



# Iona Community Charter

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## ABOUT THE IONA COMMUNITY

### **Transforming lives to change the world.**

Inspired by our faith and loving concern for the world and its people, we pursue justice and peace in and through community. We long for a just and peaceful world in which all of life can flourish. We are motivated by Christian commitment and seek to work with others who share our vision and purpose.

The Iona Community is an international, ecumenical Christian movement working for peace and justice, rebuilding of community and the renewal of worship.

As a movement, community and organisation we pursue our purpose through the activity of our members where they live and work, and in our centres across Scotland.

We seek to motivate and inspire people of all ages, from different backgrounds and cultures to learn more about life's meaning and purpose, and to commit to action for justice and peace wherever they live and work. We are convinced that the radical, inclusive community we seek must be embodied in the community we practise.

The Iona Community is enabled its members, associate members, friends, staff and others who work with us. Our dispersed, worldwide members of over 2000 people share in the rhythms and responsibilities of a Rule of life that is central to our witness and binds us to mutual accountability.

Our Community was founded in 1938 by George MacLeod. The common task of rebuilding Iona Abbey – in the context of the poverty and despair of the Depression – became a hopeful sign of the rebuilding of community in Scotland and beyond. Our heritage on Iona and Mull, in Glasgow and other urban situations, continues to inspire and challenge us as we live open to the possibility of transformation and act for justice and peace.

**God our challenger and disturber,  
help us to confront all that makes for death and despair  
in our lives, our communities, our world.  
May we never lose sight  
of the possibility of transformation  
and be continually surprised by people who believe in one another.**

## 1. Why we exist

### **OUR VISION**

We long for a just and peaceful world in which all of life can flourish.

### **OUR PURPOSE**

Inspired by our faith and loving concern for the world and its people, we pursue justice and peace in and through community.

### **OUR IMPACT**

Ordinary people enabled to do extraordinary things in their local communities, through the Church and other organisations.

We endeavour to resource, support and connect together people enabling a more just world, including those for whom faith leads to commitment for action for social and environmental justice and peace

### **OUR CONTEXT**

- We are committed to the Good News of Jesus Christ, and to following where that leads, even into the unknown.
- We have an extensive history of spirituality and activism and collaborate with people of all faiths and good faith who are working for justice and peace
- We believe that Christian community – modelled and enabled – can be profoundly good news for the world.
- We want to help mend fractured relationships and systems that damage people and the world.
- We know these fractures are present in us, our churches, communities and institutions – locally and globally.
- We believe in the transformational power of community to change lives and the world.

### **OUR CONCERNS**

As a movement, community and organisation, we are committed to living out the Christian faith particularly in the areas of:

- Hospitality, diversity and inclusive community
- Worship, faith and spirituality
- Social justice and human rights (including gender and racial justice; disability and LGBTQIA rights)
- Politics and campaigning
- Environmental stewardship and campaigning
- Peacemaking and non-violence
- Healing and reconciliation.

## 2. Who, what and where we are

We are a movement, a community and an organisation enabled by our members, associate members, friends, staff and others who work with us to advance the purposes of the Iona Community. Operating for more than 75 years, we have over 2000 members and associate members and an extensive global network of friends and supporters.

- **AS MOVEMENT:** We are part of a worldwide network of diverse people and organisations. We participate in, learn from and enable others to live out the purpose of the Iona Community. We seek to offer practical support, mutual encouragement, challenge and inspiration to others. We are committed to ongoing dialogue and learning and to prayer and action for wellbeing and wholeness.
- **AS COMMUNITY:** We are an intentional, ecumenical Christian community with a dispersed, worldwide membership. As a “gathered and scattered” community we live out a Rule of Life. Our Rule commits us to one another, to mutual accountability, to a daily practise of prayer and reflection and to the pursuit for justice and peace. We act – corporately and individually – to advance the purpose of the Iona Community. We resource the Iona Community and the organisation.
- **AS ORGANISATION:** We are a Scottish charity, company limited by guarantee and trading company governed by Iona Community members. To help us advance the purpose of the Iona Community we employ around 50 full-time and part-time paid staff and each year recruit over 100 volunteers. We have an annual budget of £1 to £2million.

### OUR CENTRES

The Iona Community operates from three locations in Scotland:

- **Our Glasgow Centre (and registered office)** houses our administration, programme and publishing teams and has space for meetings, events and workshops.
- **Our Island Centres on Mull and Iona** strive to be places of hospitality and encounter. Guests and staff share a rhythm of common life and are invited to explore the concerns of the Iona Community on Iona: the Abbey, Welcome Centre and Shop, and MacLeod Centre; and on Mull: Camas.

### 3. Our audiences

We strive to live and work in a way that does not exclude people who want to be part of our movement, community and organisation.

- We actively and urgently seek to work in partnership with all people of goodwill who share our commitment to just and non-violent action, irrespective of nationality, religion or political creed.
- We welcome a diverse range of guests and staff to live in community and engage with our purpose and concerns at our island centres on Mull and Iona.
- We are committed to working with marginalised people and disadvantaged groups.
- We are committed to extending the full participation of young people, within and beyond our movement.
- We actively seek the input and insight of people working for peace and justice including those within the worldwide Church. We seek to enable connections where insights of faith can helpfully inform the practise of those who work for peace and justice and vice versa.
- We seek to build warm and strong relationships locally and be active in the communities where we are based.
- We engage and seek to influence decision makers and centres of power and wealth.

## 4. What we do

### OUR CHARITABLE OBJECTIVES

All that we do as an organisation is summed up in our charitable objectives which are directed towards:

- the renewal of Christian worship, life and service
- the development of the whole person through reflection, education and training
- work with young people.

### OUR AIMS: OUR COMMON TASK

In our community, organisation and activities we seek:

1. **To explore, model and celebrate community** and embody in all that we do the inclusive, accountable community we seek
2. **To work for systemic change at all levels** locally and globally by working in partnership.
3. **To nurture and resource people from diverse backgrounds** for a life of service and social, political, and environmental engagement
4. **To create spaces** in which people are free to explore life's meaning and purpose in the company of others
5. **To renew from within the mission and worship life of the Church**

We want these purposes to be visible in new and dynamic ways through our life together including our work, our staffing polices and our partnerships.

### STRATEGIC DIRECTION

Our purpose is ambitious and our resources limited. Within this context, we set strategic priorities and develop activities to help us maximize our impact within the world as it currently is.

*[currently being developed]*

### OUR ACTIVITIES

We currently pursue our purpose through the **activity of our members** in their own situations and in our centres in Glasgow, Iona and Mull.

Together with our staff, we are responsible for:

- Resourcing and sustaining the Community
- Our three island residential centres (the Iona Abbey, the MacLeod Centre on Iona, and Camas Centre on Mull)
- Our Iona shop and engagement with day visitors
- Our Glasgow base and developing outreach programme
- Our work with young people
- Our publishing house, Wild Goose Publications
- Our association with the Wild Goose Resource Group
- Our healing ministry and Prayer Circle.

See appendix 2 for more detail on these activities.

## 5. What guides us and makes us distinctive

### OUR FOUNDATIONS

These are the things that make us distinctive, nurture us and keep us rooted.

- **OUR COMMUNITY:** We believe in the transformational power of community to change lives and the world. The building of community is crucial to human existence, for only in community can justice and love be done. Our responsibility – to and for others – is rooted in relationship and requires accountability, equality and mutual trust.
- **OUR FAITH:** Our members are motivated by shared commitment to Jesus Christ and his proclamation of a just and generous new order; by our own experience of the common life; and by a creative spiritual practise of prayer, song, silence and symbol.
- **OUR HERITAGE AND HISTORY:** The ecumenical imperative shapes our understanding of our faith and God's purposes for the world. We understand ourselves to be part of the global church, One in Christ for the sake of the world, stretching back to the Columban/Celtic Church and beyond. Our pattern of life together and commitment to justice is rooted in the work and community that grew from 1938 as people from Scotland and beyond helped rebuild parts of the Iona Abbey under the leadership of George MacLeod. While not dependent on Iona, we are privileged to be part of the ongoing life and business of the island. Iona is a special place, reflecting eternal values, which continue to challenge us to be open, always, to the possibility of transformation.
- **OUR RULE:** Inspired by Benedictine and Columban communities, our Members commit to a common Rule. The Rule is central to the life of the Iona Community and its witness in the world and binds us to mutual accountability. We share a common discipline of:
  - Daily prayer, worship with others and regular engagement with the Bible and other material which nourishes us
  - Working for justice and peace, wholeness and reconciliation in our localities, society and the whole creation
  - Supporting one another in prayer and by meeting, communicating, and accounting with one other for the use of our gifts, money and time, our use of the earth's resources and for our keeping of all aspects of the Rule
  - Sharing in the corporate life and organisation of the Community.
- **OUR COMMITMENT TO ACTION FOR JUSTICE, PEACE AND INTEGRITY OF CREATION:** We actively respond to the Gospel commandment to seek peace founded on justice. We believe that work for justice, peace and an equitable society is a matter of extreme urgency and that we have a responsibility to live in right relationship with the whole of God's creation. Members are committed to standing *against* militarism and the arms trade and *for* mediation and reconciliation founded on justice.

### OUR VALUES (qualities and characteristics)



- **HOSPITALITY AND PARTICIPATION:** Ours is a common task. We are a community rooted in relationship and shaped by democratic structures. Diversity and inclusion, compassion and engagement are pivotal to healthy community. We are committed to welcoming and learning, especially from those who are marginalised and disadvantaged by current attitudes and structures.
- **ACTIVISM AND NONVIOLENCE:** We are urgent, proactive and determined in our pursuit of justice and peace, recognising we must model what we want to enable.
- **COLLECTIVE AND PERSONAL RESPONSIBILITY:** We are interdependent and all our actions matter. As members and an organisation we aim to be transparent and accountable for our use of money, time and the earth's resources. We seek to operate sustainably to ensure the long-term health of our movement and the wellbeing of people and planet.
- **CITIZENSHIP AND COOPERATION:** We seek social transformation, and encourage our members, staff and guests to be engaged in civic and political structures at all levels. We achieve more when we work together. The scale of our vision and purpose require partnership with others. We appreciate and draw on the wisdom and expertise of diverse people and organisations.

## **OUR WORKING PRACTISES**

- **OUR COMMON LIFE PRACTISES:** We foster and maintain shared activities and tasks intended to sustain and nourish community. As expressed in our Rule, our members share daily pattern of prayer and reflection and meet together regularly. Staff, members and guests at our island centres live in community and share a daily rhythm which includes eating together and acts of worship.
- **OUR ENVIRONMENTAL PRACTISES:** We strive in our practise for the highest environmental goals. Members and staff are encouraged to travel by public transport wherever possible. We are committed to reducing our energy consumption and environmental impact. We actively seek suppliers who share these goals.
- **OUR SOCIAL PRACTISES:** We deplore social injustice. We respect all our members, staff, guests and partners, irrespective of age, race, gender, religion, sexuality, disability, or health status. We actively campaign for social justice at all levels and have a particular commitment to inclusion of people living in poverty.
- **OUR ECONOMIC PRACTISES:** We deplore economic injustice. We are committed to the common good, to trade justice and a critique of economic policies that increase poverty and inequality. We support our work through our own giving and our trading operations. We operate a balanced budget, seek to bank and invest ethically and purchase fairly-traded goods. We seek to minimise salary differentials. For our non-residential staff the highest salary is no more than twice the lowest salary. Core staff at our island centres are paid the same, regardless of their role or level of responsibility.

## 6. How we are organised

### ROLES

The Iona Community – as movement, community and organisation – is comprised of and enabled by a diverse group of people who include: **full members, associate members, friends, supporters, staff** and those eager to advance the purposes of the Iona Community.

- **Community members** share a Rule of life and meet regularly through the year in local and regional groups and in three plenary gatherings, including a week on Iona. Members shape and enable our activities and priorities; including by serving on Committees, Council, as trustees and on various working groups. Members re-affirm membership annually through the “With Us” process.
- **Associate members** are in agreement with the Community’s work and concerns and commit themselves to participating in the life of the Community by observing aspects of the Rule. Associate members have the opportunity to meet together in regional groups and are invited to attend local and regional gatherings. Associates of over two years’ standing are eligible to apply to join the New Members’ Programme with a view to becoming a full member.
- **Our friends** endorse our vision and purpose and appreciate being part of the movement. They help to support and enable our work, including financially. Our friends receive regular updates on the work of the community through our Coracle magazine, social media and other publications.
- **Our supporters** contribute financially to our work.
- **Our staff** –both paid and voluntary – support our purpose and values; they are not required to be members of the Iona Community. Our breath of activity would not be possible without the skill and commitment of our dedicated staff team. We strive to be an equal opportunity employer and to developing the skills of our paid staff. Staff are not expected to share our faith, but to be in sympathy with the vision and approach of the Iona Community. We are committed to developing the experience of our volunteers – without whom we could not operate our Island Centres. We know that many choose to volunteer with us because they resonate with the concerns and approach of the Iona Community and are eager to learn from and support the Community overall.
- **Guests and staff at our island centres** live in community and share a rhythm of common life which includes work, acts of worship and recreation.
- **Contractors and professional services** support our values and are sympathetic to our purpose and aims. They bring skills and expertise to help us deliver specific pieces of work.
- **Partners and contributors** typically share some of our values and are sympathetic to our purpose. We work with a wide range of groups, networks and organisations and invite contributors to help us deliver our projects and programmes. Our partners and

contributors typically share our commitment to just and non-violent action, irrespective of nationality, religion or political creed.

## **STRUCTURE AND DECISION-MAKING**

Our structures are democratic, and we strive for consensus.

- In addition to maintaining the mechanisms of the Community overall, **Iona Community members** are responsible for three legal entities. The Iona Community is both a **company limited by guarantee** (SC096243) and a **Registered charity** (SC003794). The **Iona Community Trading Limited** is a wholly owned subsidiary of The Iona Community. (Company limited by shares, number SC156678).
- **Governance and direction** of the Iona Community is the responsibility of an elected **Council** and four **Committees** who report to an annual general meeting of members. There are ten elected members of Council, who are the Company Directors and Charity Trustees. Four of these are the Conveners of operational Committees.
- **Senior staff** are responsible for the **overall management** of resources and activities. We give our leaders a mandate to act quickly and effectively, but expect them to listen and respect the views of all.
- **Overall responsibility** for the running of the organisation is in the hands of the Leader and a small staff team based in Glasgow, on Iona, and at Camas.
- We adopt a geographic approach in relation to **our membership structure**. We are not a virtual community, meeting together is fundamental to the way we build relationship, nurture our community values and advance our purpose. Members meet together in local family groups mostly on a monthly basis. Associate members may also attend where possible and may meet together in regional groups. There are active family groups and regional groups throughout Scotland, England and Wales, and in Germany, the Netherlands, Austria and Switzerland, and in parts of the USA. Both family groups and associate members groups are represented on Council.

For specific responsibilities and more detail on these structures, see appendix 3.

## **OUR RELATIONSHIP WITH KEY NATIONAL BODIES**

We have formal relationships with some key national bodies. These include:

- **THE CHURCH OF SCOTLAND:** We have close historic ties with the Church of Scotland and continue to report to their General Assembly through their Iona Community Board. This Board is made up of six Iona Community members, six Church of Scotland members and representatives of six other denominations represented in the current membership of the Iona Community.
- **IONA CATHEDRAL TRUST** are the legal custodians of the Abbey grounds (buildings and land surrounding the Abbey) which was gifted by the Duke of Argyll in 1899 to be maintained and used for ecumenical worship. This responsibility has been generously entrusted to the Iona Community.

- **HISTORIC ENVIRONMENT SCOTLAND (HES) (previously Historic Scotland)** have a long lease with the Iona Cathedral Trust to maintain all the buildings within the Abbey grounds. HES manage day visitor and tourist access to the Abbey (fenced area). The Iona Community have a lease with HES to occupy specific parts of the complex and maintain a pattern of worship in the Abbey itself. Day visitors to the Iona Community can access the Abbey for worship outside of HES opening times or can visit parts of the Abbey as HES visitors (admission charges apply).
- **THE NATIONAL TRUST FOR SCOTLAND** is responsible for much of the land on Iona and helps to maintain it as a place of natural beauty.

## **HOW THE MONEY WORKS**

### **OUR ASPIRATION**

We strive to work with money in a way that is transparent, accountable and congruent with our values. We assert that global financial systems are weighted against those who are poor and/or marginalized. While what we do will be imperfect and can be constrained by legal parameters, we seek to do what we can to challenge, rather than collude with these systems. This requires our constant vigilance and regular review. (For more on our economic practices, see p12). All members and associate members contribute financially to help resource and sustain the Iona Community.

### **OUR INCOME AND EXPENDITURE**

**Income** for the Iona Community is gathered from:

- Donations from members, associate members, friends and supporters
- Guest contributions (staying at our island centres)
- Legacies
- Grants
- Sales of publications and other resources (from both our publishing house and shop)

Primary areas of **expenditure** are:

- Mainland staff salaries
- Island staff allowances, accommodation and food
- Property costs (including rentals, council tax, heat and water and maintenance)
- Professional services, fundraising, administration and marketing costs
- Subsidies for individuals and groups within the UK who require it.
- Programme costs for contributors and curating events

### **DECISION MAKING**

Decisions about activities and expenditure are delegated to committees and relevant staff who are ultimately accountable to Council working on behalf of the Iona Community members.

## **REMUNERATION**

We seek to minimize salary differentials.

- For our non-residential staff the highest salary is no more than twice the lowest salary.
- Resident staff at our islands centres receive a monthly allowance along with board and lodging. They live the community of a week, of a season, along with volunteers and guests. Life in community is emotionally, physically and spiritually demanding intensifying relationship whilst limiting areas of personal choice and freedom. It is thus counter cultural modelling an alternative to individualistic norms. Within the Resident Group, people's needs are largely the same or similar. Therefore, an allowance is paid, rather than a salary, calculated in reference to the levels set by the Living Wage Foundation. Provision is made within this structure for exceptional circumstances.

## 7. Our history

The Iona Community was founded in Glasgow and Iona by George MacLeod in 1938. He was a visionary and prophetic witness for peace and social justice. George MacLeod was a Church of Scotland minister in the shipyard parish of Govan at a time of high unemployment and poverty. He brought together trainee ministers and craftsmen to rebuild the living quarters of the ruined mediaeval Abbey of Iona.

The physical rebuilding became a sign of hope for the rebuilding of individual lives and of community in Scotland and beyond. It worked then and is still working today. The experience shaped, and continues to shape, the practice and principles of the Iona Community. In an age where society is more fragmented, families are dispersed and many real social networks have broken down, people live with a hunger for relationship and a sense of belonging and a desire to counter inequality, injustice and exclusion.

Today, we are approximately 300 Members, mostly in Britain, and 1500 Associate Members, with 1400 Friends worldwide.

# APPENDIX 1

## Overview chart

### Iona Community: An Overview

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p><b>OUR PURPOSE</b> (What's ours to do...)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Inspired by our faith and loving concern for the world and its people, we pursue justice and peace in and through community.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR VISION</b> (What we want to see):</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>We long for a just and peaceful world in which all of life can flourish.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR IMPACT</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Ordinary people enabled to do extra-ordinary things in their local communities, through the Church and other organisations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR CONTEXT</b><br/>(What we're responding to;<br/>how things are;<br/>our assumptions and concerns)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>WHAT WE ARE</b></p> <p><b>A MOVEMENT:</b> We are part of a worldwide network of diverse people and organisations. We participate in, learn from and enable others to live out the purpose of the IC.</p> <p><b>A COMMUNITY:</b> We are an intentional and ecumenical Christian community of members, associate members and friends sharing a Rule and rhythms of common life. We act - corporately and individually - to help advance the purpose of the IC. We resource the IC and the organisation.</p> <p><b>AN ORGANISATION:</b> We are a Scottish charity, company limited by guarantee and trading company governed by IC members. We operate to help advance the purpose of the IC.</p> | <p><b>WHO WE ARE</b></p> <p>Members</p> <p>Associate Members</p> <p>Friends</p> <p>Supporters</p> <p>Staff (paid and voluntary)</p> <p>Suppliers and consultants</p> <p>Anyone touched by the work of the IC (i.e. part of the movement)</p> | <p><b>WHY WE EXIST</b><br/>OUR AIM(S)<br/>OUR COMMON TASK</p> <p>1.<br/><b>To explore, model and celebrate community</b> and embody in all that we do the inclusive, accountable community we seek.</p> <p>2.<br/><b>To work for systemic change at all levels</b> locally and globally by working in partnership.</p> <p>3.<br/><b>To nurture and resource people from diverse backgrounds</b> for a life of service and social, political, and environmental engagement</p> <p>4.<br/><b>To create spaces</b> in which people are free to explore life's meaning and purpose in the company of others</p> <p>5.<br/><b>To renew from within the mission and worship life of the Church.</b></p> | <p><b>OUR AUDIENCES</b></p> <p>People who share our commitment to just and non-violent action (both within and beyond the Church)</p> <p>Our guests and staff</p> <p>Marginalised people and disadvantaged groups</p> <p>Young people</p> <p>Our local communities</p> <p>Decision makers and centres of power and wealth</p> | <p><b>WHAT WE DO</b><br/>OUR ACTIVITIES</p> <p>Activities of our members within their own communities</p> <p>Resourcing and sustaining the Community</p> <p>Iona Abbey</p> <p>Iona shop and engagement with day visitors</p> <p>MacLeod Centre, Iona</p> <p>Camas Centre, Mull</p> <p>Glasgow base and developing outreach programme</p> <p>Wild Goose Resource Group</p> <p>Wild Goose Publishing</p> <p>Work with young people</p> <p>Healing ministry and Prayer Circle</p> |
| <p>We are committed to the Good News of Jesus Christ, and to following where that leads, even into the unknown.</p> <p>We have an extensive history of spirituality and activism and collaborate with people of all faiths and good faith who are working for justice and peace.</p> <p>We believe that Christian community – modelled and enabled – can be profoundly good news for the world.</p> <p>We want to help mend fractured relationships and systems that damage people and the world.</p> <p>We know these fractures are present in us, our churches, communities and institutions – locally and globally.</p> <p>We believe in the transformational power of community to change lives and the world.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR VALUES</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Hospitality and Participation   Activism and Nonviolence   Collective and Personal Responsibility   Citizenship and Cooperation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR WORKING PRACTISES</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>Common Life Practises   Environmental Practises   Social Practises   Economic Practises</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>OUR FOUNDATIONS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Community   Faith   Heritage and History   The Rule   Commitment to Action for Justice, Peace and the Integrity of Creation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## APPENDIX 2

### *Our activities in more detail*

*[This section is still in development. It is being inserted to give readers a better understanding of our different areas of activity. As part of our strategy development, we need to check/refine each "purpose statement" to ensure it is accurate, clear and fit for purpose.]*

This sections details what we do to pursue peace and justice in and through community. As outlined below, we pursue our purpose through the activity of our members (in their own situations) as well as through some collective initiatives.

|   | <b>Area of activity</b>                         | <b>Primary purpose</b>                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Activities of our members                       | E.g. Corporately and individually advancing our purpose.                                                                                                                                                                                                                                                                                                                                                                                           |
| 2 | Resourcing and sustaining the Community         | E.g. Maintaining patterns, structure and communication to ensure our long-term relevance and viability.                                                                                                                                                                                                                                                                                                                                            |
| 3 | Iona Abbey                                      | E.g. A centre of welcome and hospitality enabling encounter with people and the concerns of the Iona Community.                                                                                                                                                                                                                                                                                                                                    |
| 4 | Iona Shop and engagement with Iona day visitors | E.g. The 'shop front' of the Iona Community on Iona enabling day visitors to learn about the Community, connect with the global movement and purchase material and resources that align with the Community's purpose and values.                                                                                                                                                                                                                   |
| 5 | MacLeod Centre, Iona                            | E.g. A residential centre offering a safe and friendly community environment for families, young people and students.                                                                                                                                                                                                                                                                                                                              |
| 6 | Camas Centre, Mull                              | E.g. (from the blog – probably needs to be more succinct)<br>A residential centre offering small groups of young people and adults a change to learn more about themselves, the world around us, the environment and spirituality through a variety of outdoor, creative and environmental activities and a simple, sustainable way of living.                                                                                                     |
| 7 | Glasgow base and outreach programme             | E.g. An urban centre housing our mainland office and meeting space to enable hospitality, partnership working, educational and training opportunities, worship and justice initiatives within the city.                                                                                                                                                                                                                                            |
| 8 | Wild Goose Resource Group (WGRG)                | A semi-autonomous project within the Iona Community<br>E.g from website: WGRG is about liturgy and worship etc, music and song, prayer and politics, diversity and devotion, participation and perception, curiosity and creativity, with a particular emphasis towards the training of the laity. It exists to enable and equip congregations and clergy in the shaping and creation of new forms of context and relevant, participative worship. |
| 9 | Wild Goose Publishing                           | E.g. (from some source)<br>The publishing house of the Iona Community providing books, e-books, digital downloads and CDs/DVDs promoting and advancing                                                                                                                                                                                                                                                                                             |



|    |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                    | the purpose and concerns of the Iona Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 10 | Work with young people             | <p>E.g. (Would this activity benefit from a more evocative title?)</p> <p>The Iona Community seeks to enable young people to grow in awareness and to develop their gifts for themselves and as effective leaders in their local communities. Particular importance is given to young people from challenging backgrounds and to encouraging all young people to actively engage with issues of justice and peace.</p>                                                                                                                                                                                                                             |
| 11 | Healing Ministry and Prayer Circle | <p>E.g. The ministry of healing is an integral part of our Christian witness and includes a social dimension. The healing of divided communities and nations, and the healing of the Earth itself, have their place alongside the healing of broken bodies, hurt minds and wounded hearts, and the hurts and divisions within us all.</p> <p>The Community facilitates a prayer fellowship of women and men around the world committed to praying for others. In the Abbey a service of prayers for healing takes place every Tuesday evening during which we name particular people, places and situations for which prayers have been asked.</p> |

## APPENDIX 3

### *Legal and organisational structure in more detail*

| <b>Groups and key individuals</b> | <b>Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Criteria</b> (membership, duration, etc)                                                                                                         |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Council                           | <p>There are ten elected members of Council, who are the Company Directors and Charity Trustees. Council meets four times each year.</p> <p>The Council has responsibility for:</p> <p><b>Organisational direction:</b></p> <ul style="list-style-type: none"> <li>• Agreeing organisational priorities</li> <li>• Approving organisational strategy and budget</li> <li>• Ensuring the long-term viability of the Iona Community</li> </ul> <p><b>Relationship matters:</b></p> <ul style="list-style-type: none"> <li>• Nurturing the relationship of the Community with its Members, Associates and Friends</li> <li>• Setting the direction in terms of the Community's relationships with external bodies</li> </ul> <p><b>Legal matters:</b></p> <ul style="list-style-type: none"> <li>• meeting all legal requirements, including ensuring the Iona Community operates within its Memorandum and articles of association</li> <li>• overall financial matters including approval of the annual report and accounts</li> <li>• overall execution of policy and administration including in relation to assets and legal matters.</li> </ul> <p><b>Note for Council (March 2016):</b><br/> <i>As a result of this process – articulating who we are and how we operate – we wonder whether the remit of the “nominations committee” might be expanded to become a membership subgroup similar to the way in which the finance subgroup operate. We’re aware that the “Nominations Committee” as it stands, does not have the same legal standing as the other four committees. Additionally, none of the other committees have “nurturing the membership and enabling participation” as a key area of responsibility.</i></p> <p><b>Subgroups:</b></p> <ul style="list-style-type: none"> <li>• <i>Finance Subgroup (existing): to provide oversight and expert advice on financial matters.</i></li> <li>• <i>Membership and participation sub-group (proposed): possible areas of responsibility could include: development of regional groups, oversight and development of the membership, council and committee nominations, increasing participation in the life and work of the Iona Community.</i></li> </ul> | Council comprises of elected members of Iona Community (including the 4 convenors of the operational committees). Council members serve for 4 years |
| Committees                        | <p>There are four committees responsible to Council:</p> <ul style="list-style-type: none"> <li>• The Iona Committee (responsible for the work of the</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Committees are comprised of members, associate members                                                                                              |

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 | <p>Iona Community on Iona)</p> <ul style="list-style-type: none"> <li>• The Communication and Fundraising Committee</li> <li>• The Programme Committee</li> <li>• The Camas Committee (responsible for the work of the Iona Community on Camas)</li> </ul> <p>These committees are responsible for <b>setting the direction and priorities</b> in relation to their specific areas of activity including monitoring and reviewing activity in this area. Committees can provide encouragement and support, but do not provide management or operational input (unless specifically requested by staff). See below for senior staff responsibilities.</p> | <p>and specific staff roles. Each committee has a convener who is automatically a member of Council. Committee members typically serve for 4 years.</p>                                                                                                                                                                            |
| Leader and senior staff         | <p>The leader acts as the Council's Chief Executive Officer and has responsibility for the running of the organisation with support from members, staff and volunteers.</p> <p>The Leader and senior staff are responsible for <b>developing, managing and executing plans to deliver on the strategic direction</b> set by Council and the Committees. This includes recruiting staff and volunteers, induction, nurturing partnerships, prioritising workloads and managing budgets.</p>                                                                                                                                                               | <p>The leader is a member of the Iona Community and is elected by the members. The leader serves for 7 years</p> <p>Staff are recruited and contracted to deliver specific roles and responsibilities within the Iona Community. With the exception of the Leader, staff are not required to be members of the Iona Community.</p> |
| Working groups                  | <p>Working groups are established for a defined period to progress specific pieces of work relating to the concerns of the Iona Community. Working groups are established by and report to the Programme Committee.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Various.</p>                                                                                                                                                                                                                                                                                                                    |
| Associates Advisory Group (AAG) | <p>The AAG meets once a year to discuss matters relating to the participation of Associate Members and the development of Regional Groups from whom representatives are drawn. A member of the AAG is elected to serve on Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                    |

**Please note:** additional information related to our structure (including members, associate members, friends and family groups) can be found in Section 6 of our Charter.

## Contact Details

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