

RSA

Fellowship

11th Fellowship Council Meeting Summary
Tuesday 22nd May 2012, 13.30-16.00
RSA, 8 John Adam Street, London, WC2N 6EZ

FCMtg22May2012Summary

Convenors:

Robert Porrer (Chair)
Irene Campbell (Deputy Chair)

Present:

Andy Gibson
Ann Packard
Bill Gibbon
Charles Millar
Charmian Love
Clive Harries
David Archer
David Clarke
David Dickinson
Irene Campbell
Jemima Gibbons
John Elliott
John McMullan
Julia Goodfellow-Smith
Keith Horsfall
Kevin Cahill (*first part only*)
Marion Simon
Pat Samuel
Robert Porrer
Ruth Jindal
Tony Colton
Tony Hoskins
Wiard Sterk
Zena Martin

Apologies:

Frances Gallagher
Gerard Darby
Gerry Acher
Max Comfort
Nick Clifford
Paul Buchanan
Rosie Ferguson
Tessy Britton

RSA Staff present for all or part of the meeting:

Matthew Taylor, Chief Executive
Michael Ambjorn, Head of Fellowship
Josef Lentsch, Director of RSA International
Adam Lent, Director of Programmes
Clive Holdsworth, Head of Technology
Lou Matter, Fellowship Programmes Coordinator (*Notetaker*)

Welcome and introduction from FC Chair

Chair Bob Porrer welcomed everyone to the meeting, including a welcome to Clive Holdsworth, the Head of Technology at the RSA who was to be presenting the Technology Strategy, and indicated a slight change of order in the agenda.

1. Apologies

NOTED as above.

Live-Blogging

Council member Jemima Gibbons would be live blogging the meeting at:

<http://www.monkeyswithtypewriters.co.uk>

2. Summary of 10th Meeting held on 29 February 2012

No comments had been received regarding the summary of the last meeting. No further amendments raised; the summary of the meeting was **APPROVED**.

3. Matters Arising

Governance Advisory Group

Bob Porrer noted that the Trustee Board approved the GAG's final recommendations at their March meeting, after which the new Regional/National Handbook and details of election arrangements were announced.

Election to the Fellowship Council

Bob Porrer noted that nominations for all elected positions on the Fellowship Council have to be received by 30 May 2012 (a correction to the date that was on the Agenda). Voting will subsequently take place between 15 June and 13 July, with results announced on the 18 July. The voting process is being managed by the Electoral Reform Society (ERS).

Transitional Arrangements

Council **NOTED** that in view of the changed composition of the new Council from September 2012 and the fact that it is likely that a significant number of members will be new to the Council, the Trustee Board, on the recommendation of the Governance Advisory Group has approved that the current Chair and Deputy Chair should continue in their posts at the September meeting, with elections being held for the Chair and Deputy Chair to be conducted after the meeting and before the second meeting of the new Council on 12 December 2012. This would give members of Council time to get to know each other before the election. Bob Porrer commented that he would not be standing for re-election, and the September meeting would therefore be his last as Chair.

Resourcing Fellow Activity and Engagement across the RSA

Bob reminded Council that the Trustee Board had accepted the recommendation of the Fellowship Council for a Working Group to review the resourcing of Fellowship activities in the 14 Region/Nations and across other networks (but not International, where a separate review was underway). It was noted that some contingency was left in the 2012-13 budget in order to implement any urgent recommendations.

In carrying out its work, the group had considered:

- +The balance of resourcing across the RSA in context of the strategy for enhanced Fellow activity and engagement
- +The use of direct funding and Network Manager support for the new Regional/National Teams and other networks
- + The support available from the centre for activity outside JAS
- + Value for money and effectiveness
- + Whether and, if so, how the future direct funding of Regional/National Teams for operational and developmental work should be changed

There had been consultations with Regional/National Chairs and detailed discussions with the Fellowship Department and Network Managers, and all this had been complemented by the experience of the group's members (which included four FC members).

He summarised the key findings:

- + There were a number of Operational issues – e.g., understanding of developing support systems - which were already being addressed by the Fellowship Department.
- + The reorganisation of the Fellowship Department and new systems and monitoring for both recruitment and services were progressing well
- + However, there was lack of capacity causing slow service response in the context of growing activity in the Fellowship
- + It was essential to support the new governance arrangements and the formation of the new Regional/National Teams and there was a serious risk of failure if this was not recognised by at least some additional resourcing
- + Overall, there was a need to address an imbalance in resourcing that has led to under-resourcing of activity outside JAS.

The group made a number of recommendations for additional funding/support “if the development of engagement and impact within the 14 Regions/Nations is not to be put at risk” and these included:

- + 2 extra Network Managers (now called Regional/National Programme Managers) – with the aim of a maximum two Regions/Nations per RPM
- + Resourcing developments in the Regions/Nations: recommended £40k in 2013/14 budget for support against development plans (with a matching funding element to be encouraged from Regions/Nations where appropriate). This would allow time for all Regional/National Teams to draw up their Development Plans as a basis for bids for some additional funding.
- + Enhancing Catalyst through stronger links with the Regions/Nations, with £15k for administration and to encourage matching funding
- + Funding for leadership training for Chairs, Fellowship Councillors and Regional/National Programme Managers
- + Enhanced support for Regions/Nations on Branding, PR and Media relations
- + Enhanced technological support, including discussion spaces, webpages, networking, video-conferencing.

Other recommendations included:

- + Progress on above changes to be reviewed and adjustments made – the FC's Working Group can monitor
- + For the time being the current funding formula for Regional/National Teams should continue, but this should be reviewed in 2014, once the new arrangements have settled down
- + There should be greater transparency in resourcing with key financial data presented in a user-friendly form to Fellows
- + For Thematic and Freestanding Networks: the need to review guidance and especially consider links of geographically based Networks with Regional/National Teams - for the FC's Working Group to consider.

The Trustee Board had accepted the recommendations and Bob and Irene will keep a close eye on how things develop and will keep Fellowship Council updated.

Comment: Many thanks to the Working Group for their work, the system was not working as it stood and all these recommendations seem sensible.

Question: What does the phrase “and other networks” mean?

Answer: This relates to freestanding and thematic networks, whether local or RSA-wide.

Comment: Good to see the inclusion of encouraging Regions/Nations to match funding under the Catalyst scheme, think this would get people more involved locally.

Comment: Agree, the Catalyst scheme didn't fit regionally and I really welcome the support for Development Plans.

Comment: This is another step forward in getting a clearer alignment and development of Regions and Nations, as a basis for getting Fellows more active and engaged.

Data Protection

Bob noted that a new legal agreement had been approved in order to permit Regional/National Chairs to have access to data on Fellows in their Regions/Nations.

Comment: It would be sensible to delay putting the new system in place, and issue data to newly elected Chairs.
ACTION – This suggestion would be passed on to the Governance Manager for consideration.

New FC Groups approved at last meeting

Bob detailed the members that had put themselves forward to be on the new groups, as below:

Regions/Nations – Keith Horsfall, Bill Gibbon, Tony Colton, alongside the Chair of the Fellowship Council, an FC Trustee and Michael Ambjorn.

Thematic and Freestanding Networks – Wiard Sterk, Ann Packard, Irene Campbell, an FC Trustee, and Michael Ambjorn. Julia Goodfellow-Smith and Ruth Jindal volunteered to also be part of this group.

4. RSA Technology Strategy 2012-15

Clive Holdsworth, Head of Technology at the RSA, talked through a presentation on the Strategy that he had been developing since starting at the RSA in December 2011. He highlighted that once in place the technology should become a great enabler of the RSA; the whole strategy is focused on how to make things work better and add value to the RSA.

Currently the technological resources are not linked together and most need replacing or to be updated. The focus will be to make it easier to connect all elements together and help people to collaborate. There is a high risk involved in replacing all the technologies in one go and it makes better sense to prioritise core technologies that support core functions and build them over time. The core technologies have been identified as the Customer Relationship Management system (CRM), the Collaboration and Project Management, and improved web technologies. The aim is to deliver the first two in 2012, with the web technologies following soon after.

All the benefits to Fellows which were to have been delivered through the former Fellowship Platform will now be delivered progressively through the Technology Strategy delivery programme through which even more new services can be delivered.

The plan is to adopt a User-Centred Design (UCD/UX) approach; this will help to ensure that what is delivered is useful and easy to use. UCD is already underway working with Fellows around engagement and collaboration, and a group of practitioners has been established.

An RSA Technology Programme Board has also been established, which includes representation from Trustee Board, and two representatives of the Fellowship Council - the FC Chair and Chair of the FC's Digital Engagement group. The Technology Programme Board will support the delivery of the strategy through a series of delivery projects (including some "quick wins") and will make sure there is adequate scrutiny and review and that the project delivers on value for money.

The DACHIS group have started a three stage interview process to work out the range of Fellows technology needs, this should ensure that evidence based decisions can be made when moving forward. The key priority is that the system has to work for all the stake holders; the general public; Fellows; staff and key partners, and be able to connect the different parts together.

Initially a number of projects are being set up on platforms like *base camp* and *camp fire* to see how they work, these platforms facilitating collaborative chatting and teleconferencing. Such platforms can be rented to see if they are fit for purpose, and this avoids the risk of buying a platform that subsequently does not deliver what is needed.

The Trustee Board have endorsed the strategy and the team will be taking it forward from here.

Comment: The Trustee Board were happy with the Strategy as a way forward and particularly how it plans to connect everything together. Well done and good luck.

Question: Will there be anything in place for the new Fellowship Council in September 2012, at the moment the lack of opportunity for Councillors to network with each other is frustrating.

Answer: Hopefully there can be some discussions around what Councillors need and if there is a particular priority we can work at putting it in place.

Comment: The Fellowship Council need a discussion space between meetings.

Response: This kind of interaction would naturally fit into *huddle* or *base camp*.

ACTION:

LM to circulate Clive's presentation to the Council.

Question: Who is representing the Fellowship Council on the Technology Programme Board?

Answer: Jemima Gibbons, Chair of the FC Digital Engagement group and Bob Porrer, FC Chair.

5. Reviewing how the Fellowship Council is working

Irene Campbell introduced the next section, focusing on the work of the Fellowship Council over the past three years. Before the elections this is an opportunity to look back at what has been done well and what has not gone as well and to learn from these lessons. Irene asked the Council to talk in small groups around these questions and report back at the end of the session.

The groups fed back to the room with various comments around the workings of the Fellowship Council. Notes were taken and Irene and Bob will use the key points from these discussions to write a short report to pass on to the new Chair and Council in September.

The main points were:

- The FC now has a standing in the RSA, so that its views are sought regularly on both strategic and practical matters
- Now that governance issues, which have taken so much time in FC meetings, have been resolved, there is the opportunity for the new FC to discuss more and spend time considering issues.
- Fellowship Councillors are ready to take a more active role in the Regions/Nations and also in Working Groups
- Sharing good practice is a priority for the new FC.
- We need to find ways of raising the profile of the FC through better communications.

6. Report from Chief Executive

Matthew Taylor spoke about the development of the RSA over the past 5-6 years and how there has been a journey of re-orientating so that more impact is being achieved. The next stage for the organisation is to create an emphasis on quality, focusing on all outputs from lectures through to projects.

There has recently been a debate on LinkedIn about the RSA and manufacturing and commerce, the enterprise team are currently doing a lot of work around this area but the RSA would like to do more. The Projects team have to raise money for their projects. Within the RSA we need to support the game changing projects, encourage the Fellowship to spot links between projects and debates and make connections.

7. Report from FC Trustee Board Members

Zena Martin and David Archer reported that the agendas of the Fellowship Council and Trustee Board are much more aligned than before, as evidenced by the agenda being discussed today.

The Trustee Board are happy with the growth and success of the Catalyst fund and would like to see more Fellowship Councillors on the Catalyst Working Group.

David Archer and Andy Gibson had been on a tour of the RSA House development, the project is still on course to complete in July, with the formal re-opening taking place on 10 September, to which all Fellowship Councillors will be invited.

The Chair of the Trustee Board, Luke Johnson, is to step down after the AGM and the Trustee Board have started the succession planning process and have appointed the head-hunters, Veritas, to conduct the process. A Trustee, Don Pinchbeck, will be Chairing the process, with half the selection panel being made up of Council members.

ACTION:

Question: Will the Great Room still be made available for Fellows once a month?

Comment: Yes, we need to get a proposal together to work out how this can be managed.

ACTION – David Archer to put together suggestions for principles of how the Fellowship can be most effectively use the Great Room.

8. RSA Projects – Update

Adam Lent spoke about the busy period that RSA Projects are going through. He highlighted that Projects are always looking for more Fellows to become involved in projects and support the work they are doing, and asked if any member of the Fellowship Council was interested to email him or a member of the Projects team for more information.

In the area of Enterprise the RSA are currently looking at developing the idea of Premium prizes for innovation, and looking to find money to take this forward.

In the areas of Manufacturing and Technology the Projects team have raised money for a major event around new technologies in manufacturing, which is all about handing power to consumers and small businesses. Projects are hoping for a positive response to research and analysis in this area and focus towards looking at the future of manufacturing. The Design team are looking at a pilot range of products, where the manufacturing process means there is zero waste, with a view towards turning the UK into the centre of clothes manufacturing.

The Projects team are also looking at areas around investment and corporate venturing, they have recently published a new report about young entrepreneurs and are looking to mobilise the Fellowship in this area.

The Education team are working with the RSA Family of Academies, and although there is interest in more schools joining, the Trustee Board have outlined the danger in expanding too rapidly. The focus at the moment is on school improvement, with outstanding schools partnering other schools. A new network has been set up at the Whitley Abbey Academy in Coventry, aimed at supporting the school. Vivs Long Ferguson is looking at how to get Fellows involved and deliver expertise to the Academies. The Academies Commission has recently launched a thought leadership programme to ensure accountability and help drive up standards.

ACTION:

Comment: RSA Wales/Cymru is interested in how they can become involved.

ACTION – Will forward to Wiard Stark the email address of Joe Hallgarten, Director of Education.

Within the Communities and Public Services team, there has recently been work in the West Kent area through the Recovery Capital programme, with meetings with Fellows in the area. The Citizen Power programme in Peterborough ends in July, with a report due in September. A lot of lessons have been learnt through this programme and it has developed the RSA's understanding of what citizen mobilisation means.

The Projects re-launch will take place in September after the interim paper that went to the Trustee Board was approved. There is still work to be done on a new name for the team. The official re-launch will be on 11 September, around which reports will be published and new projects launched.

In order to understand and utilise links between Projects and the Fellowship at large, a new post has been approved and appointed, with Sam Thomas (previously London Region Network Manager) taking up the role in June.

In terms of profile and influence the RSA are getting a lot of government and media interest in the area of education. A recent report about the police received a lot of broadcast media interest. There is interest from No 10 around the RSA's work in investment and venture capital.

COMMENT: Projects need to ensure the Nations, which have their own governments, are involved in all discussions.

COMMENT: If the maths report mentioned a specific Region/Nation then it should be ensured that this is communicated to the Fellowship in that area.

COMMENT: Whilst it is valuable to have education activity focused on or influenced by policy or the agenda set by policy, the RSA should also respond to other agendas, and should involve civil society more generally.

9. Report on recent Fellowship Survey

Josef Lentsch explained how the Survey report (previously circulated) includes findings and recommendations from the survey. The key findings include that Fellows felt quite satisfied as a whole, and that areas that could be improved were the Fellowship Directory, Skillsbank and the technology available to support Fellow engagement. Visibility is another challenge and the RSA needs to find ways of showing everything they do and of informing Fellows of the whole range of activity across the RSA.

There is data that relates to Regions/Nations and this will be made available to future Regional/National Chairs when they have been elected, so they can use this to understand the Fellowship in their Region/Nation better.

Question: When will the results of the survey be made public?

Answer: They are being published in the Fellowship Newsletter later today.

10. Regions/Nations

There was a successful meeting of the Chairs of the Regions and Nations early in May, it was a facilitated workshop focused on where Chairs felt they fitted in the structure of future governance and the way forward.

ACTION:

LM to circulate outcomes of that session to the Fellowship Council.

11. Reports from current FC Working Groups

Thanks were expressed to Jemima Gibbons for being the driving force behind the Digital Engagement Group and for all her hard work on the group.

In the International group, Josef Lentsch was now working on an overall strategy for the RSA and the Connectors scheme is proving very successful with a rapid sign up rate.

Michael Ambjorn showed the Council the new Connectors [page](#) and Fellows Resource [page](#) that had gone up on the RSA website today.

12. AOCB

Keith Horsfall led the thanks to Bob and Irene for their work and support through the last two years as Chair and Deputy Chair of the Fellowship Council.

Bob thanked the Council for all their work over the past two years on behalf of himself and Irene. He also thanked Michael, Lou and other members of the Fellowship Department, who had worked hard in support of the FC Chair and Deputy Chair.

Bob and Irene's aim had been to get the Fellowship Council to have more influence and impact in the workings of the RSA and it seems that things have definitely moved on. The FC's involvement in governance restructuring and the review of resourcing of Fellowship activity and its involvement in a whole range of strategic and operational matters meant there was now a sound foundation which should improve the support for the engagement of Fellows and encourage more active Fellows. There was still a long way to go, and the new Council in September would have to think how to balance its work between dealing with reports on various RSA activities (a measure of success, and a consequent problem, with the amount of information before the Council for comment and questioning) and more directly facilitating the engagement of Fellows. He hoped that the FC's activity would figure in the RSA's next impact report and that steps would be taken to inform the Fellowship of what it had achieved.

13. Future Meetings for 2012**Dates for FC meetings in 2012 are as follows:**

- Thursday 20th September 2012 (*first meeting of new Council*)
- Wednesday 12th December 2012

Bob Porrer thanked the Fellowship Council and closed the meeting at 4.00pm.