

Fellowship Council Meeting

Thursday 7 July 2016 July Benjamin Franklin Room

Attendance

<p>Present: Alan Bec Jeanne Booth Irene Campbell Peter Clitheroe Steve Coles Maurizio Fantato Ted Fowler Rick Hall Clem Henricson Tanya Hine Philippa Holland Keith Horsfall Kerrie Howard Rod Hyde Christopher Luffingham Pauline Moger Ann Packard Nicholas Parker Lorna Prescott Anette Thorup Eric Woodcock</p> <p>Apologies: Bill Gibbon Jackie Goodman Malcolm Noble Alex Newberry Wiard Sterk Kathy Seddon Greg Slay Erinma Ochu Pam Warhurst Ed Whitelaw Laura Pictor</p> <p>Not in attendance: Kath Davies John McMullan Stephen Parry Phillippa Rose Dan Stanley Pooran Wyncarczyk</p>	<p>Conveners: Irene Campbell, standing Chair</p> <p>RSA staff present for all or part of the meeting: Matthew Taylor, Chief Executive Vikki Heywood, Chair of Trustees Oliver Reichardt, Director of Fellowship Vivs Long-Ferguson, Head of Regions Mark Pallis, Head of Project Engagement Reema Patel, Programme Manager (Citizens' Economic Council) Joanna Massie, Project Engagement Manager Chloe Mavrommatis, Fellowship Coordinator (<i>minutes</i>)</p>
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Irene – Welcomes and apologies

Section 1: How was it for you?

Some of the things Irene has asked Councillors to consider are:

- What went well
- What are the issues you have run up against
- What is the legacy you have for the incoming Council
- How do we feel the Fellowship Council can be improved to influence the work of the RSA more

The overall feeling is that this Council, more than previous sessions has been characterised by a calmness and objectivity, with a driving feel of purpose behind it. This was attributed to the work of this particular Council feeling more relevant and valued, the regular attendance of Matthew and Vikki has made the Council feel very engaged with the process. Genuine change is happening across the organisation and the Council has felt involved in a real and tangible way to help drive this change. The work of things like the task and finish groups has made the Council feel like they are working on solutions, advocating for the Fellows and overall being more productive. The firm articulation from Matthew about the RSA not being an organisation of elites has enabled the Council to embrace and embody this spirit and really work towards social change, a lot of them felt that this statement from Matthew was a really significant moment. There was general agreement that the three Change Aims under the Power to Create headline have been extremely helpful in getting the regions to work in a focused way that has previously not been possible.

What could we have done better?

There was a feeling amongst most of the Councillors that they would like to be better briefed on the language and current thoughts of the organisation, so that when they stand up to talk to Fellows, they are being as current and on message for the organisation as possible. It is felt that the structure of the Council meetings doesn't allow for much creativity, and it is hoped that smaller Council sessions will allow for changes in the way meetings are run. They also feel there is scope for work to continue between meetings, however this has been tried in different ways before and there have been problems solving how this would work for everyone. The Council would also like to feel more engaged with the Trustee Board so they can support each other's work. It was pointed out the Councillors act as gatekeepers for their regions, and this can be a really useful part of their role and isn't articulated enough.

Some points the Council thought might be useful to review for the new Council:

- Would people be more productive if they were only on one panel at a time instead of multiple
- Should voting for the panels be held off until Council know more about their individual skill sets
- Similarly, should Chair of Council be voted in in the second meeting instead of the first
- Should the format of seating be altered for new Council to encourage better conversations
- Should accountability be built into the new agendas – Councillors should share progress and best practises, success and failures to help support and energise each other
- Should Council appointments be a longer cycle? 2 years feels very short, as if you are just getting into your stride when elections come around

- Can Council meetings be made available as online meetings

How can we contribute better to the Governance of the RSA?

Is it felt that there could be a clearer definition of what sits within the remit of the Council, and what sits in the remit of the Trustees. Is there any overlap? There was a general feeling that if there was clearer articulation of where the Council could be ambitious, they would be able to drive further towards those goals. The Councillors would also like there to be investigation into the barriers that might be preventing a more diverse group of people applying for/becoming Councillors and how these could be broken down. The Council also felt that some of the actions indicated by the 2016 Fellowship Survey could be made the responsibility of the Fellowship Council to address.

Matthew Taylor on the work of the Fellowship Council

Firstly Matthew would like the Council to acknowledge more often the brilliant work they are doing in the regions, so they can learn from each other and feel inspired and energised. The impact of change on many fronts in the organisation at once is the feeling of constant revolution, but also constant reform and development and he understands this can be tiring, but the Fellowship Council do great work to contribute to it. As far as their distinct character from the Trustee Board, the Trustees are encumbered by the necessary responsibility of governance and often don't have enough time to talk about the bigger questions of the organisation. Matthew feels that the Fellowship Council can and should be an engine for considering and driving the big questions of the organisation – How can the RSA be a distinctive and impactful vehicle for social change?

Vikki Heywood on the work of the Fellowship Council

Vikki noted that rarely do you get to attend a meeting and hear people discussing how their love of the work drives their desire to be there, she is touched and energised by the Council's positive spirit. She thinks this session of the Council have really got a grip on what it means to be a Fellow and so their ideas have made the day to day work of the organisation and Trustee Board possible. She wants to thank the Council for their act of generosity in giving their support and ideas to not just the RSA but also each other. She says the influence of the Council's ideas runs deep with the Trustee Board, and she will work to ensure that that is better communicated back in future. She finished with a personal goodbye and thank you to Irene for her work as Chair of Council.

BREAK FOR LUNCH

Irene thanked the Council for their legacy reports. (Some are still outstanding, so these should be sent in as soon as possible.) These will be archived and should provide a useful jumping off point for incoming Councillors to catch up on the work of their predecessors.

Vivs Long-Ferguson – update on new Councillor elections

At the time of the meeting there had been 13 applications for 27 spaces, however the trend has always been for applications to arrive at the deadline, so Vivs was confident there would not be a problem filling the vacancies. The new regions and definition of the roles has been met with a widely positive response, although as always the major concern is being able to commit enough time to the position.

Councillors raised a point of concern over some of the language on the website about the way in which Regional and Thematic Councillors would be appointed. Vivs will check with Governance about the language, however the feeling was that the information applicants received going forward clarifies these points.

There is a hope that going forward there can be innovative approaches to filling Council positions, possibilities like job-shares might allow people who are time poor but eager to participate get involved. Vivs stressed that it is important to have a reasonable expectation of the amount of time and work a Councillor can put it as a volunteer.

A question was raised about how the changing number of Councillors would be reflected in the internal staff numbers at the RSA. Resources overall are being increased, but mostly in terms of supporting Fellows and project engagement. In order to free up Fellowship Councillor's time to focus on the areas and nations, the suggestion is that the incoming Council will set the strategy, focus and criteria for funding, and then the staff can do the detailed work of assessing the individual applications. This will also hopefully solve the problems identified by the task and finish group of large numbers of resources being static and not recycled back into the regions.

Oliver Reichardt – Fellowship Survey 2016 results

A draft of the 2016 Fellowship Survey was presented to the Council for discussion. All Councillors should have received electronic copies of the full survey, and also the summary pages of the findings. As we now have an analyst as part of the full time team, there is scope for expanding the information and analysis that can be pulled out of these surveys in future.

Issue: RSA doesn't focus on the area I am interested in/focus enough on Art or Manufacture

- We want to be involved in arts, but arts linked to social change and funding for these projects is scarce
- Regions have events on manufacturing, how do we engage further on the local level in wider interests. Do we also need to change the messaging strategy?
- Should we collaborate with other organisations in the areas of concern?
- Should we address these areas, or should the RSA focus on its three change aims? If so, how do we engage with Fellows whose interests are outside the change aims?

Issue: It's too difficult to get involved with projects

- Data shows the Fellows feel they gain new ideas from the RSA, how do we capitalise on this? Can we push the community and local networking aspects more?
- Expectation management – there is a gap between what the RSA can deliver and potentially what is being sold. We've moved to close this gap, but we need to do more.
- A lot more Fellows than expected say they were involved with a project – can we get more data on what they consider project engagement?
- We should celebrate local projects more, is there some project mapping we could do on a local scale so people can find out what is happening?
- Should there be a badge or logo that marks something as an RSA project? What defines something as an RSA Project?
- Can we focus more on events and less on projects? Events fulfil the networking and social criteria a lot of Fellows are looking for

If we were to try for a bigger RSA events presence outside of London, there were suggestions of partnering with institutions that have notable venues that might pull big speakers outside of London, also the possibility of doing more talks at book festivals, or looking into more RSA Watch events, or develop a format, for example like TEDx. The RSA needs a fantastic and wide ranging events programme to be a global brand, then local level events and projects can capitalise on this brand identity.

Mark Pallis – Current work in EEM

The Council meeting received a short briefing from Mark Pallis on the current work being done under the EEM Change Aim, and then Reema Patel gave a presentation on the Citizens Economic Council and launch event. As part of the CEC, the Economic Inclusion Roadshow is being planned, and the Council were asked to break into small groups to put forward ideas about the specifics of this. The results of that work can be found attached at the end of the minutes.

Any other business

As requested by Kerrie Howard, Joanna Massie gave a brief introduction of the work of the Inclusive City Commission and passed out literature to interested Councillors.

END OF AGENDA ITEMS

Irene took the opportunity at the end of the meeting to say goodbye, despite the fact she will be facilitating much of the handover to the new Council, she still feels like this meeting marked the end of an era for her. She is proud that the Fellowship Council has moved so far from the “grey suited listening shop” to its new dynamic and forward thinking format. She would like to personally thank all of the Councillors for their impact, and is proud of her success in overseeing an evolution in how the Council is run, and the impact that it has within the organisation. Matthew presented a framed RSA Animate on the subject of Fellowship as a token of the RSA’s gratitude and esteem for her great work as the Chair of the Council.

Citizens' Economic Council presentation to the Fellowship Council – 7th July 2016

1) Economic Inclusion Roadshow

We asked the Fellowship Council to put forward some ideas for the **Economic Inclusion Roadshow** and specific ways in which the roadshow could be developed. The following suggestions were put forward.

Groups to engage with:

- Trade unions (mentioned twice)
- Credit unions
- The rural poor (mentioned twice)
- Social enterprises
- Groups of people with overseas investments
- Tenants in supported housing
- Young people and youth parliaments (mentioned twice)
- Outer estates/areas with high levels of multiple deprivation
- Recipients of welfare
- Local authorities in deprived areas
- Theologians and philosophers
- Charities and VCSOs in the local areas (mentioned more than twice)

Engagement methods:

- Facebook – suggested twice. Potential for polls/quizzes using Facebook.
- Citizen juries (smaller, deliberative processes)
- People's assemblies
- Through existing networks in community centres
- Each region to host one event – perhaps involving the LEP as a partner
- Engage teenagers via schools
- Think about Sherry Arnstein's ladder of citizen participation – what can we do to move towards 'engage'/'collaborate'/'empower' models?

2) Online training materials and toolkits

We also asked the Fellowship Council about their ideas on how to develop online resources – either for running sessions themselves, or for learning more about economics. Ideas on this were more limited but those

- Suggested following the model of Acumen courses (creating materials for both group and individual learning contexts)

- Identifying existing fellowship facilitators and working with them in a set timescale or period