

Fellowship Council

14 October 11:30 – 17:15
RSA, 8 John Adam Street

Notes on Meeting

Agenda

1. [Welcome from Chair](#) (11:30 – 11:50)
2. [The RSA Vision; Power to create, Change Aims](#) (11:50 – 12:20)
With Matthew Taylor
3. [RSA External Affairs](#) (12:20 – 12:35)
With Nina Bolognesi
4. [RSA ARC](#) (12:35 – 12:50)
With Adam Lent
5. [RSA Fellowship Teams](#) (12:50 – 13:15)
With Oli Reichardt
6. [Chair Of Trustees; Vikki's vision and what it means for FRSA](#) (13:15 – 13:25)
With Vikki Heywood
- Lunch** (13:25 – 14:15)
7. [The Fellowship Council](#) (14:15 – 15:30)
 - Roles and Responsibilities, Irene Campbell (14:15 – 14:45)
 - Meet your Regional Manager, All (14:45 – 15:00)
 - How the Fellowship Council will run, working groups, catalyst, Wiard Sterk (15:00 – 15:30)
- Coffee Break** (15:30 – 15:40)
8. [Governance](#) (15:40 – 16:25)
 - Experience of Fellowship Councillor on the Trustee Board, Andy Gibson (15:40 – 15:55)
 - Introduction to RSA Governance, Nich Bull (15:55 – 16:10)
 - Internal Fellowship Council role elections, Nich Bull (16:10 – 16:25)
 - Noms panel representative (x3)
 - Chair and deputy Chair
 - Trustee representative
9. [A.O.B.](#) (16:25 – 16:30)
10. **Informal networking reception** (16:30 – 17:15)

Close

Attendance:

<p>Present: Jeanne Booth Irene Campbell Steve Coles Kath Davies (AM) Maurizio Fantato Ted Fowler Bill Gibbon Jackie Goodman Rick Hall Clem Henricson Tanya Hine Philippa Holland Keith Horsfall Kerrie Howard Rod Hyde Christopher Luffingham Christopher McCracken Pauline Moger Malcolm Noble Ann Packard Nicholas Parker Stephen Parry Lorna Prescott Phillippa Rose Kathy Seddon Greg Slay Wiard Sterk Anette Thorup Ed Whitelaw Pooran Wynczyk</p> <p>Apologies: Erinma Ochu Pam Warhurst</p> <p>Absent: Allan Bosley</p>	<p>Convenors: Irene Campbell, standing Chair Wiard Sterk, standing Deputy Chair</p> <p>RSA Staff present for all or part of the meeting: Matthew Taylor, Chief Executive Adam Lent, Director of ARC Oliver Reichardt, Director of Fellowship Vivs Long-Ferguson, Head of Regional Team & Regional Team Jade Prentice, Fellowship Programmes Coordinator (<i>Notetaker</i>) RSA Staff apologies: Nina Bolognesi, Director of External Affairs</p>
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1. Welcome and Introduction

(Irene Campbell, Acting Chair of the Fellowship Council)

Irene Campbell welcomed the new Council to the RSA and described the induction nature of today's Fellowship Council meeting. She highlighted 2 particular areas where she believed the Fellowship Council could play a high profile role. These were:

- Integrating the Fellowship into the RSA's change aims through project engagement, i.e. facilitating FRSA projects in the regions/nations that are aligned with the strategic direction of the RSA.
- Facilitating Fellowship connections, given evidence from Fellows is that they want more Regional engagement. Fellowship has launched Engage and Connect events for 2015 to help support this. [See RSA Engage series]. We can see role for Fellowship Councillors to develop networks in the regions/nations.

She then highlighted the rest of the agenda.

2. The RSA Vision; Power to create and the RSA's Change Aims

(With Matthew Taylor, RSA Chief Executive)

On behalf of the RSA, Matthew Taylor welcomed new and returning Fellowship Councillors and thanked the Fellowship Council for its valuable participation in the RSA as an advisory body of the Fellowship.

He shared the AGM presentation, of the RSA's strategic vision and what that journey looks like for all stakeholders of the RSA.

He stated that the strategic review is bringing cross-organisational strengths together to focus in particular areas. Over the next two years the RSA is placing its Fellowship at the heart of how the RSA works to change the world for the better. Fellowship engagement and recruitment will be key metrics for qualifying the success of the change aims.

He went on to highlight some challenges and successes of the previous years, including our now improving Fellowship number, the difficulties in International which now has a new director and the Fellowship Website which is now due to launch in January.

A variety of questions were asked, with a number of the need to fund the regions/nations adequately to play their part in delivering the change aims. Matthew responded by highlighting the increased resources that have gone into Fellowship in recent years and that ARC used to be funded internally but now has to go and raise its own money. He felt that we need to be creative about how we fund our work in all parts of the RSA.

3. Introduction to RSA External Affairs

(With Nina Bolognesi)

Matthew Taylor gave apologies for Nina Bolognesi who was unable to attend this meeting.

4. Introduction to RSA ARC; Action & Research

(With Adam Lent, Director of ARC)

Adam stated that ARC uniquely combines theoretical research and practical innovations in the work we do. We 'think and do' research working hand in hand with practical forms of engagement. ARC has been through a great deal of change, and has greatly scaled up in size and financial scope.

The ARC team is 40-45 staff with an internship programme and publishes 35 reports annually. ARC has 400 blog posts with a target of 400K target visitors; ARC's online presence has grown enormously through blogs specifically. ARC's annual budget is £3M, 10% funding from the RSA and 90% from external resources including charitable Trusts, private corporations and public sector partnerships.

In the future, the Fellowship will play a key role in lifting our profile and sphere of influence by championing of the RSA. The RSA wants to recruit Fellows with a high level of expertise of influential standing in our change aims areas, to be key influencers, beyond the RSA.

5. Introduction to the RSA Fellowship Teams

(With Oliver Reichardt, Director of Fellowship)

Oliver began by outline the Fellowship department's 4 teams:

The Development Team works on the recruitment, development and comms of the Fellowship. **The Services Team** manages the administration of the Fellowship, such as Fellowship renewals, surveys etc. as well as retention. **The Regional Team** are the Fellowship Council's main point of contact for your regions/nations. Their objective is to support the connections and project engagement of the Fellowship and to support the regional teams in this work. It has undergone a restructure –

Regional Manager	Region
Mark Hall, November 2014 + (formerly Becca Massey-Chase)	London
Richard Pickford	East Midlands, West Midlands, Wales
Lou Matter	South West, West, South Central
Jamie Cooke, also Head of Scotland	Scotland and Ireland
Vivs Long-Ferguson, Head of Regions	North West, North East, Yorkshire
Vacant	South East, East of England

The Project Engagement Team is a new team that has been set up to expand our offer to the Fellowship and integrate Fellowship project engagement into the RSA change aims.

The Fellowship department has created new resourcing to improve how we work with and learn from the Fellowship. The Fellowship Insights Manager role will help the RSA understand more about our Fellows through better data collection and analysis. We are also using new tools to capture Fellowship engagement and feedback; Eventbrite helps us track Fellowship attendance of our events, and the Fellowship Survey gives us Fellowship feedback. The Net Promoter Score (NPS) creates a snapshot of overall Fellowship satisfaction with the RSA and what gives recommendations for change. This informs our Trustees and the priorities of the Fellowship teams. For example, because we found a majority of Fellows asked for less London-centric

activity and comparable quality for RSA regional events, we are now launching the RSA Engage & Connect series to offer high quality regional events with specific offers aligned to the RSA change aims.

6. The Trustees strategic vision and what it means for the Fellowship

(With Vikki Heywood, Chair of Trustees)

Vikki welcome and congratulated the Fellowship Councillors. She highlighted that our ability to change is one of our key strengths. We have undergone a lot of learning from old to new, with greater customer management skills helping us get to this point. The Fellowship Council is as an advisory board to help the RSA continue to improve how we work with the Fellowship to carry through a shared vision.

The strategic review is how we focus our objectives to create real world change, ideas through action. Creativity is at the heart of our mission. We are moving towards a clear identity and voice and the Fellowship Council is part of creating that vision and sharing it beyond the RSA, but how do we measure impact?

The preceding eighteen months have driven a wave of change that is ongoing. The RSA is at the forefront of making the world a better place by placing ourselves in the zeitgeist of how we can make that possible. She finished by saying that together we will enrich the world through our ideas and action, and thanked everyone for being part of that mission and being with us on that journey.

7. An introduction to the Fellowship Council

(With Irene Campbell)

Fellowship outlined how the Fellowship Council works.

- **New Fellowship Councillors to refer to the Fellowship Council factsheet for an introduction to the structure to the supportive infrastructure and activities of the Fellowship Council.**
- **All; refer to the Regional Handbook (specifically page 12) for the definition of the roles and responsibilities of the regional core teams**
- **All; The RSA has developed the RSA Engage series, all regions/nations to review dates and send any feedback by 17th November to Vivs.long-ferguson@rsa.org.uk**
- **The 'How to Navigate the RSA' guide is being updated and will be shared with the Fellowship Council**
- **The 2014 regions/nations annual reports will need to be returned by Chairs so that they can be collated and shared with the Fellowship Council**
- **All dates of future Fellowship Council activities and meetings are being revised and will be confirmed. Fellowship Councillors should cancel any dates in their diary that had already been planned.**

The Regional Handbook explains the roles the structure and roles and responsibilities of the regional core team. The roles and responsibilities of the Fellowship Council and core team were structured to grow and facilitate regional Fellowship events and networks that reinforce the vision of the RSA and the change aims.

How Chairs can select regional committee members:

Handbook terms for developing regional committees are deliberately open to give flexibility and therefore ease the administrative burden of governance for regional teams.

Regional teams can use internal elections or co-option to recruit Fellows to the regional committees as long as they can demonstrate an open and transparent process. Co-option is more practical than internal elections, taking far less expense, capacity and time and also making best use of specific expertise that match the ebb and flow of project engagement in the regions/nations. Co-opted committee members are only part of the regional team for as long as they have relevant input or an active profile in the region/nation. There then followed a lengthy discussion on the pros and cons of election and co-option of teams.

- **The Fellowship Council approved co-option as a method of internal recruitment by a majority show of hands. The control of this process and how it is communicated rests with the Chair.**

How the core team works:

Each region/nation has a rolling development plan, creating an annual business plan and an annual conference. The Chair is ultimately responsible but the core team work together for delivery.

The annual report gives regions/nations the opportunity to assess the true impact and success of annual development plans and revise workings. The last Fellowship Council also used informal peer review pairings of regional core teams (i.e. South Central and South East) which worked well as an exercise for reflection, best practice and sharing new ideas.

- **The Fellowship Council approved continuation of annual reports and development plans which have been running for 2 years.**

The role of Regional Managers

Regional Managers provide the JAS view and FRSA communications support. They help local Fellows make connections and promote self-sufficiency in the growth of regional Fellowship engagement. Going forward, their objective is to develop Fellowship events and networks in line with the RSA strategic vision, to assist with catalyst applications, and to be part of the core team. As such their role needs to be flexible to adapt to strategic priorities.

Regional Managers are not a secretarial resource for the Fellowship or regional/national teams. For the Committee and Fellowship it is usual to ask for local Fellowship support for secretarial for treasurer work. If regional teams require additional support in any area of work, they can allocate regional budget spending for specific resourcing when no capacity is available from the committee and Fellowship.

How the Fellowship Council will run, working groups, Catalyst (Wiard Sterk, acting Deputy Fellowship Council Chair)

Structure of Working Groups:

Working groups are not structured to be on-going but will work towards defined goals to achieve impact and make recommendations to the Fellowship Council, Trustees and Staff of the RSA. Previously, working groups sometimes outlived their usefulness. We proposed therefore that working groups are set up as task & finish groups with clear objectives drawn from specific areas of interest and with a clear timetable. They will provide advice and recommendations to be considered by the Fellowship Council in the first instance. With their endorsement this may be passed to other sections of the RSA, if relevant.

To set up a Working Group (WG), 4 or more Fellowship Councillors should submit a proposal to the Fellowship Council Leadership group for consideration. They will provide initial feedback after which the proposal will go to the next Fellowship Council for discussion and adoption. The WG will work as cost effectively as possible, meeting virtually whenever possible. There will be no regular WG day on the Fellowship Council calendar and WGs should complete their tasks cross a cycle of 3 Fellowship Council meetings, reporting back to the Fellowship Council at the third meeting from their formal adoption. An extension may be agreed at that meeting, if this is deemed essential, but only for one more meeting and provided there are good grounds for this.

RSA Catalyst:

The RSA's Catalyst programme awards initial support in the form of funding and fundraising guidance to early-stage FRSA projects aligned to the award criteria. The award is governed by the Catalyst Advisory Group, which is made up of Fellowship Councillors, RSA staff and Fellows with essential expertise. As Catalyst is on-going it needs continued support from Fellows who can offer suitable expertise, to help develop and adapt the programme and maintain its relevance, and to attend award panel meetings, to assess the applications. A maximum of 4 Fellowship Councillors will sit on the Advisory Group.

The Regions and Nations:

The Regions and Nations working group has changed and there will now be a meeting of maximum one hour before each Fellowship Council, for regional/national Chairs and Fellowship Councillors to discuss regions/nations matters. It is hoped that this will make the meeting more time efficient and cost effective.

8. Governance

8.1 Experience of being a Fellowship Councillor on the Trustee Board (With Andy Gibson)

Andy outlined his involvement with the RSA and his journey to becoming a Trustee. He then shared his thoughts on the Fellowship Council:

- The Fellowship Council is not a governance body, we are advisory, here to represent but not to determine RSA activity
- At its best, the Fellowship Council is an ideas forum and we should enjoy that freedom.
- Better understanding of how RSA staff need autonomy has led to better working relationships between the Fellowship Council and RSA staff over the years.

- Nominate and elect people to the Trustee board who you think can get our recommendations to happen

8.2 Introduction to RSA Governance & Internal Fellowship Council Elections (With Nich Bull)

Nich explained that the RSA has grown into a large Charity with a complex organisational structure and many different partners, including the RSA Academies, a separate charity and umbrella trust for local schools. RSA group governance is constitutionally set out in the RSA Terms of Reference.

The Fellowship Council is integrated into the decision making process of the RSA. Its role is an advisory group for the RSA Trustees Board. The Council also has strong representation in the Nominations Panel to ensure equilibrium and representation from our Fellowship.

Internally, the Fellowship Council is made up of 14 regions and nations and each are responsible for their regional/national budget and annual development plan.

There are no elections in 2015. Our most recent governance review was in 2011 and as we enter a new period of relative governance stability we have the opportunity to update our governance and ensure our byelaws, TOR and best practice are set up to best serve our objectives.

Internal Fellowship Council elections:

This Fellowship Council is to nominate and elect representatives from its own body for the following roles:

- **Nominations Panel representatives x 3**
- **Fellowship Council Chair x 1**
- **Fellowship Council Deputy Chair x 1**
- **Fellowship Council representative for the Board of Trustees x 1**

Recent changes to the Fellowship Council Terms of Reference (TOR):

Following the resolutions passed by the AGM on the 7 October 2014, the Board must now consider a change to the Terms of Reference of the Fellowship Council. Particularly 5.6 and 5.7 which would enable the former Fellowship Council Chair and Deputy Chair to stand for a second consecutive term if they wish (2 more years). This change will be proposed at the November Board meeting to enable the Chair and Deputy Chair to potentially stand again in the forthcoming internal Fellowship Council Election.

Actions

- **Nich Bull will be coordinating elections and sharing a timeline of how that is being managed**
- **A Governance & Finance meeting induction meeting will be set-up for the Chairs and Fellowship Councillors of the regions and nations, (and committee treasurers as applicable)**

9. AOB & close

As there were no items of discussion this meeting was closed with a final welcome from Irene Campbell before an informal reception.