

Fellowship Council 20 March 2018 Prince Phillip Room 12pm-4.30pm

Convenor: Rod Hyde (Chair)

In attendance: Vikki Heywood (part of time), Oliver Reichardt, Charlotte Eisenhart, Amy Butterworth, Stuart McLeod, Charlotte Holloway, Abigail Campbell, Jessica McMorrow, Eleanor Toner (minutes)

Fellowship Councillors in attendance

Dr Keiran McGeown	Caroline Clarke
Suzanne Lyle	Clem Henricson
Leonie Ramondt	Peter Clitheroe
Tanya Hine	Pauline Moger
Bhavani Esapathi	Lucy Griffiths
Judy Rees	Alex Bell
Chris Luffingham	Ian Coleman
Alan Bec	Eric Woodcock
Michelle Preston	Steve Trevillion
Maurizio Fantato	Lorna Prescott

Apologies:

Neil McLennan,	Amy Pryor
Sharon Jandu	Phil Burton
Hasmita Chavda	

Trustee update

Vikki fed back on her sixth and last trustee away day.

The area restructure of the Fellowship Council has been successful as well as the focus on social impact as a key message for the organisation. How we measure our impact across the organisation is something to be improved on. The RSA is taking on bigger, better projects and our reach across social media continues to grow. We need to implement good design in every project we undertake and start to think of ourselves and talk about ourselves as a global society.

The following aims were decided on during the away day:

1. Developing effective partners in change. We will continue to develop effective partnerships to improve the work of the RSA, the number of successful bids and complexity of projects we undertake, and the organisation's global standing.

2. Developing a strong portfolio of work that is distinctive to each change aim – we still have a way to go in explaining internally and externally why the change aims are important to us.
3. Demonstrating that Fellowship engagement is impactful and sustainable. This will help us exemplify the organisation as a convenor, establishing Fellow involvement in ARC projects as worthwhile. Demonstrating the impact of Fellow-led projects we support will also help us retain Fellows.
4. Raising the profile of the RSA by delivering key messages around social impact including our role as a convener of change.

What we do is incredibly hard to measure but it is also an important part of how we move forward as an organisation.

There was some discussion around digital engagement. The Fellow's Forum has been up and running for some time. Zoom is working very well. The RSA website is a wonderful tool for broadcasting the work of the RSA to the world but it is not much good for membership in terms of letting Fellows know about events, building connections between Fellows, and so on. This is something to improve going forward.

There has been a check on policies and behaviours, especially in light of other organisations and charities in the public eye recently. Processes and procedures for staff and trustees are being reviewed, as well as a look at the behaviour of Fellows. This has been a point of discussion for some time and a code of conduct would have application across the Fellowship as well as on a local level. If you feel someone has behaved inappropriately whether that is face-to-face or online please do report this.

Fellowship update

There have been 800 new Fellows in the last year (net) and we will exceed 30,000 Fellows next year. In terms of project engagement, our work with regional banks is going especially well. Our London bank, Greater London Mutual, is on track and half the total funds (£20m) needed to move the project forward have been pledged subject to Due Diligence. To date, a lot of administrative hurdles have been overcome and we've seen a lot of Fellow support. Thematic networks have been a big success and have massively taken off. Given their size now there will be some work to formalise the networks but it's all going well so far.

Coffeehouse update

£240k has been raised in small donations through the Fellowship, with over 800 Fellows donating. The campaign was based around values modes with the majority of Fellows falling into the 'pioneers' category. Insights from this framework were used to shape coffeehouse communications, and going forward we will use this framework to better engage Fellows. The development is due for completion in August. We are thinking about how to market the space and a new member of staff will be taken on to engage Fellows through the development and launch. As this is a multi-million pound project that requires a lot of Oli's time some temporary changes have been made to management. Sam, the head of Fellowship services, and Adam, the head of development, will be acting as deputy directors for the next six months.

The coffeehouse on the ground floor has been really popular. Post-development we are thinking that the seating in the public areas on the ground level will remain more coffeehouse-like, set up with tables and chairs. If the areas are well used a coffee station may be positioned there later on.

The House will still be closed on weekends, for now. If we can show that it would be financially viable to have the House open seven days a week we absolutely would but for now the focus is completing the development and getting it up and running.

The house is currently open until 8pm. We would like to open later and our licencing is up for review, but the solicitors have recommended that we make changes in increments. Licencing needs to be changed for the coffeehouse in the first instance. We plan to extend our opening hours until 9pm and we will look at extending opening times later down the line.

Task and Finish Group

In 2015/16 a governance review was requested by the trustee board which set changes into motion that the Fellowship Council is now living. The number of councillors was reduced from 40 to 27, the regional chairs role was removed and there was a move from regions to bigger areas. The Council was refocused around the idea of networks and councillors working with area managers on the oversight and strategy of their area. A task and finish group to review these changes was set up to look at their priorities and purpose - supporting and spreading high impact projects, and supporting Fellows.

Chris, Lorna, and Rod sat on the T&F group and produced a report that was circulated before the meeting.

Chris gave the Council the background to the changes. The society previously was based on old models of hierarchy and it was only ten years ago that there was a meaningful attempt to engage. With advances and better access to technology, the quality of engagement has improved dramatically. While there was once a need to focus on governance, now the group feels there should be a focus on developing activity. The voice of Fellows is heard more clearly now than it ever has been before. Enthusing and developing positive impact in Fellows should be driving motivation of the Fellowship Council.

The following points were made during the following discussion:

- The voice of the Fellowship is said to be important. An interpretation of the paper would be that the Fellowship Council has less say over the working of the RSA. Clarity of expression is needed as it seems like the two phrases are at odds.
- With the changes, the name councillor could be problematic. On the other hand the council will still be a representative body and an informal source of information and clarity.
- The learning aspect of the job. Many councillors end up as trustees and FC tenure gives you a good idea of the workings of the charity. This mechanism shouldn't be underestimated.
- This paper was shown to the trustees at the last meeting. They came back with comments about Global. There are good reasons why we haven't tackled global as we were only fellowship councillors present and didn't have connectors around the world involved. Where global fits in to this body will be the task of any future reviews.
- Staggering of elections for roles such as Chair, Deputy Chair, etc seems sensible.
- The appointment rather than election of some Councillors was questioned and after some discussion was accepted.
- Asking the Thematic Councillors to support the emerging thematic networks was a good move.
- A sense check on the tone of the paper would be useful if it's distributed more widely.

Areas/ Nations/ Themes

Local area team update

A full time SE area manager has been appointed and is due to start the Monday following this Fellowship Council meeting. The team are looking at how to disperse management of the networks which has largely fallen on the London area manager, and how tech can be better used within networks. Stuart would like to see all thematic networks commit to some online activity. It would be helpful to convene a small group of Fellowship councillors around this topic to feed into how to take the networks forward given that resourcing is an issue for the local area team and the workload from the networks is, at times, unmanageable.

Change Stories

The objectives of the change stories are threefold: to celebrate Fellow work internally and externally and to amplify the voice of the Fellowship, to support existing Fellows, and to connect current Fellows and the projects they're working on. A clearer picture of what we do and what we support will help in the recruitment of Fellows. Ten stories are currently sitting in the 'library'. We have a film maker on board who will document three of the stories and an animation is potentially on the way. There will be micro versions of all the stories on the website. A designer has been commissioned to create handouts to be taken to events and occupy a space in the coffeehouse.

The next steps for the project are more change stories, to pursue them actively, capturing stories from a diverse group of people. From April onwards we will be in the position to start sharing them. The hope was to have a bigger pool of change stories but we feel the time has come where they need to be shared.

RSA Transform

The engagement team have been piloting the RSA Transform programme since 2017. A procedure has now been established. We have two named Transform projects: Regional Banks and Buurtzorg. Given the number of banks we are working with, we don't propose to name any more Transform projects for the time being.

A thematic councillor network paper was circulated before the meeting looking at Fellows engagement across the three change aims. If you have any comments or questions, please feel free to get in touch with Charlotte after the meeting.

A. Charlotte E to circulate update on first ARC/Fellowship collaboration.

A. EEM Thematic Councillors to update the Council on the outcome of the next EEM external panel meeting.

A. Council members with their area managers to consider possible candidates for the next Fellowship Council.

A. Council members that would like to be part of a group to feed into network strategy to email Rod.

A. Abigail to remind Council members to get in touch with her to provide their change stories.

Next Fellowship Council meeting: Thursday 28th June