

Masonic Structure and Operational Review Recommendations

Masonic Structure and Operational Review Terms of Reference

The Working Group

Introduction

The Grand Master of The Grand Lodge of Antient, Free and Accepted Masons of New Zealand, familiarly known as Grand Lodge or Freemasons New Zealand, in conjunction with the Trustees and Board of Directors, has created a Working Group and defined Terms of Reference for the Masonic Structure and Operational Review. The Terms of Reference are wide ranging and address the known challenges facing Freemasons New Zealand – declining membership numbers and societal change – as they relate and impact the structure and operating model of the Order.

The Working Group considered multiple trajectories, scenarios, alternatives, and pressure tested the potential options in context of the traditions, customs, principles and tenets of Freemasonry. The Working Group sought a wide range of perspectives, surveyed the membership, requested contributions from brethren, and challenged recommendations to identify the requirements of the membership and mitigate the known and unintended potential consequences of change.

Recommending change to the structure and operational model of Freemasons New Zealand, the Working Group have made objective, data driven, sensible and sensitive, robustly challenged recommendations to deliver to the current and future requirements of our Fraternal Order.

It is clearly recognised, acknowledged and accepted that there are many elements of the Craft which are working well and do not require change. The recommendations are for critical change only, retaining the things which are working well, and considering all options for success.

The Working Group

Initially formed in October 2023, the Working Group brief was defined in Terms of Reference document approved by the Board of Directors and published to all Freemasons. The creation and composition of the Working Group was informed by factors including Masonic experience, geographic representation, professional and life experience, Masonic and personal leadership attributes, with a mix of Masonic tenure and age. The group embraced the Masonic principle of meeting on the Level, with representatives engaging on a first name basis, without Masonic Rank. The Working Group has been led by the Chair, RW Bro Kevin Nelson P Dep GM, and comprises;

- RW Bro Kevin Nelson, P Dep GM (Chair)
- W Bro Bill Taylor, PGS (Secretary)
- MW Bro Graham Wrigley, PGM, and Trustee Representative
- RW Bro Russell Pratt, P Div GM
- W Bro Kieran Crickmar, GS
- W Bro George Swanepoel, PM
- W Bro Shane Paterson, WM
- VW Bro Steve Griffin, Dist GM
- VW Bro Andrew Alexander, Dist GM

The Working Group have met regularly using virtual meeting technology, have shared content and materials in a virtual file sharing repository, and have met in person on several occasions for workshops and collaboration meetings.

Methodology

The purpose of the Working Group was elucidated in the Terms of Reference, and the group determined to approach the broad scope of the Terms of Reference in a methodical manner and commenced by agreeing a number of ‘problem statements’, that if successfully addressed would create an environment where Lodges can thrive. The Problem Statements were segmented to Tactical Challenges and Operational Challenges, and the Working Group agreed an ideal outcome or mitigation to each of the challenges identified.

Tactical challenge	Mitigation
Reduced pool of future leaders	Attract members with leadership potential
Current structure designed for larger membership	Reduce ‘layers’ and roles to suit current and future
Limited strategic decision making	Empower leaders to be strategic and make decisions
Lacking action bias	Reduce ‘layers’ to expedite action
‘Post code’ politics	Develop a mindset of selecting the best person.

Operational challenge	Mitigation
Diminishing interest in taking office	Providing ‘top cover’
Diminishing interest in delivering charges	Encouragement and support to deliver
Inability to fill Chairs at meetings	Pastoral care to demonstrate value
Inability to form a quorum at meetings	Seek alternatives to ensure viability
Crippling deferred maintenance and insurance costs	Active engagement of Property Committee
Slipping standards of Ritual	Encouragement and support to deliver
Overall member conduct has deteriorated	Call out bad behaviour and escalate
‘Cringe factors’ intensify as Lodges become smaller	Address bad behaviour and escalate

Guided by the core elements and specific Terms of Reference, recommendations were crafted with consideration of each of the Problem Statements and the required outcome or mitigation for context. The design principles for the recommendations are the specific Terms of Reference.

All comments, initial feedback, and ideas were collated and shared, and draft recommendations were prepared by members of the Working Group. These drafts were shared, and pressure tested in collaborative and challenging meetings of the group. With representation from our various geographies, the group were able to apply specific and relevant experience and consider the culture of our national organisation to ensure representation in the revision to draft recommendations. Multiple structural models were developed and critiqued, mapping operating scenarios, determining the requirements of roles, the experience, the expectations and ambitions of the brethren, and ultimately the future of the Craft.

The impact of the change recommended by the Working Group has also been deeply and thoughtfully considered. It is recognised that change is disruptive and difficult to assimilate, though ultimately necessary to ensure that Freemasons New Zealand is fit for purpose.

Navigating such change has been at the forefront of the deliberations of the Working Group, and the recommendations are prioritised, and a robust transition and implementation plan has been developed to support the proposed structure and recommendations, according to best practice Change Management principles.

Survey Summary

In the Tools and Settings survey, 2,300 brethren were presented with a list of possible tools, asked what could be developed to assist Lodges, how to better understand the needs of brethren, and what Lodges need to do to thrive. 19 % or 437 responses were received.

What you told us	Strongly Agree or Agree
A free digital survey should be provided to enable a Lodge to assess the extent to which it is thriving.	80%
District Grand Masters should maintain an accessible register of who can perform charges to enable smaller Lodges to seek assistance if they can't perform the work themselves.	85%
District Grand Masters should provide templates and guides to assist willing Lodges to merge.	73%
District Grand Masters should provide access to local skilled resources who can, in an unbiased way, assist a Lodge in determining their trajectory.	74%
District Grand Masters should provide access to mentoring capability from within a Division/District (probably from Lodges that are already thriving) to help Lodges understand what it takes to thrive.	80%
National Office should develop and provide a tool that can assist a lodge in determining the viability of its building.	73%
National Office should provide a mechanism to Lodges that enables a site visit (at no cost to the Lodge) from the GSuptW to make recommendations on the viability of the building.	73%
National Office should provide Lodges with access to a property expert for guidance on driving additional revenue from a Lodge Building through opportunities to rent space.	77%
National Office should develop and provide a tool to assist lodges navigate moving to a rented property without a dedicated Lodge Room and what to consider if planning to do this.	65%
National Office should develop and provide a tool to assist Lodges in assessing how they should insure their building (i.e. demolition only; no earthquake cover, full cover, etc) for the best bang for their buck.	83%
National Office should develop and provide templates and guides to assist a Lodge in establishing a non-ceremonial lodge.	46%
National Office should develop and provide a tool that takes a Lodges' input costs and then calculates what annual dues should be charged for the Lodge to remain viable.	65%
National Office should develop and provide a tool that enables Lodges to survey non-attending brethren to better understand what a Lodge needs to do to bring them back.	80%
National Office should develop and provide a framework to a Lodge for progressively retrieving non-attending meetings.	73%

In the Personals and Pathways survey, 2,300 brethren were asked how happy you are with the current Divisional and District structure, your interactions with the leaders across your District, whether you are happy with your Lodge, the quality of ritual, your masonic experience, and whether you are getting what you wanted from Freemasonry. 13.5 % or 310 responses were received.

What you told us	Strongly Agree or Agree
As an individual, you are satisfied with the level/amount of engagement from your District and Divisional Grand Masters.	63%
As an individual you feel that you get value from the interactions with your District and Divisional Grand Masters.	58%
As an individual, you are satisfied with your lodge	70%
As an individual you are satisfied with the level/standard of ritual in your lodge.	60%
As an individual, you are satisfied with what you get out of your Freemasonry.	71%
As an individual, Freemasonry is what you believed it to be, and it is living up to your expectations.	66%

Interestingly, a number of comments suggested that non-attendance shouldn't be interpreted as lack of engagement – that many are 'happy' to belong – but not attend. There were many comments suggesting more work done to enable mentoring, gaining 'qualifications' in leadership applicable in private life, and a strong desire to access content via a mobile App. A significant positive response is that greater than 80% of respondents said they were Freemasons for life and had no intentions of leaving.

Delivering the Masonic Experience

Robustly and critically analysing reporting and data enabled the Working Group to create models and projections for the ongoing evolution of Freemasons New Zealand. Balancing objective data and trending with empirical experiential comments, feedback, survey responses, and the problem statements identified, the Working Group were able to make informed and rational recommendations to ensure the experience of being a Freemason.

The current structure of Freemasons New Zealand has been in place since November 2000, at which time the membership totaled 15,015, across thirty-three Districts and 335 Lodges. Averaging fifty-one members per Lodge, this structure was relevant and applicable to the needs of our members and delivered value for our Lodges. In 2024 our membership has decreased by 65%, with 4,795 members, across fifteen Districts, and 177 Lodges, a decrease of 47%. Membership reporting also demonstrates that our Lodges currently average 34 members per Lodge, with an increase in dual memberships inflating numbers and the viability of Lodges.

The Strategic Direction of Freemasons New Zealand is Thriving Lodges, Growing Membership, and Engaged Brethren. The growth ambition of Freemasons New Zealand will be measured by net new joining members and is currently not keeping pace with the decline of membership due to natural causes. Modelling our membership demographics indicates that we will sustain a loss in excess of 20% within the next 5 years, with a continuing decline due to age, as greater than 44% of members are aged over 71 years. Mitigating this with single digit percentage growth

from new joining members is insufficient to maintain our current membership numbers, and the necessity for the current structure and operating model.

The Engagement ambition of our strategy is dependent on creating personal connections and supporting a favourable impression preconceived of the institution. Empirically, brethren have reported that their positive interactions with Grand Lodge Officers and the high standard of their ceremonial delivery have positively impacted their enjoyment of Freemasonry.

The Working Group have carefully crafted the recommendations to ensure the Masonic Experience is enjoyable and fulfilling for all members. Maintaining high ceremonial standards, with Grand Lodge Officers conducting Installations, Regional leaders focusing on leadership and pastoral care, leveraging the pool of Past Grand Lodge Officers, and being visible and accessible in revised geographic regions. Balancing the larger geographic regions with fewer 'layers' of management will lead to improved speed of decisions, reducing administration will alleviate pressure on Lodges, and create an environment of influential leadership.

Visibility and accessibility to the relevant Grand Lodge Officers is a challenge which can be overcome using technology commonly in use. Delegating the requirement for regional leaders to plan and resource every Installation to Grand Directors of Ceremonies will provide for regional leaders to focus on enablement, empowerment, and support of Lodges, Masters, and brethren. The creation of Administration, Development, and Education Officers, in addition to the current Charity Officers, as part of the active teams will further support the ambitions, activities, and experience of being a Freemason.

Summary of Recommendations

Please see Appendix A.

Prioritisation of Recommendations

ToR no.	ToR	Priority	Date from	Action
1.a	Is the Division/District structure fit for purpose , if not, propose alternatives	1	November 2025	Remit BoC 7,8,9
1.b	Pastoral care			
1.c.i	Consider Installation ceremonies used by Districts	2		
1.c.ii	Is it time to adopt a single GLNZ Installation Ceremony?			
1.c.iii	Should we consider Ceremonial Teams			
1.c.iv	Explore possible inclusion of the Sister Constitutions			
1.d.i	Consider administration equal to, if not better than, that presently provided	2	From November 2024	TBC
1.d.ii	Consideration should be given to reporting and communication lines	2	From November 2024	TBC
1.e	Under any proposed structure, will brethren be appointed by the GM or voted	1	From November 2024	Remit BoC 126
2.a	Review the present Maximum Term of Office as detailed in BOC 129			
2.b	Consider membership levels and societal changes for maximum term of office			

3.a	If a new structure is proposed, how this will affect the order of precedence	2	From November 2025	Remit BoC 122 -124
3.b	What are alternative titles for District Grand Master?	1	From November 2024	
3.c	“All of Governance Review” may affect the P BGP and these ToR			
4.a.i	Should we adopt the ranks of SGW and JGW to differentiate from PGW?		From November 2024	Remit
4.a.ii	Should JGW and SGW retain the wearing of a chains?	2	From November 2025	Remit 183 – 187
5.a.i/ii	Consider the Grand Supt of Ceremonies and Grand Director of Ceremonies	1		Remit for Structure
6.a.i/ii/iii	Grand Lecturer	1		Remit for Structure
6.a.iv	Should there be a National Research Lodge under a single charter.			
6.b	Consider a role of Grand Librarian			
7.a	Is awarding of Honoris Causa still necessary?	3		Remit – 172
7.b/c	Review the present protocol for the awarding of ROH’s and OSM’s.	3		Remit – 173, 174
7.d	Should all Honoris Causa ranks be followed by the notation (H)?			
7.e	How do we manage annual communications in context of Schedule B			
8.a/b/c	Dress Standards	3	For Grand Installation 2025	Board Ruling CR36
8.d	Should we allow for cultural or other dress?	3	From November 2024	Board Ruling CR36
9.a.i/ii	Grand Installation	1	From November 2024	Remits
10.a/b/c/d	Grand Almoner and District Charity Officers	1	From November 2024	
11.a	Meeting on Licensed Premises	3	From November 2024	Remit BoC 86,

Transition and Implementation

The implementation of the recommended changes to the structure and operations of Freemasons New Zealand requires a specialised and dedicated Change Management approach. This transition to a new model of operating and a revised structure is recommended to be implemented in a phased transition for significant changes.

A thorough Change Management and Transition plan has been created, detailing the scope, risk mitigation, resourcing, communications, and approval process. This transition plan includes the timeline for implementation and recommendations for preparation, implementation, review and evaluation, and continuous improvement.

To effectively manage the transition of our structure and operating model it is recommended that a specifically appointed Change Manager lead a Change Management team, reporting to the Grand Master. Notwithstanding the recommendations to disestablish the Divisional 'layer' and the Divisional Grand Master role, it is recommended that two Divisional Grand Masters be appointed to act as a Change Management Team, led by a specifically appointed Change Manager. The Divisional Grand Masters jurisdictions would be the South and North Island respectively. The responsibilities of the two Divisional Grand Masters for the 2025-2028 term would encompass most of the current responsibilities and be focused on the implementation and transition of the new structure and operating model, supported by the newly elected geographic leaders.

The phased approach and completion of the transition is expected to be led by the Change Management Team of the Change Manager and Divisional Grand Masters over a three-year period, from November 2025 to November 2028. Preparation for the structural and operational change is expected to commence from the November 2024 Annual Communication, where the critical elements and recommendations will be voted.

Terms of Reference and Working Group Recommendations

1. Divisions/Districts – BOC 7, 8 & 9

a. Is the present Division/District structure still fit for purpose and if not, what alternative is there?

The Division and District structure implemented in 2000 added a significant change to the structure and operation of the Grand Lodge of New Zealand. The changes made at this time have seen some evolution, with the consolidation of some Districts, while maintaining the overall Divisional structure. The move from the Provincial model to the Division and District model provided for more intimate and focused leadership and ceremonial delivery for our Lodges, providing an identified pathway for succession for our brethren to leadership roles.

At the time of the transition to the Division/District structure, our membership was greater than 15,000 individual members. The initial transition to 33 Districts with 335 individual Lodges with an average of 51 members per Lodge has reduced considerably to fewer than 4,700 individual members, 15 Districts, 177 Lodges, with an average of 34 members per Lodge. This equates to a 47% reduction in Lodges and 65% reduction in members. While the number of Districts has reduced by more than half, we have not seen a commensurate reduction in the higher levels of management of the Craft.

Measuring our numbers, the perspectives of the brethren, and the analysis of the Working Group is that the current and future situation of Freemasonry in New Zealand does not warrant the current structure and operating model, and as such the present Divisional/District structure is not fit for purpose. The recommendations align the number of leaders and Officers of Grand Lodge relative to the overall membership, in line with the previous structure and operating model.

The recommendation of the Working Group is to disestablish the Divisional structure and consolidate the current Districts into manageable geographic areas. There are many elements of the current structure which are effective and deliver positive outcomes to our Lodges and brethren, which are included in the recommended structure. The current District structure meets most needs of Lodges and brethren, with any deficiencies able to be addressed by re-focusing the current hierarchical structure and roles & responsibilities of our geographic regional leaders.

The Working Group recommend that the Grand Wardens manage each of the South Island and North Island geographies respectively, with the leaders of newly formed geographic regions and a substantially similar structure implemented across four geographic regions in the South Island and five geographic regions in the North Island.

The Grand Master, Deputy Grand Master, and Board of Directors/Trustees are out of scope for the Terms of Reference for the Working Group, though we considered the structure which reports to each. The Grand Master is the head of our Order and has a clear relationship and dependency to the Board of Directors and Trustees. With the disestablishment of the Divisional Grand Master role, the Senior Grand Warden and Junior Grand Warden would form two of the Executive, along with the Deputy Grand Master and Grand Secretary. Each of these four roles would attract a 'Right Worshipful' honorific.

The Board of Directors are responsible for the reporting line of the Executive Director and National Office team reporting to the Executive Director. The potential exists for the Grand Secretary role and Executive Director role to combine in future, which would likely require an employment arrangement with the Executive Director to the Board of Directors, and if he is a Freemason, the Executive Director would be appointed to the position and rank of Grand Secretary. In this scenario the Executive Director would be required to be an Installed Master or Past Master to be eligible for appointment as Grand Secretary. As is the current situation, the Grand Almoner reporting line would continue to the Grand Lodge Trustees and is addressed in item 10 of the Terms of Reference.

The Grand Treasurer and Grand Registrar are recommended to report to the Grand Master and maintain their current responsibilities. The Grand Superintendent of Works role is recommended to also report to the Grand Master and to be adapted to focus on risk and commercial, removing the requirement for specific qualifications in Architecture and/or Engineering, and orienting on our future requirements for property, infrastructure, and investment. The revised qualifications and role requirements are to be determined by the Board of Directors. The Grand Secretary role continues to be responsible for the operation of the Craft, in a volunteer capacity, as is the status quo, and would attract a 'Right Worshipful' honorific, dress regalia and Chains, to recognise the significant effort and contribution of the role.

The Deputy Grand Master role no longer has responsibility for the Freemasons Charity, and is recommended to expand his reporting line to include a reinstated role of Grand Superintendent of Ceremonies, who has responsibility for the Grand Ceremonial Officers; Grand Deacons and Grand Bearers, Grand Organist and Grand Inner Guard and Grand Tyler. All these direct reporting roles' responsibilities do not change, though the Grand Bible Bearer role is recommended to be disestablished. Additionally, a new role is recommended to be established, reporting to the Deputy Grand Master, the Grand Superintendent of Education.

The Grand Superintendent of Ceremonies is to be responsible for the Grand Installation, Ceremonial alignment and consistency, with a link to the geographically aligned Grand Directors of Ceremonies. The Working Group recommend that the Grand Superintendent of Ceremonies establish a national Installation Ceremony guideline, identifying the fixed principles which must be included in the Ceremony, the optional order of Ceremonial elements, and the Regional/Lodge customs for inclusion in Installation Ceremonies. The Working Group value and appreciate the diversity in our Ceremonies and recommend that these continue to be accommodated and conducted, while ensuring consistency of the significant and impactful elements of Installations.

Establishing a role and Very Worshipful rank of the Grand Superintendent of Education addresses empirical and survey responses requesting greater focus on education, capability, and skills. This role is recommended to replace three Divisional Grand Lecturers, to identify the needs of our brethren, implement a coherent syllabus, framework, and educational content to be delivered to Lodges via an Education Officer in each geography. This role is also recommended to collaborate with Research Lodges, addressed further in item 6 of the Terms of Reference.

The geographic regional Structure is recommended to remain substantially similar to the current District structure, with some modifications. The Grand Wardens are

recommended to lead the geographies of the South Island and North Island respectively and are to be appointed by the Grand Master. It is recommended that each Grand Warden reside in the geography he leads to ensure relevance, intimacy, and availability. Each Grand Warden is recommended to lead up to four or five geographic regions and attendant regional leaders and their teams. Some of the responsibilities of the Divisional Grand Master would be transitioned to the Grand Wardens, while some would devolve to the leaders in the new geographic regions.

A 'Grand Superintendent' is recommended to lead new geographic regions, consolidated from current geographically aligned Districts. The structure of the 'Grand Superintendent's' team is recommended to remain substantially similar to the current District structure, to ensure a 'flat' hierarchy of Officers, though in practice, the Grand Stewards will report to the Grand Director of Ceremonies, who will report to the 'Grand Superintendent of <Regional Name>'.

The pastoral role of the Grand Chaplain is recommended to report to the Grand Master.

The Working Group recommend providing additional support and capacity to the 'Grand Superintendents' team with; Development Officers responsible for retention and growth; Administration Officers responsible for Administration and compliance; Education Officers providing capability build and education; and Charity Officers continuing the Charitable lead roles and extending their presence further. The rank, regalia, or other differentiator of the regional Officer roles are recommended to be determined and finalised by a Promotion and Recognition Panel.

Reviewing and modelling our membership numbers and trajectory, including models for future growth, the recommended structure and roles balance the elements of our current structure and operations which work effectively with enhancements to support our future needs, growth ambitions, and expectations.

Please see the structure charts in Appendix B for further detail.

b. Pastoral Care.

- i. Any changes to the Div/Dist structure must provide a level of pastoral care equal to, if not better than, that presently provided under the District Structure.

Recognising the significant impact of Pastoral care and Leadership provided by the District Grand Master, it is recommended that the 'Grand Superintendents' prioritise Pastoral leadership to enable, empower, support, and serve Lodges in their geographies. This is considered the critical and determining factor in success. The 'Grand Superintendent' will balance maintaining Ceremonial standards, through delegation of resourcing responsibility and arrangements to the Grand Directors of Ceremonies, continue to conduct the key components of the Installation, while leveraging experienced Officers to support him.

It is anticipated that future 'Grand Superintendents' will have greater focus and capability in leadership and Pastoral care than conducting Ceremonial activities. Recognising the unique geography and distance of New Zealand, it is not expected that 'Grand Superintendents' will conduct every Installation and will leverage the pool of Past Grand Lodge Officers and suitably qualified brethren to assist them. It is expected that 'Grand Superintendents' may not have the same

regularity of in person visitation, and will likely utilise virtual meetings and technology to connect and engage with Lodge members and Masters, carefully managing and prioritising their visit schedule.

c. Ceremonial.

i. Any changes in boundaries must take into consideration the various Installation ceremonies presently being used by Districts and should consider how best to accommodate these in the new structure.

The Working Group universally value the various Installation Ceremonies and strongly recommend their ongoing inclusion and maintenance within our Installation Ceremonial. It is recommended that the Active Grand Lodge team conduct all Installations, with the Grand Superintendent of Ceremonies review the 'fixed principles' and 'optional elements' of Installation Ceremonies, accommodating Lodge and regional customs.

To support and enable the regional teams and Grand Lodge Officers to conduct Installations, the active team will be supported and leverage Past Grand Lodge Officers, and other qualified brethren with the approval of the Grand Superintendent of Ceremonies. We observe this to occur in our current operational cadence, with experienced brethren conducting the Board of Installed Masters Ceremony, and other components of Installation Ceremonies.

The ability of Lodges to conduct their own Installations is supported in principle with dispensation from the Grand Superintendent of Ceremonies. The Working Group recognises the importance of maintaining strict ceremonial standards. The Grand Superintendent of Ceremonies, in conjunction with the Grand Warden and relevant 'Grand Superintendent' will assess the local Lodges' ability to deliver an exemplary ceremony as part of the dispensation approval process.

ii. Is it time to adopt a single GLNZ Installation Ceremony?

The value of the diversity and unique nature of our District and Lodge Installation Ceremonies is recognised as a significant element of the experience of being a Freemason in New Zealand. It is recommended that the Grand Superintendent of Ceremonies review all Installation ceremonial, in conjunction with the brethren of our Lodges and Districts, determining the 'fixed principles' and 'must haves' required in our Installation Ceremonies, identifying the 'optional elements' and the order in which they are delivered or presented, to maintain the dignity, sanctity, consistency, and upholding the principles of the degree of an Installed Master to ensure the secrets and mysteries of an Installed Master remain separate and distinct.

Ensuring we maintain the unique elements of Lodge and regional customs, which are indicative of the origin of the Lodge or unique culture or custom, the Grand Superintendent of Ceremonies is recommended to review and include Lodge/regional customs as appropriate, in conjunction with the geographic and National organisational leadership. The Grand Superintendent of Ceremonies and the Lodge are required to document these unique ceremonial elements and

provide to National Office to ensure consistency and that our approved Ceremonies are maintained.

iii. Should we consider Ceremonial Teams similar to those used in a number of the Australian Jurisdictions?

Assessing the current membership, geographic concentration of Masonic population, future growth and decline, the recommendation is to include responsibility for Ceremonial and Installations in the sphere of the active Grand Lodge teams. To ensure high standards, providing excellence in the experience of a Master Elect and Lodge, and consistency of ceremonial, all Installations will be mandated to be conducted by the active Grand Lodge team, or a delegated team of capable and appropriate brethren, with the approval of the Grand Superintendent of Ceremonies.

It is recognised and acknowledged that the custom and practice, and tradition, of some Lodges is for their own experienced brethren to conduct their Installation. The Working Group value this tradition and approach, and recommend that this be enabled and continued, with the support of the active Grand Lodge teams and Grand Superintendent of Ceremonies.

iv. How do we allow for the possible inclusion of the Sister Constitutions in any proposed structure?

The Working Group value the diversity and differentiated experience available to Freemasons of the Grand Lodge of New Zealand when visiting and being visited by our Sister Constitutions. Representatives of our Sister Constitutions, at Lodge and District level, provide valuable support and ceremonial assistance to GLNZ Lodges, and their contribution is appreciated.

Reviewing the requirement for the possible inclusion of our Sister Constitutions is assessed as a low priority at this time, and is recommended to be deferred to the future with cross-Constitutional input and collaboration.

d. Administration.

i. Any proposed structure should provide a level of administration equal to, if not better than, that presently provided.

Empirical feedback to date informs that there are some reporting requirements which are superfluous to requirements and challenging to comply. It is recommended that some Dispensation requests be automated (e.g. to change a time/date/place, Installation timing, time between degrees) within defined criteria, are set within our membership system, enabling Lodges and 'Grand Superintendents' to manage exceptions. Establishing system generated 'informs' for administrative changes to reduce some functional changes required by Lodges will provide greater efficiency for Lodges and National Office, allowing focus and attention to higher priority items.

The creation of an Administration Officer role in the revised structure is intended to enable greater efficiency, support, and improved administrative outcomes for

Lodges and National Office. It is anticipated that this will alleviate some of the workload of the National Office team, leading to further efficiency.

ii. Consideration should be given to reporting and communication lines in any proposed structure.

Further definition of the organisational requirements for data collection and reporting is required to ensure prioritisation of content is aligned to strategic and tactical requirements. It is recommended that clear purpose and application of data is communicated to the brethren to ensure the most effective use of time and creation of insight. Driving efficiency of reporting and communication, through automation, system enhancement, and enablement of key Lodge Officers will enable successful outcomes for Lodges and Freemasons NZ.

e. Under any proposed structure, will brethren be appointed by the GM or voted for as per the present Dist GM process?

The Working Group are committed to continuing the democratic representation and process of election of the 'Grand Superintendent of <Regional Name>'. Supporting and enabling the success of a democratic election methodology is critical to ensuring the best man for the job is elected for office. It is recommended that selection criteria, relevant skills, and experience, be documented to enable candidates, brethren, Lodges, and geographic regions, to make informed decisions for nomination, application, and election.

In order to support the selection and nomination of the most qualified and suitable candidates, it is recommended that an application process be adopted to allow for potential candidates to make themselves known, and not breach BoC rule 165.

The Working Group supports the establishment of an eligibility framework to ensure applicants for the role of 'Grand Superintendent of <Regional Name>' are able to evidence the requisite skills (particularly in the area of pastoral care) in order for their application to progress. This could be achieved through a pre-selection process testing core competencies.

2. Term of Office – BOC 129

a. Review the present Maximum Term of Office as detailed in BOC 129.

Reviewing the maximum term of Office, three years is a reasonable term for any brother to hold office. While at first view a long duration, when underway the term is reasonable to perform. During the first year the team are getting to know their new roles, building credibility, enjoying the new challenge, and launching new ideas/initiatives/projects, and working with the new leadership group. In the second year, the team achieve maturity, are implementing their ideas/initiatives/projects and building the community of Freemasons, while identifying potential successors. In the third year, the new team will be nominated, and the existing team will begin their succession planning, and from the announcement of the new team their transition planning, while completing items underway or projects in flight.

A three-year term allows for a lifecycle of development, from new to maturity to transition, and develops Officers for their next challenge, ensuring continuity and maintaining standards.

It is reasonable to limit the term of any active Officer to a term of three years to allow for renewal and growth, managing exceptions. Referencing Freemasonry as a 'progressive science', and the Grand Lodge leading and serving the brethren and Lodges, it is appropriate to continue to evolve the organisation and to introduce new leadership on a regular and defined term.

b. Consider membership levels and societal changes when considering the maximum term of office.

Thorough analysis of our current membership, forecasting growth of membership, considering the Masonic presence in locations of geographic population growth, and generational trends and societal changes, it is determined that the current three-year term and term limit is appropriate. Across generations it is an observed phenomenon that humans thrive in environments of consistency and known structure.

Aligned to item 2.a. of the Terms of Reference, a three-year term of office is viewed as a reasonable commitment for our membership. It is recommended that any of our leaders leverage the expertise and experience of the pool of Past Grand Officers to provide support and assistance, and to maintain connections with Lodges to ensure they are providing suitable support and enablement.

A key consideration for recommending a three-year term, and a typical maximum of a three-year term, is the potential for depletion of expertise and experience among our membership in the near-term future. The membership of Freemasons NZ over-indexes in chronological age, which is an identified risk to continuity. Supporting our chronologically younger brethren to take leadership roles and positions is critical to our ongoing success and survival as an organisation.

3. Precedence – BOC 123

a. If a new structure is proposed which may involve existing Grand Lodge Officer positions being discontinued, give consideration to how this will affect the order of precedence.

Please reference the attached Appendix D. Significant attention has been given to maintaining the integrity of the Order of Precedence, and minimal changes have been recommended. These include the elevation of the Grand Secretary and Grand Almoner to Right Worshipful honorific and attendant rank. The addition of newly created roles/ranks have been aligned to equivalent roles/ranks from our previous structure and aligned with the functional elements of their role and other roles in the structure.

b. Is there an alternative to the use of the term “Grand Master” as in Divisional Grand Master and District Grand Master? There have been instances of a District Grand Master proclaiming himself as “The Grand Master of his District”.

The recommended disestablishment of the Divisional Grand Master resolves part of this item. The recommendation is to further review the current ‘District Grand Master’ role title in a region or geography with revised, relevant, and appropriate boundaries. The Working Group considered the title of ‘District Master’, ‘Provincial’, ‘Regional’, and other geographic denominators, few of which resonated. The Working Group also considered the example of other Constitutions where a District Grand Master does not directly align with a Grand Lodge of New Zealand rank and recognise a need for an alternative title.

The recommendation of the Working Group is to finalise the naming convention for the Officer of Grand Lodge who leads each geographically aligned area after the adoption of the new structure. As an indicative position in the Order of Precedence for this new role, it has been tentatively named the ‘Grand Superintendent of <Regional Name>’.

c. The present “All of Governance Review” is to report back to the members at the Special Communication on Saturday 18 November 2023. Recommendations from this working group may affect the ranking of President of the Board of General Purposes; this will need to be taken into consideration.

This has been resolved.

4. Wardens

a. The rank of Past Grand Warden is often conferred as an Honoris Causa rank and is deemed to be Past Junior Grand Warden (BOC 123 (d)); however there is confusion as to seniority between active Grand Wardens and Honoris Causa appointments to Past Grand Warden.

i. Should we adopt the ranks of Senior Grand Warden (SGW) and Junior Grand Warden (JGW) to differentiate active from Honoris Causa?

In context of point ii below, it is recommended that brethren who serve the Office of Senior Grand Warden or Junior Grand Warden adopt the rank of Past Grand Warden when they complete their term of Office. Aligned with point ii below, the differentiation from brethren who have the rank of Past Grand Warden conferred would be via the retention of the Chains of Office for active Officers.

ii. If a brother has served as both JGW and SGW, should he retain the wearing of a chain and the rank Past Senior Grand Warden to differentiate him from PGW's of Honoris Causa rank and if so, is this also retrospectively awarded to those brethren who have already served in both positions?

Recognising the senior and valuable contribution of the Senior Grand Warden and Junior Grand Warden respectively, it is recommended that both active Grand Wardens retain their Chains of Office, and that this is extended to all Past Grand Wardens who held active Office. It is further recommended that this extend to all brethren who hold active Right Worshipful rank/roles. It would not be necessary to have held both Offices to retain their Chains and dress regalia. The retention of Chains and dress regalia would sufficiently differentiate active Past Grand Wardens from those promoted through Honoris Causa promotion.

For the current and next term Grand Wardens, it is recommended that they retain the Chains with which they have been Invested, and Past Grand Wardens who have held active Office as a Grand Warden be afforded the ability to purchase their own Chains and dress regalia, or optionally retain and wear their un-dress regalia.

5. Grand Superintendent of Ceremonies/Grand Director of Ceremonies

a. Prior to the 2019 Grand Installation, there was a Grand Superintendent of Ceremonies and one of the District Grand Directors of Ceremonies was appointed as the Grand Director of Ceremonies (GDC) for the Division. In 2019 the rank of Grand Superintendent of Ceremonies was discontinued with this being replaced by the appointment of a GDC for each Division. The thought behind this was that the GDC's would train the DistGDC's so as to ensure a high level of ceremonial work within a Division.

i. Review this decision and consider its effectiveness.

Aligning to the disestablishment of the Divisional structure, the Divisional Grand Director of Ceremonies roles would be disestablished. While the decision to discontinue the Grand Superintendent of Ceremonies was reasonable, and the Divisional Grand Directors of Ceremonies have performed admirably, there are inconsistencies between Divisions and Districts which are unrelated to custom and practice.

ii. Consider maintaining the status quo or propose an alternative.

It is recommended that the Grand Superintendent of Ceremonies role be re-established, reporting to the Deputy Grand Master to maintain independence. The G Supt Cer would have direct reports of the Grand Ceremonial Officers – the Grand Deacons, Grand Bearers, Grand Organist, Grand Inner Guard, and Grand Tyler, with matrix reporting to the (regional) Grand Directors of Ceremonies.

The Grand Superintendent of Ceremonies is also recommended to implement national Installation ceremony guidelines; to identify and align the fixed principles of Installations – the 'must haves' to ensure consistency and ceremonial excellence for Masters Elect and Lodges, and to maintain the solemnity, dignity, and 'signs and tokens' of an Installed Master – the optional elements of an Installation and the order in which they are delivered or presented, and to identify and preserve the unique and diverse local and Lodge customs to ensure we honour our legacy and the origin of our Order. We value diversity, and must balance this with the necessity of maintaining the commonality of our mechanisms for identifying and validating the entitlement of our brethren to participate in the degree workings, especially that of Installed Master.

6. Grand Lecturer and Research Lodges

a. At present there is a Grand Lecturer appointed for each Division.

i. Consider whether the use of the rank of Grand Lecturer is relevant in Freemasonry today.

The disestablishment of the Divisional structure would impact the Divisional Grand Lecturers, and future role of Grand Lecturer. To differentiate between the Grand Lecturer role and a new role, it is recommended to establish the Grand Superintendent of Education. This role would focus on Education and Capability building, initially creating a syllabus and programmatic approach for education. The G Supt Educ would not necessarily deliver all capability building programmes, but would be responsible for leading the discovery of needs, prioritising the design and development of relevant content, and identifying the individuals to deliver content.

ii. Should we consider a national appointment to ensure consistency?

The key word of 'consistency' is a key driver in the recommendation for a single National appointment. Aligning with the disestablishment of the Divisional structure and attendant roles, a single Grand Superintendent of Education reflects our current and future membership numbers, and the requirement to provide targeted, relevant, and engaging capability content.

iii. Is there a better term i.e., Education or Masonic Knowledge?

The Working Group recommend the naming convention of Grand Superintendent of Education. This aligns with the Grand Superintendent appellation and is broadly inclusive for all Education – both Masonic and non-Masonic.

iv. As a number of the existing Research Lodges are struggling should there be a National Research Lodge with other Research Lodges continuing under a single charter.

The valuable contribution and experience provided by Research Lodges is often underestimated, and while it is accepted that some Research Lodges have challenges, the Working Group recommend making no changes at this time. It is recommended that the Grand Superintendent of Education work in collaboration with Research Lodges to determine the most effective strategy for utilising their expertise, experience, and driving engagement and building education programmes – both Masonic and adjacent knowledge and skill.

b. Australian jurisdictions have within the rankings a role of Grand Librarian who is responsible for not only the library but for all masonic records. Does this role rest with the Grand Secretary or is it something to be considered.

Recognising the variation, variability, and significance of Masonic history, artefacts, documents, and records, which are held by disparate Libraries, Museums, stored at Masonic properties, and by Lodges, it is recommended that the Grand Superintendent of Education has responsibility for these matters.

The responsibility of the Grand Superintendent of Education may not extend to the direct supervision of storage and maintenance, but rather, he would be responsible for the strategic and tactical planning and oversight of Masonic Records. This oversight would not extend to the administration, maintenance of membership records of brethren and Lodges in the Membership System, but all archival materials.

7. Honoris Causa – Scheme of Distribution - BOC 162 & CR Schedule B

a. Is Schedule B and the awarding of Honoris Causa still necessary given the size of our membership?

As a highly valued mechanism for recognition of contribution to Freemasonry, Honoris Causa promotion is recommended to continue. It is recommended that the Grand Master establish a Promotion and Recognition Panel who would define, create, and publish clear and objective criteria for promotion or recognition. This Panel would receive nominations from Lodges and make recommendations to the Grand Master. This would include Honoris Causa promotion as an important and effective mechanism for recognition of contribution to Freemasonry.

Additionally, Honoris Causa promotion could be utilised to mitigate the availability and accessibility of critical Ceremonial Officers. For example, Grand Deacons or Grand Bearers escorting the Grand Master. It is also recommended that a provision for transitioning Past Grand Lodge Officers to active Grand Lodge Officers, resuming an active rank (at the same rank) be made available at the discretion of the 'Grand Superintendent of <Regional name>' by the issue of a Warrant of Office, to address resourcing constraints.

b. Review the present protocol for the awarding of ROH's and OSM's.

The establishment of a Promotion and Recognition Panel would provide for the Panel to define and publish further criteria for both the Roll of Honour and Grand Master's Order of Service to Masonry and make recommendations for awarding by the Grand Master. The RoH and OSM could be utilised more as a mechanism for recognition. The Panel would have responsibility to determine the maximum number of RoH awards and Grand Master's Order of Service to Masonry prior to the Grand Communication 2025. At this stage, there is no maximum number of recipients of the RoH, and a maximum number of twenty for the OSM. The initial recommendation of the Working Group is that the OSM be restricted to a maximum of five living recipients at any time.

c. Is there an alternative honour that can be conferred on an Officer of Grand Lodge who has provided exemplary service, other than that of a Honoris Causa promotion?

The establishment of a Promotion and Recognition Panel would allow for nominations from Lodges and brethren, and for the Panel to make recommendations to the Grand Master for the promotion and recognition of contribution to Freemasonry. This Panel would create and publish objective and clear criteria for promotion and recognition, resolving any suggestion of nepotism or favouritism.

There is potential for the utilisation of Charity Jewels (Bronze, Silver, Gold) to drive engagement and participation in charitable activities, and to enhance the reputation of the Freemasons Charity. The Panel may also consider the introduction of recognition mechanisms similar to civil or military honours, with the escalating hierarchy of the New Zealand Order of Merit as an example.

d. Should all Honoris Causa ranks be followed by the notation (H) in programmes etc?

Taking into account the previous recommendations for Honoris Causa, the differentiation of brethren and Officers who have been recognised for their contribution to Freemasonry with promotion in rank will be achieved through their position in the Order of Precedence and their entry into a Lodgeroom. Freemasons are sufficiently well known to each other that any differentiation in rank may be perceived as creating division or disharmony.

It is further recommended that the Promotion and Recognition Panel make recommendations to the Grand Master of alternative ranks for Honoris Causa promotion, other than those most commonly utilised for promotion.

e. Schedule B refers to “communication year”. Given we may move to annual communication, how do we account for this if Schedule B is retained?

It is understood by the Working Group that Schedule B is to be removed. If not, any provisions in Schedule B are recommended to change to reflect the annualisation of ‘Communications’ of Grand Lodge.

8. Dress – CR Part VI (36 a,b,c)

a. Taking into account, societal changes and the increasing cost of formal attire, is CR36 still warranted? What alternative is there?

It is recommended that active Grand Lodge Officers continue to wear formal dress (Tails/White Tie) for Installation meetings, with optionality for Past Grand Lodge Officers, in order to provide a superior experience to Lodges and Masters Elect. The theatrical nature of an Installation Ceremony and the Grand Lodge Officers conducting the Ceremony differentiate Freemasonry from other organisations, and retain a traditional and dignified environment. Notwithstanding the challenges of the procurement of formal attire, it remains available and accessible.

b. Should we allow for a more relaxed standard of dress for regular meetings so that brethren can attend Lodge straight from work i.e., smart casual?

The unique and differentiated experience provided to men by Freemasonry demonstrates our leadership and maintenance of high standards in our communities. Empirical feedback from our brethren is that our current dress code, consistently adopted across all current Districts of a dark lounge suit, white shirt, dark tie (or Lodge tie), and black shoes, is appropriate to maintain.

c. Should there be an approved “summer dress”.

The Grand Superintendent of Ceremonies will have responsibility for the recommendation to the Grand Master and Board of Directors to define ‘summer dress’. Maintaining equality in the Lodge room, and not imposing additional costs for additional wardrobe items, it is recommended that ‘summer dress’ be defined as removing suit jackets at the discretion of the Presiding Officer.

The removal of suit jackets and retaining Masonic regalia has been demonstrated as appropriate, acceptable, and dignified attire in Australian jurisdictions, and in Samoa, where temperatures exceed those experienced in New Zealand.

d. Should we allow for cultural or hobbyist dress such as Philippines Barong, Māori Brethren Korowai or Widows Sons vests?

The appointment of the Grand Superintendent of Ceremonies provides for the review of the dress code and attendant rules. The Grand Superintendent of Ceremonies would be responsible for determining a policy and guidelines for Masonic dress, notwithstanding maintaining the present Board ruling (CR36c) that ‘Inability to appear in dress as set out in this rule should in no case deter a Brother from attending Lodge’.

It is recommended that the dress code, including cultural dress, for a Masonic event be determined at the discretion of the Presiding Officer and published in the summons or notice paper to ensure all brethren are suitably informed.

The publication of a ‘style guide’ for Masonic dress code would assist in addressing this matter, as part of the responsibility of the Grand Superintendent of Ceremonies.

9. Grand Installation

a. The cost of conducting the Grand Installation in its present format is becoming prohibitive for the organisation.

The Working Group agree with this assessment, and view the significant cost and cost overrun/loss of a Grand Installation as an unacceptable outcome. Organisationally, we do not have financial reserves to offset losses from an event, and as we are the custodians and stewards of the funds of the members present and past, we must act prudently to preserve and protect the financial strength of the Craft.

i. As it is the show piece of Freemasonry and is well supported by our Australian brethren should we just acknowledge the cost and continue?

Retaining the 'show piece' elements of the Grand Installation, the core elements of the Installation of the Grand Master, the Deputy Grand Master, and the senior Officers of Grand Lodge is strongly recommended. Retaining the spectacle, grandeur, and dignity of the Installation and Investiture of our senior Officers provides for an opportunity to differentiate our Order and create a unique experience for our brethren, family, friends, and the public. In order to preserve the funds of Freemasons NZ, it is recommended that the list of non-paying attendees be contracted to the few essential participants.

Aligning with the convention and agreement with our Australian brethren in the various jurisdictions in Australia, it is recommended that the reciprocal hosting our Australian counterparts at the cost of Freemasons NZ continues.

This can be achieved by directing the organisers of the Grand Installation to deliver an outcome of cost neutrality for the event. This may require modification to the scope and scale of the Grand Installation, or consideration of alternatives.

ii. What are the alternatives?

To ensure the Grand Installation is reflective of the view of the membership, publishing a survey to the brethren to determine their appetite for attending events, and directly polling the membership with question such as 'what would cause you to attend a Grand Installation event?'

The feasibility of smaller scale and geographically central events for the Installation/Investiture of senior Officers, supported by localised small-scale events for the Investiture of other Officers could be further explored. A potential benefit to a smaller scale and localised event would be that greater attendance and participation would be achieved, with those to be Invested bringing family, friends, and other Masons to share the special occasion.

10. Charitable

a. The charity structure of Grand Almoner, Divisional Grand Almoner and District Charity Officer is to remain unchanged other than where necessary to comply to any regional or border changes.

The core elements of the Grand Almoner role remain unchanged, continuing to report to the Trustees of Grand Lodge, as visually represented in the structure in Appendix B.

Aligning with the disestablishment of the Divisional Structure, and Lodges of the North and South Islands reporting to the Grand Wardens, the Divisional Grand Almoner role is effectively re-named to Deputy Grand Almoner, with one per Island geography. The role of the Deputy Grand Almoner is intended as substantially similar to the role of the Divisional Grand Almoner.

The core elements of the Charity Officer role similarly remains unchanged, though aligned to a revised geographic structure and Deputy Grand Almoners. It is expected that the Charity Officers will engage and collaborate more closely and effectively with the 'Grand Superintendents of <Regional Name>', and other 'support' Officers.

b. The previous role of Grand Superintendents of Freemasons Charity was a RW role. BOC 2 (k) lists the Grand Almoner as an Executive Officer and in keeping with other executive officers, it is a VW role. Given the size of the role, the active participation and the funds being managed should this revert to an RW role?

Charity is perceived as a key differentiator and purpose of the Grand Lodge and Freemasons New Zealand and is inextricably embedded into critical components of the Masonic ritual and ceremonial. Reflecting the significance of the Freemasons Charity, funds dispersed and distributed, the reputation, and the seniority of the Grand Almoner role, it is recommended to reinstate the Right Worshipful honorific title to the Grand Almoner for Grand Almoners post 2022.

This is seen as commensurate with the senior reporting position of a direct report to the Trustees of Grand Lodge and the leadership of the Freemasons Charity and other charitable Trusts.

c. BOC 123 xxi and xxxv gives two precedence positions for Past Grand Almoners. Previous Grand Almoners, with the exception of VW Bro. Bob Monson who was the first GAlm under the new structure, were associated with the Divisions and similar to the present DivGAlm's. This is causing some issues, how can this be resolved?

Recognising the Grand Almoner's seniority and significance to Freemasonry, it is recommended that that further consideration is given to Past Grand Almoners retrospectively attracting a Right Worshipful honorific title, with Past Grand Almoners post 2022 attracting a Right Worshipful honorific title. This may resolve an exception for one Past Grand Almoner, and align him in the Order of Precedence, alleviating any confusion and recognising the contribution to the Craft of the Past Grand Almoners.

With the disestablishment of the Divisional structure and the attendant roles and the establishment of the Deputy Grand Almoner (also attracting a Very Worshipful honorific) any Past Divisional Grand Almoners would retain their honorific of Very Worshipful, and the un-dress regalia associated with their rank.

d. As the charity is now seen as a recognised pathway to senior ranking and possibly GM, should the District Charity Officer become a recognised rank and if so, where should it sit on order of precedence?

Reviewing the structure of the Grand Lodge and the functional activities of Lodges, Districts, and charity, a specific role of 'Charity Officer' has been created. This role reports to the geographically aligned 'Grand Superintendent of <Regional Name>', with a matrix reporting line to the Deputy Grand Almoner aligned to the relevant geography and can be filled by a brother of any rank, or by an associated non-Freemason. There are examples of the wives of Freemasons acting as District Charity Officers and providing highly valuable outcomes and demonstrating diversity in Freemasonry.

This role does not attract a Grand Rank, regalia, or otherwise appear in the Order of Precedence, other than the separate and distinct rank of the brother undertaking this role. It is recommended that the Promotion and Recognition Panel investigate and recommend a suitable differentiator or identifier for this role, for example a collarette or lapel badge/pin.

11. Meeting on Licensed Premises Forbidden - BOC 86

a. Should the ruling on the meeting in licensed premises be relaxed and should guidelines on the suitability of premises etc. be introduced?

Currently, rule 86 of the Book of Constitution, while phrased in the negative context, allows for an exception with the Board of Directors providing prior permission for a Lodge to hold a meeting on Licenced premises. This rule is recommended to be amended to no longer require Board of Directors' approval, and to allow for Lodge meetings to be conducted on Licenced premises with the approval by Dispensation of the relevant 'Grand Superintendent of <Regional Name> , subject to criteria and guidelines drafted in conjunction with the Grand Registrar.

It is further recommended that the Grand Registrar provide an opinion on Lodges' or Masonic property compliance with regulatory requirements such as the Sale and Supply of Alcohol Act 2012 or other relevant legislation or regulation.

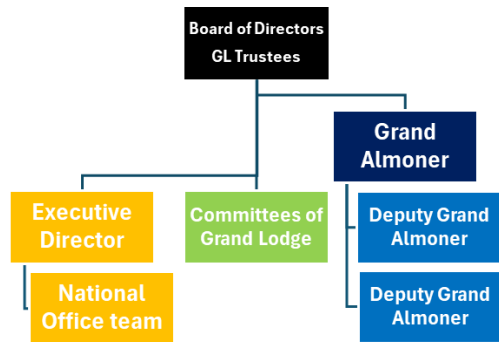
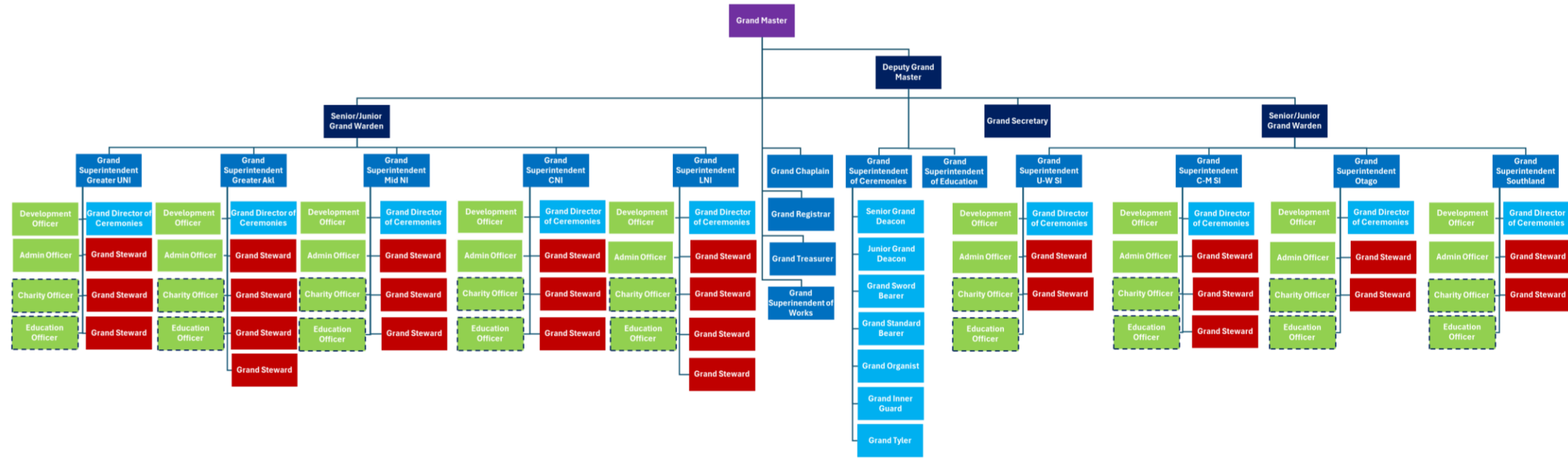
Appendix A. Summary of Recommendations – Terms of Reference

No.	Summary of Term of Reference	Summary of Recommendation
1.a	Is the Division/District structure fit for purpose , if not, propose alternatives	No, it is not fit for purpose, please see proposed alternative structure – Appendices A & B
1.b	Pastoral care	‘Grand Superintendent’ to focus on Pastoral Leadership while conducting Ceremonial
1.c.i	Consider Installation ceremonies used by Districts	Active teams to conduct Installations, or other by Dispensation, accommodating customs
1.c.ii	Is it time to adopt a single GLNZ Installation Ceremony?	Review by G Supt Cer. Defining ‘fixed principles’, incorporating Regional/Lodge customs
1.c.iii	Should we consider Ceremonial Teams	Mandate the active GL team, or other approved team to conduct Installations
1.c.iv	Explore possible inclusion of the Sister Constitutions	No action required at this time
1.d.i	Consider administration equal to, if not better than, that presently provided	Automate and reduce Administration requirements within defined parameters
1.d.ii	Consideration should be given to reporting and communication lines	Automate and reduce reporting and communication requirements as much as possible.
1.e	Under any proposed structure, will brethren be appointed by the GM or voted	Maintain democratic principles, while implementing clear criteria for Office
2.a	Review the present Maximum Term of Office as detailed in BOC 129	No Change
2.b	Consider membership levels and societal changes for maximum term of office	No Change required
3.a	If a new structure is proposed, how this will affect the order of precedence	See attached Appendix D
3.b	What are alternative titles for District Grand Master?	Initially, ‘Grand Superintendent of <Regional Name> is suggested, title to be confirmed
3.c	“All of Governance Review” may affect the P BGP and these ToR	Resolved

Summary of Recommendations – Terms of Reference

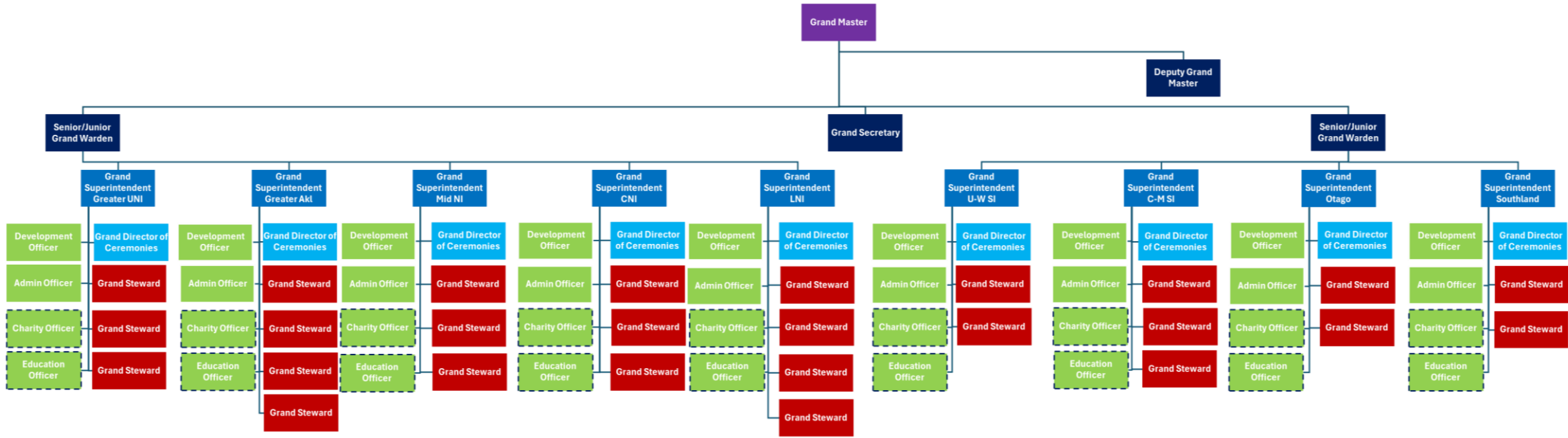
No.	Summary of Term of Reference	Summary of Recommendation
4.a.i	Should we adopt the ranks of SGW and JGW to differentiate from PGW?	No. Specify Senior Grand Warden or Junior Grand Warden while active only
4.a.ii	Should JGW and SGW retain the wearing of a chains?	Yes. Retain Chains for Senior or (not and) Junior Grand Warden, and all RW ranks
5.a.i/ii	Consider the Grand Supt of Ceremonies and Grand Director of Ceremonies	Reinstate G Superintendent of Cer disestablish Divisional Grand Directors of Cer roles
6.a.i/ii/iii	Grand Lecturer	Replace title and 3 x Div G Lec with one role of Grand Superintendent of Education
6.a.iv	Should there be a National Research Lodge under a single charter.	Maintain status quo. Recommend review by G Supt Education
6.b	Consider a role of Grand Librarian	Include in the responsibility of G Supt Education
7.a	Is awarding of Honoris Causa still necessary?	Yes. Establish a Promotion and Recognition Panel with published criteria
7.b/c	Review the present protocol for the awarding of ROH's and OSM's.	The Promotion and Recognition Panel to define; 5 x OSM, RH x TBC Recommended
7.d	Should all Honoris Causa ranks be followed by the notation (H)?	No, not necessary, though expand range of Rank promotions
7.e	How do we manage annual communications in context of Schedule B	It is understood that Schedule B is to be removed, negating this requirement
8.a/b/c	Dress Standards	Survey members. Summer Dress may be removing jackets at Presiding Officer discretion
8.d	Should we allow for cultural or other dress?	By approved exception, at the discretion of the Presiding Officer
9.a.i/ii	Grand Installation	Retain 'special' nature of event, limit 'free' attendees, investigate localised events
10.a/b/c/d	Grand Almoner and District Charity Officers	Refer to Appendix B. G Alm to report to Trustees. Align in Order of Precedence
11.a	Meeting on Licensed Premises	Change to allow meeting on Licensed Premises with clear guidelines

Appendix B



MW	RW	VW	W
No Grand Rank	No Grand rank-external	Matrix reporting	No Grand Rank

Geographic Region Leadership and Ceremonial Structure



MW	RW	VW	W
No Grand Rank	No Grand rank-external	Matrix reporting	No Grand Rank

Appendix C. Indicative District geographies

Create five new geographies in North Island and four new geographies in South Island

Upper NI, Greater Auckland (incl Samoa), Central NI, Mid NI, Lower NI

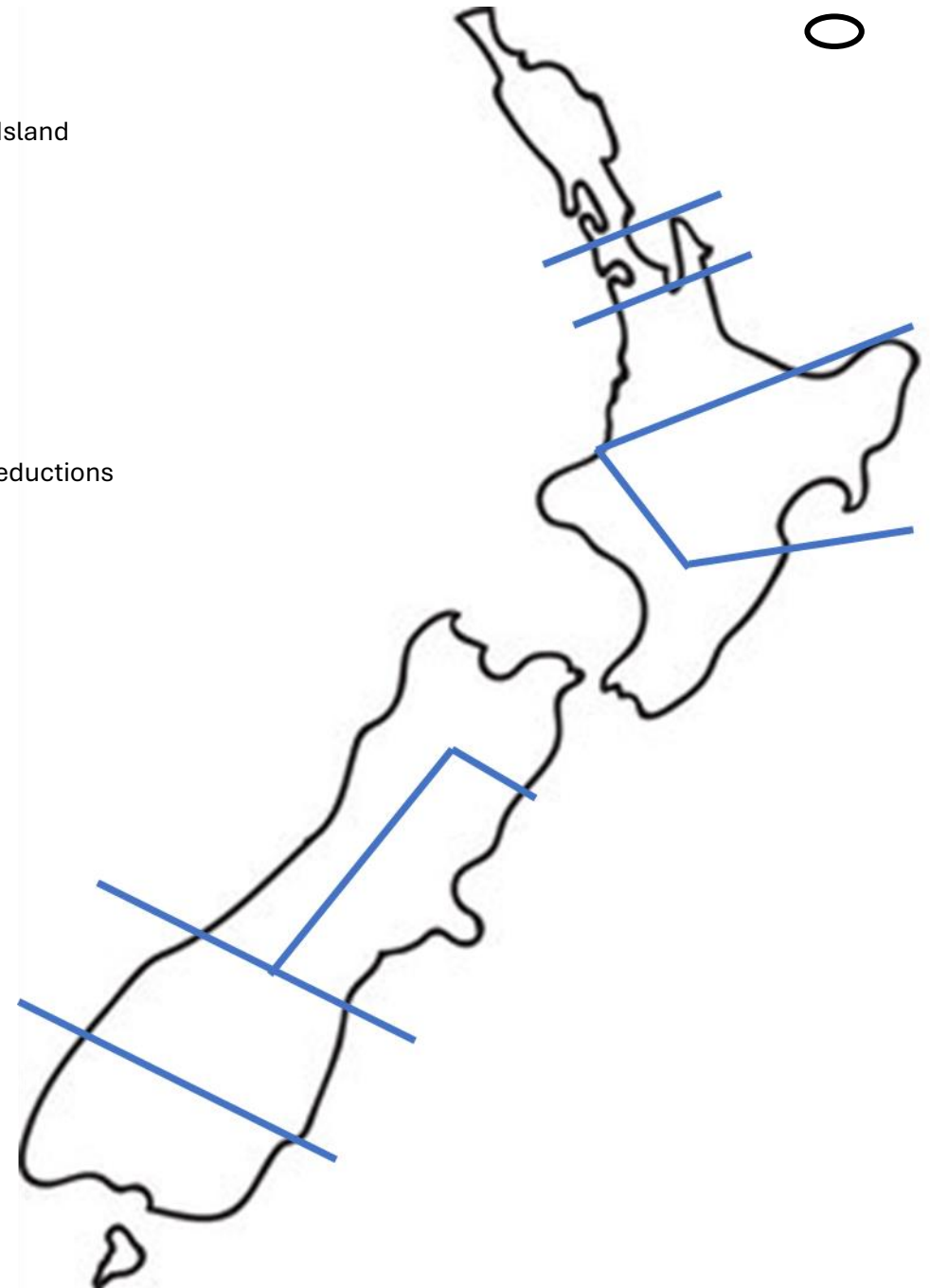
Upper - West, Canterbury - Midland, Otago, Southland

Recommending consolidation of geographically neighbouring geographies and retain significantly geographically diverse regions, as below. The large number of Lodges in some consolidated geographic regions will be mitigated by future reductions in Lodges. The smaller number of Lodges in retained geographic regions is due to their geographically dispersed location and challenges in travel time.

Note;

This image is not to scale

Requires consultation with Lodges for geographic alignment



Indicative District/geography Lodge and Membership*

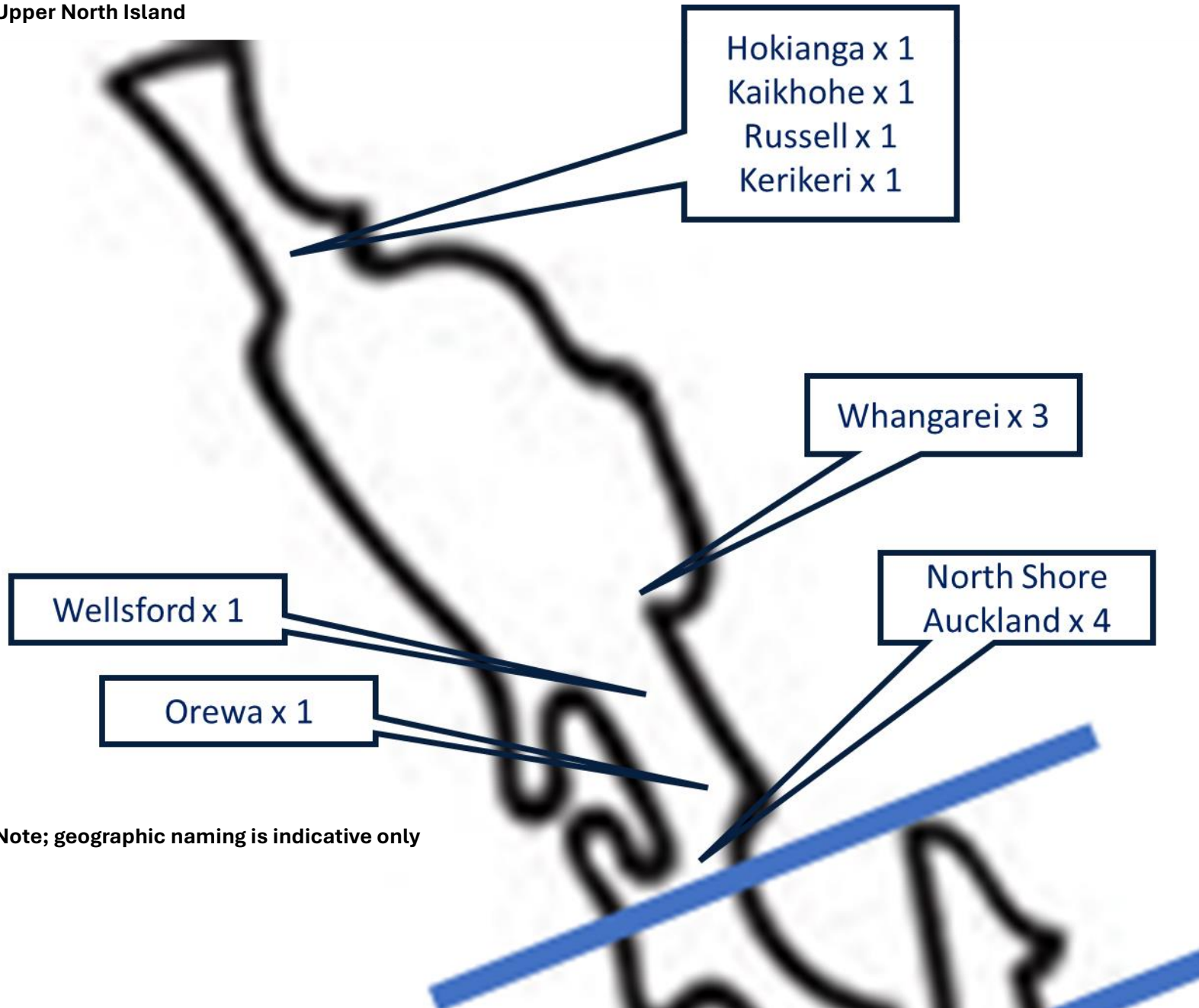
New 'geography'	Old Districts	Lodges	Members
Upper North Island	Amalgamate Districts; Northland, North Shore Auckland Lodges	13	214
Greater Auckland	Amalgamate Districts; Auckland and Counties-Hauraki (incl Samoa)	26	977
Central North Island	Waikato, Bay of Plenty	22	631
Mid North Island	Amalgamate, Ruapehu, Eastland-Ruahine Districts	24	519
Lower North Island	Amalgamate Districts; Taranaki, Hutt-Wairarapa, Kapiti-Wellington, re-aligning Ekatahuna Lodge to Mid NI District	29	1285
Total	Five Districts	114	3626

New 'geography'	Old Districts	Lodges	Members
Upper-West South Island	Nelson-Marlborough-West Coast District	11	309
Canterbury- Midland District	Amalgamate Canterbury and Midland Districts	25	762
Otago District	Otago District, realigning Tapanui and Clinton to Southland	16	459
Southland District	Southland District	11	301
Total	Four Districts	63	1831

***Note;** Membership and Lodge numbers as at May 2024

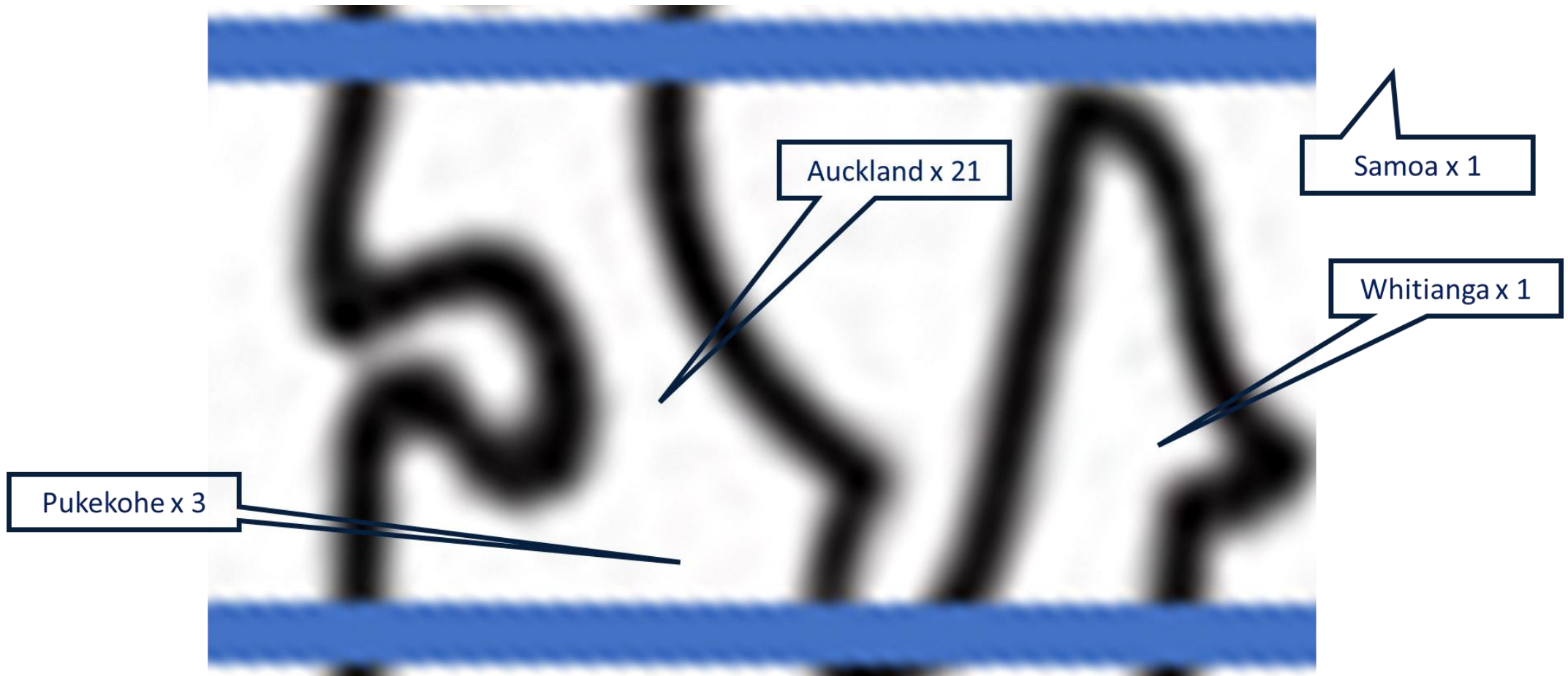
Map of recommended geographic Borders and Lodge numbers

Upper North Island



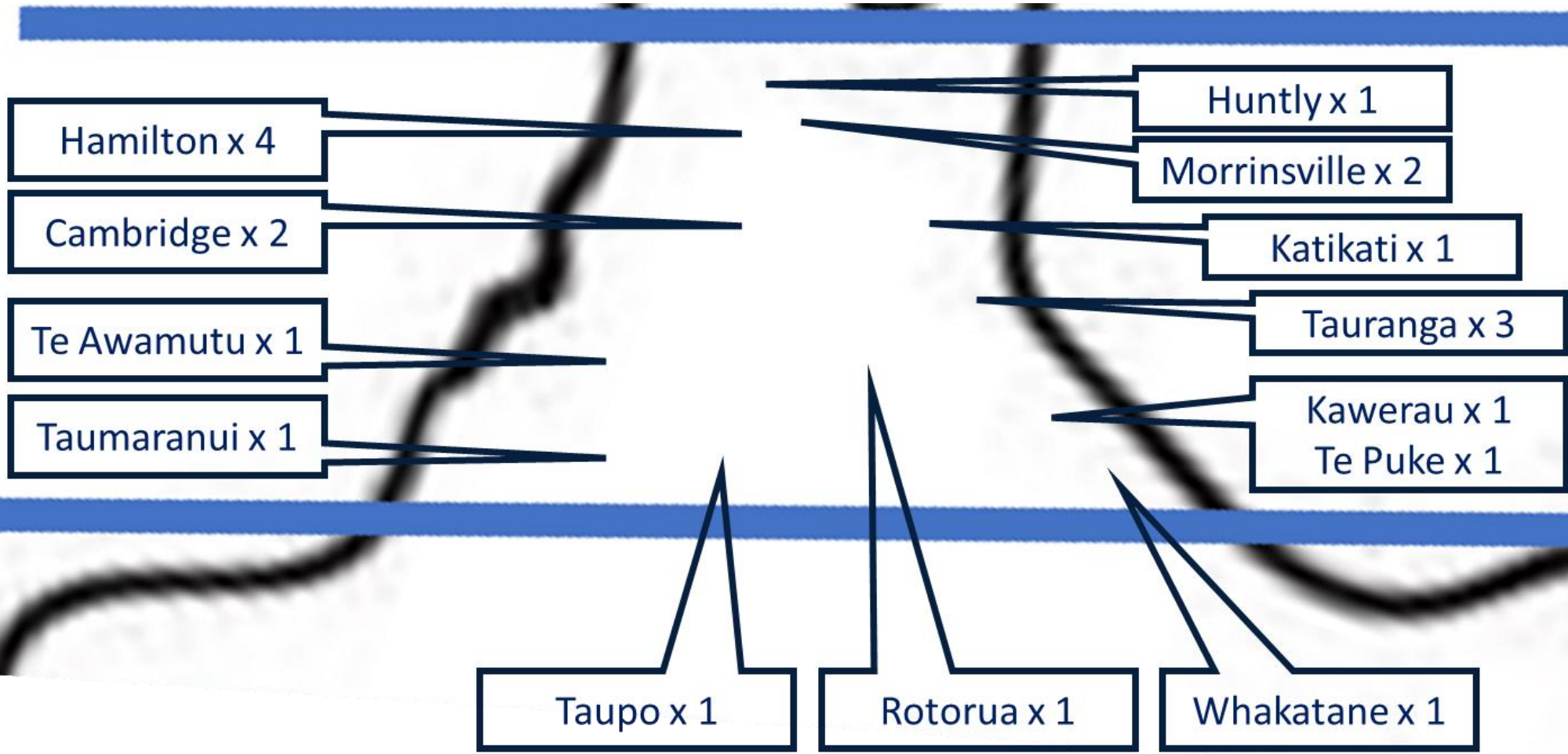
Note; geographic naming is indicative only

Greater Auckland



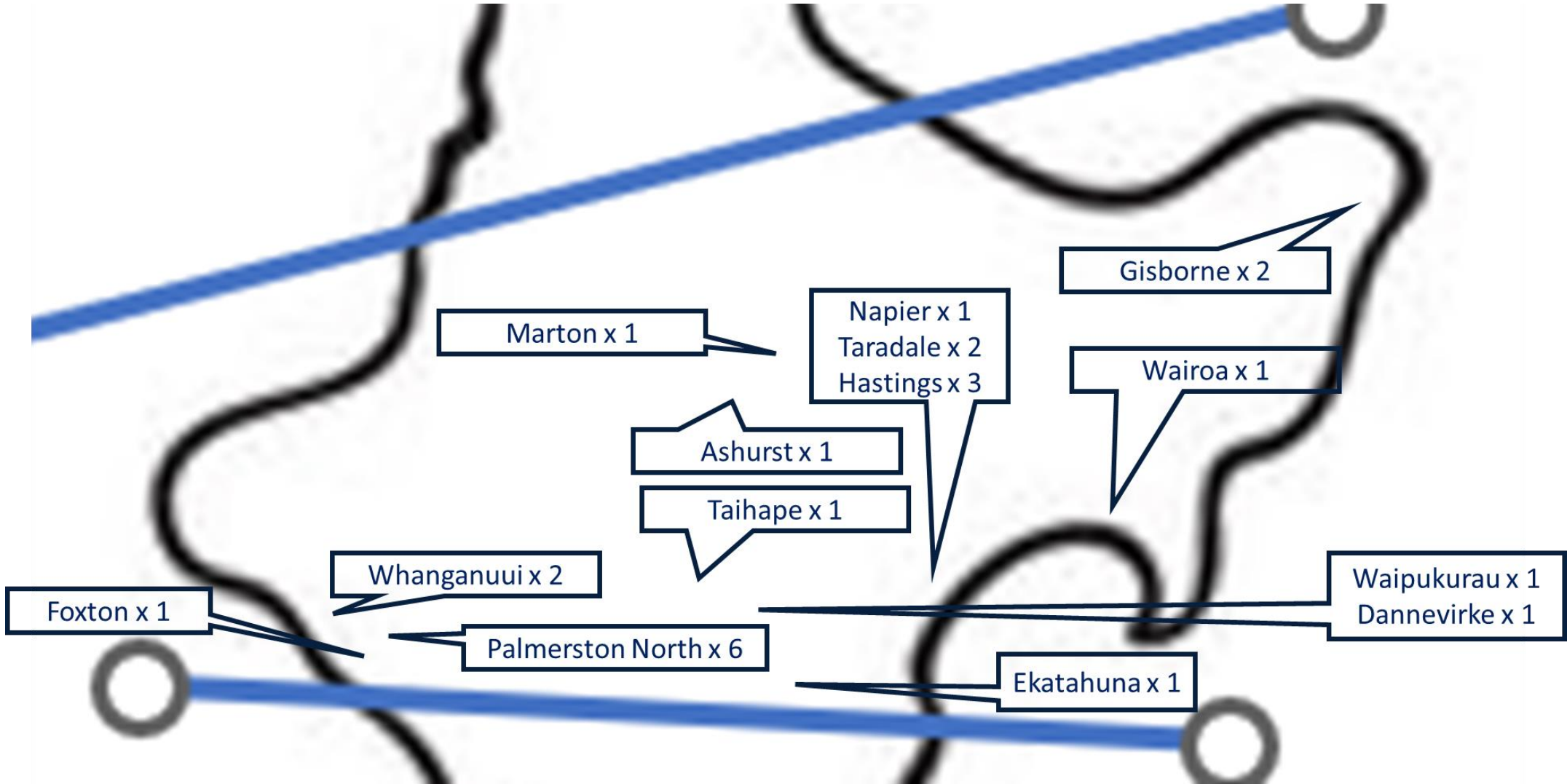
Note; geographic naming is indicative only

Central North Island



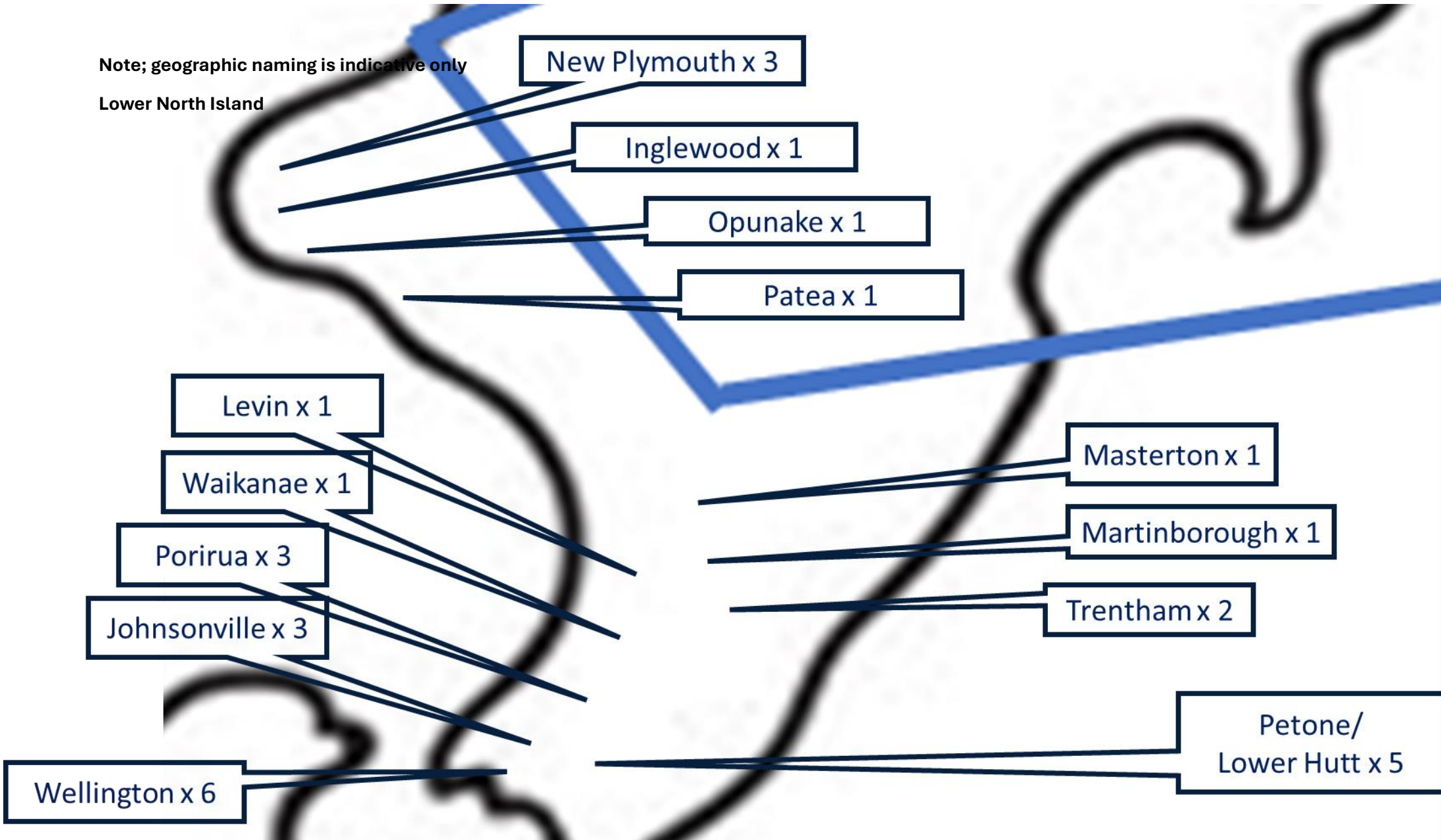
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Mid North Island



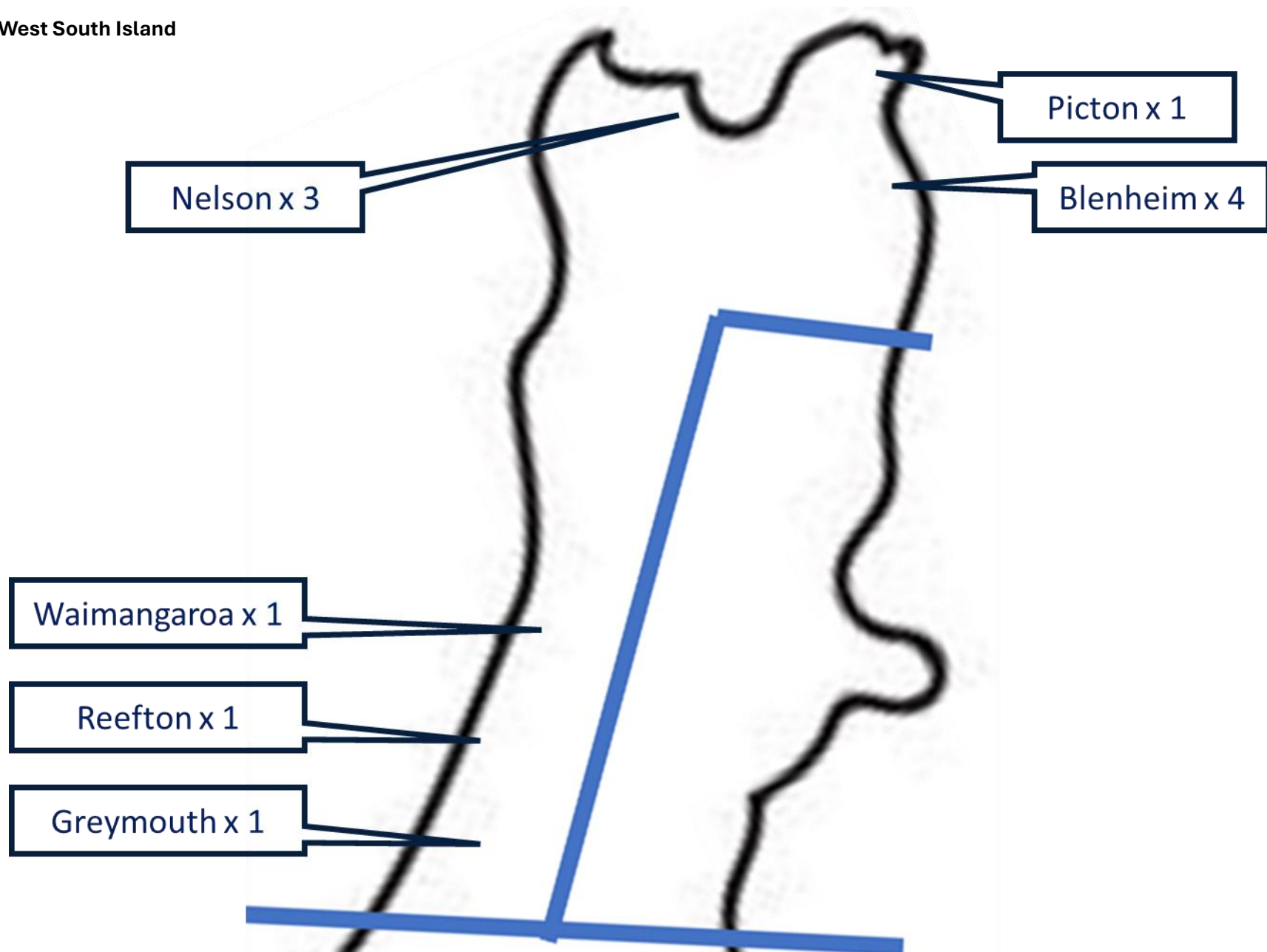
Note; geographic naming is indicative only

Lower North Island



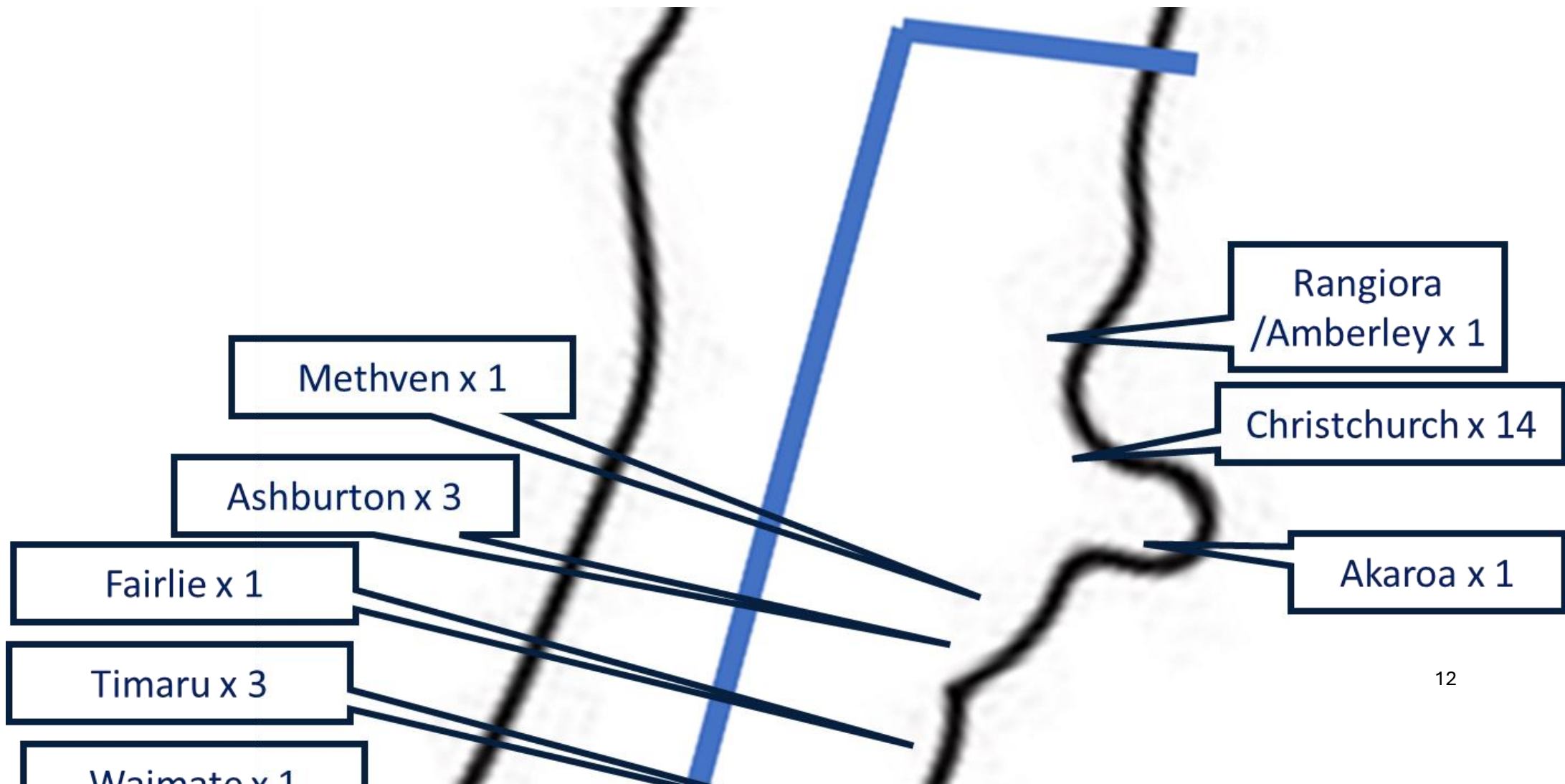
Note; geographic naming is indicative only

Upper-West South Island



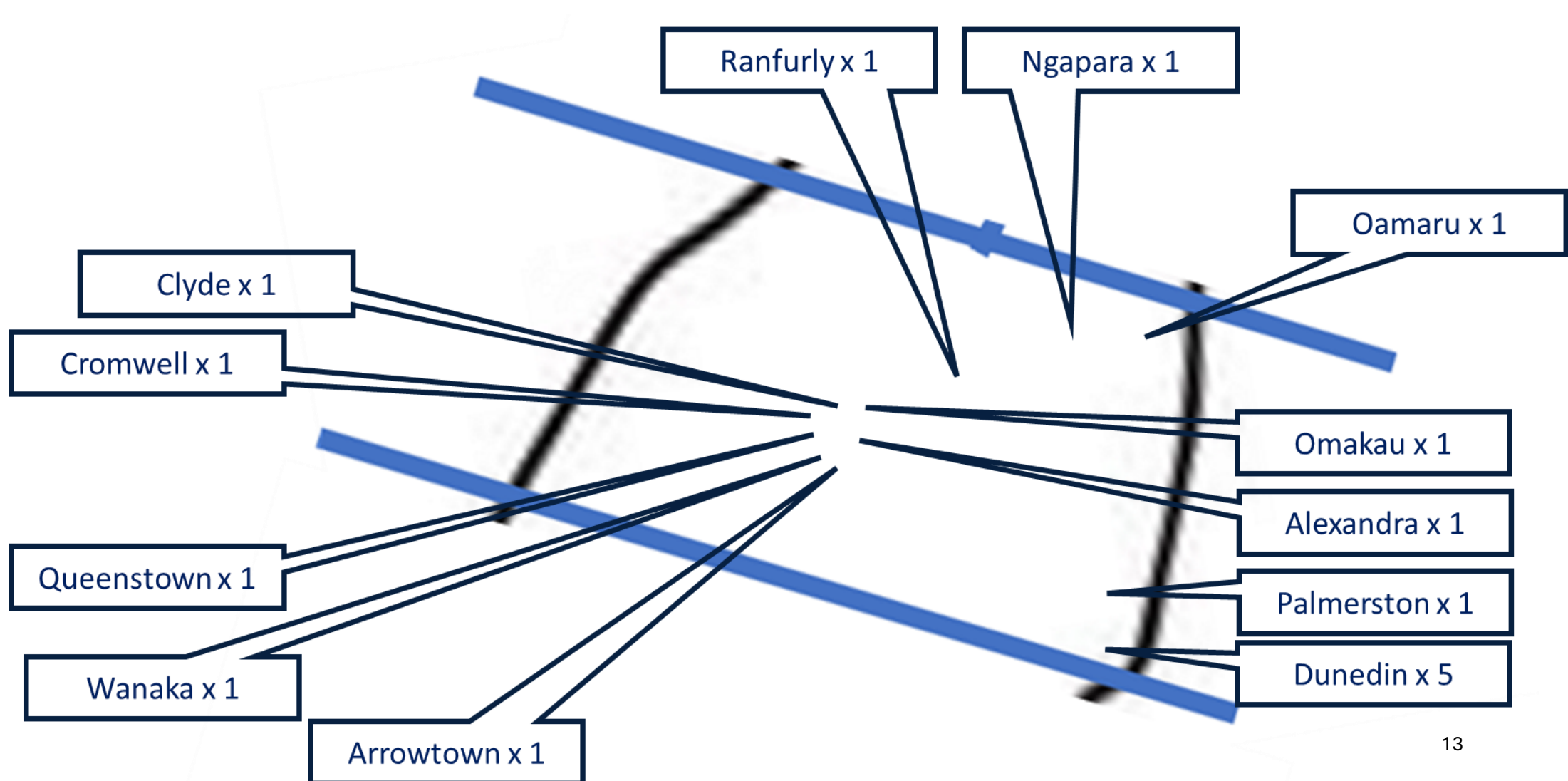
Note; geographic naming is indicative only

Canterbury-Midland



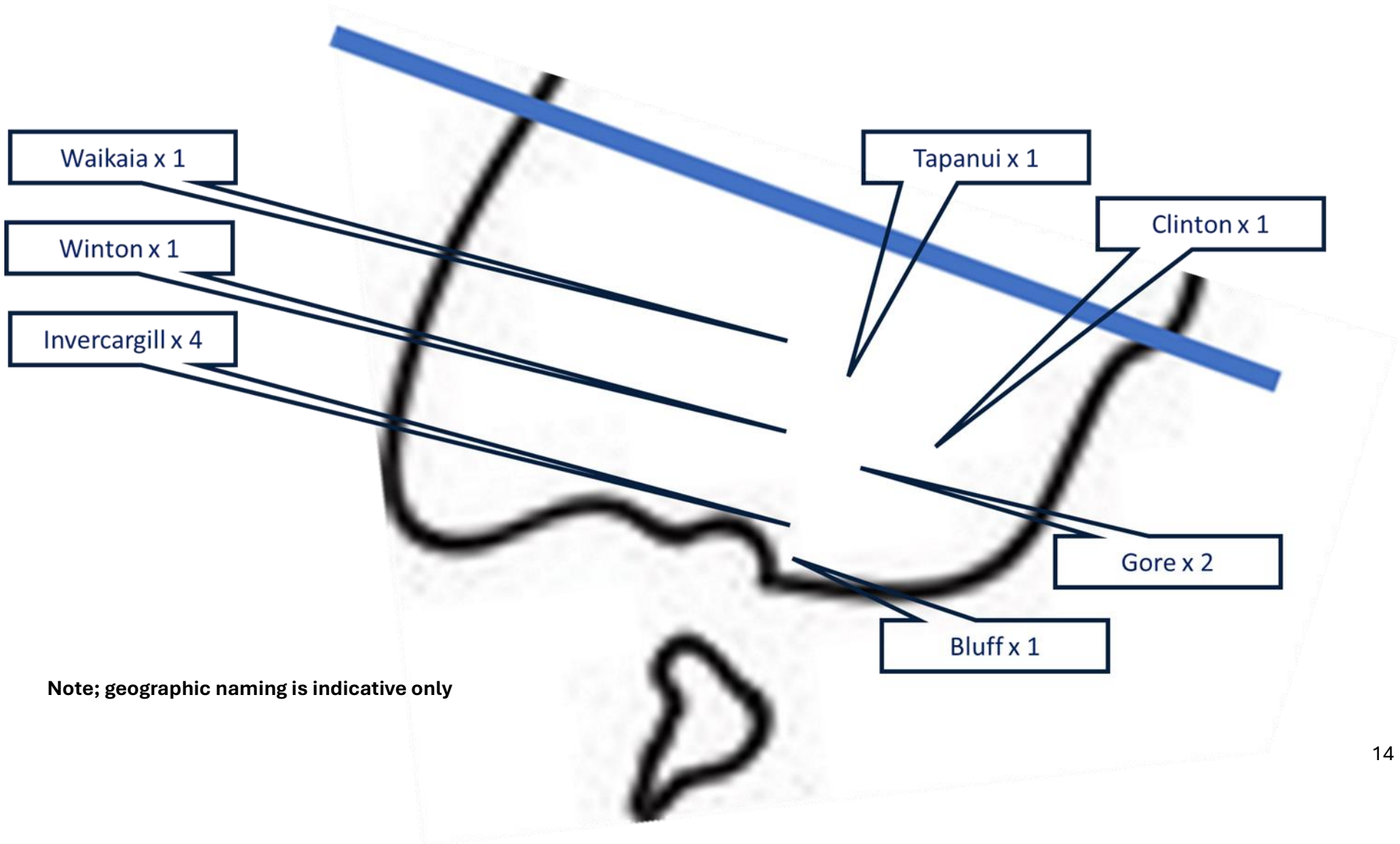
Note; geographic naming is indicative only

Otago



Note; geographic naming is indicative only

Southland



Note; geographic naming is indicative only

Appendix D. Order of Precedence

Order of Precedence		
Grand Master	Grand Superintendent of <Regional Name>	Senior Grand Deacon
Pro Grand Master (if appointed)	Past Grand Superintendent of <Regional Name>	Junior Grand Deacon
Past Grand Master	Grand Chaplain	Past Grand Deacon
Past Pro Grand Master	Past Grand Chaplain	Grand Director of Ceremonies (post 2025)
Deputy Grand Master	Grand Registrar	Past Grand Director of Ceremonies (post 2025)
Past Deputy Grand Master	Past Grand Registrar	Past Asst Prov Grand Director of Ceremonies
Past Presidents of the Board of General Purposes	Grand Treasurer	Past Grand Bible Bearer
Divisional Grand Master	Past Grand Treasurer	Grand Sword Bearer
Past Divisional Grand Masters	Past Grand Almoner (pre 2022)	Past Grand Sword Bearers
Past Provincial Grand Masters	Grand Superintendent of Works	Grand Standard Bearer
Senior Grand Warden	Past Grand Superintendent of Works	Past Grand Standard Bearers
Past Senior Grand Warden	Past Grand Secretary (pre 2025)	Grand Organist
Junior Grand Warden	Grand Superintendent of Ceremonies	Past Grand Organists
Past Grand Warden	Past Grand Superintendent of Ceremonies	Grand Inner Guard
Grand Almoner (post 2022)	Past District Grand Master, Past Asst Prov GM	Past Grand Inner Guards/Past Grand Pursuivants
Past Grand Almoner (post 2022)	Grand Superintendent of Education	Grand Stewards
Grand Secretary (post 2025)	Past Grand Superintendent of Education	Past Grand Steward
Past Grand Secretary (post 2025)	Deputy Grand Almoner	Grand Tyler
Past Pres Bd of Benevolence, Past G Supt FM Charity	Past Deputy Grand Almoner	Past Grand Tyler
	Past Grand Lecturer	Worshipful Master
	Grand Director of Ceremonies (pre 2025)	Past Master
	Past Grand Director of Ceremonies (pre 2025)	Wardens and Master Masons
	Divisional Grand Almoner	
	Past Div G Almoner	