

Governance Working Group: Consultation, November 2012

“Although the idea of a Constitution and Statutes drawn up in formal and legal language may seem repugnant to a community living according to the gospel of grace, there is sound reason for requiring every community to have an adequate Constitution. A good Constitution promotes the purposes of the community and protects the interests and the freedom both of the community and of its individual members. It is a means whereby corporate unity is maintained, and provides a basis for relating to other legal entities.”

A Handbook of the Religious Life,

(Anglican) Advisory Council on the Relations of Bishops and Religious Communities, 2004

‘Governance’ may seem an inappropriate word for use in the Third Order, since some might feel that it is about being told ‘from above’ what to do. That is not the case. Governance is not just about the way our Order operates but it is also about the way in which we are held together in ‘right relationship’ with each other. It works **across** the Order as well as up and down.

The Governance Working Group (GWG) was set up to review the Statutes and other governance arrangements of the Third Order, European Province. Seeking to hold before us the vision, principles and objectives of the Third Order, particularly as established by the 1999 Review of the Order and General Chapter in 2006, we were asked to produce a Chapter Handbook (since chapter members are Trustees of the Order); to promote an effective leadership and administrative culture appropriate to the Third Order; and to consider good practice and other ways in which the whole Third Order community might work more convincingly together in pursuit of our shared vision. Some of our work relates directly to Provincial Chapter, but much of it is of concern to the whole Order.

The purpose of the two Consultation periods (November 2012 to February 2013, and April to July 2013) is to provide all Tertiaries with an opportunity to respond to suggestions made by the Governance Working Group and to be involved in reviewing the life and practices of our Order. Your responses will guide the formal report which will be made to Provincial Chapter in October 2013.

Third Order Vision and Principles

Our understanding is that the 1999 TSSF Review sets out a vision that we be a collaborative, non-hierarchical Order that encourages initiatives and participation, including social action. So we should see the Order as “a wheel rather than a pyramid”. In light of this assumption the Principles set out below form the basis for our current and our future work, worship and life together.

1. To ensure a continuing and concerted process for the personal nurture and development of Tertiaries throughout their Franciscan journey.
2. To continue to build community, providing Tertiaries with imaginative and practical networking/communications opportunities.
3. To increase Tertiaries’ knowledge and understanding of Franciscan spirituality and history, particularly regarding the lives of Francis and Clare.
4. To achieve a confident, self-standing Local Leadership, within a less dependent culture generally in TSSF as a whole.
5. To engage actively with Christ’s mission, having regard for all of creation and the needs of the marginalised.

6. To raise awareness amongst younger people of Franciscan ideals and principles, and to raise the awareness of the Third Order in Church communities.
7. To reaffirm and embrace ecumenism in our relationships and expand this to encompass interfaith relations in our multi-cultural world
8. To improve the funding of the Province, allowing greater freedom for new initiatives and managing TSSF's finances prudently and effectively to enable a well-ordered Order.
9. To accept mutual responsibility as an essential dimension of our obligations, supporting each other's commitment to the Order by making an effort to attend meetings, contribute to initiatives and vote in TSSF elections.
10. To promote good communication as being critical to the health of a dispersed community, making positive use of all of the means of technology and communication methods available to us in the 21st C. whilst being mindful of those who do not have access to this technology.

There follow introductory paragraphs to the five sections of consultative material which we have prepared. Each section has some questions for consultation which we'd be grateful if you would consider and respond to.

Election Processes (page 4)

Our paper is an exploratory one, containing some questions about what might appear to be radical ideas involving the possibility of structural changes. At the heart of the paper is a concern about the gap between Chapter and individual Tertiaries in the Areas. We hope you will approach this with openness and continuing imaginative thinking on the issues.

Office Holder Discernment at the Three Year Stage (page 5)

This draft policy builds on initial arrangements recommended by Chapter in 2011, which encouraged office holders to seek discernment about their second three year term by inviting advice from other Tertiaries. There are few changes for Tertiaries outside Chapter apart from clarification about who must agree the office holder's initial discernment proposal. However, to reflect the legal responsibilities of Trustees, a more demanding process is put in place for members of Chapter. This is not an appraisal process which may be passed or failed, and as with other roles outside Chapter the office holder's eventual decision will tend to be accepted even if it goes against advice from other Tertiaries consulted. However, and importantly, in exceptional circumstances other Tertiaries will have access to the new complaints policy, if it is felt strongly that a second term for the officer would be wrong for TSSF.

Dealing with Conflict Within TSSF: Complaints and Appeals (page 7)

The Third Order has previously lacked a complaints policy, and as a result it also lacked any mechanism for exceptional removal of officers including Chapter members who have legal obligations as Trustees. This new draft policy fills that gap. The first emphasis is on attempting to resolve problems locally and informally using the pastoral principles already familiar in the Area Team Handbook. However when this is not sufficient Tertiaries will have recourse to a formal process to seek redress or to hold others to account.

Communications within the Order (page 10)

Communication is at the heart of our life as a dispersed community. Our shared vision includes a shared responsibility for each individual and for the Order which binds us together. This implies a responsibility for giving and receiving communications. Office holders throughout the Order have a particular responsibility to hear others and to be thoughtful and considerate in what they communicate to others. The “nuts and bolts” of communication within the Order, about which we have some suggestions, should be worked out with both the vision and our mutual responsibilities in mind.

Provincial Teams, Working Groups, Networks and Initiatives (page 12)

Over the past 20 years, to assist the Officers in fulfilling their duties to the Order, a provincial team (the Communications Team) and advisory group (the Formation Team) have been set up. Additionally, since the 1998/9 Provincial Review, which made a strong recommendation for life-long formation and encouraged new initiatives, three main networks have evolved from initiatives which fit neatly - almost intuitively - into the Three Ways of Service: Prayer, Study and Work. Other initiatives were formed as Working Groups in preparation for the 2006 Chapter by the Minister Provincial. These included Sexuality, Interfaith, Racial Justice, JPIC, Mission and Evangelism. Another initiative, the Marketplace Franciscans, was active for several years, but has now disbanded. The GWG agreed that there was a need for clarity in respect of: i) how and by whom they are formed; ii) what, if any, delegated powers they have to act on behalf of Chapter and the Order; iii) to whom are they accountable; iv) how they relate to the wider Order; and v) how they regulate themselves. Some suggestions have been set out in the Report.

And finally....some guidelines on how the Consultation might work

- Please plan your Area programme to include the consultation. This might involve Local Groups discussing the material and making responses to the Area Team, and maybe an Area Meeting coordinating a joint discussion.
- Send your response(s) as an Area (preferably by email) to **Nancy Adams** nancy@newbigging.org; or if needed by post to **Newbigging Farm, Broxburn, West Lothian, EH52 6PN by 12th February 2013.**
- Individuals may respond too, if they wish.
- After making our report to the March Provincial Chapter we shall, in early April, issue a second tranche of material including a report on the responses to the issues in the first consultation, plus any new work for which we seek your comments and suggestions, and we ask that Areas arrange to consider this in the same way.

There is still significant work to be done, and we should like to hear from you about anything that might improve and facilitate our corporate life. We commend our work to you with the prayer that we may all continue to discern a true vision for the Third Order, and be given grace to implement it.

Martin Gillham (chair), Nancy Adams, Chris Petrie, John Wiltshire

Election Processes

We were asked to look at Election Processes, and our working began with an awareness that, in provincial elections, there were unsatisfactory factors. These concerned:

- The Third Order in *dispersion*, scattered across the UK. There can be a sense of *detachment* often leading to *disconnectedness* in its structure and its effective working, which may lead to *apathy* (in practice, only one third of Tertiaries have tended to vote in provincial elections).
- *Realistic knowledge* of candidates. Election addresses may be the only means of assessing who to vote for, and the information provided is often not specific enough to be helpful.
- Awareness of the perceived *distance* between Chapter and each Tertiary, hampered by problems about communication. This *remoteness* needs addressing.

You will note that, in thinking about how best to facilitate effective and informed elections, we have not been afraid to think 'outside the box' or to be radical. By and large we have not reached the stage of making recommendations for you (as in other material) so we hope you will think through these ideas with an open mind.

Questions for Consultation

1. The nature of the Third Order is that we exist in *dispersion*, scattered across the UK. Is there a sense of *detachment* often leading to *disconnectedness* in its structure and its effective working? Does this lead to *apathy*? If there have been times when you have not voted, can you identify 'why?'
2. Are you aware of a perceived *distance* (gap) between Chapter and each Tertiary, hampered by problems about communication? If so does this *remoteness* need addressing?
3. Should it be the dutiful responsibility of all Tertiaries to vote, and if so, how do we encourage this to maximize the turnout?
4. In provincial elections is there *realistic knowledge* of candidates? Since Election addresses are normally the only means of assessing who to vote for, is the information provided specific enough to be helpful? Have you suggestions to make?
5. For provincial elections, would web-based hustings, in which the Election Addresses of the nominated candidates are placed, be a useful facility; and would a video disc (DVD) of the nominated candidates be useful if it was available in each Area for Local Groups to use?
6. For provincial elections, would you consider moving from every Tertiary voting to an Electoral College with a smaller number of people voting? This could be either Provincial Chapter members only, who could meet the nominated candidates; or Provincial Chapter and Area delegates to a new Regional/Cluster grouping (see no.8)?
7. There are some who feel that the current Clusters of Areas are too large. Would you agree with that? Would you be happy to reconsider the size of Areas and Clusters?
8. Would you consider the re-establishment of Regional Chapters, with two Area Delegates from each participating Area, and a Regional Guardian (instead of a Link Tertiary), as something that would aid the cohesiveness of the Order and improve the flow of communication in both directions?

Office holder discernment at the three year stage

Principles

- 1 It is recognised that finding new office holders is not always easy in TSSF, and that willingness to serve the community is much to be valued. At the same time we need that service to be relevant and effective in the interests of the TSSF community.
- 2 A second term of three years contributes to this by making good use of the experience gained in the first three years. Nonetheless although a second term is an option, it is not a presumption.
- 3 The discernment is primarily that of the office holder but also involves other Tertiaries who are able to give constructive comments. However the office holder will decide in the light of such comments whether to continue in office.
- 4 The process begins with the office holder agreeing with another specified office holder(s) how they will conduct the discernment process, and in particular which Tertiaries they will consult. This will always involve other members of formal TSSF teams (Areas; teams reporting directly to Chapter; network steering groups) but it may also include other individual Tertiaries.
- 5 It is recommended that as well as a general invitation to comment, the discernment process should involve face-to-face, or at least unhurried telephone, conversation between the office holder and at least two other Tertiaries.
- 6 It is important that the office holder should take into account and pray about constructive criticism from others.
- 7 After this process, time may be needed to identify a new office holder. Office holders should agree their own process 6 months before their term ends and others should be told of its conclusion within three months. This will allow 3 months to find a successor if needed.
- 8 In exceptional cases other Tertiaries may believe an office holder's decision to continue despite contrary advice should be formally contested. In such circumstances they can invoke the TSSF policy: "Dealing with conflict, abuse, complaints and appeals".
- 9 The discernment process for Chapter members is different and more formal than that for members of TSSF Area Teams and network steering groups.

Area Teams, Chapter Teams and Network Steering/Enabling Groups

- 10 The office holder will agree how to conduct the process with:

Area Ministers Agree process with the Link Tertiary

Other Area Officers Agree process with the Minister

Chapter Team members and Network Steering/Enabling Group Coordinators

Agree process with link on Chapter

Network Steering/Enabling Group members

Agree process with the Coordinator

- 11 The general principles above then apply.

Provincial Chapter

- 12 Members of Chapter are also legal trustees. Their legal responsibilities mean that a stronger element of affirmation from other trustees is needed before a second term is undertaken.
- 13 Chapter members will agree their process with specific other trustees:
- | | |
|----------------------------|--|
| Minister Provincial | Agree process with Provincial Formation Guardian (deputy MP) and Bishop Protector |
| Other Trustees | Agree process with Minister Provincial and Provincial Formation Guardian (deputy MP) |
- 14 The process is similar to other offices including that the office holder / trustee will in due course decide whether to continue in office. However there is an additional level of assurance ensuring full discussion of the office holder's suitability:
- 14.1 Those agreeing the process will identify two other Chapter members (normally one national role, and one Link Tertiary) to conduct the discernment discussion, ideally face-to-face. These two Chapter members may consult others, who in turn can contribute their views to those directly involved in the discernment.
- 14.2 The discussion should reflect the matters explored prior to election i.e. whether any "fit and proper person" issues have arisen, and in the case of national Chapter roles and other specific roles requiring specific expertise whether this has been demonstrated to the extent needed by TSSF.
- 14.3 The office holder and the two co-discerning Chapter members will agree how to convey their conclusions to those who agreed the process, who will inform Chapter of the resulting recommendations.
- 14.4 Following discussion at Chapter, if the office holder / trustee decides to continue despite the advice of others they will do so. Nonetheless it will then be open to other trustees to invoke the policy on "Dealing with conflict, abuse, complaints and appeals" if they believe this to be necessary.

Questions for Consultation

1. Do you agree with the 8 principles above about discernment at the 3 year stage?
2. Do you agree that each discernment process within an Area should be formally agreed as above, or should it be left to the Area Team's discretion?
3. Do you agree that it would be helpful to have an affirmation of an Area ministry at 3 years?

Dealing with conflict within TSSF: complaints and appeals

- 1 Tertiaries should experience TSSF as a safe, well-ordered community where all are treated respectfully.
- 2 Franciscan principles such as obedience and humility are fully consistent with the right of Tertiaries to be treated respectfully and to have access to redress in the case of unacceptable behaviour by others within the TSSF community.
- 3 Where possible, conflict and other concerns should be dealt with relatively informally close to where they occur, using the Franciscan pastoral principles in the TSSF Area Team Handbook. These pastoral principles can be applied to Chapter, network steering groups and other settings as well as to the Areas.
- 4 However where informal resolution is not effective, Tertiaries have access to a clear formal process for dealing with complaints including irresolvable conflict, wrongdoing or abuse.
- 5 This policy constitutes the TSSF complaints policy. All notifications under this policy, however expressed, will be treated as and called “complaints”. The policy also contains provision for appeals against decisions made about complaints.
- 6 The word “complaints” is used inclusively. It may include allegations about:
 - consistently inappropriate (“un-Franciscan”) behaviour that has not been resolved informally despite efforts to do so;
 - significant failure by office holders to follow agreed TSSF rules or customs. This may include procedural or financial abuse; failure to provide important information; for Chapter members, failure to follow the legal duties of Trustees;
 - allegations of psychological, emotional, physical or sexual abuse. These may include persistently rude or belittling behaviour.
- 7 The formal stage of the policy is based on escalation of complaints to appropriate TSSF office holders, who will determine whether there is a case to answer and if so how it will be investigated. They will then make a decision and/or recommendation and communicate it to the complainant. The process, including appeals, is shown in the attached table “*Dealing with complaints and appeals in TSSF: processes*”.
- 8 It is not intended that this policy should result in a litigious culture within TSSF. It is intended simply to provide a framework the Order previously lacked, to be used when informal pastoral approaches have not worked. A complaint need not be accepted at all if it is obviously mischievous or malicious (NB: an appeal would still then be possible).
- 9 TSSF officers dealing with complaints or appeals should be aware of the Americas TSSF Province guidance document “*Safe Community and Conflict Transformation Policy*”. It explains the different kinds of abuse, and how they should be responded to, but also emphasises the need for inter-personal openness and a pastoral approach to conflict resolution. The European Provincial Chapter has agreed the Americas policy as providing guidance that Tertiaries should take seriously.
- 10 The decisions reached by responsible officers will vary, but may include:
 - complaint not accepted at the initial stage, and not investigated
 - complaint investigated, but not upheld;

- proposal to resolve problem through a further Franciscan pastoral approach e.g. more dialogue; mediation; apology; training;
 - recommendation to change TSSF rules or customs;
 - exceptional disciplinary action e.g. removal from group or role, such as in a network steering group; removal from office; removal from TSSF.
- 11 The normal maximum time scale for concluding complaints under this policy will be three months. The conclusion will take the form of a formal letter from the responsible officer to the complainant.
- 12 Formal investigations and decisions based on this policy will be conducted by office holders and other Tertiaries independent of the complaint. They will keep written records, which will be retained for one year after the conclusion of the complaint including any appeal process.
- 13 Most complaints will be internal to TSSF. There is no separate policy for external complaints, but both the principles and the process guidance in this policy can be applied to these in practice.
- 14 Reflecting the seriousness of potential complaints about the abuse of vulnerable adults, or children, Provincial Chapter will establish a Safeguarding advice role and will consider whether this should be replicated at Area level.

Attached (page 9): Dealing with complaints and appeals in TSSF: processes (table)

Dealing with complaints and appeals in TSSF Processes

Complaint against	Responsible (receives complaint)	Investigation (if decided upon)	Decision-maker(s) (includes relevant pastoral care)	Appeals to
A Tertiary (re an Area matter)	Area Minister	AM consults Link Tertiary AM and one other Area Team member	AM plus one, and consult LT	MP and PFG
A Tertiary (re a major issue e.g. abuse, <u>or</u> a non-Area matter e.g. JPIC; S+P)	MP and PFG (unless either is subject to complaint)	Two Chapter members (one national role; one LT), plus one other with relevant experience e.g. a steering group member	MP / PFG (inform Chapter re more serious matters as appropriate)	Minister General
AM	ditto	ditto	ditto	ditto
Chapter or steering group member	ditto	ditto	MP / PFG (inform Chapter)	ditto
MP or PFG	PFG or MP (i.e. whichever is not involved) Consults Minister General	PFG or MP, plus Minister General, identify 3 Chapter members plus one other independent Tertiary with relevant experience	PFG or MP plus Minister General. If serious, full Chapter	ditto

To be used alongside the full policy

NB: the Minister General of TSSF is outside the European Province and may be consulted about any sensitive issue, normally by but not only the Minister Provincial

Questions for Consultation

1. Do you agree with the principle of TSSF having a complaints policy?
2. Do you have any specific comments on the details of this policy and/or the responsibilities identified in the table above?
3. What are your views about the proposal to establish safeguarding lead roles within Chapter and possibly within Area Teams?

Communications within the Order

A vision of the Order is of a community of people inspired by Francis and Clare and seeking to live a Gospel-inspired life with humility, love and joy. We are a **dispersed** community and so communication is at the heart of our being an Order and being in community together.

- **Humility** may be linked to willingness to receive and reluctance to send communications.
- **Love** may be linked to a pastoral care underlying every communication.
- **Joy** is the spirit in which we hope communications are sent and received.

Communication is not just from Chapter to Tertiaries, but the framework which Chapter maintains is crucial, and this relies on information sent from Areas to keep records up to date and administrative communications sent from Chapter, for example about elections to Offices. Once the framework is in place, there is a serious responsibility given to Area Officers to keep the system working smoothly, something that is done willingly, joyfully and efficiently by many.

It may be helpful to review what happens (or should happen) at present.

1. Paper communication with all Tertiaries

- **“Little Portion”** goes out twice a year (February and July) and the Provincial Intercessions list is included with it. These depend on input from Areas and individuals to provide a quality publication and up to date intercessions lists.
- The mailing may include Manual updates and similar bits of paper.
- **“franciscan”** is mailed from Hilfield to all Tertiaries three times a year (January, May, September).
- Alternative formats (audio and/or large print) are available for these publications for those with visual or physical impairments (unable to hold documents). Area Teams should be aware of the accessibility needs of their members and let the Provincial Disability Advisor know of any special communication needs required within their Area.

2. Planned e-mail communication to all Tertiaries

- **“TON”** goes out three times a year (June, November, April). This is e-mailed to each Area Communications Coordinator (or an Area Team member who takes responsibility for this). The responsible person forwards **TON** to all e-mail users in the Area. The Area Team is responsible for ensuring that there are arrangements to send printed copies to all non-users of e-mail in the Area. This may include delegation to the Local Group where a ‘buddy system’ could be put in place to pass on material to those not on email.
- Most Link Tertiaries send a report from Chapter to Area Teams for onward transmission. There are several issues here:
 - Timing – this should allow onward transmission at the same time as **TON**, which comes after Chapter with Bullet Points from Chapter.
 - Accuracy and consistency – A procedure for ensuring this should be in place.
 - Duplication – Link Tertiaries should be sensitive to this and exercise restraint.
- Elections – Calls for nominations and voting papers usually happen predictably and communications should be planned to go out with **TON** and Link reports where possible.

3. Communication is a two-way process
 - Link Tertiaries report to each Chapter, having received reports from Area Teams.
 - Any Tertiary may communicate directly with any Provincial Office-holder.
 - Area Teams have a role in encouraging the two-way communication between all Tertiaries and ensuring that no feelings of dissatisfaction with Office-holders are suppressed, but are communicated to the relevant persons.
4. Use of the TSSF web pages
 - TSSF should be able to use the latest means of communication effectively. In doing this, people without access to the Internet must be considered, but **not** by denying ourselves the use of modern media.
 - There should be procedures at Area and Local Group level to enable all to participate as fully as they wish.
 - Two possibilities are: i) a “buddy” system, pairing each non-internet-user with an internet-user, and ii) finding a Local Group internet person who keeps those in the Local Group who wish it up to date with what is being communicated.
5. Confidentiality and data protection –
 - Chapter has a duty of ensuring that information required for necessary communication is made available.
 - Every Tertiary must have access to the contact details for their Area Team members, Link Tertiary and Provincial Office-holders. Some of this information will be in ***Little Portion*** and ***TON***.
 - Area Teams should have contact details for all other Areas. This is important for helping Tertiaries who move to keep in touch with TSSF in their new locations.

Questions for Consultation

1. The root question is how the vision of the Order as a community living out our Principles for the sake of the Kingdom may be aided by thoughtful ways of communicating as much as is needful?
2. Where is the heart of the TSSF Community for you? Does the fact that there are two thousand other Tertiaries matter?
3. Do the current publications (paper and electronic) provide information, ideas, inspiration and encouragement? If not, how could this be changed? If they do, what are particular good points about the way things are?
4. How concerned are you about confidentiality? Does Chapter’s decision to stop making a full address list available affect you? Would you prefer to have an address list, given that it would mean that all other Tertiaries would have your contact details?
5. Chapter has just decided that TON should not appear in the public area of the TSSF web site. Will this affect you? Would putting TON and maybe other material on a password protected part of the web site be desirable and/or useful?
6. Would you find more use of the Internet helpful, irrelevant or irritating?
7. Do you feel able to raise concerns about the Order with anyone? – with everyone relevant? If not, what would help you?

Provincial Teams, Working Groups, Networks and Initiatives

To enable more effective delegation of tasks from Chapter, *provincial teams*, *working groups* and *advisory groups* have been set up. Additionally, out of a shared perceived need, some provincial *initiatives* and *networks* have been established. The Contemplatives formed in 1999 (originally named 'Solitaries Network'); the JPIC Network formed in 2003; and the Study & Prayer group was set up in 2005 (originally named the Third Order Studies Initiative). There is, however, a need for clarity in respect of: i) how and by whom they are formed; ii) what, if any, delegated powers they have to act on behalf of Chapter and the Order iii) to whom are they accountable; iv) how they relate to the wider Order; and v) how they regulate themselves. We suggest the following:

1. **Provincial Teams** are mandated by Chapter; are accountable to an Officer who might also be the Convener; Most team members would have clear roles, remits, and responsibilities; they would operate within a defined 3/6 years period of service (e.g., Formation Team, Communications Team, Editorial Team)
2. **Working Groups** have grown out of Networks or Initiatives, have been approved by Chapter and have agreed ways of operating and of reporting to Chapter. They have a Chapter member in attendance and they tend to see themselves as facilitating lifelong formation within the Order. (e.g. Study & Prayer, JPIC and Contemplatives)
3. **Networks and Initiatives** might arise informally out of a shared need/issue; they might inform Chapter of their existence; they would be open to any Tertiary who shared the initiative's particular interest; they may last for a limited time or they might "grow" into Working Groups; there is no time limit for their existence. (e.g., Marketplace Franciscans, York Chapter Working Groups, Wayfarers)
4. **Other Groups** include Franciscan Aid, the Provincial Engagements Group, the Web Editorial Panel, the Standing Committee and the Governance Working Group. These have been mandated by Chapter for a specific task which may be time-limited or ongoing. Additionally there have been Advisory Groups which may be formed by an Officer to support him/her to carry out his/her delegated responsibilities during their tenure.

Questions for consultation

1. Do you find these distinctions helpful in clarifying how various groups have formed within TSSF and to whom they are accountable? What might be missing?
2. In what way might membership of these teams/groups be acknowledged and made public (i.e., through TON, the Intercessions List, and/or the website)?
3. How might Initiatives and Networks be actively encouraged within the Order by Chapter whilst maintaining a 'light touch' (i.e., is a 'Chapter link' important? why?)
4. Currently, the Working Groups are each represented on the new Editorial Team for **Little Portion** to ensure members of the Order are made aware of and encouraged to participate in their activities. Are there others ways for the various groups to communicate effectively with the wider Order and vice versa?
5. There has been some confusion about the renaming of the 'Solitaries' to 'Contemplatives' because historically Solitaries have had different and unique support requirements. Are these distinctions important in the 21st C and if so, how would you define each? Are their needs different? How could these needs be met by local groups?

The list below sets out the current membership of the respective teams, working groups, networks and other groups that are directly or indirectly accountable to Chapter.

Communications Team

Chris Petrie	PCC – Convenor (Chapter Link)
Verena Tschudin	Editor, Little Portion
Mike Farley	Webmaster
Roger Marks	Editor, TON
John Reynolds	Provincial Treasurer
Elizabeth Dixon	Provincial Disability Advisor
Mollie Kingham	Membership Secretary
Sue Green	Representing Third Order Distribution
Hazel Berry	Intercessions

Formation Team

Paul Bodenham	PFG – Co-convenor (Chapter Link)
Philippa Bird	PNG – Co-convenor
Carole Selby	Area Minister
Alan Williams	Area Formation Guardian
Jeremy Plummer	Area Novice Guardian
Lesley Anne Di Marco	S & P Coordinator

JPIC Steering Group

Caroline Ugbo	Coordinator
Philippa Bird	PNG (Chapter Link)
Jenny Owens	
Joan Smith	
Richard Brewester	
St Jenny Tee	CSF Link
Br Hugh	SSF Link

S&P Enabling Group

Lesley Anne Di Marco	Coordinator
Denise Mumford	Secretary
Paul Bodenham	PFG (Chapter Link)
Hugh Beach	
John MacLeod	
Avril Landay	
Hazel Sharp	
Vic Vivian	
Denise Yeldham	
Br John	SSF Link

Contemplatives Steering Group

Anne Spalding	Co-Coordinator
Alan Llewellyn	Co-Coordinator
Jan Davies	Link Tertiary (Chapter Link)
Simon McMurtary	
Stuart Young	

Little Portion Editorial Team

Verena Tschudin	Editor, “ <i>Little Portion</i> ” - Convenor
Chris Petrie	PCC – (Chapter Link)
Paul Bodenham	PFG (Chapter member)
Martin Gillham	Link Tertiary (Chapter member)
Lesley Anne Di Marco	Coordinator, S&P
Caroline Ugbo	Coordinator, JPIC
Anne Spalding	Co-Coordinator, Contemplatives
Joyce, CSF	“ <i>franciscan</i> ” Editorial Board

Web Editorial Panel

Chris Petrie	PCC – Convenor (Chapter Link)
Paul Bodenham	PFG (Chapter member)
David Norwood	Link Tertiary (Chapter member)

Franciscan Aid (there are more Trustees)

Robin Minney	Chair of Board of Trustees
Philippa Bird	PNG, Treasurer (Chapter Link)
Helen Mossop	Secretary

Provincial Engagements Group (PEG) [of C/SSF]

Hazel Sharp	Link Tertiary (TSSF representative and Chapter Link)
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Knox-Dick Retreat Fund

Rachel Cornish	Administrator
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Governance Working Group

Martin Gillham	Link Tertiary - Convenor (Chapter Link)
Chris Petrie	PCC (Chapter member)
John Wiltshire	Link Tertiary (Chapter member)
Nancy Adams	Editor

Third Order Distribution (TOD) at Freeland

Sue Green	Convenor and representative on the Communications Team
Esther Partridge	
Hugh Dalton	