

## Fellowship council 20<sup>th</sup> April 2016

20<sup>th</sup> April 2016 (11:30 – 16:00)  
Great Room, RSA, 8 John Adam Street

<p><b>Present:</b>  Alan Bec  Peter Clitheroe  Steve Coles  Maurizio Fantato  Bill Gibbon  Jackie Goodman  Rick Hall  Clem Henricson  Tanya Hine  Keith Horsfall  Kerrie Howard  Rod Hyde  Chris Luffingham  Pauline Moger  Malcolm Noble  Stephen Parry  Laura Pictor  Lorna Prescott  Phillippa Rose  Kathy Seddon  Anette Thorup  Pam Warhurst  Ed Whitelaw  Eric Woodcock  <b>Apologies:</b>  Jeanne Booth  Ann Packard  Pooran Wyncarczyk  Nick Parker  Phillippa Holland  John McMullan  Dan Stanley  Kath Davies  Ted Fowler  Alex Newberry  <b>Not in attendance:</b>  Erinma Ochu  Greg Slay</p>	<p><b>Conveners:</b>  Irene Campbell, standing Chair  Wiard Sterk, standing Deputy Chair</p> <p><b>RSA staff present for all or part of the meeting:</b>  Matthew Taylor, Chief Executive  Vikki Heywood, Chair of Trustees  Oliver Reichardt, Director of Fellowship  Thomas Gilliford, Project Engagement Manager  Louise Drake, Project Engagement Manager  Sophie Hutchings, Fellowship Coordinator (<i>Note taker</i>)</p>
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## 1. Welcome

Irene welcomed the Council and thanked them for coming. Apologies are found on the front page of the minutes.

The meeting agenda is split into three; the morning for routine catch ups, interactive segments after lunch and then finishing with sharing good practice.

There were no issues arising from the minutes from the last meeting.

## 2. Regions/nations matters

All council members should have received an email regarding closing down the last financial year's accounts. Irene gave the council an opportunity to raise any issues or questions that have come up since the new head of finance, Laura Culbert, has been in the role. As no issues were raised, Irene advised to contact Oli, Vivs or her if anything arises.

Normally chairs of a region are asked to submit an annual report. In an attempt to reduce red tape, Irene suggested that instead of an annual report this year regions should produce a legacy report, covering achievements over the two years of the current Fellowship Council, any issues that arose, and the legacy that can be taken forward by the new councillors. The Council was in favour of this approach.

**Action:** Irene to send a template and remind chairs again in the July council meeting.

## 3. Update on fellowship support review process

Prior to the meeting a document was circulated outlining the review and what will happen next. This will shortly be sent to all the active Fellows across the country. Following this, information will be put up on the website for all other Fellows to access. The council were invited to share this document with their own networks and contacts.

Irene reminded the council that the review has been a very long process. The task and finish group have met 5 times, trustees have been consulted 3 times, and it has been brought to Fellowship council twice. At every stage the comments made have been incorporated into the document outlining the changes.

This document was then approved at the last trustee board and the nominations panel agreed the timescale for the changes.

**Action:** Irene to circulate the timescale for the next steps in the review.

The nominations panel also discussed starred candidates. The result of this discussion is that the panel choosing starred candidates will have two extra Fellowship councillors on it, and we will make sure communications are clear so there is no misconception that starred candidates are chosen purely by JAS or trustees.

The panel also agreed that there will be no appeal process, their decisions are final. We will be careful in the way that we relay decisions to the candidates, and we will communicate decisions before elections begin so that candidates can withdraw if they wish to.

In terms of areas, these will be larger than our current regions but they will be purely administrative and facilitative. The change from regions to areas won't make any difference to existing networks, and we won't be expecting Fellowship councillors to travel across all their areas to attend events – just their local catchment ones. We will also consider geographic spread when selecting starred candidates, but ultimately this may not be possible depending on who applies.

The next major steps will be deciding staff structure and allocation, as staff will play a key role in developing new networks, running engage events, and supporting the new structure.

#### **4. Update from Matthew**

Matthew handed out a letter from the Chair of RSA New Zealand and Australia, Chris Hartley, addressed to each councillor. If councillors would like to reply they can do so on [chairman@rsaanz.org.au](mailto:chairman@rsaanz.org.au). Matthew explained that he met with Chris recently and positive steps were made towards working together and empowering each other.

Matthew then updated the council on our work with Nottingham Trent University to create a civic think tank. This piece of work came about because a group of Fellows involved in NTU found a area where the RSA could make a difference. The consultancy from the RSA will be in the form on a report which will be the basis on which the think tank is established.

This led to a discussion about how the RSA can create a compelling account of how to achieve change. The starting point for all the work the RSA do needs to be answering the question of how it will achieve change.

Matthew thanked the council for giving up their day and thanked Irene – one of her biggest achievements in her time as chair has been making the Fellowship councillor role more about making change happen. The Fellowship council are an elite group of change makers driving the conversation. Matthew explained that he hopes the council will continue to be part of the conversation. If the RSA can articulate a model of change with more credibility and furnish it with examples of how it happens, we will have a unique ability – and Fellowship council are crucial to that.

The council then had a Q & A session with Matthew which led into lunch.

#### **5. Fellowship department update**

The Fellowship department update was split into three topics; a recruitment update, an update on the House Development Committee, and an update on our Fellow led projects strategy.

##### *5.1 Fellowship update*

Oli began by giving an update on Fellowship recruitment over the last year. There has been a net growth of 953 Fellows over the year, giving us a total of 27,729 Fellows. Following efforts to increase the amount of Fellows recruiting other Fellows, this method of recruitment is now our most successful. The amount of re-joins this year was also high thanks to a large re-join campaign. Our researched invitations are lower as we are reducing them and specifically inviting people who are linked to our change aims.

The slides Oli used also showed a breakdown of recruitment by region. These slides have been circulated and are also available from Sophie Hutchings.

In context, this year the Fellowship recruitment is the best it has ever been in 262 years. Our net growth is also almost certainly our best ever figure.

Bill Gibbon highlighted the amount of work that goes in behind the scenes, specifically from the recruitment team, to achieve this success. He passed on thanks and congratulations to Oli and Adam Timmins.

Eric Woodcock asked whether we are making efforts to ensure the society becomes more diverse. Oli explained that we are making progress in some of these areas; for example the average age of a Fellow is 58 but the average age of new joiners is 48. The Fellowship is roughly 20:80 female to male, but in new joiners it is 40:60 female to male. Although we don't collect stats on diversity we do want to do more. Crucial to this will be Fellows and staff using their own networks to reach out to a diverse audience and inviting them to the Fellowship.

**Action:** *Oli to send the council a list of partnership organisations*

### *5.2 House Development update*

Steve Coles gave the council an update on the House Development Committee which has been meeting over the course of the last year. The committee consists of Steve Coles and Wiard Sterk from the Fellowship Council, Jackie Elliman, Peter Fell and Vikki Heywood from the trustee board, various members of staff from Fellowship and Operations and a project manager, Sean Cushing.

Following a survey of Fellows, the committee wanted to rethink the RSA House in a way that reflects the vision of the RSA and embodies the Fellowship, and brings back the 'RSA Coffee House' vibe. Specifically, Fellows commented that the Gerard Bar was too cramped and noisy, and that more collaborative working spaces would be desirable. The committee worked with these comments and other contributions from across the organisation, Fellowship Council, and trustee board.

Following circulation of a design brief, we received proposals from 4 firms and we interviewed each of them. The unanimous agreement of the selection panel was to hire BFF architects. They pitched the most creative and compelling plans, they showed they understood the brief and responded to it in a meaningful way, and they had exemplary references from working with similar buildings and projects. The RSA is a complex client - we have lots of agendas and the building is complicated. However the team from BFF inspired us and we are confident they will work with us to bring the best results.

Their proposal was shared in the meeting, although the plans are high level and are to be considered a pitch rather than final plans.

Oli then updated the council on the kick off meeting with BFF that was held recently. The work will begin now to refine the designs so that they are feasible and work within our budget. BFF will be meeting with our caterers, facilities, archivist, librarian, and so on. They will also be hosting an open evening for Fellows. During this phase we will also be thinking about what we will gain back from spending £1 million on this project – e.g. new Fellows, more coffee sales, and indirect benefits. In the July trustee board we hope to present a full financial plan with a finished feasibility study and consultation.

The council then asked questions including on accessibility (which is addressed in the brief) and sustainability (BFF have a sustainability expert working on this project).

### *5.3 Fellow led projects*

Louise Drake joined the meeting to discuss the new Fellow led projects strategy which she has been putting together. Last year a paper came to the Fellowship council regarding getting Fellows

involved in change aims and how to encourage Fellow led projects that contribute to our change aims. Although it has been a long time in gestation, this strategy is the outcome of that paper.

Louise told the council about Plan Zheroes, a charity tackling food waste which began as a campaign group led by Fellows, that to date has distributed 22,000 meals to 13,000 people. By using connections, branding, and catalyst funding the RSA has been instrumental in Plan Zheroes success.

The RSA wants everyone to have the power to create and Fellows projects are the embodiment of the power to create. Louise's vision is that Fellows projects are as important and make as much change as RSA led projects. Rick Hall gave the council a brief summary of how the RSA has helped his project Lab 13 go from a small feasibility study to an international network making difference on a global scale.

As part of this vision, there are 4 tiers of engagement; sharing an idea, getting started, growing an idea and scaling an idea. These tiers cover everything from nurturing early ideas (e.g. through Engage or Bounce events) to high level support (through catalyst scaling grants and supporting larger funding applications).

However there are also some challenges – we need to look at ways of identifying projects to support other than through catalyst and crowdfunding, we need to experiment with RSA assets and how they differ from other organisations, and we need to look at how to identify scalable ideas.

The full slides from Louise's presentation have been circulated, and are also available from Sophie Hutchings.

The council then fed back to Louise on her strategy. They talked about getting examples of successful scalable projects, the role of regional project funds (e.g. Scotland venture fund), encouraging the idea that the RSA has more to offer than money, and thinking about whether there is a better word than 'projects' for this strategy.

The council also suggested Louise adds various things into the strategy, including throwing out innovation challenges to Fellows to provoke thinking, connecting with SDA and RDI winners, and including Fellow led projects in trustee board updates.

## **6. Creative learning and development**

Tom Gilliford then joined the meeting to give an update on the Creative Learning and Development change aim. He first came to the Fellowship Council a year ago to talk about CLD and how Fellows might get involved.

The key things he updated on are below;

- Joe Hallgarten is no longer the Head of CLD but is now interim Head of Global whilst Natalie Nicholles is on maternity leave. The new Head of CLD is Julian Astle.
- The CLD team have been looking at the 'golden thread' which links all the work together. As ARC is now led by funding, all work needs to be fundable. This has led to a focus on a 'hero campaign' which in the UK is our Creative Educators work.
- Over the last 12 – 18 months there have been various achievements. A project was launched on 12 Design Principles which was aimed at institutional leaders, head teachers, heads of department, and so on. They ran a project on creative public leadership which was well received internationally and looked at what would need to be in place for an innovative

education ecosystem. And they are currently trying to get funding for a big project looking at the role of creativity in adolescents.

- The most exciting thing CLD have done is making sure Fellows views and ideas are integral to their work. In all of the projects discussed we have had Fellows engagement, such as surveying Fellows, or holding discussion groups.
- The CLD team have also created a long term mechanism for Fellows to feed in – the Innovative Education Network which has 400 members and is a subdivision of the Fellowship. They have a regular newsletter and are a ready-made resource for the CLD team to consult and involve.
- CLD have also looked at creativity and innovation amongst governors – after speaking to a Fellow there is now a pilot programme in place with 10 schools creating the post of ‘creativity and innovation governor.’ We will be analysing what the impact of putting that person into place has been.
- Also recently launched is the CLD collaboration with IDEO teachers guild, which is a global innovation challenge looking at redesigning parent teacher conferences. This is a 10 week programme where we have already had plenty of contributions from Fellows and is a great example of all the different areas of the organisation coming together.

The council then had the opportunity to discuss this update with Tom and ask questions. This discussion included commendation of the teacher’s guild website, the performing arts hub, making sure specialised networks get specialised communications, and building work on apprenticeships into the work on creativity and adolescence.

## **7. Sharing good practice**

There were three examples of good practice from the Fellowship Council shared in the meeting.

### *7.1 Rick Hall and RSA Watch*

Rick discussed how there are many great talks held and filmed in the Great Room, and many people download them to watch them back. His idea was to get a group together and to make a social event out of replaying the talks.

In the East Midlands, they held this event at the University of Leicester, with the support of their Regional Manager. They played the talk and had a discussion afterwards, with an attendance of 22 and a satisfaction rating of 8. Jo Fairfax, a NESTA Fellow, also came and presented some of his work.

They will be running another RSA Watch in Nottingham related to the Heritage index. It’s a simple and easy idea which engages people, and there have been other added benefits such as the university offering to host the East Midlands annual conference following the event.

### *7.2 Maurizio Fantato and the birth of an idea*

Maurizio spoke about his Oxford network, who were very pleased to have been chosen as an example of good practice. Maurizio was keen to share the story of his network which grew from a small workshop to become a popular and inspiring hub in the Oxford area, where historically networks have struggled and Fellow engagement has been difficult.

He outlined three things that are crucial in a good local network; a local hero, a good venue and a motivation. Oxford’s ‘birth of an idea’ workshop was started by a local Fellow, and was so successful that it has now become a network which meets every month with an average attendance of 28 Fellows per meeting.

The network has already considered 10 projects, and is growing and looking for a better venue with better access. There are also Fellows planning branch off meetings. Communication has become vital in between the physical meetings, and Fellows are keen to be kept in touch.

It took 14 months to get from the initial workshop to the full blown network. The 'local hero' is one person who took on the bulk of the work initially, supported by Maurizio, Lou and 2 other Fellows.

### *7.3 Ed Whitelaw and the Joshua Reynolds project*

Ed gave a practical example of how nourishing heritage encourages cultural and social outcomes. He recently found in the book 'The Royal Society of Arts 1754 – 1954' that Joshua Reynolds was from Plymouth. With some money from the Heritage Lottery Fund, Ed worked with a local museum to run an arts project with local schools around Reynolds.

Reynolds was a leading man in the RSA, putting on the first exhibition of British artists. The event was a huge success and led to the establishment of RA, who still run the exhibition today.

Ed discovered that Joshua Reynolds original studio in Liverpool was now the site of a housing development by Redrow, who then contributed money to share that knowledge. This led to the creation of 4 JR Redrow RSA Fellowships.

All this work culminated in a day of events, a series of awards for children, blue plaques and a drinks reception. There was great coverage in local press and regional pieces, and some great outcomes. Overall Ed wanted to highlight how heritage is cultural capital – it can lead to great funding opportunities and learning.

Irene highlighted that the last governance and nominations panel meeting approved funding to bring the 'The Royal Society of Arts 1754 – 1954' book up to date.

## **8. Any other business**

Malcolm Noble had the only item of other business. His request was around Chelmsford Ideas Festival. Historically this has been a combined RSA and Academy of Urbanism day shaped around influencing the future of Chelmsford.

This year they will be looking at the changes happening to local government. Malcolm's request is if you are involved in, or know anything about, changes affecting the northern powerhouse, city mayors, and mergers between authorities, or if you are part of the London city region, please let him know. He would be particularly keen to discuss what potential RSA involvement there is. An invitation to join the Chelmsford Ideas Festival in October will be circulated to the council.