



GUILD REVIEW 2009

When the Guild was founded in 1874, it was the first territorial association of bell ringers, and had as its principal purpose the eradication of competitive ringing for prizes through the introduction and promotion of method ringing. It was founded at a time when people were keen to join organisations, and as a consequence were proud of their membership. Initially the Guild was a confederation of towers that either practised method ringing or showed interest in moving into method ringing. Over the past 135 years, the Guild has changed in many respects, such as in the formation of territorial branches, and in its withdrawal of its hostility towards competitive ringing. Society has continued to change too, with increasing personal mobility and greater individualism, which means that the Guild needs regularly to review its function and its purpose in a county where method ringing remains a minority interest amongst bell ringers.

Accordingly a review body was established in 2008 to produce a strategic plan for the future of the Guild. The review body was subdivided into three groups of four or five people to work and report on

- Recruitment and publicity
- Support and development of ringing skills
- Bell restoration and tower maintenance

Then a steering group, consisting of one of the members of each of the groups together with the Guild president, drew out the recommendations made by the three groups, and compiled this final report.

The resultant final plan draws on

- the recommendations of the three groups
- the knowledge and experience of the whole Guild
- best practice from other territorial associations and the Central Council
- the recognition of the unusual position of the Guild as a territorial association sharing a territory with another society with a different style of ringing, resulting in a concentration of method ringing in certain areas (especially Exeter), and large geographical areas with few method ringers.

Members of the Working Party

Guild President: Lester Yeo

Recruitment and Publicity:

Anne Bailey, Sidmouth, East Devon Branch secretary

Cathy Civill, Littleham, Aylesbeare Branch secretary

Lynne Hughes, Dawlish, Mid Devon Branch secretary

Roger King, Withycombe Raleigh, Aylesbeare Branch chair, Guild publicity officer

Sheila Scofield, Bampton, North East Branch publicity officer

Support and development of ringing skills

Alison Waterson, Black Torrington, North/North West Branch ringing master

Leslie Boyce, Tiverton St Peter, North East Branch chair, Central Council representative. Member of the CCCBR Ringing Centres committee, Guild librarian

Pauline Champion, Cullompton, Exeter Cathedral

Janet Coles, Exeter St Mark, Guild secretary

Martin Mansley, St Marychurch, Mid Devon Branch ringing master, Central Council representative

Bell restoration and tower maintenance

Ian Campbell, Heavitree, Exeter Branch chair, member of DCBRF

James Clarke, North/North West Branch chairman, Guild advisor on bells and belfries, Central Council representative, chair of CCCBR Towers and Belfries committee

John Foster, Withycombe Raleigh, Guild report editor

Ian Smith, Tavistock, secretary of DCBRF, Guild advisor on bells and belfries

A. RECRUITMENT AND PUBLICITY

The brief for the Recruitment and Publicity working party was as follows:

- 1) What can the Guild do to help towers and branches in local recruitment?
- 2) What additional publicity is needed to support this at county level (in conjunction with the Association)? e.g. by developing:
 - a model recruitment strategy for towers
 - further publicity materials (posters, flyers) and a means of distribution
 - publicity resources for loan (display boards, demo bell, mini-ring)
- 3) What further opportunities are there for disseminating information about ringing to the public?
 - media
 - events
- 4) How can the Guild ensure that people interested in learning to ring, and new learners are well supported/retained?

A1.1 In formulating their recommendations the Committee has considered feedback from a questionnaire that was emailed to branch secretaries and to the Devon Association to forward to members. Also incorporated were comments received from GDR members invited to review the initial findings, as posted to the GDR website.

A1.2 The results of the questionnaire indicated that the majority of ringers were introduced by family or friends. As there is little scope for influence here, the Committee's main concern has been the advancement of recruitment via publicity.

Recommendations for local Recruitment and Publicity

A.2.1 Back to Basics

- Ask the Vicar to make a plea to the Church's own congregation – as these people are already committed to coming to Church on a Sunday
- Place a poster in the Church porch or notice board where it can be easily seen
- Advertise in Parish magazine
- Have regular news items in Parish magazine from ringers/Tower Captain emphasising social aspects as it is thought that magazines are read by a wider readership than just the congregation.
- Place posters in village halls/community centres/libraries
- Place leaflets strategically
- Entry in local library and local newspaper list of hobbies/societies

- Arrange an Open day/event – link in with Church Open Day to share organisation and publicity
- Man a stall at local events
- ‘Bring a Friend to practice night’ event
- Raise public awareness in the local community by offering to ring for local events and advertising the reason for ringing outside the tower. This could be extended to include ringing for wedding anniversaries and birthdays and providing a certificate, even a recording, in return for a donation.

A2.2 Further Possibilities

These ideas are likely to require some expertise, which it is hoped could be found in the Guild.

- Presentations to schools – ideally Year 6/7 if the bells are easy to ring or years 8/9 if not (check Church insurance for lower age limit).
- Presentations/talks to societies. Ian Campbell has produced a Model Talk, which he gives to groups of people on a monthly basis to raise awareness. This could probably be adapted for use by others.
- Attendance at County and other agricultural shows
- Encourage Churches and villages with websites to provide a link to the local tower and Guild websites
- Contact schools that have Carol Services in the Church to set the challenge of creating a band to ring for the next Carol Service, or other major event

Recommendations for support from the Guild

A3.1 The Committee has made no recommendations regarding the reorganisation of branches or election/appointment of officers. We feel that recruitment has to be initiated locally by individual towers. The Guild can only be there to help towers who will help themselves. However, consideration will have to be given to the management of the recruitment packs and publicity material. The initial training support could be the responsibility of the Education Committee.

Provision of recruitment publicity material

A3.2 Recruitment pack containing all available material so towers can choose what is most appropriate for their own needs. It is envisaged that this would be available to any Guild tower and a pack would also be sent to the Association Committee.

A.3.3 There is likely to be a cost implication in producing these packs. This Committee has not carried out costings but recommends this could be linked in with the review of the Guild Structure and possible impact on subscriptions.

A3.4 Items suggested:

- Back to Basics and Further Possibilities sheet as above
- Leaflets – Central Council leaflet, the Devon leaflet produced by the Millennium Committee and the ones used by Bampton for their door-to-door drop
- CC Posters
- List of CCCBR and related websites
- A sample press release and/or guidelines on how to write a press release
- List of locations and contact details for loan of demonstration bells and other equipment
- Details (and contact details) of merchandise available for example T-shirts, bags
- Details of resources held by Guild

A3.5 In addition, the Guild could manage a wider range of publicity resources, for loan to affiliated towers. These include, as currently owned by the Guild:

- Guild demonstration bell
- Frank Mack mini ring
- DVD – The Craft of Bellringing

To be acquired by Guild as funds allow:

- Laptop computer
- Demo copy of Abel
- Display boards
- New DVD specifically for young people – (comprising several short items which could be used alone or together). We suggest approaching a local Community College for students to undertake the production of a DVD as a project.
- Good sound recording equipment for use on special occasions

A3.6 Initial Training Support

- Offer Teach the Teacher courses to improve confidence and ability for teaching in the tower
- Create a register of ringers who would be willing to help struggling towers and help at the ringing centres
- Increased use of Ringing Centres as fast track Training Centres for the enthusiastic beginner.
- In particular, use ringing centres for the training of young recruits. The CCCBR Trends in Ringing Report identified this age group as requiring special attention both in terms of their future contribution (it is they who will achieve the highest technical standards, lead the most prospering bands and make the best teachers); and in terms of the difficulty of maintaining their interest in the early stages.

Recommendations for wider publicity by the Guild

A4.1 Events

- Mini-ring demonstrations
- Taster sessions – a weekend of intensive bell handling, talks and social activities
- Consider repeating the ‘Ring for the Millennium’ appeal but instead ‘Ring for the Olympics 2012’

A4.2 Media

- Redesign the Guild website particularly to portray an attractive image of ringing as fun, sociable, challenging and healthy – see the Truro Diocesan Guild website
- Establish what key words should be used to make sure the site is included in Google search results
- Entry on the Facebook website. The Education Officer’s Report (Guild Annual Report for 2007) indicates that the possibilities of a youth Internet message/chat site and clips on YouTube are already being considered.
- Until the entire membership is internet-versed *Ringing Round Devon* remains the best medium for dissemination of information. Regular reminders of the need to recruit and the help that is available should be featured.
- *Ringing Round Devon* is potentially the Guild’s best publicity material and the Guild needs to look at increasing distribution. We suggest that when tower members have read *Ringing Round Devon*, they are placed in local libraries, health centres and village hall notice boards or at least left in the church or alongside the recruitment poster.
- A dialogue needs to be established with the editor of the Diocesan monthly newsletter to encourage the inclusion of articles from *Ringing Round Devon* (which the Guild Publicity Officer already sends the editor on a regular basis).

Conclusion

A5.1 Branches and individual towers vary across the Guild, as do their requirements, resources, preferences and approach to publicity and fundraising. We hope all will be encouraged by the ideas and material to be made available, but inevitably tailoring to individual circumstances will be necessary. One of the roles of the Guild could be to help local decision-making, based on what has worked in similar circumstances elsewhere.

A5.2 We advocate all ringers should be responsible for actively encouraging new people into the activity and it is essential for us to grab any opportunity to publicise the art.

B. SUPPORT AND DEVELOPMENT OF RINGING SKILLS

The brief for the Support and Development working party was as follows:

- 1) How (and at what level – tower, cluster, branch, ringing centre, Guild, county, national) could the needs of the following types of ringer be most effectively be met?
- 2) How can the Guild and its branches support these people?
 - Young ringers
 - University students (especially those not eligible to join the ECG)
 - Retired ringers
 - Learners
 - Older learners
 - Learners with special needs
 - Ringers wanting to progress beyond the capability of their home tower
 - Ringers ready and wanting to progress into quarter peals
 - Ringers ready and wanting to progress into peals
 - Isolated method ringers
 - Tower Captains
 - Trainers
 - Branch officers
- 3) What other types of Guild member are there and how should their needs be addressed?
- 4) What ringing needs do affiliated towers have?
- 5) How and at what level (cluster, branch, ringing centre, Guild, county, national) could they most effectively be met?
- 6) How can the Guild and its branches support these towers, especially the more isolated method towers?
- 7) What are the development and training needs of branches and ringing centres?

Current Situation

B1.1 At present each branch is running practices which from experience tend to be poorly attended and therefore struggle to be of use to those who do make the effort to go along.

B1.2 There are two ringing centres within the Guild.

- The Troyte Ringing Centre is geographically out on a limb and whilst wholly integrated into the North East Branch it is under-used as a Guild resource. Whilst they are currently running courses we would like to have on offer, it is unable to serve the Guild as a whole owing to its location.
- Wolborough currently holds a couple of Guild training events per year but is also under-used as a resource for the Guild.

B1.3 The Guild doesn't currently provide a programme of education events as is required to serve its members' needs.

B1.4 Bell handling is mostly being taught at tower level, which is fine in some cases but perhaps not in others.

B1.5 Following discussions around these concerns, the encouragement of young ringers and the problems of the Guild's large geographical area, the meeting agreed the following recommendations:

Branch Structure

B2.1 We recognised that the current branch structure, whilst not ideal, would prove difficult to change as we cover such a large geographical area. Some branches are very spread out; however moving boundaries could lead to branches either being too large in area, therefore members having to travel even further for events than they currently are, or too small to be viable without continual support from neighbouring branches.

B2.2 We therefore agreed that, for the purposes for this report, the branch structure should remain as it currently is.

B2.3 We would however recommend that neighbouring branches should work together to ensure viable outings and practices. This has worked well during 2008 with Exeter and Aylesbeare joining forces on several occasions and something that proved particularly successful was East Devon and Aylesbeare practicing together for the 8 bell striking competition. This meant they could both practice and enter teams in the competition which both would have struggled to do without this mutual support.

B2.4 Branch practices should continue; however, the most successful ones tend to be those that are held on the usual practice night at any given tower. This means that the event will be attended sufficiently to be viable, and those who do go along from other towers will benefit from having enough support.

B2.5 Another successful branch activity that we would promote is the blitz approach, where a small party of helpers visit a practice for 4 to 6 weeks to help with a specific topic e.g. Plain Hunt.

B2.6 We recognised that this would not work for N&NW branch and that their current practices are at present very well attended and working for the needs of their ringers. This branch recognises the need to travel in order to ring to the standard they want to achieve.

B2.7 We suggest branches encourage towers to support each other in geographical clusters – this happens in some cases but there are many places where neighbouring towers have very little contact and where mutual support would be beneficial to both.

Education Group & Branch Education Officers

B3.1 We propose that an Education Group be formed consisting of representatives from each branch. Ideally this would be a branch education officer who would provide a specific programme of events for both their own branches and for the Guild as a whole. The Group would be headed by a Guild Training co-ordinator. The Guild events would make use of the current ringing centres and any others that were set up as a result of this Review.

B3.2 The Group would meet prior to the end of each year to discuss the training needs of the branches and the Guild as a whole and put together a training programme. We would also expect them to review the events part way through the year to ensure that the needs remain the same and to encourage attendance of both helpers and students.

B3.3 The type of courses that could be held at both branch and Guild level are:

- Bell handling
- Ringing rounds
- Raising & lowering
- Plain Hunt
- Stedman for beginners
- Moving on to Surprise
- Training the Trainer (bell handling)
- Bob calling & conducting
- General Theory sessions (how to learn a new method)

Young Ringers

B4.1 In a county where the average age of the population is somewhat higher than the rest of the country it is important for our young ringers to realise they are not alone. Many towers probably find themselves with just one or two young ringers amongst a sea of older faces.

B4.2 We would therefore recommend that the Education Group should ensure that special Young Ringer events be held during the year to enable them to get to know each other and to also help with their ringing skills. We felt that young ringer events should be well structured and include an element of social time and that whilst adult help is required this should not be dominant but the youngsters should be encouraged to take control. These young people are our future tower captains, ringing masters etc and need to be encouraged to find out what it is like to take charge in the belfry and not only be taught how to ring.

B4.3 One problem for young ringers is transport and the need to rely on parents to take them to ringing wherever it may be. Many ringers have now been CRB

checked and we need to make use of these people to ensure our young ringers are more mobile.

Older learners

B5.1 The Group would consider the provision of training aimed at the older learners e.g. Mid week practices and seminars. It is felt that many older learners would benefit from training aimed specifically at their age group/ learning styles.

Database

B6.1 Many towers are very often in need of just a small amount of extra help to enable their current ringers to take that next step in ringing, be it moving from rounds to plain hunt or having someone that can call simple touches of the basic methods. This may only require the input of a couple of more experienced ringers for a short period of time, but tower captains are not always aware of whom to ask for such support.

B6.2 We therefore suggest that a database is compiled of ringers of all standards who are willing and able to help in such cases which can be easily accessed by all, therefore providing that support and encouragement to help towers progress.

B6.3 The database should not consist of just the most experienced ringers as everyone has something to offer. Indeed if someone has just mastered plain hunting they are in a very good position to help another ringer just getting to grips with this.

B6.4 The database would be managed by the Education Group and be available in both paper format if required and on the Guild Website. This website will only include information that each individual is happy to have shown on it.

Towers to Become Training Centres

B7.1 We would suggest that two or three towers become training centres to work in conjunction with the current ringing centres. These should be in strategic locations to serve as manageable an area as possible. Whilst we would need the current tower captain/local ringers to caretake such a facility, we would expect the activities to be driven by the Education Group.

B7.2 If a tower was chosen to be a training centre and it was felt that additional equipment was required to aid in the training, the Guild would help with financial support following discussion with the senior officers.

Conclusion

B8.1 It is hoped that establishing an Education Group, as well as setting up a database of ringers willing and able to support learning at all levels, will provide a core facility from which the Guild towers can draw to enable them to cope with the needs of their own ringers at any particular time.

C. BELL RESTORATION AND TOWER MAINTENANCE

The brief for the Bell Restoration and Tower Maintenance working party was as follows:

- 1) Should we encourage restoration of unringable bells where there are no ringers, and if so how?
- 2) How do we ensure neglected bells do not become unringable?
- 3) How do we help towers with low interest to engage in fund-raising for large projects such as rehanging?
- 4) What further resources or training opportunities are needed to help steeple-keepers to maintain their bells?
- 5) How do we better support the DCRBF and the T&B Advisors, not merely in fund-raising, but in raising awareness?

C1.1 The primary work that can be done by the Guild to assist with Bell Restoration and Tower Maintenance was seen as falling into three main categories – **information**, **advice** and **assistance**. Each of these is discussed further below:

Information

C2.1 The Guild should provide information to towers to encourage and enable them to perform regular maintenance on their bells because well-maintained bells encourage good striking, simplify teaching, and encourage ringers to continue with their ringing. This is consistent with the aim of the Guild – *The Furtherance of Change Ringing*. The Central Council produces an excellent booklet *A Schedule of Regular Maintenance* which includes everything that is appropriate to every tower. If copies are provided to every Guild tower this would incur a one-off cost of about £2 per tower. In addition a template for tower specific information could be provided, probably in the form of a computer disk or information that could be downloaded from the Guild web site. This would need to be compiled by the local steeple keeper or equivalent and includes information such as rope lengths, stay dimensions, bell layout, access, and the location of power points, breakers and fuses. Where tower representatives feel unable to determine this information assistance can be given – see below.

C2.2 It is possible to consider expenditure on these items as being covered by the tower affiliation fee although the current level is too low to cover any more than the cost of a report and for printed copies of *Ringing Round Devon*. It might be worth considering the raising of this fee if it is to cover tower specific items.

Advice

C3.1 The Guild should provide technical advice to towers considering work (both restoration and maintenance) and also regarding fundraising and the availability of grants from various sources. Most of the latter is readily available from the Central Council and their information is kept up to date. Technical advice can be offered by the Guild bell advisors; this can include information on items such as sound proofing and lighting.

C3.2 At present the "Diocesan Advisory Committee's Consultant on Bells and Belfries" (who reports to the DAC) is also one of the Guild advisors and is obliged to prioritise issues of conservation above those of "ringability". While the current incumbent of this position would be prepared to relinquish the Guild position, having an additional Guild advisor means that alternate views can be made and discussed to the benefit of all. Overall the current arrangement is considered more beneficial than problematic. The situation may need to be re-examined in the event of a change in personnel.

Assistance

C4.1 The most effective way of helping towers with bell maintenance is to provide the information needed to perform this (see above) and also to offer regular training sessions for steeple keepers (or those who do this work). The Guild could also offer to provide a regular 5-yearly inspection (in line with the quinquennial inspections performed by the Church). Although this would be a lot of work it is considered manageable for Guild towers (approximately 16 towers per year). In order to avoid this burden falling on a very few individuals it is suggested that each branch be encouraged to appoint a tower bells advisor who could organise some of this work for towers within their branch. A suitable check list could be provided.

C4.2 Members of the Guild should continue to provide manpower to assist with maintenance where necessary and help work on restoration schemes, where the provision of semi-skilled labour can make significant reductions in the bell hanger's bill. Insurance can be a problem but is best tackled by the church PCC where the work is being done if it is not covered by insurance provided by the bell hanger. The availability of volunteers willing to help should be advertised by the Guild.

C4.3 Guild members should always be on the lookout for new schemes at towers which were not already known, either those which could take new rings of bells or where an unringable peal already exists.

C4.4 Where new or restored rings are created it was felt that such work usually involves a number of people who are not ringers, and so helps to publicise the art and also frequently stimulates recruitment of ringers. However it would be appropriate for the Guild and/or Association to be involved in the training and education of new ringers at a tower with new, augmented, or restored bells. This is beyond the brief of this group.

C4.5 A way of communicating between steeple keepers at individual towers and at branch level would help in many ways, including calls for help and the ability to swap old fittings that are no longer required, such as pulleys, ropes, wheels and headstocks, with those who can make use of them. Assistance with rope splicing would also be appreciated by some. The simplest option is to set up an electronic mailing list but it is not clear whether enough people would want to join to make it worthwhile.

D. STRUCTURE OF THE GUILD

D1.1 The steering group met to consider how to co-ordinate the reports of the three groups and whether in view of their recommendations, any changes might be required to the structure of the Guild.

D1.2 We noted that each group valued the branch structure as an effective way of supporting individual towers and ringers, but also that there was opportunity for greater collaboration between the branches where necessary. The existing branches boundaries were felt to be adequate, although the possible formation of a student ringing society in Plymouth would suggest a widening of the scope of the Colleges Guild branch in some way, while retaining the independence of each student society.

D.13 We noted that some of the recommendations had significant cost implications and that these would only be achievable as funds allowed. Some prioritisation of these recommendations would be required.

D1.4 We noted too that each group suggested the provision of resource material to support local towers; we felt that this might best be provided in the form of a loose leaf Guild handbook (e.g. an A4 ring binder), which could also contain the material in the Guild welcome pack and other useful information (such as guidance on the procedures and best practice in safeguarding children and vulnerable adults). We agreed that this could be an important contribution by the Guild, and that it should have a high priority; as the benefit would be to affiliated towers rather than individual members, we recommend that the membership should be asked to consider severing the link between the affiliation fee and the Guild subscription in order to raise the former.

D1.5 We noted also that two of the groups recommended that branches should possibly appoint further officers, one for supporting maintenance, the other to serve on the education group. We were aware that some branches have difficulty in recruiting officers and so have recommended that the Guild should produce specimen job descriptions for all officers and officials to help recruitment and to aid those newly appointed. We also recommend that an event be held to thank Guild and branch officers for their contribution to ringing in the county, and to support them further. Branches might wish to consider setting a maximum term of office, so that members do not feel they are taking on a job for life. We also discussed the payment of expenses for officers, and would ask the Guild to reconsider the policy on expenses; this might involve meeting the travelling expenses of senior Guild officers beyond their respective home branch, and the travelling expenses of branch maintenance officers if they are not met elsewhere.

D1.6 Finally we discussed whether some posts within the Guild needed to be filled by election; clearly it is desirable for the senior officers to be elected annually, but there is a precedent for appointing members with expertise to perform certain tasks. We recommend that the Guild consider whether the functioning of the Guild would be streamlined if more positions were filled by appointment, and what mechanism would be required to maintain accountability; and that a maximum normal term of office be set for the senior Guild officers.

SUMMARY OF RECOMMENDATIONS

A. RECRUITMENT AND PUBLICITY

- 1. Guild towers should consider examples of good practice in recruitment (A2.1).**
- 2. The Guild should produce a recruitment pack containing publicity material to be made available to affiliated towers and that a copy of the Recruitment pack be sent to the Association committee (A3.2).**
- 3. The Guild should develop and maintain a recruitment resource of items for loan to affiliated towers (A3.5).**
- 4. The Guild should consider producing a new DVD aimed at recruiting young people to method ringing (A3.5).**
- 5. The Guild should provide opportunities for developing the support needed to retain recruits in the initial stages of learning to ring (A3.6).**
- 6. The Guild should look for further opportunities to publicise ringing, in particular through a promotion tied to the 2012 Olympic Games (A4.1).**
- 7. The Guild should seek to redesign the website and to make further use of the internet (A4.2)**

B. SUPPORT AND DEVELOPMENT OF RINGING SKILLS

- 1. The Guild should encourage neighbouring branches to work together (B2.3).**
- 2. Guild branches should encourage towers to support each other in geographical clusters (B2.7).**
- 3. The Guild should encourage each branch to appoint a branch education officer (B3.1).**
- 4. The Guild should form an Education Group consisting of representatives from each branch and headed by a Guild Training co-ordinator to publish an annual training programme (B3.1).**
- 5. The Guild should continue to support the existing Ringing Centres and encourage their use and development (B3.1).**
- 6. The Guild should organise regular, well-structured events for young ringers to enable them to get to know each other and to also help with their ringing skills (B4.2).**
- 7. The Guild should compile a database of ringers of all standards who are willing and able to help in training (B6.2).**
- 8. The Guild should identify two or three towers to become Guild training centres and should aim to provide the financial support to achieve this (B7.1).**

C. BELL RESTORATION AND TOWER MAINTENANCE

- 1. The Guild should provide to affiliated towers information and documentation to support maintenance of the bells and to encourage collection of bell installation details (C2.1).**
- 2. The Guild should provide advice on all aspects of bell installation and maintenance as requested and advertise that this is available (C3.1).**
- 3. The Guild should perform free five-yearly inspections of affiliated towers and produce a report on each inspection (C4.1).**
- 4. The Guild should provide regular maintenance training sessions (C4.1)**
- 5. The Guild should encourage branches to appoint a tower bells advisor (C4.1).**
- 6. The Guild should advertise the availability of volunteer manpower to assist bell hangers (C4.2)**
- 7. The Guild should consider the creation of an email list for bell advisors and steeple keepers and a database of unwanted usable fittings available for restoration projects and maintenance work (C4.5)**

D. GUILD ADMINISTRATION

- 1. The Guild should produce a loose-leaf resource file containing resources to assist towers and provide a free copy for each affiliated tower (D1.4)**
- 2. The Guild should be asked to consider severing the link between the affiliation fee and the Guild subscription in order to raise the former (D1.4).**

- 3. The Guild should produce specimen job descriptions for all Guild and branch officers and officials (D1.5).**
- 4. The Guild should organise an event be held to thank Guild and branch officers for their contribution to ringing in the county, and to support them further (D1.5).**
- 5. The Guild should encourage branches to consider setting a maximum term of office (D1.5).**
- 6. The Guild should reconsider the policy on expenses (D1.5).**
- 7. The Guild should consider whether the functioning of the Guild would be streamlined if more positions were filled by appointment, and what mechanism would be required to maintain accountability; and that a maximum normal term of office be set for the senior Guild officers. (D1.6).**