a smaller number of identical bodies which we have merely renamed as "Workgroups". Such a rearrangement of the deckchairs (to use the derogatory analogy heard from more than one critic of the Council) is not what the CRAG proposals were about.</p> <p>Rather Workgroups were vehicles to deliver the actions required by the strategy which the Executive would develop and consult upon and which the Representatives would ultimately have agreed</p> <p>CRAG expected the Workgroup Leaders to be the key individuals with sufficient autonomy to get done what</p>	<p><u>Accountability</u></p> <p>The main thrust of the changes appears faithfully to reflect CRAG's recommendation to focus accountability onto the Executive :-</p> <ul style="list-style-type: none"> ➤ Workgroup Leaders are appointed and dismissed by the Executive. ➤ Workgroup Members are appointed and dismissed by the Workgroup Leader, meaning that power flows from the Executive. ➤ The Terms of Reference for the Workgroup and its budget is determined by the Executive. ➤ The Workgroup Leader reports to a named member of the Executive.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					<p>the Executive needs them to do. They have key “upward” relationships with the Executive sponsor and the other members of the Executive.</p> <p>The Rules and Standing Orders as currently drafted don’t reflect this pivotal role but instead put “the Workgroup” as a whole in that position. The problem is that it potentially leaves no one in charge, responsible or accountable.</p> <p>The relationship between a Workgroup leader and the Executive should be similar to that of a senior manager and their executive lead with the individual’s objectives flowing from the Executive strategic objectives.</p> <p>They will therefore change as strategy changes or individual strategic objectives are achieved so that defining them in Terms of Reference seems to be overkill, as well as more likely to reduce rather than increase the organisation’s agility.</p>	
155	S	R	Wgroups & Stewards	Term of Office	6.26 do we not still need the stewards to continue in office until their successor(s) have accepted responsibility (existing rule 12(i)).	The Rules allow for specific provisions, similar to those provided by existing rule 12(i) to be made with regard to ‘relevant materials’.. This is done through the Steward’s Terms of Reference.
27	A	R	Workgroups	Creation	<p>WG creation 8.2</p> <p>It seems reasonable to move the detail, but the substantive statement is confused. Does: ‘shall be created through one or more Standing Orders’ mean that the creation process is governed by standing orders, that there shall be a standing order governing what is created,</p>	To address this issue, the Section Heading for the Standing Orders containing general rules regarding the creation of Steward and Workgroup roles will be amended to ‘Rules Relating to Workgroups and Stewards’ The wording of Rule 8.2 has been retained as it makes clear that a Standing Order is

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	D	Subject	Issue	Comment	Conclusions & Recommendation
					or both? The two should be stated separately.	required to set-up a Workgroup or Steward position.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



TRANSITION

No	V	Subject	Issue	Comment	Conclusions & Recommendation
128	A	-	-	Transition Motion and staggering of Executive elections This all appears to be in order.	Noted
191	A	Transition	Additional Members	The Transition Motion is silent on Additional Members. I know that as they are not mentioned in the new Rules they will in practice be discontinued, but wouldn't it be better to state this explicitly ?	The Transition Motion has been enhanced to refer specifically to Additional Members.
192	A	Transition	Charity Commission	Are you absolutely sure that no Charity Commission involvement is required before the Annual Council Meeting ? Their guidance document CC36 is a little ambiguous so it might best to check ?	A request for clarification has been sent to the Charity Commission.
6		Transition	Committee Elections	Will there need to be elections for the existing committees at the Lancaster meeting ?	Our reading of the current rules is that only the Administrative Committee is required to have a fixed membership. Therefore, the favoured method is for the 2018 Council Meeting to replace retiring Admin Committee members, but for the other Committee chairmen to co-opt any additional members they need to get up to strength after the meeting, in the event that the new constitution is not approved.
3		Transition	Committees	take it that the aim is, that at the end of the May Lancaster Council meeting <ul style="list-style-type: none"> ➤ the committees disappear ➤ the workgroups take effect immediately with named leaders and all their activities are fully "legal" . 	<u>Committees</u> The intention is that the committees would cease to operate at the close of the Annual Meeting at Lancaster (ie. the point at which the new constitution comes into effect). The workgroups would then take over.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	Subject	Issue	Comment	Conclusions & Recommendation
					In the interest of simplicity, the Transition Motion does not make explicit provision for the handover of responsibilities from the committees to the workgroups. As the main 'assets' of the Council are in the hands of the Stewards, who are provided for, explicit rules governing the 'handover' from committees to workgroups did not appear necessary.
4		Transition	Committees	<p>I have just been looking at the documents for the second draft rules. I see in the transition document that Stewards are to be immediately in place and the members of the Executive.</p> <p>For example we have: the Council's Stewards as shown below, shall be deemed first elected under the Revised Constitution, to serve until the close of the Council's Annual Meeting in 2020, at which meeting they shall be eligible for re-election : etc</p> <p>But we don't seem to have any equivalent "immediate life" for the people/roles in Workgroups although their terms of reference will be live via the standing orders being in place. So I suppose that means the Exec do not have to create the standing orders but ... what about the Workgroup leaders and the people in the workgroups?</p> <p>Draft Rule 8.8 says that Each Workgroup shall be managed in accordance with its Terms of Reference by a Workgroup Leader appointed and removed by the Executive, who shall manage the Workgroup for and on behalf of its Executive Sponsor.</p>	<p>The Transition Motion is intended to cover all those positions that are in the gift of the Council. The Stewards were elected by Council Members (and will almost certainly continue to be elected under their new Terms of Reference), so it seemed sensible to include them in the Transition Motion along with the new Executive.</p> <p>Under the new constitution everyone else (other than the Independent Examiners) derives their authority from the Executive, so once the Executive has been created, it will be able to make these appointments.</p> <p>As the Workgroup Leaders are appointed by the Executive, and the Workgroup Members are in turn appointed by the Workgroup Leaders, they have not been included in the Transition Motion. Instead, the Executive will make or approve the new appointments as the new constitution allows. We would expect the new Executive to meet immediately after the Annual Council Meeting to do this.</p>

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



No	V	Subject	Issue	Comment	Conclusions & Recommendation
				I see that the position of stewards is different under rule 8.10 with the possibility of either appointment by the Executive or by representative members depending on terms of reference. But if the Workgroup leaders are to be appointed by the Executive rather than elected, shouldn't we have a provision they shall be deemed first appointed under the Revised Constitution, to serve until the close of the Council's Annual Meeting in... etc ?	Terms of Reference for all the Workgroups and the Stewards are due to be completed in January, so they will be included in the final draft of the Standing Orders, due for publication in February.
214	A	Transition	Decisions	There seems to be confusion about the continued use of the term "Decision" (of Council). Are these not being renamed as Policies and Standards? If so, is it not easier just to retire this old term, which carries significant (and very negative) associations completely?	The term 'Decision' covers both policies and standards and is used for backwards compability as many guild and association constitutions refer to the requirement to abide by the Central Council's "Rules and Decisions".
5		Transition	Examiners	The Transition Motion deals with the carry-over of the Stewards, but what about the Independent Examiners ?	Amended accordingly.
193	A	Transition	Ordinary Executive Members - Election	Surely it would be more democratic for the two new Executive Members (appointed to 2019) to be elected at the 2018 Annual Meeting ? This avoids the criticism that the whole thing has been 'stitched up'.	In the light of this and other comments, the Transition Motion has been amended to make all 4 Ordinary Executive Member roles elected at the 2018 Council Meeting.
214	A	Transition	Ordinary Executive Members - Election	I am concerned that the Honorary Assistant Secretary post is to take one of the Executive positions until 2021 The second sentence of CRAG Proposal B (x) which was accepted by the Council states that "The [Honorary Assistant Secretary] will in any case not be an automatic member of the Executive and will accordingly cease to be a Trustee".	In the light of this and other comments, the Transition Motion has been amended to make all 4 Ordinary Executive Member roles elected at the 2018 Council Meeting.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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				<p>The intention was to remove confusion between an important but purely administrative role and the quite different remit of a member of an Executive as described throughout our report. My comments do not reflect upon the current postholder but upon the current post. If Carol wishes to stand as a member of the Executive then of course she can as can anyone else.</p> <p>The risk from both 2 and 3 above, is that it is seen as the old regime stalling or diluting change – worse still, by dodging a democratic step.</p>	
215	A	Transition	Ordinary Executive Members - Election	<p>The same applies to the identical suggestion that the PRO should automatically transition to an Executive post. The importance of sound Communications advice (of which Public Relations is one part) to any Executive body cannot be over stated.</p> <p>That is why CRAG Proposal G (i) was so worded. While the Council is not yet in a position to engage professional comms and PR advice it does not change the fact that it is a support function – working extremely closely with the Executive, often present at its meetings to provide advice in relation to presentation. However, it is not of itself an Executive function (unless the body involved is a provider of PR and comms services!). Once again, this is not a comment on the current PRO but on the role itself.</p> <p>The risk from both 2 and 3 above, is that it is seen as the old regime stalling or diluting change – worse still, by dodging a democratic step.</p>	In the light of this and other comments, the Transition Motion has been amended to make all 4 Ordinary Executive Member roles elected at the 2018 Council Meeting.

Rules Work – External Review – 15th December 2017 to 12th January 2018 Second Edition Documents



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216	A	Transition	Stewards	In relation to the Stewards, surely they should henceforth be appointed by the Executive as described above. I suspect that this would have no effect on who gets appointed but it would maintain forward momentum with the reform agenda. All that needs to happen is the sentence should conclude "... in 2020, following which they will be eligible for reappointment by the Executive: "	Following feedback from the current President, the Terms of Reference for these roles will specify that they are appointed by the Executive.

218 S05