



## **Proposed changes to Guild management structure – briefing to members**

### **Background**

The current management and leadership structure of the Guild was developed many decades ago and no longer serves the Guild well in the current environment.

In order to remain relevant and for the Guild to best serve the needs of current and future members, the Guild Officers believe a more modern (but widely used) alternative structure is necessary. The alternative structure will allow the Guild to be agile so it can quickly adapt to change, it will reduce ineffective meeting time and administrative burden and it will focus the officers' time on developing and implementing strategies for the future.

No changes to the objects of the Guild, the branch structure or branch management is proposed.

The proposed changes will be put to the vote of members at the AGM on 16<sup>th</sup> May. A 75% majority is needed at that meeting to approve the changes. If passed, the new structure will become operational immediately after the AGM.

### **What is proposed**

The attached diagram sets out the current and proposed new management structure.

Key points:

- Current management and leadership of the Guild rests with the General Committee, which meets twice a year and consists of over 50 members.
- All officer job descriptions (including Master) carry only administrative responsibilities and no leadership functions (other than the Master chairing General Committee meetings)
- The proposed new structure would create an Executive Committee (to be known as the Executive), consisting of up to 8 members. This includes Master, Deputy Master, Treasurer, Secretary, PR & Comms officer plus up to three co-opted members.
- The Executive will have responsibility for leading the Guild, setting future strategies (both a 5 year strategy and a broader long term strategy) and be given the responsibility for implementing such strategy.
- The Executive will be given the powers to run and lead the Guild (currently this is only with the General Committee) but with certain restrictions and parameters – which will be set out in the Guild Rules (eg limits on the level of financial commitments it can make, no powers to change the Guild rules etc).
- All officers are still to be elected by Guild members (at the Guild AGM).
- The Executive will be accountable to a Scrutiny Committee consisting of a representative elected by each branch (known as the Branch Spokesperson), together with experienced senior ringers from with the Guild (the current Vice presidents). The Scrutiny Committee will elect a Chairman, Deputy Chairman and Secretary from amongst its members.

- It will be the job of the Scrutiny Committee to ensure the Executive act in accordance with the wishes of the Guild membership as a whole.
- The Executive will meet monthly
- The Executive will report to the Scrutiny Committee quarterly with at least two meetings a year, more if the Scrutiny Committee wish.
- Minutes of both the Executive meetings and the joint Executive/Scrutiny Committee meetings will be available on the Guild Website to which all Guild members will have access.
- Other officer roles, eg Peal Secretary, Membership Secretary, Librarian, Safeguarding officer, IT manager, Web manager etc and Central Council reps will remain as they are.
- The Executive will be able to set up sub-committees to work on specific projects. The Executive will appoint a chair who will recruit the appropriate team members. Terms of Reference will be agreed between the Executive and the Sub-committee. The Sub-committee will report to the Executive.

### **Why is the change needed**

The current structure puts responsibility for leadership in a large committee which meets twice a year. This is too large and they meet too infrequently to adequately lead the Guild and develop strategies for the future.

For instance, there is currently no short or medium/long term strategy for the Guild.

Whilst the current officers are thinking strategically about the future of the Guild and have started to act in a similar way to which the new structure sets out, this is more a case of it being discretionary and recent developments (such as the introduction of member mojo) have happened despite the current structure rather than as a result of it.

Key immediate priorities for the Executive if the changes are adopted will be:

- To develop a 5 and 10 year plan
- To address technology and IT within the Guild especially given the huge change in digital tech and comms
- Work to improve the Guild's PR and communications
- To develop plans for recruitment and retention.

One other key benefit of the change is that it will significantly reduce the number of meetings and unnecessary admin and paperwork which makes officer roles unattractive and does not use people's time productively. Meetings will be focussed on setting and implementing priorities for the Guild and ensuring the Executive are being held to account.

### **How will this make things different**

This is the first step in starting to address the future needs and shape of the Guild and is the start of a journey.

It will vest responsibility for the future strategy and leadership of the Guild in the hands of elected officers who will have the power to run and shape the Guild but with certain restrictions and with accountability to (and oversight by) a slimmed down General Committee (the Scrutiny Committee).

Whilst the Executive will meet regularly and work together as a team, there will be fewer large physical meetings (eg General Committee meetings) allowing the Guild to be more agile, and more efficient - taking advantage of modern communication methods where this is beneficial. This will reduce the time spent by Officers on matters which do not take the Guild forward.

It should ensure the Executive work together with a key focus on the future of ringing in the Guild and provide them with the powers and ability to carry this out.

Sub-committees can be set up easily (by the Executive, with terms of reference agreed between the Executive and the Sub-committee) with the sub-committee being accountable to the Executive. Their aim is to provide specialist support and input (e.g. digital/tech, young ringers etc). The Learning & Development workgroup and Towers and Belfries sub-committees are expected to remain as they are but be accountable to the Executive.

Members will be able to have their say and influence Guild activities in the following ways:

- By speaking at the AGM
- Through their branch spokesperson who will be on the Scrutiny Committee
- Through the Guild Steward for their branch whose role is to be a link between the Executive and the members
- In due course, potentially through a website portal for members to make suggestions directly to the Executive.

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