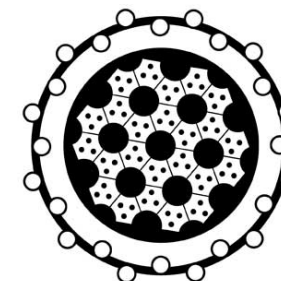


The Transition Network – a Proposal for Structure.

Rob Hopkins & Peter Lipman.

Draft for Discussion Version 3.1. 23rd July 2008.



Contents

Comments and the Feedback Process.....	2
1. Introduction.....	3
2. A Definition of Terms.....	5
3. A Model for Transition Network.....	6
4. The What and Why of Transition.....	8
5. Where we are now: the emerging model.....	12
6. The aims of any structure for Transition Network from this point forward.	16
7. Issue of the 'Transition Trademark'.....	17
8. The Role of Transition Network Ltd.....	18
9. The Board of Transition Network	20
8. A Snapshot of the Transition Movement in 2011.....	23
9. Questions still to Answer.....	26
10. Suggested Timeline for the Suggestions Outlined Above.....	28
11. Proposals for Knowledge Management Person	29
12. Conclusions	31
13. Appendices.	32

Comments and the Feedback Process

The initial stage of consultation on this document consisted of it being circulated around the Trustees of Transition Network and a working group agreed at the Bristol Strategy Day, which consisted of Lynn Burke, Zoe Goodman, John Bristow, Julie Richardson, Mike Grenville, Mike Jones and Adrienne Campbell. We are also grateful for the input of Stephan Harding, Brian Goodwin and Zoe Goodman for their insights on autopoiesis, biology and Chaordic systems respectively .

This second stage now consists of making it available to the wider community for comments and feedback. We welcome and are very grateful for your creative input into this process, especially into Sections 4 and 6 below. Please do not email your feedback and comments directly to the Transition Network, we have set up a forum for this, and for discussion around the issues it raises. This can be found at <http://transitiontowns.org/forum/topic.php?id=166&replies=1> . Please contribute to a vigorous and healthy discussion there, and at the upcoming workshop in September (see below).

1. Introduction

“All living systems are networks of smaller components, and the web of life as a whole is a multi-layered structure of living systems nestling within other living systems – networks within networks”.
Fritjof Capra “The Web of Life”.

At the Transition Network Strategy Day in Bristol on 22nd April 2008, the two of us took on the setting out of a proposal for how what this document will term Transition Network Ltd. could develop and structure itself. As we began to explore this, we were met with a raft of possible models, Viable Systems model, Sociocracy, Parecon, Chaordic and others. Many of these have much to offer, and we have tried to incorporate insights and approaches from some of them as you will see.

However, on reflection, it became clear that actually, rather than design from scratch a structure for this emerging movement, we are already seeing a structure emerging, which has been developing organically over the last year and a half as the Transition model has spread virally, first across the UK and then across the world. What we are therefore proposing below is based on a deepening and a supporting of this emergent model, based on the principle that self-organisation (or to use the term from biology ‘autopoiesis’), innovation and action are to be encouraged and supported where they arise, albeit based on a distinct set of principles and clear guidelines.

Until now, the organisation that has been referred to as ‘Transition Network’ has had 5 stated roles, indeed these are the roles that are its legal aims as set out in its Memorandum and Articles. These have been to;

Inspire • Encourage • Support • Enable Networking (changed in this document from ‘Network’) • Train

Over the last few months, Transition Training (established by Sophy Banks and Naresh Giangrande) has been developed, thanks to some funding from Esmee Fairbairn Foundation, to develop the training element of Transition Network’s role. It has developed ‘Transition Training’, a 2 day training which has been run very successfully a number of times, a DVD version of the training is in development, ‘Transition Talk Training’, and has just run the first ‘Training the Trainers’ course, which has produced the first ‘wave’ of new trainers, who will go on to form a Registry of Transition Trainers (I struggle to remember a previous time in my life when I used the word ‘training’ so many times in one sentence). Transition Network is dedicated to continuing to evolve and deliver high quality training which reaches the right people in order to maximise their ability to support and inspire Transition Initiatives. It is also hoped that, in time, this will become a steady part of the Network’s funding, helping to reduce dependency on external funders. Transition Network will also seek funding to enable subsidised Transition Training to be rolled out nationally.

Thus far, Transition Network has also co-ordinated and facilitated the networking aspects of Transition, through the website, the database of contacts, and through the conference and other tools. What is being explored in this document, amongst other things, is the proposal, which has been raised from various members of different initiatives, that Transition Network's role in facilitating networking be redesigned, in order to facilitate a greater degree of self-organisation. It is structures for enabling this to happen successfully that will be explored here, alongside some suggestions for how the role of the organisation might evolve. This document is also written in the context of Transition Network Ltd having recently secured funding from Tudor Trust to employ a Knowledge Management person who would develop the necessary web and database platform to best enable this networking to take place. This document will also aim to identify some of the areas this post might develop, and will also attempt to set out a vision for how the Transition movement might look in 3 years time. Appendix 3 is a draft of the Network's constitution, this will be refined and finalised based on the final outcomes of this document.

*** Timetable for this document:** This wider consultation will run from 18th July – 20th August. This will be followed by a 1 day workshop (date and location to be announced on www.transitionnetwork.org) at which the final draft will be discussed with whoever feels they would like to input into the process. The final document will be made available shortly thereafter and will be reviewed on an annual basis.

2. A Definition of Terms

Dramatis Personae



At this early stage in this document, it would be useful to define the terms that we will go on to use as it progresses, or, if you will, the characters you will meet here. Many different terms, ‘hubs’, ‘nodes’, ‘movements’ and so on have been used in recent months, leading to confusion with people using the same terms to describe quite different things, so this is an overdue attempt to define a universal language.

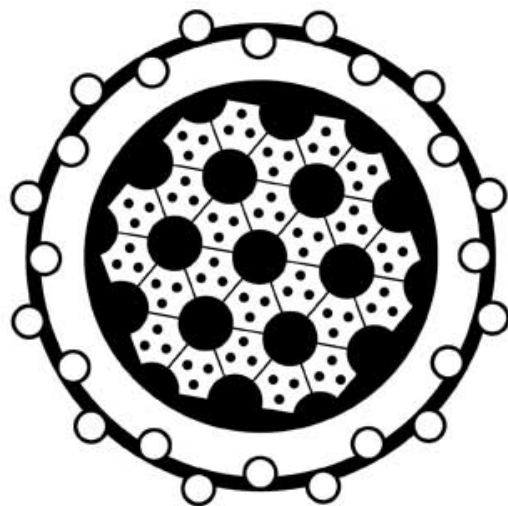
“Transition Network” refers to the broad international community of individuals and groups basing their work on the Transition model (has sometimes been referred to as “the Transition Movement”. This includes;

“Transition Network Ltd (TNL)” refers to the constituted body currently called Transition Network.

“Transition Initiating Groups” refers to the initial groups that start off a transition initiative and then dissolve as a new structure emerges.

“Transition England” (etc) refers to national Transition fora, usually driven by and arising from a national network of Transition initiatives feeling their work would be better served by having a national network.

3. A Model for Transition Network



“The autopoietic [self-organising] network creates its own boundary, which defines the cell as a distinct system while being an active part of the network”.

Fritjof Capra “The Web of Life”

One of the things that has proved a challenge with the creation of this document has been the identification of a visual model of how the Transition Network might structure itself. The aim, as you will see, has been to get away from the idea of Transition Network as a ‘central’ core, from which radiate national hubs, then regional hubs, and then local hubs, or worse, of a top-down hierarchy, with Transition Network at the top and local initiatives at the bottom.

We would like to propose the image to the left as a useful way of visualising the next evolutionary step in the development of the Transition Network. It is based on a cell, a biological system, which feels in keeping with the organic emergence of this structure. Although a cell is not a perfect metaphor, in many ways it is very useful for explaining how the Transition Network functions.

In this model, the various scales of initiatives emerge organically like spores in a petri dish (as they do at the moment) at scales that feels most appropriate to them, then network together in the ways that feel most useful, creating the networks between each other that they feel to be most productive (these are represented by the **circles of varying sizes within the main circle, larger ones** representing regional initiatives, and the **smaller circles** individual local initiatives).

Transition Network Ltd, in this context, becomes **the white encircling ring** surrounding the individual initiatives. It functions, in some ways, like a cell membrane, enshrining the Purpose and principles common to the Transition network, and acts as the catalyst which keeps the circle expanding as the number of initiatives it contains grows. In biology, a cell membrane is created by the nucleus and the other contents of the cell, but it also defines the identity of the whole and grows with the cell. The role of Transition Network then becomes to continue this catalysing function, to continually review and redefine the identity of what Transition means, as well as enabling the maximum amount of networking between the different initiatives and aspects of Transition work possible.

This would mean facilitating smooth and efficient networking between the various levels of hubs and initiatives, as well as between different interest groups, i.e. enabling the various food groups to communicate, swap best practice, and organise national events, as well as the energy groups, economics groups and so on. It would also enable networking by geographical areas, by cultures and by population size of project. The communication thus enabled would be deep, diverse and self-perpetuating.

The **outer ring** in this diagram represents two additional aspects of the work of Transition Network Ltd, its development of creative 'edge' with other groups and areas of interest. The circles around the outer ring represent the strong set of partnerships that continue to be developed. This includes key organisations such as the Soil Association, NEF, Centre for Alternative Technology and so on. The **circles within that ring** represent the emerging new strands to Transition, Transition Business/Local Government etc. The role of Transition Network Ltd would also be to develop initiatives and projects with the partner groups, and also to network the emerging strands together with the relevant other networks. As time passes, those will grow, perhaps ending up as large or larger than the current Transition communities circle.

4. The What and Why of Transition

"...the key characteristics of a living network is that it continually produces itself. The being and doing of [living systems] are inseparable, and this is their specific mode of organisation. Autopoiesis, or 'self-making', is a network patterns in which the function of each component is to participate in the production or transformation of other components in the network. In this way, the network continually makes itself. It is produced by its components and in turn produces those components"

Fritjof Capra "The Web of Life".

Although the Transition Primer and the Transition Handbook have both set out principles for Transition, we begin this document with a redefining and a clarification of both the Transition movement's Purpose and its Principles. These are critical, as they define, using the analogy of the previous section, the nature of the 'cell membrane', as well as setting out the common motivations for the entire Network.

The Purpose of Transition

It could be argued that the purpose is the single most important thing in this document. It is the cornerstone of Transition, the understanding everyone can refer back to as the reason we all do this work. There have been several suggestions for this Purpose, and the intention of this document is to invite your reflections on them. The first was produced by a group who emerged from the April event, who created the following through a long process of email exchange and refinement;

"To help communities improve their resilience, cohesion and quality of life through taking self-directed local action to overcome dependence on fossil fuels."

John Bristow suggested;

"To help ourselves and others (ie we are part of it) in making our communities more resilient in addressing the challenges of climate change and oil dependency and at the same time improving our quality of life."

An adaptation of that used by Transition Network at the moment is;

"To dramatically reduce carbon emissions and massively increase resilience for all aspects of life that our communities, businesses and organisations need in order to sustain themselves and thrive"

9 Principles of Transition

These principles are also very important, and will be something that will refine and evolve over time. This is one of the key areas of this document on which we particularly invite your feedback.

Positive Visioning

- Transition Initiatives are based on a dedication to create tangible, clearly expressed but practical visions of the community in question beyond its dependence on fossil fuels. There is an implicit dedication to avoid campaigning *against* things, but rather to focus on possibilities and opportunities. This does not exclude the possibility that at a future stage, when the community has developed its Energy Descent Plan, it may find it useful to campaign against things that have been identified and which have emerged as being obstacles to the Plan's implementation.

Help People Access Good Information and Trust Them to Make Good Decisions

- Transition initiatives dedicate themselves, through all aspects of their work, to raising awareness of peak oil and climate change, and of any related issues. In doing so they recognise the responsibility to present this information in ways which are playful, articulate, accessible and engaging, and which enable people to feel enthused and empowered rather than powerless.
- Transition initiatives focus on telling people the closest version of the truth that we know in times when the information available is deeply contradictory
- The messages are non-directive, respecting each person's ability to make a response that is appropriate to their situation.

Inclusion and Openness

- Successful Transition Initiatives need an unprecedented coming together of the broad diversity of society. They dedicate themselves to ensuring that their decision making processes and their working groups embody principles of openness and inclusion. The generation of new stories and myth are central to this.
- This principle also refers to the principle of each initiative reaching beyond the usual suspects, and endeavouring, from an early stage, to engage their local business community, the diversity of community groups and local authorities.
- It makes explicit the principle that there is, in the challenge of energy descent, no room for 'them and us' thinking.

Enabling Sharing and Networking

- Transition Initiatives dedicate themselves to sharing their successes, failures, insights and connections at the various scales across the Transition Network, so as to more widely build up a collective body of experience. This document recognises that the current web platform (and human resource) hasn't been able to do this as well as we may have hoped, and some suggestions follow as to how this might be remedied.

Building Resilience / Cutting Carbon

- This principle is designed to clarify that the need to build resilience while simultaneously cutting carbon underpins all activities proposed and carried out by Transition Initiatives, and provides a useful measure of success.

Inner *and* Outer Transition

- The challenges we face are not just caused by a mistake in our technologies but as a direct result of our world view and belief system. The impact of the information about the state of our planet can generate fear and grief - which may underlie the state of denial that many people are caught in. Psychological models can help us understand what is really happening and avoid unconscious processes sabotaging change. E.g. addictions models, models for behavioural change. This principle also honours the fact that Transition thrives because it enables and supports people to do what they are passionate about, what they feel called to do.

Subsidiarity: decision making at the appropriate level

- This final principle enshrines the idea that the intention of the Transition model is not to centralise or control decision making, but rather to work with everyone so that it is practiced at the most practical and empowering level. This is expanded in Section 6, "The Aims of the Structure...".

Openness for Peer to Peer Feedback

- Implicit within an acceptance of these principles is an openness to feedback from others also working in this field. This would generally be feedback which questions whether we are starting to run our Transition initiatives in such a way as to no longer embody these principles. This kind of feedback is most effective when it emerges from our peers, but an openness to being challenged is vital.

Transition Makes Sense – the solution is the same size as the problem.

- We won't solve the problems created by the industrial growth system without fundamentally changing our systems for living on the planet.

5. Where we are now: the emerging model.

The Transition model as it is organically unfolding is developing 'tiers' or different scales at which it works. These have been largely based, thus far, on peoples' instinctive sense of what is the most skilful and effective scale to work on. There are no hard and fast rules here, what is sought is the scale which optimises effective participation, and resilience, and this will be very different in different cultures and communities. Until now, becoming a formal Transition initiative has involved a list of criteria, which appear in Appendix 2. The creation of this document has generated an interesting debate about the need for criteria, and how they should be administered. Some people argue that there is no need for any kind of formal criteria, as it implies somehow "asking permission" to become a Transition initiative, then there are those who think that some form of self-assessment should be sufficient, and those who support the current approach whereby Transition Network Ltd. acts as the 'gatekeeper' of what is and what isn't Transition, ensuring that the term has some kind of validity, in the same way that the term 'organic' has defining criteria so that it means something.

Alongside the feedback we have had suggesting that a self-assessed approach would be preferable, we have also had extensive feedback from groups who have found that the criteria acts as a very useful checklist for improving that chances of success for the earlier stages of an initiative. Rather than being designed to restrict groups in some way, they are very much designed to maximise the potential of the group at its earliest stages.

What we are proposing here is that instead we move toward initiatives being based on the Purpose and Principles, so the Purpose and Principles listed above in Section 4 become the core to which Transition initiatives at all levels agree as describing their intention in forming and moving forward, and then each scale of initiative has some additional principles which are relevant to that scale. Rather than signing up to a formal criteria, it is proposed here that we move to a process whereby initiatives sign a Pledge to work with the principles, providing some core information about their community, their group, and their initiative, and a separate form which identifies areas where they feel they need support. These will then be made available in the soon-to-be redesigned website.

Given this broad diversity of scales and approaches being taken, trying to divide Transition Initiatives into neat bands of groups is somewhat akin to trying to nail jelly to a wall, but for the sake of clarity, and with an appreciation that this will always be an imprecise art even at the best of times, we shall try, from the smallest to the largest;

↓ Local Transition Initiatives.

These are embedded in their own locale where the steering group inspires and supports the local community. This is the most frequent and easy to initiate scale, typically with communities of up to 15,000 people. Examples of this include Totnes, Lewes, Wrington.

Additional Principles for Local Transition Initiatives

1. **An agreement with the core purpose and principles set out above:** this also includes an assumption that the group will contribute to the ongoing development and updating of these principles
2. **Life is Easier if we don't Reinvent the Wheel:** there are now hundreds of initiatives out there who have developed constitutions, projects, websites, structures. Look around, don't be afraid to ask, groups are generally delighted to share what they have learnt; learn from their mistakes rather than your own! Transition Training is extremely helpful for this, as is ensuring that your initiative contains, at the earliest possible opportunity, some people who have long been embedded in the local community
3. **Start with a Initiating Group That Designs Its Demise:** the initiating group exists to navigate the first few steps of the process, but always with an intention of dissolving itself as the project evolves
4. **Interdependence:** Transition initiatives are far stronger where they work supportively with the initiatives around them. Communication is key, as is supporting newer emerging initiatives around them, inspiring and encouraging them where possible.
5. **Start in Your Own Back Yard:** this principle refers to scale. Local Transition Initiatives will identify for themselves the scales that feel most appropriate for them to work at, but this principle encourages them to work at the scale that feels comfortable and over which they can have an influence, rather than leaping straight in to regional scale work. Don't bite off more than you can chew.

↓ Transition District Initiatives (named with acute awareness of the need for a snappier name!)

These are Transition Initiatives such as Transition Forest of Dean and Transition Penwith, which cover a mixture of urban and non-urban areas which cover an area which has a historical and/or cultural identity, and which is felt by the Transition group to be the most skilful and appropriate level to work on.

Additional Principles for Transition District Initiatives

To be drafted

↓ Transition City Forums

These are based within a large congruent/contiguous area with its own identity (eg a city). That group's role is to fire up transition initiatives in the surrounding area and maintain a roll of inspiring, encouraging, registering, supporting, networking and possibly training those initiatives. Examples of this include Bristol, Brighton & Hove and Nottingham. The local transition hub will handle all communications with the local initiatives in that area.

Additional Principles for Transition City Networks

It is intended that these be developed at the Transition Cities day in November 2008.

↓ Bioregional Networks

These are starting to emerge as certain Local Transition Initiatives begin to get a sense of their work in a wider context. This scale is particularly relevant to market towns, whose Transition initiatives start to see themselves in the context of the smaller villages and rural communities surrounding them, and that as they begin work on their EDAPs, they need to engage and work within that context. In that context, Bioregional Networks are a temporary marriage of convenience, a coming together of different neighbouring initiatives for the purpose of planning practical strategies. It also offers a useful framework and context for their work. Examples include Totnes, whose EDAP is designed to include the 17 parishes that come within "Totnes and District".

Defining Document / Criteria: There is no real need for such, as it tends to be a fairly informal arrangement.

↓ Regional Transition Forums

These arise organically as certain early adopters become increasingly asked by younger emerging initiatives around them to provide support, encouragement and inspiration. It is seen as key that initiatives at this scale don't arise at too early a stage, but rather emerge from a demand from local initiatives. They can be seen as being useful both from a top down and a bottom up perspective. **People often find that they** need a way of supporting each other in a regional area. These regional hubs act as a forum, gathering news of what's going on, encouraging interaction between initiatives in the county or region and offering greater influence and coherence for potential funders. They also support the emergence of new initiatives, encourage the training and attracting of speakers, the dissemination of other training, joint activities and projects and a coherent front for discussions with local government. Without these groups there is a danger that everyone acts on their own in a disconnected way. Examples of this include South East Transition Initiatives and Transition Cornwall Network. These regional groups will become increasingly strategically important to the wider Transition Network.

Additional Principles for Regional Transition Forums

The Transition Network is to invite the South East Transition Initiative to develop these in consultation with Transition Cornwall Network.

↓ National Transition Organisations

As the Transition model continues its viral spread around the world, the need is arising in countries for functioning replicas of Transition Network Ltd to provide its 5 functions in a way embedded in the language, culture and context of the host nation. Emerging national organisations thus far include Japan, Ireland, New Zealand and Scotland and Australia. The idea is that the handover is gradual, taking place over 4 stages, starting with inspiring, supporting and encouraging, then moving on to training, and finally taking on the networking functions as well as the development of adapted principles and offering support to newly emergent initiatives. They would also act as ambassadors for the Transition movement at Governmental and organisational levels. Examples include Transition Support Scotland and Transition Ireland Network.

Defining Document / Criteria: At this early stage in the unfolding of The Transition Network, we feel that it is crucial that we are very cautious about the launching of national Transition Networks. There are a handful of these underway, and we are very much seeing them as being research projects looking at how this works. The current Memorandum of Understanding for National Transition Hubs (see Appendix 1) sets out the stages by which we see national networks being established. It may well be that over time, these national hubs become subject to the same principles-focused approach as set out above, but for now we feel it would be more skilful to proceed cautiously with this.

6. The aims of any structure for Transition Network from this point forward.

We have looked above at the structure which is already emergent, which we are assuming is emerging based on the needs and the intentions of the wider network. We have also looked at the Purpose and Principles that underpin the Transition model. The role of the Transition Network is to enable and to serve this emerging structure. In terms of how the Transition Network (the wider community, which includes Transition Network Ltd) should structure itself, it is clear that it should;

- Enable the making of decisions at the appropriate level of scale
- Enable and facilitate a continued and evolving definition of what is and isn't transition, including an ongoing review of the principles and the purpose. This includes ownership of the "brand" and ultimately defining principles of belonging
- Ensure that each level of decision-making across the movement has the maximum degree of autonomy, coherence and synergy
- Ensure representation and accountability at all levels (noting that this can cause conflicts with autonomy)
- Enable Transition Network's many facets to communicate with each other in the easiest way possible
- Ensure that best practice, successes and failures are most easily shared and acted upon
- Ensure that each tier has access to the tools it needs to maximise its chances of success
- Be open and transparent
- Enable activities which will reduce both the Transition Network and individual initiatives' dependence on external funding, developing income streams through a variety of ventures and sharing best practice in terms of innovative ways for making initiatives self-supporting
- That sufficient opportunities exist for people at a range of scales to gather together to celebrate their achievements and to share their successes and failures
- That decision making at all levels is representative of the broader network

7. Issue of the 'Transition Trademark'.

Concern has been expressed in some quarters about the fact that Transition Network has asserted the intellectual property on the terms 'Transition Network' and 'Transition Initiatives', in relation to *“educational, informational, training and advisory services; arranging of courses, conferences, seminars and workshops; facilitating energy descent planning and implementation”*. The need to seek this emerged from a situation where someone began buying domain names for an intended national Transition hub, yet who we didn't feel shared common perspectives on the best interests of the movement. As interest in the concept grows, and as the temptation for Councils, businesses and so on to apply the 'Transition' prefix to decidedly unTransitional activities, it is important to ensure that there is some kind of redress. The trademarking of the term 'Transition' is a step to protect the integrity of the work being undertaken by groups across the land, and to ensure their work isn't hijacked.

8. The Role of Transition Network Ltd.

“An important characteristic of living systems is that their autopoietic organisation includes the creation of a boundary that specifies the domain of the network’s operations and defines the system as a unit”.

Fritjof Capra “The Web of Life”

An issue that has never been explicitly stated is the scale on which Transition Network Ltd. works. Some have asked, is it UK focused or world focused? Initially, its focus was on the UK, but as the network has grown, it is increasingly being asked to support and inspire emerging initiatives around the world. With the emergence of Transition Support Scotland, Transition Ireland Network and a possible Welsh Network, some have assumed that Transition Network Ltd. is becoming, in effect, Transition England. However, it is clear to us that if and when English Transition initiatives feel the need for their own Network, it will emerge as a separate entity. The scale of Transition Network is global, based on the principles outlined above.

It is proposed here that Transition Network Ltd’s role will evolve towards enabling networking rather than being a central ‘node’ for networking, continuing to deepen and broaden the training aspects of its work, and, in time, to focus more on inspiring, supporting and encouraging.

To restate, the current Roles of Transition Network Ltd. are to;

Inspire • Encourage • Support • Enable Networking • Train

We therefore see the work of Transition Network Ltd for the next 3 years, and the most effective ways of carrying out the roles outlined above, as being to focus on the following (with a recognition that this will by necessity evolve on a regular basis);

- Continuing to develop and deepen Transition Training, and (depending on funding) running fully or partly subsidised Transition Training workshops (the full menu of trainings that have been developed) across the country so as to increase the number of people on the ground familiar with the processes and tools underpinning the work (as well as seeking the additional funding to make this possible)
- Continuing to co-ordinate and develop materials to assist those on the ground doing this work, i.e. collections of films with the necessary clearance for Transition groups to show them, tools to facilitate EDAPs, up-to-date powerpoints and others as requested from the network as well as a forum for people to post resources, be it links, papers or their own powerpoints, which they think others will find useful
- To harvest, communicate and celebrate good practice/achievements across the network by;

- Producing 'The Transition Movie', a film about the Transition concept
- Supporting the emergence of a quarterly publication, 'Transition Times', which would begin online but which could evolve into a regular magazine. This would be complemented by a blog on the new website where individual initiatives are invited to post their successes and failures, events and news
 - Support the production of a series of books on different aspects of Transition, i.e. food, energy and so on...
 - Host the collaborative rewrite of 'The Transition Handbook' using a wiki approach, with the original book serving as the basis for a gathering of tools, stories, experience and insight from across the Transition
 - The new web platform will be designed with this as a central aspiration
- Producing clearer 'maps' of how Transition Initiatives might evolve over time, how to assemble the 12 Steps and how a variety of Initiatives have designed different ways through them, drawn from the experience of various initiatives
- Setting up a registry of Transition speakers. This would include all those who have successfully completed the Talk Training, and who have been mentored and observed giving a talk. The registry would indicate the speakers for each region of the country, and could also feature an Ebay-style opportunity for people to rate their speaker (might be a bit too scary though for those new to it... perhaps for your first 3 talks the feedback is confidential?)
- To support and enable action research and evaluation at a national/international level – partnering with universities where appropriate..
- Moving the database of those involved in Transition initiatives from a central database to a GoogleMap and a self-organising database, in order to better facilitate networking and the forming of local and regional fora and networks (already underway)
- Organising bi-annual national Convergences alternating with regional Transition Convergences
- Supporting new emerging areas of Transition by designing specific events, i.e. Transition in Cities conference (November '08)
- To be thinking strategically about the emerging context and continually revising transition in relation to this

In essence, Transition Network's role would continue to be that of a catalyst for the Transition model (for a graphic representation of this see Section 3 above). Although its exact role will be shaped through consultation with the wider network, some of the elements it might include can be found in the table in Appendix 4.

9. The Board of Transition Network

At present the Board of Transition Network Ltd is composed as follows:

Peter Lipman (Chair) works on the Liveable Neighbourhoods and Low Carbon Travel programmes at sustainable transport charity Sustrans and is chair of trustees of the Centre for Sustainable Energy, www.cse.org.uk. He has been involved with the steering group of Transition Bristol since it got going and is very interested (frustrated at times) by the different challenges of the transition process in a city environment. He looks far better in shorts than any of the other Trustees.



Brian Goodwin teaches Holistic Science at Schumacher College. Trained as a biologist and a mathematician, he had an academic career that included appointments at Sussex and the Open University, where he was Professor of Biology. His educational vision gradually broadened to include issues of planetary health and the role of humans as participants in shaping a new global culture of participation based on local communities.

Ben Brangwyn had put his ecological aspirations on the back-burner, spending many years quite successfully infiltrating the world of business and hi-tech, with occasional forays into charity work. Like many before him, the strain of disconnecting from a long-lost inner Gaian core was taking a heavy toll, especially with peak oil and climate change looming fast. However, finding out how to be part of the solution wasn't proving to be easy. And just when it was all looking a little tragic, an encounter with Stephan Harding of Schumacher College re-energised the eco-warrior.



At that point, realising he could no longer be part of the problem, he backed irrevocably away from his bizarre day job of manipulating pixellated abstractions while feigning enthusiasm and started planting acorns with a vengeance. Once he ran out of acorns, a synchronous confluence of disparate elements - a long-term fixation on relocation, a limerick, Rob Hopkins and a "Life Beyond Oil" course at Schumacher - helped put his energies where they might do some good. And ever since, he's been putting all his energies into helping nurture the accelerating emergence of a network of communities that aspire to implement the fast developing transition model. He leapt unhesitatingly into the fastest moving part of the transition's white water and it's been a wild ride ever since.



Pamela Gray is a well respected scientist and award-winning entrepreneur who has enjoyed a long and varied career working in the US and UK. For the past 5 years she has focused exclusively on factors affecting human health, paying particular attention to those that relate to our use of fossil fuels. Pamela is a strong advocate of localized medical systems and of the need to integrate conventional medicine with the best of alternative and complementary techniques. She is deeply concerned about the implications that peak oil and climate change have for the future design and management of our health and medical systems and is in the process of producing a book on the subject. pamela.gray@transition-health.com.



William Lana is co-founder and owner of Greenfibres an organic textile company started in 1996. He is Chairman of the Soil Association's Organic Textile Standards Committee and of the Ethical and Environmental Marketing Group. He is also a trustee of a number of charities including the Environmental Justice Foundation, Transition Network, and the Naturesave Trust as well as an elected member of the Organic Trade Group. In a previous life William worked in the City and on Wall Street in the 80's, and in Brussels in the 90's for the External Relations Directorate of EU Commission. He has 2 kids Megan (12) and Max (10), and lives in Totnes.



Julie Richardson has over 20 years' international experience working across a range of sectors and organisations covering different aspects of sustainable development. She has worked as a senior environmental policy advisor to the Prime Minister's Strategy Unit and as Principal Sustainability Officer for Jonathon Porritt's Forum for the Future. In 2005, she was awarded an MSc in Holistic Science at Schumacher College and since then has undertaken a range of projects to show how new thinking in science can be applied to sustainable development. In May 2006 she was appointed Director of the Landscape Project for the Dartington Hall Estate. The Landscape is a pioneering initiative to attract sustainable land based ventures to the estate with the aim of strengthening the local economy. She recently co-authored *The Triple Bottom Line: Does It All Add Up?*

Rob Hopkins is co-founder of the Transition Network. He spent many years teaching permaculture and cob building, mostly when living in Ireland. Now based in Totnes, he is a member of Transition Town Totnes, works part time for Transition Network, publishes www.transitionculture.org, is author of the just published 'Transition Handbook' and generally spends far too much time thinking about Transition stuff. He is also a Trustee of the Soil Association, is a family man with 4 sons, and is deeply in love with the raised beds he just finished building.



The Future:

It has been noted in some of the feedback on the initial draft of this document that the board of Transition Network Ltd. is primarily made up of initiators, and that therefore perhaps the current board is more interested in retaining the initiating function of Transition work, as opposed to communication and structure. Although this is a debatable point (and this document itself represents a strong step forward with regards to structure) it is perhaps accurate to suggest that the predominance of men (5:2) and the fact that it was formed via. self-selection by people with strong initiating energy has led to this being where the bulk of the skills lie.

It is proposed here that over the next 12 months, the Board of Transition Network Ltd expand to include 4 more people, who are representative of the broader Network, and who bring skills and insights which are presently lacking from the Board. Then, as is set out in the draft Constitution (see Appendix 3), half of the Board will stand for re-election each year, and candidates will be invited from the wider Network. In time, the Board of Trustees will come to be increasingly reflective of the breadth and depth of the Transition movement.

8. A Snapshot of the Transition Movement in 2011.

In order to give some kind of shape to the ideas and changes proposed above, we felt it would be useful to give a sense of how the Transition movement could look in three years time. We are basing this section on the assumption that the growth in Transition Initiatives continues at its present rate. This means that there will now be more than 10 national hubs, many hundreds of Local Transition Initiatives, and regional Transition Hubs in most regions of the UK, and in many areas of other nations.

By now the Networking aspects of Transition are largely self-organised. At the national levels, this is facilitated via a purpose built web platform, regional convergences, video conferencing and a regular publication. Now established are Transition Support Scotland, Transition Ireland Network, Transition Support Wales and Transition England, which offer project support, inspiring and encouraging new Local Transition Initiatives, and which act as an ambassador at the relevant government and organisational levels. This model is replicated across the world by national Transition hubs.

Within those, regional hubs act as a first point of contact for those in that area, offering support and mentoring, and connections with individuals and groups in the area already involved. In most cases, these regional hubs have emerged from a strong network of local initiatives who have decided that such a Hub would aid their work. The actual structures for how each of these groups organise themselves will emerge from the groups themselves. We are now seeing Government funding in place for 8 of these regional hubs, as a pilot to see how effective they can be in supporting, encouraging, enabling networking and training the local initiatives. Some other regions have decided that the regional hub model is not appropriate to them, and are working on other models.

In this context, the role of administering the process of becoming formal Transition initiatives and offering support with that process is now carried out at the level of the regional hubs, whose feedback on how they are working, how they are being interpreted and any useful changes required now helps to shape revisions of the principles on a regular basis, which is done by representatives of those hubs. Transition Initiatives in large urban areas have been devising and are now implementing an adapted version of the Transition model. This has been developed over the last 3 years via regular Transition cities gatherings, an online forum and trial and error, learning from the successes and failures of early adopters such as Bristol, Nottingham and Brighton. There is now an annual Transition cities convergence, where best practice is shared. The first urban EDAP has just been published, with several others close behind.

Many Local Transition Initiatives have now begun work on their EDAPs, using the methodologies developed in Totnes, often with support and encouragement from their local authorities. Some of the early adopters, Local Transition Initiatives which finished their EDAPs over a year ago,

have now begun to reconceive themselves as relocalisation agencies, dedicated to implementing the plan, alongside continuing the other work and projects they have already begun. For many if these, the process of developing their EDAP led to their forming a Bioregional Transition Hub, creating relationships which greatly assist the process of effectively implementing the EDAP. The National Transition Hubs are now managed and governed by representatives of the local initiatives, and are well underway with devolving their tasks to the more local levels of the network itself (as set out above).

What we have discussed above focuses on the concept of Transition community, which by now has become well established, given that it was the model that was initiated first (as defined in the Transition Primer). However, by 2011, a number of other Transition processes have also been initiated and are developing fast. The first was Transition Business, which consists firstly of a network of businesses who are working to implement Transition principles, and secondly of a trading arm of Transition Network which runs consultancy and training for businesses. This has grown rapidly, and has also engaged a number of researchers and thinkers who have been exploring how the concept of resilience can be applied to business. One of the offshoots of Transition Business has been an annual event on the theme of Transition Ideas, which celebrates the most creative ideas, innovations and developments in the fields of business and technology.

Another earlier development was Transition Local Government. In late 2008, a forum was created for people working within local government to explore how they might most successfully support their local Transition initiatives, and also how they might start to make cutting carbon and building resilience the twin drivers underpinning the work of the authority. This has led to the development, in association with the Post Carbon Institute, of some training and accompanying materials aimed at local authorities. Increasingly, Local Transition Initiatives in areas where their Council has engaged with this, are finding that their dealings with their local authority are becoming much smoother and more co-operative as a result.

Transition Network has also begun working with the Learning and Skills Council, as well as with a number of organisations such as Garden Organic, and a range of other training institutions, to develop the concept of Transition Skills. Alongside this, the concept of Transition Universities has developed significantly over the last 3 years. This now has three strands, Universities that are themselves *in* Transition, that is, applying the principles to how they function as institutions, Universities *of* Transition, that is those that are running courses in Transition, covering both the theory and the practice, introducing a much-needed practical element into University-level education, and lastly there is the area of research, where Universities are producing the high quality research needed to deepen and strengthen the Transition model.

The relevant national Transition organisations have formed working relationships with their national governments. Elizabeth Kubler-Ross has identified the five psychological stages of grief that typically are passed through by people when informed that they have a terminal illness, denial, anger, bargaining, depression and acceptance. In relation to the inevitability of energy descent, the public debate has increasingly moved away from potential disaster scenarios to acceptance, an embracing of the potential of rebuilding local economies and resilience. Transition concepts of building a positive future are increasingly common in everyday conversation, TV and other media. The shift away from business as usual, or

shocked / doomsday responses to the need to downsize and relocalise is well underway. This has generated new energy at all levels resulting in more participation, financial and practical support.

By this stage, Transition Network's funding comes 50% from a diverse base of funding organisations, and 50% from a combination of selling services and expertise, publications, consultancy and subscriptions, with the emphasis over time moving towards increasing financial self-reliance. This model is also being striven for by Local Transition Initiatives. This includes trainers who advise organisations such as the NHS, local governments and others.

9. Questions still to Answer

This document is produced and distributed in the spirit of inviting input and participation in shaping this next, and crucial, stage in the development of Transition Network Ltd. and of the Transition Network. We very much welcome your thoughts on the ideas discussed above, and suggestions for how it might be improved and made more robust. We appreciate the Transition Network is already a large and diverse community, and expect some broadly divergent responses. The questions we have not yet addressed, and around which input would be particularly appreciated include (suggested answers from the first round of consultation appear below);

- **How might we best enable decision-making across this network?**

(Sophy Banks) By establishing principles and letting people decide within these.

(Mike Grenville) I believe the TIs will determine their own structures as they evolve and that decision-making is best made within the TIs. The role of the TNCG is to advise, communicate information, inspire and encourage, and help to sort out any problems that arise within TIs if they ask for help. TNCG is responsible for the criteria for joining TN and for suggesting steps that help TIs to build and grow.

- **Should Transition Business, Transition Training, Transition Consultancy, Transition Local Government etc be stand-alone entities, independent of Transition Network Ltd but which tithe a percentage of their profits back to Transition Network Ltd, or should they be a part of the Transition Network?**

(Mike Grenville) The proposed Transition Business, Transition Training, Transition Consultancy, Transition Government and so on all have the potential for generating income for all parts of TN. My question is whether these should be separate “businesses” or whether they should be integrated within the TN as a whole, implemented through the TIs. The latter is my preference. I see the Transition Network Ltd. as having the responsibility of defining projects, whether these are consultancy, training or practical, and setting out how these can be carried out by people within the TIs. This is the only way I see of us achieving sufficient geographical coverage and depth. The big question then is how the revenue should be split between the people doing the work in the field and those in the TNCG who have initiated and defined the projects. Part of the revenue generated could be sent back to TNCG as a sort of royalty, though there are other ways of doing it.

(Sophy Banks) Why hold onto themes while you let go of all levels of scale? Themes themselves will need to be organised at different levels of scale, and the same principle of groups being autonomous at the most local level within defined relationships should apply. Thus Transition Training will increasingly be run and directed by the network training forum, within a set of operating principles and a relationship agreed with the network. Its future is likely to be local provision of training – some of this inevitably – locally organised and cohered. The Network's control is about belonging. If Transition training is no longer working in accordance with your objectives it ceases to be the training group for Transition.

There are certainly others too, and we welcome your thoughts, feedback and suggestions, but please add them to this Google document, rather than sending in individual comments, it will allow us to be much more strategic when editing the final version.

10. Suggested Timeline for the Suggestions Outlined Above.

Key		In Preparation		Delivered
------------	--	-----------------------	--	------------------

Activity	A08	S08	O08	N08	D08	J09	F09	M09	A09	M09	J09	J09	A09	S09	O09	N09	D09	J10	F10	M10	A10	M10	J10	J10	A10
Transition Talk Training rolled out nationally																									
Produce principles for Regional Hubs																									
Powerpoint resource available																									
Appoint Knowledge Management Person																									
Registry of Speakers launched																									
Transition Timeline published																									
Transition Business w'shops begin																									
Transition Local Government workshops begin																									
'Transition Guides to' published																									
National Convergence																									
Regional Convergences																									
New TN Website launched																									
Transition Handbook Wiki rewrite																									
Transition Times, quarterly publication, launched																									
The Transition Movie released																									
Regular on-line meetings begin to become possible between different interest groups																									

11. Proposals for Knowledge Management Person

Transition Network Ltd. already employs 3 people, one part-time and two full-time. Their job descriptions can be seen in Appendix 5. As part of this consultation, Mike Grenville suggested that in order to maximise the enabling networking and knowledge management functions, Transition Network Ltd would ideally employ the following;

- a person with direct responsibility for regular liaison with the TIs, enabling the various interest groups within TIs to communicate and swap best practices
- a knowledge manager to collect, analyse and make accessible to all TN members relevant knowledge accumulated from within and outside TN
- a web master to ensure that the web site is the best it can possibly be
- a marketing person able to produce exciting and up-to-date presentation materials and acquire others for use by the TN members, and to organize and coordinate events
- a partnership manager whose job it is to identify and liaise with other groups and areas of interest
- and an office administrator.

However, given that we have funding available for one post rather than five, what follows is an attempt to map out the remit for the Knowledge Management post. Our thinking at this stage is that the funding for this post might be used in two stages, firstly for someone to scope the possibilities, identifying the best way of achieving what is set out below, and secondly for someone to implement what they have come up with.

- Work with TN to create an infrastructure for knowledge management, networking and communication across a diverse and rapidly growing organisation.
- Bring together expertise from across the transition network that can help with the jobs of identifying IT needs, specifying and prioritising proposals, and implementing solutions in an effective and coherent way
- Create user groups or other forums where information about developments are communicated, and feedback about the information systems can be received
- Coordinate research into existing software that can provide useful functions for the transition movement and create ways to adopt or derive benefit from this

- developing ways of communicating that can make discussion between different levels possible. For example, if the facilitators of all the Local Transition Hubs decide it would be useful to meet every two months, given their geographical spread (Scotland, Cornwall, Wales etc.) this would be hugely time and carbon intensive. To develop some sort of easy to use form of online video conferencing would make this much more possible
- enable the easy upgrading from Wiki to whatever final platform is chosen, and the creation of a simple template that Local Transition Initiatives can easily adapt and work with
- developing a dynamic and engaging first point of contact which is accessible to those new to Transition, but which also meets the needs of those already involved
- create a forum for people to upload a good, up-to-date selection of slides, YouTube films, links and other useful resources allowing different subject-groups in Transition initiatives to speak to each other and share best practice, i.e. food groups, energy groups and so on.
- Perhaps having some Wiki elements allowing evolving documents to be collaboratively written

12. Conclusions

We have tried here to set out a future direction for both Transition Network and Transition Network Ltd, and how they might unfold over the next 3 years. This is intended to form the basis for a discussion on its proposals and to hopefully enable a productive discussion to take place. The Transition concept and the resultant movement has happened exceedingly quickly, as interest has grown virally. We are very concerned that the Transition movement doesn't go the way of many other social movements such as LETS which after a time fractured down into various splinters and factions.

We appreciate that while the momentum, viral growth and high degree of respect and credibility that the Transition movement has garnered within such a short period of time is both an amazing achievement, it also creates a high level of risk and a danger that a lack of coherence could lead to its unraveling as rapidly as it has grown. We have a once-off opportunity to get this right. Along with this has come a high degree of media interest which has, in turn, developed a high degree of expectation, many people now expect great things of the Transition movement.

We therefore take this task of designing a future structure very seriously, and we feel sure that you do too, and that the self-reinforcing and mutually supportive growth of the Transition movement is close to your heart. We very much welcome and value your thoughts on what we have set out above.

13. Appendices.

Contents

- Appendix 1. Memorandum of Understanding for National Transition Hubs
- Appendix 2: Criteria for Formal Local Transition Initiatives
- Appendix 3: Draft Transition Network Constitution
- Appendix 4. Dividing the Roles of Transition Network Ltd. Into Key Strategic Areas (by Sophy Banks)
- Appendix 5. Existing Job Descriptions for Transition Network Ltd.

Appendix 1. Memorandum of Understanding for National Transition Hubs

Date:

This Memorandum of Understanding (MoU) establishes a partnership between Transition Network and *partnering organisation* (the Parties).

I. MISSIONS

Transition Network's mission is to inspire, encourage, support, train and build networks for communities as they consider, adopt, and implement Transition Initiatives in light of the twin challenges of Peak Oil and Climate Change.

The Partnering organization is undertaking to act as a national hub for Transition groups, becoming the principle driver for the Transition concept for the country in question.

The parties enter into this Memorandum of Understanding to mutually achieve the following aims:

- The optimal support for the emergent Transition movement in *country*
- The strengthening and ongoing development, through the sharing of successes, failures and experience, of the overall Transition approach

- Ultimately, the taking over of the 5 core mission activities of the Transition Network at a national level, albeit with a continued mutually supportive relationship with Transition Network
- The best degree of support for the emergent national networks.

II. PURPOSE, OBJECTIVES AND SCOPE

The purpose of Transition Network and *partnering organisation* working together on the specifically aim is to:

- Act as a focal point for the emerging Transition movement in *[insert name of country]*
- To assist the Transition Network in its strategic goal of devolving responsibility, power and decision making down to the most local level, the partnering organization undertaking to act on behalf of the Transition Network in *[country]*
- Enable optimal communication, sharing of ideas, experience and practical models between Transition Initiatives of all sorts, whether local, regional or national

Transition Network is committed to using this relationship to help make its work more effective and to support and enable the continued spread of the Transition concept. For the partnering organization, the purpose of this relationship is that it will enable them to best reflect, support and enable the growth of the national Transition movement.

One of the key transition criteria is that transition organizations reflect local needs; Transition Network is committed to supporting partnering organizations which emerge from a demand from emerging initiatives for effective networking. This MoU sets out how best this can be brought about and supported for both parties.

III. COMMITMENTS, OBJECTIVES, OUTCOMES

Memorandum of Understanding

The objective of transferring the responsibilities for a national network from the Transition Network to the partnering organization takes place over 4 Stages, through which the partnering organization will move in sequence. The partnering organization progresses from one step to the next after mutual discussion and by agreement with Transition Network.

Stage 1. Initial evaluation Stage.

Transition Network will work with the partnering organization and local transition initiatives to ensure that the partnering organization is emerging from the broader national Transition 'field', rather than independently from it. During this stage the Network will assess the current stage of the partnering organization and what demand there is for it.

The partnering organization is asked to submit the experience and credentials of the key drivers of the partnering organization, as well as establishing the capabilities and intentions of those involved and to demonstrate how it is already liaising with groups interested in transition and how it intends to do so in the future. Also, from Stage One forward, the partnering organization undertakes to forward the minutes of its board meetings to Transition Network. Transition Network also reserves the right to request that a representative of the Network sit on the board of the partnering organization.

Stage 2. Exploratory Stage.

In Stage 2 the partnering organization takes on the roles of inspiring and encouraging, and begins to explore provision of the training dimension of Transition work, working with Transition Training to ensure that the facility for delivering Transition Training is developed. The partnering organization can run networking events and operate as Transition (*name of country*).

At this stage;

The partnering organization can call itself Transition (*name of country*) so long as it complies with all of the following conditions.

1. Each member of its Steering Group or local equivalent is actively involved in a Transition Initiative
2. It establishes itself as a charitable company, other not-for-profit organization or local equivalent
3. The organization is representative of and responsive to the broader grassroots Transition movement in the country and is able to demonstrate current action to enable this as well as future plans to continue to do so as the movement grows.
4. The partnering organisation's constitution incorporates, insofar as is locally possible, the terms set out in the template attached and further has been agreed with Transition Network
5. A monthly bulletin of progress, containing the number of full Transition Initiatives and 'mullers', the key partnerships formed, funding avenues explored and any other pertinent information, is provided to the Transition Network.

Stage 3. The Provisional Stage

In Stage 3, the partnering organization now takes on responsibility for role of delivering training as well, which includes;

- running training courses
- assessing the quality of the training provided
- maintaining the network of trainers and also training new trainers.

The partnering organization becomes the first point of contact for ‘mullers’, and works with the communities in question to ensure that they meet the criteria. However, at this stage, applications are still sent back to Transition Network for feedback and for comment, and the decision is still ultimately that of the Network.

Stage 4. Full

In Stage 4, the partnering organization is now responsible for all 5 roles, inspiring, encouraging, supporting, networking and training, although Transition Network still maintains the responsibility for providing these functions for and between the various national Transition bodies.

The organisations agree to the following tasks for this MoU:

Transition Network will:

- *Use its best endeavours to offer support to the partnering organization for each of the four stages*
- *Insofar as its finances, allow, create, maintain and develop the software platform to best enable efficient networking*
- *Continue to promote and evolve the Transition model through a variety of media, all of which will be made available to the partnering organization.*
- *Act as a point of dissemination for best practice from across the network*

Partnering organisation will:

- *Share its experience, progress (or lack thereof) in a format to be agreed in a monthly communication*
- *Simultaneously provide, again in a format to be agreed, a report to be made publicly available*
- *Not make any alterations to its constitution or scope of operations without the prior agreement of Transition Network*
- *Ensure that any software or web-based systems it implements are compatible with those of Transition Network*
- *Abide by the 4 stages as set out above*
- *Ensure clear and open communication with Transition Network*
- *Use its best endeavours to support the work of other formed and nascent national transition hubs*

III. RESPONSIBILITIES

Each party will appoint a person to serve as the official contact and coordinate the activities of each organisation in carrying out this MoU. The initial appointees of each organisation are:

For the Transition Network;

*Ben Brangwyn,
Transition Network,
43 Fore Street,
Totnes,
Devon
TQ9 6JQ.
Tel:*

For the Partnering organisation:

The Transition Network takes no responsibility for funding the partner organization. Each organisation committing to this MoU is responsible for its own expenses related to this MoU. While there may be opportunities for joint funding bids in the future, there is no financial arrangement attached to this document.

V. TERMS OF UNDERSTANDING

The term of this MoU is for a period of *one year*, from the effective date of this agreement and may be extended upon written mutual agreement. It shall be reviewed at least *once a year* to ensure that it is fulfilling its purpose and to make any necessary revisions. Either organisation may terminate this MoU upon thirty (30) days written notice without penalties or liabilities, but in that eventuality, the use of the term “Transition (name of country)” reverts to Transition Network, as does the partnering organizations contacts database.

While recognising the unique characteristics that have contributed to their respective successes, both Transition Network and *partnering organisation* will endeavour to accommodate each other’s working methods, and to dedicate adequate technical and management resources to ensure equity and efficiency in all areas of joint working.

VI. AUTHORISATION

The signing of this MoU is not a formal undertaking and is not legally binding. It implies that the signatories will strive to reach, to the best of their ability, the objectives stated in the MoU. On behalf of the organisation I represent, I wish to sign this MoU and contribute to its further development.

Transition Network:
Name
Title
Organisation

Date

Partnering Organisation:
Name
Title
Organisation

Date

Appendix 2: Criteria for Formal Local Transition Initiatives

These criteria are developing all the time, and certainly aren't written in stone.

1. an understanding of Peak Oil and Climate Change as twin drivers (to be written into your group's constitution or governing documents)
2. a group of 4-5 people willing to step into leadership roles (not just the boundless enthusiasm of a single person)
3. at least two people from the core team willing to attend an initial two day training course. Initially these will be in Totnes and over time we'll roll them out to other areas as well, including internationally. Transition Training is just UK based right now, but that's going to have to change – we're working on it.
4. a potentially strong connection to the local council
5. an initial understanding of the 12 steps (see below)
6. a commitment to ask for help when needed
7. a commitment to regularly update your Transition Initiative web presence - either the wiki (collaborative workspace on the web that we'll make available to you), or your own website
8. a commitment to write up something on the Transition Towns blog once every couple of months (the world will be watching...)
9. a commitment, once you're into the Transition, for your group to give at least two presentations to other communities (in the vicinity) that are considering embarking on this journey – a sort of “here's what we did” or “here's how it was for us” talk
10. a commitment to network with other communities in Transition
11. minimal conflicts of interests in the core team
12. a commitment to work with the Transition Network re grant applications for funding from national grant giving bodies. Your own local trusts are yours to deal with as appropriate.
13. a commitment to strive for inclusivity across your entire initiative
14. a recognition that although your entire county or district may need to go through transition, the first place for you to start is in your local community. It may be that eventually the number of transitioning communities in your area warrant some central group to help provide local support, but this will emerge over time, rather than be imposed. This point is in response to the several instances of people rushing off to transition their entire county/region rather than their local community. In exceptional situations where a coordinating hub or initiating hub needs to be set up (currently Bristol, Forest of Dean, Brighton&Hove) that hub is responsible for making sure these criteria are applied to all the initiatives that start within their area. Further responsibilities for ongoing support and possibly training are emerging as we see this role develop. Further criteria apply to initiating/coordinating hubs – these can be discussed person to person

15. ...and finally, we recommend that at least one person on the core team should have attended a permaculture design course... it really does seem to make a difference.

Appendix 3: Draft Transition Network Constitution

Version: 03

Status: Draft

Date: 23-Apr-08

NOTE: this document is updated frequently. Your version may be out of date. Email benbrangwyn@transitionnetwork.org for the latest version.

Change history

Version	Date	Updates
01	11-Sep-07	• initial version
02	9-Jan-08	• changes based on Peter Lipman review
03	23-Apr-08	• added points about inclusivity and the UN Declaration of Human Rights

"The significant problems we have cannot be solved at the same level of thinking with which we created them." – *Albert Einstein*

"We have to find a way to live in this planet-time without closing our eyes to what we're doing." – *Joanna Macy*

"Whenever I see an adult on a bicycle, I no longer despair for the future of the human race." – *H.G. Wells*

OBJECTS

To raise awareness of the issues associated with climate change and the peaking of global oil supplies, encouraging communities to loosely adopt the Transition Model in order to unleash the collective genius of the local community to answer the following question:

"For all those aspects of life that this community needs to sustain itself and thrive, how do we:

- dramatically reduce carbon emissions (in response to climate change)
- significantly increase resilience (in response to peak oil)?"

To inspire communities to consider the Transition Model through talks, dvd, books, blogs, internet, PR, radio, tv, films.

To encourage communities to adopt and adapt the Transition Model as their response to climate change and peak oil by providing advice and guidance.

To support Transition Initiatives by:

connecting communities with each other and sharing ideas, best practice, tools and techniques

connecting communities with experts in given fields while encouraging them to develop local knowledge and skills

organising regular conferences

providing templates and models for key documents and materials

assisting in setting up transition initiatives and organising structures

enabling regional & if appropriate, local hubs, to replicate the Transition Network efforts on a decentralised local scale

To train communities and individuals in all aspects of the transition concept.

To expand the training capability through the development of a transition training certification scheme.

To build a network of communities to enable sharing, cooperation, cross-fertilisation of ideas and best practice to accelerate and consolidate the adoption of the Transition Model in the UK and beyond.

Work with communities towards to help them to produce their own local Energy Descent Action Plan and relocalisation projects.

To engage with other organisations, including statutory, voluntary, and business, where appropriate, in pursuit of its aims and objectives.

CORE VALUES AND PRINCIPLES

Transition Network commits to operating with the following core values and principles:

Inclusivity: we support the UN Declaration of Human Rights (General Assembly resolution 217 A (III) of 10 December 1948)

Core value2: the next point

MEMBERSHIP

Membership of the Transition Network shall be of two kinds:

officially designated Transition Initiatives (including Initiating Hubs) shall be eligible to appoint one individual to represent it and vote on its behalf at the Transition Network AGM. The members shall be subscribers to this constitution.

in the longer term, we intend to create a non-voting membership of individuals that shall be open, irrespective of political party, nationality, religion, race, age, gender or colour.

A member shall cease to be a member if she/he:

resigns; or

is requested to resign by three-quarters of members voting to this effect; or

is expelled; or

dies.

Any members expelled shall have the opportunity to defend themselves at an Extraordinary General Meeting where they shall have the fullest opportunity to answer any allegations made against them.

ELECTED OFFICERS AND COMMITTEES

The members at a general meeting may appoint roles to members to perform duties and may delegate powers as necessary.

If general meeting chooses it may appoint a committee (or committees, sub committees, sub groups, working groups and research groups) to operate within parameters set by general meeting and with powers delegated from general meeting.

Committees may appoint roles to members and/or form sub committees, sub groups, working groups and research groups to perform duties and may delegate powers as necessary.

The Committee will report its past activities to the annual general meeting. It will also prepare plans for the forthcoming quarter to be approved by the quarterly general meeting.

The Committee will be composed of all officers elected by general meeting together with all members elected by general meeting to serve as Committee members.

The Committee may co-opt members to be committee members so long as these co-opted individuals make up no more than 25% of the Committee.

The Committee may co-opt non-members to be committee members so long as these co-opted individuals make up no more than 15% OR 2 individuals, whichever is larger, of the Committee.

The treasurer shall be responsible for keeping a true record of accounts as stated in rule 36.

The secretary shall be responsible for:

- giving proper notice of all general meetings.

- receiving items for inclusion on the agenda of general meetings up to three days before said meeting.

- keeping proper records as stated in rules 0 and 0.

MEETINGS

The management of Transition Network is subject to regular review by the trustees at regular management meetings, typically monthly.

35% of members can call a general meeting.

Each member shall have one vote.

Trustees will be elected using a staggered voting pattern with 25% of trustees standing for reelection in alternate years.

All members will receive a minimum of 21 days' notice of location and date of AGMs.

The general meeting may appoint roles to members and/or elect a committee to perform duties and may delegate powers as necessary.

VOTING

Votes can be in person or by mail/email.

All decisions at general meetings shall be made by consensus following the fullest discussion in which all members are entitled to speak freely. Consensus is taken to mean a situation where those not in agreement agree not to maintain an objection. In the event of consensus not being reached the matter shall be decided by a 75% majority of votes. No vote shall be taken before abstainers and objectors have been given the opportunity to put their point of view.

A quorum for general meetings shall be 12 or 5% of the meeting of the members, whichever is greater.

POWERS

In furtherance of the above Objects, and not otherwise, the Transition Network may:

- Coordinate the collection and dissemination of information about the Transition Model and Transition Initiatives among interested persons and voluntary as well as statutory bodies.

- Promote, manage and arrange courses, lectures, seminars, conferences, films, broadcasts and publications on the theory and practice of the Transition Model.

- Take and accept any gifts of property, whether subject to any special status or not.

- Undertake and execute any charitable trusts which may lawfully be undertaken by or on behalf of the Transition Network.

- Provide such accommodation, services and facilities as shall be necessary.

- Print and publish or arrange to have published whether gratuitously or for sale, reports, periodicals, leaflets and other literature.

- Establish and support any charitable institution or body and subscribe or guarantee money for charitable purposes.

- Issue appeals, hold public meetings, lectures and exhibitions, and take all such other steps as may be necessary for the purpose of promoting and publicising the objects of the Transition Network and procuring contributions to its funds in the form of donations, subscriptions, covenants and otherwise; provided that the Transition Network shall not undertake any permanent trading activities concerned solely with the raising of funds for its primary object.

- Co-operate and co-ordinate with representatives of the statutory authorities and voluntary organisations and other charities in the achievement of the said Objects or any of them.

Employ and remunerate staff and servants by pensions and similar benefits as would be required by good employers.

Undertake trading and providing services as long as these activities are not in conflict with charity aims and status. In the event of the trading/services part of the operation expanding significantly, Transition Network may set up trading subsidiaries.

Do all such other things as shall further the said Objects, or any of them.

The Transition Network shall have the power to affiliate to other organisations with similar charitable objects.

RECORDS

Transition Network shall keep a register of members stating date of joining, date of leaving, responsibilities allocated.

ACCOUNTS

Transition Network shall keep a record of the sum and nature of expenditure and receipts of monies, all sales and purchases of goods and all its assets and liabilities.

BORROWING

Transition Network can borrow but investment cannot carry control or votes in any way.

NOT FOR PROFIT

Transition Network shall not trade for profit. Any surplus shall be applied as follows in such proportion and in such manner as the general meeting shall decide from time to time:

to a general reserve for the continuation and development of Transition Network.

to payment in good faith to any member in return for services rendered, of reasonable wages, bonuses and repayments of expenses, interest on money lent or reasonable rent on premises let to Transition Network.

ALTERATION TO THE CONSTITUTION

Any proposal to alter this constitution must be delivered in writing to the Chief Executive of the Transition Network not less than 28 days before the date of the meeting at which it is first to be considered.

An alteration will require the approval of both:

a simple majority vote of the trustees present and voting at a management meeting and

a two-thirds majority of individual members present and voting at an Annual General Meeting or an Extraordinary General Meeting.

An Extraordinary General Meeting may be called at any time by the Chair of Trustees or the Chief Executive of the Transition Network at their discretion and they shall do so within 21 days of receiving a written request so to do signed by not less than 5% of individual members/representatives and giving reasons for the request. Notice of such meeting must be given to the general membership in accordance with normal procedure but not fewer than 21 days prior to the meeting in question and giving the wording of the proposed alteration.

No alteration shall be made to the Dissolution clause, or this clause, without the consent of the Charity Commissioners for England and Wales and no amendment or deletion may be made, the effect of which would be to cause the Association to cease to be a Charity in Law.

DISSOLUTION

If Transition Network is wound up or dissolved and after all its assets have been satisfied there remains any property it shall not be paid or distributed among the members of Transition Network but shall be given or transferred to some other not for profit organisation chosen by the members and having objects similar the Objects which prohibits the distribution of its income and property to an extent at least as great as imposed by this clause.

AGREEMENT

WE THE UNDERSIGNED SUBSCRIBE TO THIS CONSTITUTION.

SIGNATURE	PRINTED NAME	DATE



Appendix 4. Dividing the Roles of Transition Network Ltd. Into Key Strategic Areas (by Sophy Banks)

Item	Key strategic area
Building the profile of Transition	Communication
Collating best practice from across the Transition Network and publishing 'Transition Guides to', looking at food, energy, education and so on ("A Transition Guide to Food" is currently in production)	Communication / support
Producing regular on-line newsletters (something that will also happen at the various other levels too)	Communication
Acting as a first point of contact for transition	Communication
Managing and sustaining the web platform of the movement	Communication
To develop and collate media resources for Transition groups (ie. DVD collections of good films, presentations, up-to-date information and so on)	Communication / support
Continuing to develop Transition as a 'brand', being a word and a concept that has meaning and respect	Identity
Continuing to evolve, adapt and update the Transition model	Identity / brand Also something about bringing coherence across the network and in the context of our changing environment
Commissioning research of use and relevance to the emerging network, such as the Transition Timeline project currently underway	Initiating, strategy and communication
To enable the development of a consultancy service	initiating and then define a relationship
Continuing to deepen, broaden and promote Transition Training	Initiating and then define a relationship
Developing 'The Transition Movie' (in production)	Initiatives – create a project group for this and devolve it
Exploring the application of the Transition model to different spheres of life: developing the models, training materials, certified trainers and follow up services for the concepts of Transition Business, Transition Local Government and Transition Universities (the three most pressing ones where energy is already building), as well as Transition Education, Transition Health and Medicine and so on	I think that groups will arise from the distributed network to do this, and if initiated centrally they should look to becoming network wide and self directing, ie. Not directed or controlled from the centre. Transition universities should become its own project. Similarly transition business and all other initiatives.

Providing support and troubleshooting for projects A final arbitrator / appeal panel / council for transition conflict	Support
Overseeing the evolution of the structure and functioning of the network	Structure
Overseeing strategic development of the transition model and its application	Strategy

Appendix 5. Existing Job Descriptions for Transition Network Ltd.

Catalyst and outreach manager. Rob Hopkins

Key responsibilities	• ensure the Transition Network remains innovative and ground breaking • represent the Transition Network at events and functions and with the media • facilitate the development of an organisational structure for the wider transition movement • support fundraising bids and meetings • take overall responsibility for developing the tools provided to Transition Initiatives, such as manuals, templates and techniques • liaise with the Advisory Group • manage strategic relationships • develop a strategic plan for Transition Network and accompanying work programmes • co-ordinate the promotion of the transition concept through various media • liaise with the training team to refine existing and to devise new trainings based on feedback from the field • support Network platforms, communications and support where required
----------------------	---

Network platforms, communications and support. Ben Brangwyn

Key responsibilities	• implement a structure, incorporating partners, to inspire, encourage and support communities as they consider, adopt and adapt the Transition Model • establish, promote and maintain the Transition Network online platform, covering: online presence for Transition Initiatives, contact database, community networking, knowledge sharing; including liaising with other community networks to share information, platforms and tools • assist Catalyst and outreach manager in developing tools and techniques that accelerate the success of Transition Initiatives • present to communities at key phases in their Transition Initiative • gather feedback from the field on performance of the various tools, techniques, training delivered to the transitioning
----------------------	---

	communities • manage the website • write and send out regular newsletters/bulletins to the National Network • manage and equip the Transition Network "ambassadors" with suitable materials to communicate to other communities • establish Transition Network's brand identity • take primary responsibility for the co-ordination of the work of the Office Manager • organise national events and assist in the coordination of local conferences • support the administration of Transition Training • take primary responsibility for the co-ordination of the work of the Transition Platform manager • support Catalyst and outreach manager where required • take primary responsibility for keeping accounting records and maintaining payroll and other statutory duties including Health and Safety
--	--

Plus **Office Manager**, which pretty much does what it says on the tin...