RSA FELLOWSHIP HANDBOOK

USEFUL INFORMATION AND POLICIES FOR LEADERSHIP ROLES

AUTUMN 2018

V1.0
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OVERVIEW

This document is designed to provide Fellowship Councillors, Network Leads and other Fellows in leadership roles with useful information and the tools to work with others. You will find further practical guides and resources on our website linked from this document, and in the appendices.

We really value the time and energy you give to your leadership role, and we hope you enjoy it.

About us and our mission

The RSA’s mission – 21st century enlightenment; enriching society through ideas and action – is based on a belief that all human beings have creative capacities that, when understood and supported, can be mobilised to drive change and make the world a better place for us all.

Since 1754 we have sought to bring about change by unleashing this potential for enterprise and creativity. We have a strong history of drawing on the combined energy and expertise of our Fellows and partners in finding new solutions to social challenges, seeking and sharing the best ideas, and undertaking rigorous research.

In 2018 we have been able to invest in improving the RSA House and today our role as a convener – able to bring individuals and organisations together in bringing about change – is more important than ever.

Our Priorities

The RSA focuses on three key areas of work where we seek to make an impact. The Programme of Projects in the statutory accounts comprises action and research work focused on these three areas though the Programmes of Lectures and Engagement and our global work (forming part of Projects and Engagement) which strongly align with the ideas represented below.

**Creative Learning and Development**

Everyone should receive a complete and generous education – an education of the head, hand and heart – so that they can play a full part in the economic, social, cultural and intellectual life of the nation and join the ‘great conversation of mankind’.

**Public Services and Communities**

We seek to help bring about a shift in power to people and communities so that they can better meet their social and economic needs and aspirations.

**Economy, Enterprise and Manufacturing**

We want to help create an economy that enables everyone to have basic economic security and to fulfil their creative potential, is environmentally sustainable and which supports and rewards meaningful and creative activity.

The RSA’s distinctive approach to change – ‘think like a system, act like an entrepreneur’ – runs through our work in these areas. Through rigorous research, innovative ideas and practical projects, we aim to empower citizens and partners, individually and collectively, alongside our 29,000 strong Fellowship.

How we engage
The RSA combines a global platform for ideas, a wide-ranging and innovative research team and an international Fellowship of social innovators. Combined with the RSA’s heritage and independence, these elements – ideas, networks and knowledge dissemination – provide a powerful platform for change.

The RSA engages others through:

- **Innovation**: Our Action and Research Centre is an ideas, research and methods-led innovator.
- **Dissemination**: Our events and digital platforms foster wide dissemination of knowledge and ideas.
- **Acceleration**: Our Fellowship provides a civic network of social change initiators and accelerators.

**Our Fellowship**

Thanks to the support of our Fellows, a global network of over 29,000 people who share a common set of values, the RSA has been at the forefront of social change for over 260 years. In 2018 the Fellowship increased by over 800 Fellows and today our impact is greater than ever. Fellows have access to some of the best ideas and brightest thinkers, innovative projects, a diverse network of like-minded people and a platform for social change.

- Our website aims to enable Fellows to connect online according to location, skills and interests.
- Global, regional and national teams run and support local events, networks and projects.
- RSA Catalyst Grants and crowdfunding support encourage innovative thinking aimed at tackling pressing societal problems.

**Our Ideas Platform**

The RSA public events programme presents the best in new ideas, critical thinking and enlightened public debate.

- In 2017/18 RSA events videos received over 2.6 million views; our blogs were viewed over 450,000 times and our reports downloaded over 70,000 times.
- The RSA’s website received over 2.6 million visitors, our YouTube channel was followed by over 607,000 people and RSA’s work was covered by 3,600 media related articles, over 50 radio broadcasts and 25 television interviews. In 2017/18 nearly 88% of YouTube views and 50% of website views were from outside the UK. Top countries include United States, Canada, Australia, India and Germany.
ABOUT RSA NETWORKS AND THE FELLOWSHIP COUNCIL

Fellowship Council

The Fellowship Council is a forum which bridges the gap between the Fellowship and the staff and trustees of the RSA. Fellowship Council members perform two broad functions. The first is to support local and thematic Fellowship activity and the second is to provide a pool of Fellows to fulfil the governance roles assigned to Fellows. More detail can be found in the Terms of Reference for the Fellowship Council here.

Supporting local and thematic Fellowship activity includes:

- Identifying suitable potential Fellows and encourage them to become active
- Growing Networks, events and other activity
- Helping and supporting Fellows
- Promoting a positive image of the RSA
- Sharing good practice

RSA Networks

RSA Fellow-led networks explore, devise, test or pioneer ideas which have the potential to become a powerful source of social change. Some Fellows take part in a professional capacity, others in their spare time. Some networks focus on learning and sharing knowledge, others on projects with defined outputs and outcomes.

Thematic networks bring together groups of people interested in the RSA mission around a variety of topics and sectors. Place-based networks allow Fellows to connect and collaborate with others based in and around their area. They may develop a thematic focus and grow their reach to engage the wider Fellowship network.

Ambassadors

RSA Ambassadors are a global network of local RSA hub organisers and liaisons. Based in cities across around the world, they are charged with mobilizing activity, learning, connections and action in their local area.
FELLOWSHIP COUNCIL - ROLE AND RESPONSIBILITIES

Fellowship Councillors
Fellowship Councillors play a key role in the RSA’s engagement with Fellows, helping the RSA to nurture the best new ideas, and to ensure that the Fellowship’s voice is heard within the organisation.

The term of a Fellowship Councillor is two years and it is possible to stand for election for one additional two-year term. There are two types of Fellowship Councillor, area and thematic.

Area
There are two Fellowship Councillors elected by other Fellows in the geographic areas of Scotland, Wales, Ireland and each of the areas of England. Each English area has an additional Fellowship Councillor who is selected after elections to ensure diversity within the Fellowship Council (this includes thematic and geographic diversity, as well as age, gender, ethnicity and so on).

The areas of England are North, Central, South West, South East and London.

Thematic
Thematic councillors are selected for the contribution they could make towards the RSA’s Change Aims.

Knowledge, skills and experience
The experience identified as being particularly useful to a Fellowship Councillor is as follows:

Area Councillor
- Familiarity with, and interest in, the work of the RSA;
- Experience of a volunteer role;
- Experience of at least one of the following (preferably with Fellows):
  - Creating successful networks and events;
  - Developing and delivering successful projects;
  - Supporting and developing people;
- Good interpersonal, networking and communication skills;
- Willingness to dedicate sufficient time to the role. The expectation is attending four half-day meetings in London per annum and other activities which take a variety of forms, though a typical commitment would be monthly local meetings (usually online and in the evening) and actively supporting (and starting) of local groups.
- Willingness to undertake this role without remuneration (other than reasonable out of-pocket expenses).

Thematic Councillor
- Experience to be able to make a significant contribution to the direction of the RSA in one of the three areas of our work;
- Familiarity with the work of the RSA in their area of experience;
- Good interpersonal and communication skills;
• Willingness to dedicate sufficient time to the role. The expectation is attending four half-day meetings in London per annum and other activity which takes a variety of forms, such as attending two change aim panels per year, joining the Catalyst panel (for minimum one panel meeting per year) and supporting allocated thematic networks.
• Willingness to undertake this role without remuneration (other than reasonable out-of-pocket expenses).

All Fellowship Councillors are expected to:
• Support the mission and values of the RSA;
• Be an effective advocate and ambassador for the RSA;
• Participate as a full voting member of the Fellowship Council;
• Participate in the various committees and working groups of the RSA as necessary.

In addition Scotland, Wales, Ireland and areas of England Fellowship Councillors are expected to*:
• Together with the Area Manager and the other Area FCs, have strategic oversight on activity and budget fulfilling their action plan;
• Support activities of Fellows in their area;
• Work with staff (the Area Manager) to build activity;
• Understand Fellows’ views in their area and feed this knowledge back to the organisation.

In addition Thematic Fellowship Councillors are expected to:
• Support the Fellowship Engagement team in the involvement of Fellows in RSA activity within their specialist area.
• Support activities of Fellows in their specialist area.
• Support Fellow-led thematic networks. Understand Fellows’ views in their allocated networks and feed this knowledge back to the organisation.

Working Together
It is expected that area Fellowship Councillors and Area Managers will work together, keeping in contact, discussing activity and engagement levels in their area/nation, coordinating who will provide support to which Fellows (based on their skills and experience), and so on. They will come together at Fellowship Council meetings to review activity over the past three months and look at future plans.

Election of Fellowship Councillors and Positions Within the Council
Fellowship Councillors are elected by a ballot of all Fellows in the Area once every two years. In the five England Areas, a third Councillor is selected after the elections to ensure diversity within the Fellowship Council (this includes geographic diversity, as well as age, gender, ethnicity and so on). These elections will be organised by the Governance and Fellowship Departments, overseen by the Nominations and Governance Trustee Board Sub-Committee.

* Those elected as Fellowship Councillors in Wales will also be expected to join a Welsh National Advisory Board, which will help take the RSA forward in Wales.
To ensure a transparent and fair process, the RSA will send a call for nominations to all Fellows in the area and all interested Fellows may put their names forward. Candidates will be expected to submit a statement explaining their experience and aspirations for the area. Nominations are made in a manner determined by the Nominations Panel when deciding the Election format. Where there is an uncontested election the election statement of the successful candidate and list of supporting Fellows will be made available.

**Elected positions within the Fellowship Council**

Fellowship Councillors elect a number of positions within the Council. These include:

- The Chair of the Fellowship Council (who will be invited to be a Trustee of the RSA)
- One additional Trustee (should the Chair not wish to be a Trustee then a second trustee will be elected)
- Three members of the Nominations and Governance Sub-committee
- Deputy Chair of the Fellowship Council

The General Counsel of the RSA will run the elections, which will take place within six months after the formation of a new Fellowship Council.
RSA Local Area Team

The Head of UK Areas and Area Managers are staff of the RSA who support, advise and form a core part of the area team. They have legal responsibility (through the Director of Fellowship and CEO to the Trustees) as employees for the actions of Fellows, both supporting them, ensuring that work carried out is run safely and in line with our charitable guidance; including ensuring that guidance is followed. Core responsibilities include:

- Providing activity at a local level which will enhance the experience of being a Fellow
- Identifying and enabling key projects and partners
- Supporting Catalyst and crowdfunding projects
- Providing strategic advice to Fellows on how to engage with the RSA, especially for new and active Fellows
- Encouraging collaboration across areas and internationally
- Measuring and evaluating Fellow-led activity
- Nurturing new and supporting & developing existing thematic networks

In addition, the Local Area Team has two Area Coordinators leading on administration and operational support for Fellows through communications, updating RSA web pages and developing social media presence.

From October 2018, our ability to engage the Fellowship will take a significant step forward with the opening of the new coffeehouse at RSA House, Rawthmells. The Local Area Team includes the Rawthmells Events & Programme Manager who oversees activity in the space and designs opportunities for Fellows based in other locations to connect to and take part in activity remotely. We will welcome the input of Fellowship Council to help identify how we can best utilise this new resource to extend our reach.

Global Team

The RSA’s aim is to be a global organisation that enables the creativity of people, institutions, and businesses to drive social change relevant to their local contexts. We do so by working with our 2,800+ global Fellows and two Affiliates entities RSA US and RSA ANZ (Australia and New Zealand).

The Affiliates are responsible for Fellowship engagement and growth in their countries, while the Global Manager supports Fellows in the rest of the world. The Global Manager works with the Affiliates, and is part of the Local Area Team, running and supporting Fellowship activity internationally, and providing consistency of experience for Fellows wherever they are based.
KEY CONTACTS

Fellowship Council and Local Area/Scotland/ Global teams.

Fellowship Councillor contacts can be found via this link:

<table>
<thead>
<tr>
<th>Nation &amp; Area</th>
<th>Name</th>
<th>Contact Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of UK Areas</td>
<td>Laura House</td>
<td><a href="mailto:laura.house@rsa.org.uk">laura.house@rsa.org.uk</a></td>
</tr>
<tr>
<td>Central</td>
<td>Abigail Campbell, Area Manager</td>
<td><a href="mailto:abigail.campbell@rsa.org.uk">abigail.campbell@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Oliver Guerrero, Area Coordinator</td>
<td><a href="mailto:oliver.guerrero@rsa.org.uk">oliver.guerrero@rsa.org.uk</a></td>
</tr>
<tr>
<td>London</td>
<td>Charlotte Bayley, Senior Manager</td>
<td><a href="mailto:charlotte.bayley@rsa.org.uk">charlotte.bayley@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Alice Sewell, Rawthmells Events &amp; Programme Manager</td>
<td><a href="mailto:alice.sewell@rsa.org.uk">alice.sewell@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Jessica Mc Morrow, Area Coordinator</td>
<td><a href="mailto:jessica.mcmorrow@rsa.org.uk">jessica.mcmorrow@rsa.org.uk</a></td>
</tr>
<tr>
<td>North</td>
<td>Rachel Barker, Area Manager</td>
<td><a href="mailto:rachel.barker@rsa.org.uk">rachel.barker@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Jessica Mc Morrow, Area Coordinator</td>
<td><a href="mailto:jessica.mcmorrow@rsa.org.u">jessica.mcmorrow@rsa.org.u</a></td>
</tr>
<tr>
<td>South East</td>
<td>Claire Doran, Area Manager</td>
<td><a href="mailto:claire.doran@rsa.org.uk">claire.doran@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Oliver Guerrero, Area Coordinator</td>
<td><a href="mailto:oliver.guerrero@rsa.org.uk">oliver.guerrero@rsa.org.uk</a></td>
</tr>
<tr>
<td>South West</td>
<td>Lou Matter, Area Manager</td>
<td><a href="mailto:lou.matter@rsa.org.uk">lou.matter@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Oliver Guerrero, Area Coordinator</td>
<td><a href="mailto:oliver.guerrero@rsa.org.uk">oliver.guerrero@rsa.org.uk</a></td>
</tr>
<tr>
<td>Ireland</td>
<td>Rachel Barker, Area Manager</td>
<td><a href="mailto:rachel.barker@rsa.org.uk">rachel.barker@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Jessica Mc Morrow, Area Coordinator</td>
<td><a href="mailto:jessica.mcmorrow@rsa.org.uk">jessica.mcmorrow@rsa.org.uk</a></td>
</tr>
<tr>
<td>Scotland</td>
<td>Jamie Cooke, Head of Scotland</td>
<td><a href="mailto:jamie.cooke@rsa.org.uk">jamie.cooke@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Jessica Mc Morrow, Area Coordinator</td>
<td><a href="mailto:jessica.mcmorrow@rsa.org.uk">jessica.mcmorrow@rsa.org.uk</a></td>
</tr>
<tr>
<td>Wales</td>
<td>Lou Matter, Area Manager</td>
<td><a href="mailto:lou.matter@rsa.org.uk">lou.matter@rsa.org.uk</a></td>
</tr>
<tr>
<td></td>
<td>Oliver Guerrero, Area Coordinator</td>
<td><a href="mailto:oliver.guerrero@rsa.org.uk">oliver.guerrero@rsa.org.uk</a></td>
</tr>
<tr>
<td>RSA US</td>
<td>Alexa Clay, RSA US Director</td>
<td><a href="mailto:alexa.clay@thersa.org">alexa.clay@thersa.org</a></td>
</tr>
<tr>
<td></td>
<td>Emily Chiappinelli, Operational Strategist</td>
<td><a href="mailto:emily.chiappinelli@thersa.org">emily.chiappinelli@thersa.org</a></td>
</tr>
<tr>
<td>RSA ANZ (Australia &amp; New Zealand)</td>
<td>Philippa Duthie, RSA ANZ Director</td>
<td><a href="mailto:philippa.duthie@thersa.org">philippa.duthie@thersa.org</a></td>
</tr>
</tbody>
</table>
Rest of world | Lauren Orso, Global Manager | lauren.orso@rsa.org.uk

<table>
<thead>
<tr>
<th>Thematic Councillors</th>
<th>Charlotte Eisenhart, Head of Engagement</th>
<th><a href="mailto:charlotte.eisenhart@rsa.org.uk">charlotte.eisenhart@rsa.org.uk</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Services &amp; Communities</td>
<td>Claire Haigh</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Brian McLeish</td>
<td></td>
</tr>
<tr>
<td>Creative Learning &amp; Development</td>
<td>Lucy Griffiths</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Christine McLean</td>
<td></td>
</tr>
<tr>
<td>Economy, Environment &amp; Manufacturing</td>
<td>Jan Floyd-Douglass</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ann Thorpe</td>
<td></td>
</tr>
</tbody>
</table>

Other Useful Contacts at the RSA
To ensure we give you a prompt and appropriate response, please send your requests, queries, concerns to the relevant contacts.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Send to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance queries:</td>
<td>General Counsel and Head of CEO’s Office</td>
</tr>
<tr>
<td>e.g. data protection, nominations panel</td>
<td><a href="mailto:nicholas.bull@rsa.org.uk">nicholas.bull@rsa.org.uk</a></td>
</tr>
<tr>
<td>Fellowship Strategy</td>
<td>Director of Fellowship</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:oliver.reichardt@rsa.org.uk">oliver.reichardt@rsa.org.uk</a></td>
</tr>
<tr>
<td>Finance and Area finance.</td>
<td>Head of Finance</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:oyin.ayandokun@rsa.org.uk">oyin.ayandokun@rsa.org.uk</a></td>
</tr>
<tr>
<td>All Fellowship Council related queries</td>
<td>Fellowship Coordinator</td>
</tr>
<tr>
<td>e.g. meeting dates, expenses and admin support</td>
<td><a href="mailto:grace.mccole@rsa.org.uk">grace.mccole@rsa.org.uk</a></td>
</tr>
<tr>
<td>for Council Chair</td>
<td></td>
</tr>
<tr>
<td>Diary requests and general enquiries to the CEO</td>
<td>PA to CEO</td>
</tr>
<tr>
<td>and Chairman, Trustee Board and President/Buckingham Palace</td>
<td><a href="mailto:claire.littleford@rsa.org.uk">claire.littleford@rsa.org.uk</a></td>
</tr>
<tr>
<td>Trustee Board enquiries</td>
<td>Governance Officer and PA to COO</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:elayne.carby@rsa.org.uk">elayne.carby@rsa.org.uk</a></td>
</tr>
</tbody>
</table>
RESOURCES

Fellowship Councillors are key to Fellows in offering advice and support on encouraging activity and may often be their first port of call. To help with this we have a comprehensive resources page on our website which you can use and point Fellows towards. It includes advice on the organisation of RSA networks (also found in APPENDIX E – RSA NETWORKS GUIDELINES), developing events and different types of activities. It includes stipulations about lead-in times and communications.

The Area Manager, or other RSA staff contact where applicable, is an essential figure to involve in discussions around planned events as they can offer advice and will have an overview of Fellow-led events and communications coming up locally or along similar themes / interest areas.

EVENTS

Communications & Data Protection issues (e.g. lists of attendees, future use of email addresses)

Fellows have not given permission for their details to be shared with other Fellows, which constrains our ability to give out email addresses. In line with GDPR (General Data Protection Regulation) requirements, we are now able to give access to mailing lists to our place-based and thematic network leads, albeit with strict protocols for how the mailing lists may be used. Your RSA staff contact can advise on this process and related issues and full guidance can be found in this document in APPENDIX D – RSA EVENTS AND NETWORK DATA SHARING GUIDANCE. The RSA Fellows Ways of Working Agreement can be found in APPENDIX B – RSA FELLOWS WAYS OF WORKING AGREEMENT. Our General Counsel and Head of CEO’s Office is always available to answer queries on this subject.

Talk to your RSA staff contact about the process for communications and mailings, including giving sufficient notice and to receive guidance on style, tone and length of copy. We don’t send full area or nation postal mailings apart from in exceptional circumstances or via semi-regular newsletters created by staff. We encourage Fellows to use social media to enhance the effect of the RSA’s communications channels. Support can be provided by your RSA staff contact.

When starting new or promoting existing activity, whether independently as a Fellow or run as an RSA activity, we do not recommend including a personal email address on an RSA webpage as it will be publicly available, not just to Fellows. Instead, consider using a business address or setting up a “hello@projectname.com” account using a free email platform.

Specifically, when you are starting RSA activity which you hope will involve more than 20 people, we do not recommend asking interested parties to get in touch with you directly because we will not necessarily know who has contacted you about taking part in that activity, and the list of participants you hold may be different from the one we hold, leading to confusion. Speak to your RSA staff contact about ways we can help you to gather expressions of interest and ongoing communications with large groups which may
grow into RSA networks (APPENDIX D – RSA EVENTS AND NETWORK DATA SHARING GUIDANCE).

Charging

We generally advise against charging as we don’t want there to be a financial barrier to anyone joining in and it is not in line with our charitable status. In consultation with the relevant RSA staff contact Fellows may charge for events in some circumstances e.g. in order to cover costs. Any surplus would go into the relevant RSA account. If a charging model is adopted there cannot be any membership benefits (i.e. Fellows attend for free or with a discount when others are charged full price) and VAT must be charged on top of the ticket price.

Inviting non-Fellows to RSA events

Our events are aimed at Fellows, but we also have a charitable mission for all and therefore we welcome non-Fellows at events, especially where this will help ensure a healthy attendance. You are welcome to share details of Fellowship events with your wider network using the RSA webpage URL. Many of our networks have large numbers of non-Fellow members.

Publicising events through social media

As well as sending out emails and posting events on our website, we find that social media is effective in increasing attendance. Encouraging Fellows to use social media can help ensure good turnouts and attract those who are interested in the work of the RSA but are not Fellows to engage with your activity and find out more. It can also make your activity accessible to those who are unable to attend in person. Use #FRSA and speak to your staff contact about other relevant handles and tags.

Partnership arrangements with other organisations

Partnerships are a good way of broadening our reach, increasing attendance and working with like-minded organisations. See APPENDIX H – PARTNERSHIP PROTOCOLS for full guidance on partnerships, including branding implications.

Sponsorship by outside organisations

Sponsorship can help to make an event or other activity possible where limited resources are available. The RSA welcomes in kind donations of venue / space use or refreshments from individuals or organisations aligned with our mission, and can acknowledge this contribution in the event / activity promotion and during the event / activity itself. This is most often expressed as an “RSA Network working in collaboration with [Another Organisation]”.

RSA Networks cannot seek funding from another charitable foundation. If Networks wish to approach a corporate organisation for funding, internal checks are essential. See APPENDIX H – PARTNERSHIP PROTOCOLS for guidance on this process.

We will be pleased to receive donations of £250.00 or more to contribute to RSA Fellowship activity. If an individual or organisation wishes to make such a donation, it must go through the RSA accounting system. In some cases, it may be possible to restrict the donation so that it is used to contribute to a specific RSA Network’s activities. Restrictions will be at the discretion of the RSA staff contact to ensure
practicalities are considered; the donation will be managed by the relevant budget holder at the RSA. Before a donation is made, the value of the donation and what it will cover should be discussed with your RSA staff contact.

**Supporting events with RSA budget**

Helping to put on events through small subsidies is part of how we work, however we need to be mindful that we are then spending our charitable money towards that event and therefore the event needs to fall within our charitable aims – effectively the three change aims or the RSA mission more broadly. Contact your RSA staff contact to find out more.

**Legitimate expenses**

Legitimate expenses are:

- Room / venue hire
- Refreshments
- Food
- Appropriate travel/subsistence expenses
- Couriering relevant material where needed
- (Please note we do not pay speaker fees)

For other expenses you consider legitimate, or if you are unsure, check with your RSA staff contact.

**Use of Eventbrite to manage bookings for events**

We would like all events to use Eventbrite to manage ticketing. This is because the information goes straight into our database and we can see the big picture of how many attendees we have at events, which events attract which type of Fellow, how far Fellows are willing to attend which types of events and so on. In other words we can build up a full understanding of Fellows and events in order to better provide what is wanted.

**Necessity for full disabled access at venues**

All RSA Fellowship events must have full disabled access and all event formats should be designed with accessibility in mind. Guidance can be found in APPENDIX C – RSA ACCESS FOR ALL DESIGN GUIDE TO FELLOWSHIP EVENTS & EVENT SAFETY CHECK LIST.

**Risk assessment of a venue**

Fellow-led events are covered by the RSA’s insurance, subject to the submission of the RSA Event Safety Check List (APPENDIX C – RSA ACCESS FOR ALL DESIGN GUIDE TO FELLOWSHIP EVENTS & EVENT SAFETY CHECK LIST) at least one week in advance of the event.

**Personal Safety: Guidance for Volunteers**

The following guidance has been put together to ensure the personal safety of staff and volunteers carrying out business with or on behalf of the RSA. Although risk is very low, and our community of Fellows shares a common set of values, please bear these suggestions in mind when arranging events or meetings in your capacity as a volunteer with the RSA.
• Ending an event safely: it’s good practice to have a contact number for a member of staff member at the venue, and to ensure there is a member of staff from the venue on site to lock up after the event.

• Consider options for travelling home after leading an evening event. If you are running an event in a more rural location or where the safest option may be to travel via taxi, this can be expensed to the RSA.

• When arranging meetings, or if you are running an event in the evening, it is good practice to inform a colleague or family member of start and end times and when you expect to be return from the appointment.

• When arranging a meeting with other Fellows, we advise choosing a public place such as a local café, community centre, or making use of the RSA House or Rawthmells Coffeehouse. Your RSA staff contact, other Fellowship Councillors or network colleagues may be able to suggest other suitable local venues.

Branding & Logo

The RSA name and its logo are trademarked. There is a sub-brand which is the RSA Fellowship Logo (green with Fellowship written under the letters RSA), which we use for all our Fellowship communications. Please use this logo for any official RSA business and events, available via your RSA staff contact.

Our logo guidelines can be found in APPENDIX I – LOGO GUIDELINES and guidance on branding can be found in APPENDIX J – BRAND PROTOCOLS. Consult with your RSA staff contact if you have any doubt about logo use. Where Fellows choose to run activity independently please ensure permission is granted from a staff member to use the Fellowship logo and name.

Conduct of meetings and behaviour

All Fellows are expected to conduct themselves with integrity, honesty, respect and abide by the Fellowship Charter. We also ask Fellows who take on leadership roles within the RSA to familiarise themselves with our Code of Conduct when representing the RSA (APPENDIX A – CODE OF CONDUCT WHEN REPRESENTING THE RSA).

If a Fellowship Councillor or Network Lead experiences conflict or issues that need resolving they can check in with their RSA staff contact in the first instance. There is a complaints procedure which can be found in
APPENDIX L – RSA COMPLAINTS POLICY & PROCEDURE AND RSA COMPLAINTS FORM. Breaches of the Fellowship Charter and the behaviour of Fellows is the responsibility of the Nominations and Governance Panel.
CAMPAIGNING AND POLITICAL ACTIVITIES

Attention is drawn both to the Charity Commission’s (CC9) and the OSCR’s (the Scottish Charity Regulator) guidance on campaigning and political activities. The RSA may, through its research or project activities or responses to public consultations, wish to challenge current orthodoxy, but it is essential that this is done in a non-party political way.

Where a group of Fellows (e.g. a network) wish to make a public statement on an issue (normally after a process of consultation with other Fellows) it is important that there is an appropriate disclaimer. The disclaimer should outline how the statement was reached, whose responsibility it is and the release / publication of the statement should be carried out only with explicit authorisation by your RSA staff contact.

Queries for on matters relating to this should be referred in the first instance to the staff representative and for more detailed advice to the General Counsel.
FINANCES

The Head of Finance or General Counsel can provide advice on tax including matters arising from VAT and the impact of either donations or paid for services being provided by the RSA. See further guidance on this under Sponsorship by outside organisations.

VAT

Whenever the RSA charges for an event or some other quantifiable service then it must charge VAT.

Benefits from Fellowship

The RSA is limited in the benefit it can provide to Fellows as the Fellowship is a charitable subscription from which UK gift aid is claimed from many individuals.

Expenses

Fellowship Councillors should not use their position within RSA to receive payment for, or profit from, services rendered. The RSA may reimburse costs incurred by Fellows who are attending either:

- Formal meetings such as Fellowship Council and Working Groups
- Meetings with staff convened at the request of the member of staff
- RSA activity directly related to your role as a Fellowship Councillor e.g. meetings to contribute to or develop your local or thematic strategy; introducing or hosting an RSA Fellowship event

Out-of-pocket expenses incurred in the discharge of area duties will be reimbursed subject to proof of expenditure and subject to the guidelines in APPENDIX K – FINANCE GUIDELINES ON EXPENSES.
APPENDIX A – CODE OF CONDUCT WHEN REPRESENTING THE RSA

Thank you for helping the RSA. The Fellowship is at the heart of the RSA and our Fellows come together to debate, discuss and take action to improve society. Fellows take the lead in organising much of our activity and, as such, many take on positions of responsibility by organising and hosting events, managing online spaces, running networks and more. This code of conduct is for any Fellow who takes on such a position of responsibility.

You may well be the first face of the RSA for a new Fellow or member of the public, or what you write may be the first thing about the RSA that someone reads. As such you are an ambassador for the RSA and it is therefore to our mutual benefit to clarify expectations of you and the RSA.

This supplements the Fellowship Charter and our bye laws and is indicative of the kinds of behaviour expected, rather than being an exhaustive list of do’s and don’ts. It may be necessary to withdraw the offer to you to represent the RSA if there is a serious breach of this code.

The RSA wants to provide a professional service to its volunteers and representatives, but we also want you to enjoy your volunteering experience.

Our commitment to anyone who represents the RSA is to:

- always have a named person as a lead contact;
- be professional, work with you and be clear on what we can and cannot provide;
- support, guide and advise you wherever possible, and provide a route to speak to senior staff should there be anything that concerns you;
- ensure your health, safety and welfare as a volunteer.

Thank you for your help and support.

Code of Conduct

Compliance with the Code of Conduct is one condition of your representing the RSA and should be regarded as the minimum standard you should to work to. If you are unsure whether a decision you are about to make will breach the Code of Conduct, ask your staff point of contact. By working within the guidelines of the Code of Conduct you will be contributing to the success of the organisation.

As a representative of the RSA you agree to:

i. Be a role model with behaviours and attitudes that are in line with our values and the Fellowship Charter, promoting a collaborative working style.

ii. Be responsible and accountable in the way you perform your role.

iii. Be fair and treat everyone with consideration, dignity and respect, including their right to privacy.

iv. Ensure that no form of harassment or discrimination, including in relation to equality and diversity, is tolerated.

v. Communicate with others in an open and courteous way whether in person, in writing, by phone, or by digital media.

vi. Ensure any communication on behalf of the RSA promotes confidence and trust in the RSA’s work.
vii. Respect all confidential information. Volunteers are responsible for maintaining the confidentiality of all personal data, proprietary or privileged information to which they are exposed.

viii. Be mindful of health and safety – your own health and safety and that of others around you. This is especially true if you are organising an event or other gathering.

ix. Avoid conflicts of interest and refrain from actions that may be perceived as such. Reveal any potential or actual conflicts of interest to staff. Avoid anything that could result in bias, or accusations of you abusing your position.

x. Be reliable, meet the time commitments agreed and provide as much notice as possible if you are not able to.

xi. While debate and discussion are encouraged and at the core of the RSA, do not engage in personal criticism or unduly pressure anyone to accept beliefs or opinions.

xii. Work alongside, and in collaboration with RSA Staff and Fellowship Councillors, following procedures and processes where requested.

In return you will be actively contributing to the success of the RSA and its mission to enhance society through ideas and action and helping to strengthen the Fellowship.

If you would like to ask us any questions, please contact us at fellowship@rsa.org.uk

If you have any concerns about Fellow behaviour, please contact us at fellowship@rsa.org.uk or visit www.thersa.org/complaints-policy-and-procedure
APPENDIX B – RSA FELLOWS WAYS OF WORKING AGREEMENT

This agreement is for project and network leads/co-ordinators and should be read alongside the detailed guidance in the RSA Fellowship Handbook, particularly in relation to data sharing, networks and partnerships.

People must be able to trust the RSA with their personal information and be confident that any information they disclose to staff or volunteers is treated with respect and confidence. The RSA has legal obligations to protect people’s personal information and any breach of this legislation can have serious consequences for us both financially and to our reputation, so it is important that Fellows follow the correct procedures. Charities have been fined by the Information Commissioner for breaching their obligations.

As network or project lead you will be able to have access to name, organisation and email address of interested people. This information will be provided either by your ‘Area’ Manager, other RSA staff contact or from information that you have collected personally. In all cases it is important that people have opted in to sharing information. People who wish to opt in to networks do so by signing up to the relevant network form on the website, which is how consent is gained for sharing data. It is not the case that people opt in to networks through booking to attend an event, unless there is an appropriate paper consent form shared at the event. This would need to be agreed with the RSA staff contact ahead of the event. The standard Eventbrite Opt In wording is reproduced below, please note that it does not include the sharing of email addresses. This information must be used only by you and only for the purpose of contacting your interest group about RSA activity. The data should not be published and if you need to store it then it must be kept secure: hard copy in a locked cabinet and password protected and encrypted if on a computer. Old data should be destroyed.

If a network grows larger than 500 people we ask you to use different guidance. Your RSA staff contact can provide you with details. It is reasonable for you after consultation with your RSA staff contact to remove those that are deemed to be inactive or no longer interested in your network. In some cases, this would ensure that the 500 level is not breached.

In this Guidance the term ‘Area’ refers to RSA Areas, Projects, Nations and Themes.

Your Computer Equipment

You should ensure that the computer equipment is properly updated, that your hard disk is encrypted (both Windows and Mac PC’s have tools to enable you to ensure this). We also ask PC users to ensure they have up-to-date anti-virus software installed on their computers.

E-mailing your network

We understand the benefit of you contacting your network personally via email. To reduce the administration burden and comply with data protection legislation, we need you to do this via our recommended email provider which currently is MailChimp. If you are not familiar with MailChimp, your RSA staff contact can help you set things up; further guidance is available in the RSA Fellowship Handbook. If you prefer not to send out emails yourself, your RSA staff contact will also be able to help.
If you do decide to use MailChimp then we also need you to log the account with your RSA staff contact so that the list can be regularly cleaned up and consolidated with RSA central records. Please remember to copy your RSA staff contact in any network emails you send out and inform your area manager of any requests from people to be removed from your network list.

If you intend to email more than 40 people at once, before sending out an email please liaise with your area manager to ensure that your communication does not clash with any other planned bulk email. To minimise the administrative burden all events should be announced via Eventbrite. Your RSA staff contact will organise this as well as ensuring the RSA website is also kept up to date.

Should you have any questions or issues with any data protection matter please either refer the matter to your RSA staff contact in the first instance or directly with nicholas.bull@rsa.org.uk.

Please sign this note to indicate that you have understood and accepted the obligations detailed above.

Signed (Volunteer): Signed (Staff Member):

Name: Name:

Date: Date:

Eventbrite Standard Opt In

“By registering for this event you consent to receiving communications about this event, both before and after, and you agree to the sharing of your name, organisation & title with the Fellow(s) and/or partner organisation(s) hosting this event. Attendees also agree to the sharing of your name and organisation with other delegates at the event so that they might contact you through MyRSA. If you do not wish this information to be shared, please let us know by emailing: networks@rsa.org.uk”
APPENDIX C – RSA ACCESS FOR ALL DESIGN GUIDE TO FELLOWSHIP EVENTS & EVENT SAFETY CHECK LIST

Access for All Design Guide to Fellowship Events

The RSA works with Fellows to develop a wide range of free events. We aim to ensure that these events are accessible to all and led according to our Code of Conduct when representing the RSA and RSA Fellows' Charter.

We use the following principles to help plan Fellowship events:

**Inclusive design**: ensuring that in our planning we build inclusivity in as much as we can. For example, choosing venues with level-entry access, induction loop systems, accessible toilets, seating, designated parking and good public transport links. We use Eventbrite for booking and make sure additional phone and email support is available. The vast majority of our events are free.

**Least restrictive access**: We recognise that we cannot provide full accessibility to everyone – each person’s needs are different and some needs may conflict, such as desired levels of lighting in a meeting space. Where we have to make choices, we will make those that restrict fewest people

**Reasonable adjustments**: we will consider providing additional access based on specific requests from those attending through direct conversations with them. For example, providing BSL or Lipspeaking/SSE interpretation, audio description and captions of presentations and video content, live speech to text, print material in alternative formats (including large print, audio, braille and easy read), a quiet space, refreshments that meet specific dietary needs.

On occasion, Fellows may wish to host an event or activity in a location which could restrict access. Examples might include:

- a countryside walk
- a visit to an historic building with access limitations

In these circumstances we will consider what reasonable adjustments can be made to maximise the opportunity for participation.
Event Safety Checklist

The RSA’s insurance covers Fellows’ events as long as this form has been completed and returned to your relevant RSA staff contact at least one week before your event.

RSA events can be run by both RSA staff and RSA Fellows. We want to ensure that all those who attend an event by the RSA are safe. We ask one of the organising Fellows to complete this form and return it to the Fellowship Team. Please contact your RSA staff contact if you have any questions. Thank you!

<table>
<thead>
<tr>
<th>Name of Event</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Event</td>
<td></td>
</tr>
<tr>
<td>Fellow(s) Organising</td>
<td></td>
</tr>
<tr>
<td>Form completed by</td>
<td>Date:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Important considerations</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there sufficient space for the proposed number of attendees?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the venue suitable for the events programme and purpose?</td>
<td></td>
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</tr>
<tr>
<td>If the venue normally open to the public, i.e. a pub of café then please ensure then have you ensured that the venue has public liability insurance?</td>
<td></td>
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<tr>
<td>Is the venue easily accessible for guests? E.g. Near a station</td>
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<tr>
<td>Is there clear access for emergency services?</td>
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<tr>
<td>Are there clear evacuation procedures if there’s a fire?</td>
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<tr>
<td>Are all emergency exits clearly marked?</td>
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<tr>
<td>Are the facilities and space suitable for guests with mobility or special needs? (Wheelchair access, lifts, seating available)</td>
<td></td>
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</tr>
</tbody>
</table>

Are there any additional considerations and notes that you think should be made having reviewed the event and accommodation?
Accessibility and Inclusion

All RSA events should be held in accessible venues, with activities that are inclusive for all attendees. When planning your event, please take into account the following considerations, and please get in touch with your staff contact or networks@rsa.org.uk if you have any questions or concerns, or if you need to access additional funding in order to ensure your event is fully inclusive to guests with specific needs. Thank you!

1. Getting there
   • Is the venue easy to get to? Is it near a station, with parking near the entrance?
   • Do you need to include any specific information in the pre-event communications so people can easily find the venue, the entrance, or the room where you’re meeting?
   • Is the entrance clearly marked, with large and clear signage?
   • Do your pre-event communications give people an idea about what to expect in terms of the style of event and activities?

2. Getting around
   • Are there ramps and enough space for wheelchair users to enter and turn?
   • If the room is upstairs, is there a lift?
   • Where are the disabled toilets?
   • NB. All venues with public liability should have an accessibility statement – You may want to check with your venue what this is

3. Experiencing the event itself

Many aspects that will improve the experience for people with specific requirements will improve the experience for all guests:
   • Is there an agenda available so people know what to expect, what’s going to happen and when?
   • Is the type of activity inclusive? Does it give everyone an opportunity to participate or contribute?
   • Are there enough seats available if people need to sit down?
   • Lighting and sight: Is the lighting flexible so you can brighten/dim according to need?
   • Sound and hearing: How can you minimise background noise? Is there an option for an induction loop?
APPENDIX D – RSA EVENTS AND NETWORK DATA SHARING GUIDANCE

RSA Events and Network and Data Sharing Guidance

This guide sets out how we share personal data (i.e. any data that can be linked to a unique individual) at our events and through our networks. It sets out how the RSA facilitates the sharing of data by those who are non-staff attending events or involved in one of our networks to whom we hold a duty of care.

Contacts and Networking Generally

Often data protection can be seen as something that is awkward or officious; it is not and RSA staff should be clear that:

- There is nothing wrong with people meeting each other and sharing their contact details with one another, networking should be encouraged. Whether that is staff meeting people or those attending our events taking business cards or contact details, there is nothing to stop people sharing details with one another and staff should positively encourage this.
- Equally there is nothing wrong with Fellows and other people we come into contact with setting up their own informal networks from the contacts that they meet.

However, where an event or network is explicitly or seen implicitly as one run or hosted by the RSA, either because it is advertised through our website, ticketed by us, uses our logo or name as part of it, then it must adhere to the guidance provided in this document.

The reason for this is that the RSA has to make sure it has the consent from the person who has given their data to use it for that purpose when sharing.

Events and sharing details between attendees at an event with more than 20 people

Where an event is attended by fewer than 20 people we ask you to follow your common sense; where the group are all strangers then it may be appropriate to follow this guidance, otherwise it might be more appropriate to be more informal.

Generally the RSA and its staff are not allowed to share another individual’s data unless you have someone’s express permission (i.e. they have given some clear indication they are happy with the sharing to take place). This is called consent.

Often at our events those attending want the details of others attending. This particularly occurs where we are hosting workshops, round tables and smaller events, or when there are opportunities to give a project pitch.

We have a standard way of facilitating this which is to collect the consent that those attending are happy for us to share their name and the organisation they work for or represent. We can do this through an Eventbrite sign up. RSA event pages state “By registering for this event you agree to the sharing of your name, organisation & title with the Fellow(s) and/or partner organisation(s) hosting this event. Attendees also agree to the sharing of your name and organisation with other delegates at the event so that they might contact you through MyRSA. If you do not wish this information to be shared, please let us know by emailing: networks@rsa.org.uk”.

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It can also happen through a show of hands or tick list circulated as part of the event. We do not centrally record this consent but we do want to be clear everyone has an opportunity to agree as to whether they want to share their data.

This should allow people to find each other through publicly available forms of contact or approach each other through MyRSA if they are Fellows.

Often people want us to share e-mail addresses as well. We do not do this as it opens us up to a number of risks such as data protection considerations or risk through people inadvertently sharing virus infected malware or links.

We hope by providing the details set out above we can facilitate connections and help people reach out to each other.

**Setting Up / Early-Stage Networks and Smaller Working Groups (less than 20 people)**

We often find ourselves working with smaller working groups or setting up early-stage networks which usually involves trying to collect a number of core potential co-ordinators together. As long as everyone is happy to share their contact details and the group is less than 20 you should freely facilitate the setting up of a network using e-mail and sharing each other’s e-mails within the chain.

Make sure that everyone is happy being copied in and having their details shared with each other.

If you have not gathered everyone’s permission OR when e-mailing more than ten people you should BCC everyone and send the e-mail to yourself.

If this group grows larger than 20 you must consider running activity as a more formal small network. This is because if you are emailing more than 50 people simultaneously, it is mandatory to use a mailing platform. Notify your RSA staff contact before your list reaches 50 people, so that plans can be discussed.

**Small Networks (50 - less than 500 people)**

A network is a group of people who share a common interest or purpose and have agreed in some form to work together. There are many different forms across the RSA but they have some shared behaviours in how they function. See more about RSA networks in **APPENDIX E – RSA NETWORKS GUIDELINES.** We ask that all members consent to the sharing of their name and a workplace or organisation they represent with the rest of the group. This is a shared list that enables people to reach out through MyRSA, LinkedIn and other websites informally. When we circulate such lists we highlight that this is for use only by those in the network and should not be shared more widely.

It is appropriate to share lists of members and their contact details with leaders and co-ordinators of these networks once the RSA Fellows Ways of Working Agreement has been signed (**APPENDIX B – RSA FELLOWS WAYS OF WORKING AGREEMENT**).

If you are emailing more than 50 people simultaneously, it is mandatory to use a mailing platform such as Pardot (for RSA staff) or Mailchimp (for Fellows who have signed the RSA Fellows Ways of Working Agreement). A staff member must know the password to any Mailchimp account and its opt-outs must be registered against our internal record. Each individual who wants access to the Mailchimp account needs to first sign the RSA Fellows Ways of Working Agreement.
Guidance on the frequency and type of communications Network Leads may wish to send via Mailchimp is available in APPENDIX F – RSA NETWORKS MAILCHIMP GUIDANCE.

Large Networks (more than 500 people)

If a network is larger than 500 we ask that communications by that network be co-ordinated centrally by RSA staff. Leaders and co-ordinators can still receive the contact details of those in the network if they have signed the RSA Fellows Ways of Working Agreement. Similarly we will still share name & organisation details of those involved in the network. It may be useful to consider introducing a sub-groups / task groups structure to make it easier to facilitate communications around specific topics / activity.

Other ways of connecting within networks:

Should your network wish to use a communication platform other than email to organise future activity and collaborate on documents e.g. amongst the steering group, or a sub-group, you should consider options which do not require network members to share their contact details with others using the platform.

If you wish to use a platform such as e.g. Facebook group or Slack, speak to your RSA staff contact who will complete a Privacy Impact Assessment and ask the network lead who sets up the channel/account to sign the RSA Fellows Ways of Working Agreement. The platform will not be moderated by the RSA staff contact.
APPENDIX E – RSA NETWORKS GUIDELINES

RSA Fellow-led Networks Guidelines

Thank you for your interest in RSA networks. More than 30 Fellow-led networks explore, devise, test or pioneer ideas which have the potential to become a powerful source of social change. Due to the demand to create new networks we cannot support all applications and need to be selective with our ongoing support. These guidelines are designed to provide clarity for Fellows wishing to lead, leading and developing RSA networks. They cover why you might want to start an RSA Network, the life cycle of our networks and how we apportion support.

The guidelines will evolve over time in line with the networks and as such are both a reference point and a starting point for dialogue – with others leading activity for the Fellowship, and with RSA staff. They should be considered in conjunction with the related governance documents in the RSA Fellowship Handbook.

Why start an RSA network?

Thematic networks bring together groups of people interested in the RSA mission around a variety of topics and sectors. Place-based networks allow Fellows to connect and collaborate with others based in and around their area. They may develop a thematic focus and grow their reach to engage the wider Fellowship network.

Some Fellows take part in a professional capacity, others in their spare time. Some networks focus on learning and sharing knowledge, others on projects with defined outputs and outcomes.

RSA networks have developed responses to government consultations, held participatory events to provide learning opportunities and open up discussion, and set challenges for members amongst other activity.

What do we mean by an RSA Network?

- A community run by Fellows, for Fellows, and open to others with an interest in RSA work
- An opportunity to connect with others who share RSA values on a topic or theme which contributes to social change, and the mission of the RSA
- Collaborative: allows a number of Fellows to share the leadership and shape the direction of the Network, regardless of where they are based
- Sustained: the group aims to achieve a goal through ongoing collaboration and activity, beyond the completion of a single activity e.g. a one-off event
- Purposeful: working to devise, test and/or pioneer ideas which have the potential to become a powerful source of social change through prompting behaviour & culture change, making connections, regular or semi-regular events, projects, convening, shared learning, task and finish-groups and communications

Find out about existing networks here, and sign up to become a member.
How can the RSA support your network?

There is a high level of interest from the Fellowship in starting networks and running activity through them, so we need to be selective when apportioning support.

Our Fellow-led Networks are structured to empower Fellows to take ownership and drive change with support from RSA staff. When you are collaborating with us to start or develop a network, you will always have a named RSA contact to connect you with the wider Fellowship and to offer guidance where needed, especially in the setting up of your network.

We ask Networks to set their own purpose & objectives using the guidance provided below. The RSA team are available to help shape these through conversations. We recognise that once started, networks may not continue in perpetuity, for example a network winding down once its aims have been achieved. We share resources amongst networks according to the following:

- Alignment to the RSA’s key areas of work and wider mission (Public Services & Communities; Creative Learning Development; Economy, Enterprise and Manufacturing)
- Network impact and outputs (or what they plan to achieve whilst in the early stages)
- Level of engagement / demonstrable interest within the Fellowship
- The stage a network is at in its life cycle
- Other networks covering similar areas of interest
- The level of activity and number of Fellows in a geographic location

As a planning guide, we are usually able to support up to four activities (e.g. evening events) per year, per network.

We offer:

- Bringing together a global community of 29,000 Fellows with a broad range of expertise, passions and perspectives, all committed to the shared values of the RSA global Fellowship
- Administrative support, including facilitating and/or sending communications to members
- A sounding board for ideas
- Help connecting to other individuals & organisations working in the social change arena
- An online platform to share & disseminate ideas through blogs and news stories
- Expertise and guidance in event design and facilitation
- Assistance in evaluating the impact of your outputs, learning as the network develops
- Support with succession planning where applicable
- Limited budget to support activities such as events or projects

Your RSA staff contact is available to discuss these and other ways the RSA may be able to offer support.

Note that as the RSA is a charity, our networks cannot provide Fellows with a platform to promote products, services or other commercial endeavours that they stand to benefit from personally.
THE NETWORK LIFE CYCLE

RSA staff use this process to help support networks as they evolve.

SETTING UP YOUR NETWORK: THE SPARK

Start with an exploratory conversation with your RSA staff contact (e.g. Area Manager, Global Manager) about what you’d like a network to achieve.

We’ll help you to consider and test the appetite for activity amongst the Fellowship by publishing a blog outlining your ideas which allows Fellows to register their interest.

We’ll discuss the scope and reach of your proposed network:

- will it be place-based? Is there scope for it to grow beyond the place in which it originated?
- would it work best as a digital-first network with national or international reach?
- are there other Fellow-led Networks or groups which explore similar themes and seek to engage similar stakeholders/audiences/groups of Fellows?

If there is very close alignment with a current area of RSA work, we may suggest an exploratory conversation with one of the Thematic Fellowship Councillors. This could begin a supportive relationship which will continue in tandem with the life of the Network and help Network Leads find opportunities for connection within the RSA.

Depending on the response to your blog, RSA staff will support you in developing your network’s purpose and suggested objectives, or we may suggest another way of engaging with the Fellowship.
DEVELOPING YOUR NETWORK’S PURPOSE: FORMALISE

It’s important to be clear about why your network exists: a well-defined purpose can help to attract the people and connections needed to fulfil your goals, while providing a focus for your activities. Providing clarity on what your network doesn’t intend to cover is also important, helping Fellows and staff identify gaps and opportunities for new activity to emerge. Consider:

- How does your network align to the broader mission of the RSA and one or more of its three themes of work (Public Services & Communities; Creative Learning Development; Economy, Enterprise and Manufacturing)?
- What do you want your network to achieve? This could be in the short term or long term. It might be a specific objective which could change over time, or a desire to experiment, iterate and evaluate. Consider the impact you want to have and what the support of an RSA network can bring.
- How often will you engage with / develop activity for your network? There will be connections and conversations happening between members all the time; how will you frame this conversation and offer additional opportunities?
- What is the scope of your activity?
- What capacity and time can you commit to running activity? Networks should share the leadership or organisation of the network between more than one person to bring different perspectives, and allow for responsive dialogue with your RSA staff contact and with network members.

Once your group becomes an RSA Fellow-led Network, it will be listed on our website alongside others, and you’ll receive semi-regular updates on related RSA projects and information on opportunities such as training, events or connections from your RSA staff contact. Fellows will be invited to contact you via MyRSA to learn more about network activities and opportunities to get involved.

You will agree a time to reflect on your purpose and objectives with your RSA staff / Fellowship Councillor contact.

DEVELOPING & ENABLING YOUR NETWORK TO GROW

The development of your network should take into account your self-defined purpose and objectives, as well as the views and interests of the network’s membership.

Ways in which you may evolve your network include:

- Testing, iterating and evaluating hypotheses, sharing learning with others
- Creating network sub-groups which either focus on one issue or location, or are task-and-finish groups. Members may never meet in person but collaborate to achieve impact.
- Forming Action Learning Sets
- Planning and running events (in person or online) for members
- Collaborating with external organisations to increase the network’s reach, design new activity or provide opportunities for members
- Collaborating with other Networks and Fellows in different locations to make activity accessible to the broader Fellowship community, or to make links between different themes/topics
- Taking advantage of opportunities to connect with the work of and colleagues in the RSA Action Research Centre (ARC), where available
• Representing your network at RSA or external events
• Managing network-wide communications (available to those with memberships under 500 people only) by signing the RSA Data Sharing Agreement

REFLECTION
Following a time period agreed upon when the network formalises, the Network will meet with their RSA staff or Thematic Councillor contact to reflect on the network’s development, mission and next steps. Before this discussion, the RSA can support networks to evaluate their impact.
This provides an opportunity to reframe the relationship for both parties, confirm or amend the network’s purpose, set new objectives for further development, and/or wind down the Network.

WINDING DOWN
If activity has lost momentum, objectives have been met with no appetite to continue and/or other barriers present themselves, it may be appropriate to wind down the network.
If the network leadership no longer wishes to continue, the opportunity for other network members and interested individuals to take this on will be explored before the network winds down.
As part of this process, we’ll consider communications to members, the network presence on the RSA website and the data collected and held by the network.
This guidance must be considered in conjunction with the RSA Code of Conduct, Fellowship Charter and Volunteer Handbook.

APPENDIX F – RSA NETWORKS MAILCHIMP GUIDANCE
We hope you find the opportunity to communicate directly with your network’s members useful. Please find below some guidance on this process. If you have any queries, or for extra guidance on logging in to your RSA Outlook account and/or your network MailChimp account, please contact Area Coordinators Oliver Guerrero or Jessica McMorrow on networks@rsa.org.uk

The Fellowship Team will have access to your MailChimp account in order to synchronise updates of new subscribers and those who wish to unsubscribe.

We imagine Network Leads might use MailChimp to send:
• Follow up / post-event mailings with sources of further information or a summary of action points for members / ways to get involved
• Newsletters: collecting news from your network into one email e.g. upcoming events, a call out for speakers for a future event, highlighting a network member’s project by sharing an RSA blog or news story
• Invitations to suggest themes, topics or speakers for meetings / ideas for future activity
• Smaller communications to steering group members, or members of an Action Learning Set or sub-group, where contact details need not be shared
We will still create RSA webpages and Eventbrite pages for events the Fellowship team has agreed to support via the usual process, and can help to publish blogs (guidelines here) and news stories (guidelines here). Any activity which uses the RSA name in its title or promotional materials/communications will be considered an RSA event and should follow our guidelines (APPENDIX J – BRAND PROTOCOLS).

What we cannot support through communications
NB: Due to the RSA’s charitable status, we cannot provide Fellows with the opportunity to promote products, services or other commercial endeavours that they stand to personally benefit from. If you receive requests of this nature from network members, or are unsure, please refer the Fellow to your staff contact, who may be able to suggest another way the Fellowship can support their project.

Frequency of communications
Fellows can tailor their communications preferences to let us know what they’d like to hear about, and many receive multiple emails from us on a regular basis. For this reason, we carefully plan our communications to be sensitive to this and to ensure the messages we do send have the intended impact.
Please take into consideration the following when planning your communications to Fellows:
- **Timing** – When are you planning on sending the mailing? Please coordinate with your RSA staff contact so we can avoid overloading Fellows with emails on certain days.
- **Clustering** – Can you consolidate multiple updates into a single mailing? We recommend no more than one email a month: a possible exception might be an event reminder a week before an event, and a follow up mailing the day after to share any resources or kickstart a project put forward at the meeting.
- **Consider other channels** – Is an email the best channel for the information you want to share? In some instances it might be best to publish a news story or blog, post to the RSA LinkedIn Group, or use your network’s own communication channel, if you have one.

**APPENDIX G – RSA NETWORK LIFE CYCLE PROCESS**

Guidance on the process RSA staff use to support networks can be found in the RSA Networks Guidelines (APPENDIX E – RSA NETWORKS GUIDELINES).

Fellows should share the leadership of a network. The first step is to publish a blog written by you on the RSA website, which will gauge interest from the wider Fellowship and – if you do not already have a working group - find collaborators to share the responsibility of running the network. The blog will include a form which collects the details of interested parties. You may also wish to ask specific questions about the kind of activities, topics or outputs members would wish to be involved with.

The form will include an ‘opt in’ to share contact details with the person leading on the network proposal.

If there is significant interest, RSA staff will send an email to these people with more details about proposed activity and to request that those who would like to become involved reply to the email to confirm and that they are happy to share their details with a small group (fewer than 20 people) over email in order to discuss and plan. In this way, a steering group can be set up.

Setting Up a New Network (Network Life Cycle: Formalise)
Once your network has formalised in consultation with your RSA staff contact, we will create a page on the RSA website including a form through which potential members can sign up to join the Network. In doing so, they will consent to have their details shared with you, the network leadership. Even if you do not wish to sign the RSA Fellows Ways of Working Agreement at this point and contact your network members directly, it is possible for you to do so in the future because we will have gathered the appropriate consent. See other network pages here.

Each individual involved in the leadership who wants access to the contact details of members is required to sign the RSA Fellows Ways of Working Agreement. This allows the RSA to freely share contact details of network members between our central database and network leads, and vice versa.

Please note that if you are gathering personal data from people directly you will still be required to inform them how the data will be used, i.e. that it will be shared with the RSA. Should a group you have convened become an RSA Network, again, you will need to seek consent from the group’s members to share their details with the RSA and so become members of the network. Only then can you share their details with the RSA. One way to do this would be to set up your network page on the RSA website and signpost your group members to it, so that they may sign up.

When your network membership grows to more than 20 people, it will no longer be appropriate to email them details of activity via your personal email. This is because it would be considered ‘mass marketing’ instead of personal communications (even if the tone is still personal) and so we must offer people a way to unsubscribe.

Either work with your RSA staff contact to send out communications via Pardot, or discuss setting up a Mailchimp account for your network (up to 500 people).

Collecting Data from Participants in Advance of Network Activity

Some RSA event formats which Networks can choose to use or adapt involve opportunities for event guests to apply to contribute to an event, e.g. the chance to give a 3-minute pitch.

The administration of this process e.g. deciding who will speak, communicating with the speakers RE logistics, will usually be taken on by the Network Lead or Event Lead. When setting up the online mechanism to apply for the opportunity in advance, the RSA will add a disclaimer which states that applicants will be sharing the information with the Network or Event Lead i.e. outside of the organisation.

If we expect there to be fewer than 20 applications, the recipient of the data will not need to sign the RSA Fellows Ways of Working Agreement. If we expect more than 20 applications, we will ask the recipient to sign the agreement before we share details of applicants.

Network Surveys

If Fellows wish to survey network members, Fellows or non-Fellows for a project they are running independently of the RSA, we can include a link to this survey in a news story published on the RSA website.

Although we will not normally administrate surveys on behalf of networks, in some circumstances, it may be possible to survey your network members or others through the
RSA survey platform. If you wish to send a survey in this way, promote it using the RSA Network name and use the RSA brand, the Fellow(s) who will receive and analyse the survey results must sign the RSA Fellows Ways of Working Agreement. This is because you will be collecting personal data from Fellows and the public under the RSA name, and we need to ensure you will use the data responsibly. As part of the survey there will need to be a clear disclaimer explaining that the data will be handled by the Network Lead or nominated other Fellow i.e. shared outside of the organisation.

The data collected from a survey which the RSA administrates will be shared with the Fellow(s) who have signed the Personal Data Agreement via a link from an RSA staff contact’s One Drive.

Setting Up and Running Network Sub-groups

Sub-groups within RSA Networks allow members to collaborate on specific a topic or project and for the networks to scale their impact. They should have a specific purpose / series of objectives which aligns with that of the network’s overall purpose.

Sub-groups are often smaller groups, and in this case should follow the guidance above for communicating with 20 people or less. In this case, opportunities to get involved with sub-group activity will be promoted via email from the network with which the group is associated – either by the RSA, or the Network Lead who has signed the Personal Data Agreement. If a member of your network wishes to start a sub-group of this kind, we invite them share an email address with network members via a mailing, or in a news story published on the RSA website because we expect that the number of people who wish to take part will be fewer than 20. Guidance on sharing an email address publicly applies (when starting new or promoting existing activity, whether independently as a Fellow or run as an RSA activity, we do not recommend including a personal email address on an RSA webpage as it will be publicly available, not just to Fellows. Instead, consider using a business address or setting up a “hello@projectname.com” account using a free email platform). This allows interested network members to contact them directly. In this case, sub-group lead can share names and organisations of members with the RSA so that we have a record of sub-group membership, but not contact details.

If your network runs the bulk of its activity through larger sub-groups, we invite the leader(s) to sign the RSA Fellows Ways of Working Agreement which allows them to communicate with members using the Mailchimp platform, separate from the overall network’s communications, or to set up an alternative platform than email for sub-group members to join. In this scenario, to start a sub-group, the RSA will give the sub-group a presence on the network’s RSA webpage, and set up a Pardot form to capture interest and allow new members to join. In order for us to share details of those who have signed up, the sub-group lead must sign the RSA Fellows Ways of Working Agreement.

Running Sub-Group Activity as an RSA Event

There is a limited amount of resource and budget to support network activity, and many networks covering a variety of themes and topics globally, so we can only support a certain number of events and volume of activity. If you wish to request support to run sub-group activity as an RSA event, you should first discuss this with the overall network lead, or relevant Fellow contact.
On occasion, a sub-group may wish to run an event which is not part of the overall network’s programme and which will not be administrated by the RSA. In order to do this and use the RSA name and logo to promote the event, it must follow our event guidelines and a signed Event Safety Check list (APPENDIX C – RSA ACCESS FOR ALL DESIGN GUIDE TO FELLOWSHIP EVENTS & EVENT SAFETY CHECK LIST) must be returned to your RSA staff contact in advance, so that it is covered by RSA public liability insurance. You can set up your own ticket booking mechanism via Eventbrite or another platform.

Communications: If the Network has its own MailChimp account, speak to the network lead about the possibility of sending a mailing.

If the RSA manages your network’s communications, you are encouraged to write a news story (guidelines here) including the ticket booking link. It may be possible for the RSA to include this in relevant newsletters or share via Twitter.

Network Websites

If a Network’s level of activity and outputs increases significantly, it may be possible for the RSA to set up a Network website page(s) which can house resources, updates and opportunities etc – e.g. Sustainability Network. Only staff members have permission to edit the RSA website, so changes will need to be made through your contact or another relevant member of the Fellowship or Digital teams.

If a Network wishes to set up a website outside of the rsa.org.uk domain, for example to allow for more frequent changes than RSA staff can resource, please first check with your RSA staff contact. You will be asked to sign the RSA Fellows Ways of Working Agreement (APPENDIX B – RSA FELLOWS WAYS OF WORKING AGREEMENT) and make the relevant checks RE use of the RSA brand.

In very exceptional circumstances, the RSA may be able to offer a grant for a Network to set up an independent website.

Merging Networks

In the life cycle of Networks, it is sometimes an option to merge two or more network groups. This is possible once the RSA staff contact and the leads of all networks concerned have agreed on the merge, the new network name and have a clear idea about the new purpose and content of future activity. The RSA will merge the separate mailing lists and email all members informing them of this change and that they can opt out of future communications if they wish. Your RSA staff contact(s) will support you through the process of creating a new purpose statement so that it is aligned to that of the RSA, or more broadly, social change. We will include information about the change and proposed activity going forward in the communication which notifies members of the merging.

Example: Fellow-led Mindfulness & Conscious Living Networks merged to become the Mindful Living Network in August-September 2018 due in part to a significant overlap in membership.

Change of Network Leadership / Winding Down Networks

If network activity has lost momentum, objectives have been met with no appetite to continue and/or other barriers present themselves, it may be appropriate to wind down
your network. If the person or group leading the network no longer wishes to continue, the opportunity for other network members and interested individuals to take this on will be explored before the network winds down.

In most cases, these steps will be followed:

1. RSA staff will email members to let them know the network is winding down, but give members 4 – 6 weeks’ notice in case someone does want to take on leadership of the network or re-start activity. After the agreed time has passed, RSA will email the network members again to let them know the network is now inactive.

2. If you have been emailing network members in a grouping on your personal email, we will ask you to delete this email group. It is fine to keep any personal contacts made during the course of the network.

RSA Staff Only:

3. Add ‘ARCHIVE’ to the beginning of the network Salesforce campaign, so that others know it’s no longer active. Please also change the description in the campaign to state that it’s not active.

4. Add ‘ARCHIVE’ to the beginning of the consent list in Pardot. To do this, click edit in the top right hand corner, and then ‘Basic info’. Untick the ‘public’ field. This will remove it from the email preference centre.

5. If applicable, the Mailchimp and/or Sharepoint account will be closed.

6. Remove the network presence from the networks page on the RSA website, including the Pardot sign up form.

When there is change to Network Leadership, the password of the Network’s MailChimp and Microsoft accounts will be changed, and the new details shared with the remaining or new Network Leadership, once the relevant Personal Data Agreements have been signed. Further information on network MailChimp accounts can be found in APPENDIX F – RSA NETWORKS MAILCHIMP GUIDANCE. When a network winds down, the RSA’s data retention policy will be followed.
APPENDIX H – PARTNERSHIP PROTOCOLS

Partnerships are collaborations that imply value exchange between the RSA Fellow-led networks and external third parties. They may include but are not limited to income generating partnerships.

Protocols

Any RSA network seeking to forge a local, national or global partnership with any organisation under any RSA brand identity, should first seek permission from the RSA.

Any RSA network seeking to forge a local partnership should do so for the purposes of delivering the outcomes detailed within its agreement with the RSA e.g. MOU and the RSA Fellows Ways of Working Agreement (APPENDIX B – RSA FELLOWS WAYS OF WORKING AGREEMENT). Relevant purposes are likely to be limited to the delivery of events, events content, or marketing the RSA Fellowship or other activities of the RSA through local networks.

Any RSA network seeking to forge a local partnership should send email notification to the relevant team with the RSA stating the potential partner organisations’ name, key contact, and reason for pursuing partnership should be detailed. If the partnership is to be focused on a thematic area, effort should be made to communicate this and where possible, in reference to the relevant change aim (e.g. Future of Work – EEM).

Only one RSA network should submit and pursue a proposal for a partnership to any particular organisation. The leading entity should be agreed upon by the RSA. Global and national partnership opportunities shall always be pursued in coordination with the RSA.

All RSA networks may pursue partnership opportunities with individuals without informing the RSA prior i.e. if a network wishes to offer pro bono consulting services to an individual outside the network, rather than to an organisation. As non-Fellows can join RSA networks, individuals will be encouraged to engage with the opportunity through the network.

All RSA networks entering into partnerships should provide regular information relating to the partnership to the relevant RSA team with its general progress updates (quarterly or otherwise). Information to be included is as follows: partner organisation’s name, reason for pursuing partnership, relevance to RSA thematic areas, and whether income is generated / approximate value in local currency.

No RSA network shall enter into a contractual agreement on behalf of the RSA or another RSA network.

Pre-emption of the need for The RSA resources (employee time or otherwise):

Should a potential partnership require any resources of The RSA in order to deliver it, or increase the likelihood of securing it, then effort should be made to quantify and communicate the estimated resource requirements to The RSA in advance of entering the partnership.

No hypothetical discussions with potential partners should assume the availability of resources of The RSA without first receiving notification from The RSA that these discussions are acceptable to enter into.
Sponsoring vs. Partnering

The RSA wants to build partnerships that focus on mutual value creation rather than mere brand and communications sponsoring. Avoid partnerships that do not generate direct value that lead to the delivery of your desired operational outcomes.

Avoid partnering with third parties that represent sectors that directly conflict with RSA values.

Structure partnerships and define clear roles/give-gets.

RSA networks seeking to forge partnerships should ensure agreement with the partner on: what success looks like, the timeframe for the partnership with clear start and end points, the resource commitment on both sides and how to close the partnership.
# APPENDIX I – LOGO GUIDELINES

## When can I use it?

- When permission has been obtained by RSA staff member: for the UK discuss use with your Regional staff lead; for Global consult with Director of Global.

- When running events use of the logo will require using the Fellowship registration platform (currently Eventbrite) and is subject to data protection procedures.

- If you have received project funding and support through RSA Catalyst/Crowdfunding you will be granted permission as part of your confirmation details.

- By using the RSA Fellowship logo you are agreeing to abide by the RSA Fellows’ charter and our charitable aims.

- Use of the RSA Fellowship logo is subject to the necessary regulatory provisions (such as data protection, insurance, health & safety and accessibility).

## When can't I use it?

- To promote your personal status. The RSA logo is not permitted to be used on a website or social media profile, email signature, as this might be construed as a personal endorsement.

- To promote, or appear to promote, any kind of commercial activity, as this is prohibited by our charitable status.

- In any other way that has not been signed off by a RSA member of staff.

- Fellow-led or Fellow supported activity without the RSA Fellowship logo is not subject to necessary regulatory provisions.

- If you would like to use the RSA Fellowship logo, or aren’t sure whether its appropriate, contact your staff contact who will be happy to advise you.

Contacts
Exclusion zone and positioning

An exclusion area has been created to ensure the logotype has sufficient breathing space and is not constricted by surrounding design elements. This is equal to half the height of the green shaded area (shown below as x) and applies on every side.

Fellowship colour

The Fellowship logotype always uses PMS 7723 (a Pantone colour used in professional printing only). This colour can be reproduced as CMYK (based on combinations of cyan, magenta, yellow and black pigments) and RGB (based on combinations of red, green and blue).

- Use the CMYK version of the logotype if you are producing a document to be printed.
- Use the RGB version of the logotype if it will be used online, or if you are making your document in Microsoft Word.

If you are producing a document that will be printed professionally, please contact the RSA for further guidance.

<table>
<thead>
<tr>
<th>CMYK</th>
<th>RGB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyan 62%</td>
<td>Red 107</td>
</tr>
<tr>
<td>Magenta 17%</td>
<td>Green 163</td>
</tr>
<tr>
<td>Yellow 50%</td>
<td>Blue 135</td>
</tr>
<tr>
<td>Black 1%</td>
<td>Hex #6B3A87</td>
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</tbody>
</table>

Logotype size

The size of the logotype can be varied according to the context in which it is being used. However, the following measurements should be used as a rule of thumb:

<table>
<thead>
<tr>
<th>Paper size</th>
<th>Logo width</th>
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<tbody>
<tr>
<td>A3</td>
<td>60mm</td>
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<tr>
<td>A4</td>
<td>45mm</td>
</tr>
<tr>
<td>A5</td>
<td>35mm</td>
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</tbody>
</table>

Minimum size

There will be instances where the logotype needs to be reproduced at a small scale. The standard logotype (incorporating the strapline in the platform) should only be used when it is at least 30mm in width. Below this size, the standard logotype should be replaced with a version that omits the word “Fellowship”. The version of the logotype without the word “Fellowship” should be used at sizes above 30mm only in special circumstances.

Below 30mm

‘Fellowship’ should not be used
APPENDIX J – BRAND PROTOCOLS

Definition & elements

A brand includes trademarks, service marks, designs, logos, copyrights, indicia, distinguishing guises, trade dress, trade or brand names, business names, any other source or business identifiers including domain names, all goodwill associated with the foregoing, and registrations and applications for the foregoing. It is the externalisation of the organisation’s identity including the brand’s voice and visual identity and as such represents the essence and personality of the organisation.

Specifically, the RSA brand includes but is not limited to:

- the trademark ‘The RSA’ as well as any past trademarks registered as part of agreements between The RSA and its local licensees (i.e. The RDI, RSA US, RSA ANZ, etc.)
- the name ‘The RSA’ as well as any of the past brand names used to describe the RSA brand.
- the RSA logo and its derivations
- the domain name – www.thersa.org.uk and any of its derivations
- the RSA visual identity, brand value proposition, identity, fonts, key designs and copyrights
- trademarks, logos, designs, service marks, business names, any other source or business identifiers referring to RSA global activities – i.e. SDA’s, Catalyst, etc.
- goodwill and other registrations associated with the RSA brand.

The RSA brand is wholly and solely owned by the RSA. In particular, The RSA retains all right, title and interest in and to all RSA brand elements.

Principles

- Our brand is one of our most important collective assets. As such we all seek to enhance, protect and leverage it with greatest care for our collective interests.
- Because it will be used in many contexts and/or connecting many events/entities, it is important to retain a strong essence of The RSA’s values; to act as a common thread or point of reference bringing together all of the diversity in order to achieve a global brand recognition that in return will strengthen the local efforts and positioning.
- The RSA brand often works in collaboration, or alongside, a variety of other areas where creativity will arise, for example with Fellows’ projects that are in collaboration with the RSA or in joint activities with network partners. The RSA brand will remain clearly present and recognisable throughout these collaborations in order to maintain its identity through all of its work.
• The RSA does not want to dictate how things should look other than the base elements (e.g. logo) that keep us within a consistent brand language both in terms of brand voice and visuals. We want to encourage creativity and local ownership and we trust Fellows to use and implement the brand elements as they are defined by The RSA. Where networks feel they might be deviating from the core RSA brand, we ask the following:
  ○ Please share the concept with the RSA Local Area Team. The Local Area Team will advise for proper brand use and also welcomes proposals for brand asset creation that can later be used by the wider network.
  ○ When material/brand assets have been produced and where needed previously been approved, please share these materials and results/feedback with the RSA Local Area Team.

Protocols

Network brand identity

Any RSA network run by Fellows may use the following name ‘RSA X Network’ e.g. RSA Sustainability Network, RSA Heritage Network.

Any RSA network is permitted to use the RSA Fellowship logo, which presents the RSA in capitals above a box in light green. This logo is to be used in any communications or events. See related guidance in APPENDIX I – LOGO GUIDELINES.

Sub-groups wishing to use the RSA Fellowship logo should seek approval from the relevant RSA staff contact on a case by case basis.

Example: if a network’s activities focus on convening a conversation which could lead to change and it wishes to use the RSA brand in order to invite actors in the relevant space/sector to take part, it is free to do so, but you must first speak to your RSA staff contact. We can help you expand the reach of your work if you share an update with us for publication on the RSA website, and will be able to share with relevant colleagues within the RSA. In any approach to individuals or organisations, the network / group’s connection to the RSA should be explicit e.g. “We are a group of RSA Fellows who design and run activity through the Long Life Manufacturing Sub-Group of the RSA Sustainability Network. We are not RSA staff”. An outcome of this conversation may be collaboration between some or all of those taking part in the conversation the RSA network has convened. Please inform your RSA staff contact if such an opportunity emerges, so that we can explore whether it is appropriate / we are able to join or add value to the collaboration. Fellows should not convene conversations with the expectation of subsequent RSA involvement e.g. to administrate further activity or collaboration and should make this clear to those they invite to take part.

Co-branding

The RSA is a standalone brand. As a result direct or derivative branding from another brand can be seen as contrary to the above. Rather, the better way of engaging with other brands is in a limited scope, such as through a program which can be co-branded or supported by, etc.

Partnering activities and ensuing brand associations should follow the Partnerships Protocol and ensure strong sharing of values, vision and purpose with the partner
organisation. Any collaboration that may drive harm to our global brand should be avoided.

**Misuse of brand**

Any misuse of The RSA brand (whether accidental or deliberate), in contravention to any of the above points, the details of the misuse should be communicated immediately to the RSA. The RSA will then consider how this misuse has affected the continuity of its agreement with the network, and respond accordingly.
APPENDIX K – FINANCE GUIDELINES ON EXPENSES

Guidance for Fellowship Councillors' Expenses

1. Completing an expenses claim form
   The claim form is available here and reproduced below. Fellowship Councillors are entitled to claim any reasonable expenses incurred in undertaking their role with the RSA. For our administrative purposes, we attribute Fellowship Council expenses to two budgets:

   i) Fellowship Council Expenses – all travel, accommodation and subsistence relating to attendance at the in-person Fellowship Council meetings in London
   ii) Fellows' Area/Nation Expenses – all travel and subsistence relating to attendance at meetings and events within your local area/nation

   At the top of the claim form you will see a series of checkboxes which indicate the type of expense, so a Fellowship Councillor's claim would need to check either Fellowship Council Expenses or Fellows' Area/Nation Expenses, or both as relevant. In the main body of the form you will need to describe the item claimed for under 'Details of Expense.' Please indicate here whether the item is a Fellowship Council or Area/Nation expense.

   Travel:
   - Mileage can be expensed at 45p/mile
   - Train/flights can be expensed as appropriate
   - NB: as the RSA is a charity, where possible please consider low cost options e.g. travelling at off-peak times. If you wish to travel First Class, we may be able to reimburse the value of a Standard Class fare for the same journey. Check with your RSA staff contact before booking.

   Accommodation and Subsistence:
   - Up to £160 for overnight accommodation; up to £10 for breakfast and £25 for dinner if you are required to stay overnight to attend Council. Lunch is provided.

2. Submitting a claim form
   Our preference is to receive claims electronically via email. Receiving your claims in this format will help speed up the process for reimbursement. Your completed form should be accompanied by copies of all receipts where available – please either photograph or scan the receipts and attach to your email.
   - If you are a Local Fellowship Councillor, please send your claim to your Area Manager.
   - Thematic councillors, please send directly to Grace grace.mccole@rsa.org.uk

If you have any queries about the process please contact your RSA staff contact.
**RSA Claim for Reimbursement Form**

### CLAIM FOR REIMBURSEMENT

<table>
<thead>
<tr>
<th>Type of expense (please tick appropriate box)</th>
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<tbody>
<tr>
<td>Staff Expenses</td>
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<tr>
<td>Treasurer/Board Expenses</td>
</tr>
<tr>
<td>Fellowship Council Expenses</td>
</tr>
<tr>
<td>Fellow/Annexation Expenses</td>
</tr>
<tr>
<td>External Volunteer Expenses</td>
</tr>
</tbody>
</table>

**Grants (please specify type of grant):**

- Name:
- Email Address:
- Department:

<table>
<thead>
<tr>
<th>Date Expense Incurred</th>
<th>Details of Expense (please include title of meeting as appropriate and attach original receipts)</th>
<th>Amount Claimed</th>
<th>Coating Information (to be completed by authoriser)</th>
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**Total Claimed:** 0.00

**Less each Advance:**

**Payment will be made by BACS transfer please provide bank details:**

- Bank Name:
- Account Name:
- Sort Code:
- Account Number:

I confirm that the expenses above have been incurred by me in connection with carrying out a role for the RSA and have not been reimbursed by any other organisation.

**Signature of Claimant:**

**Authorised by:** (Normally Budget Holder)

**Date of Claim:**

**Date Authorised:**

Area Fellowship Councillors: Please email this completed form, along with a photograph of receipts to your Area Manager.

Thematic Fellowship Councillors: Please email this completed form, along with a photograph of receipts to grants.mccoll@fre.org.uk

Claims must be made within one month of the expense being incurred.

Payment will be made by BACS transfer normally within 30 days of receipt of the completed claim in Finance.

Please refer to the Handbook for information on allowable expenses.
APPENDIX L – RSA COMPLAINTS POLICY & PROCEDURE AND RSA COMPLAINTS FORM

The Royal Society for the Encouragement of Arts Manufactures and Commerce aims to provide its Fellows and customers with a high standard of service in all the works it undertakes.

According to the British Standard (BS8600) a complaint is “An expression of dissatisfaction whether justified or not”.

If you are unhappy about any aspect of our service please tell us about it. This will help us to ensure that we meet the highest standards and enable us to identify any areas we need to improve.

Complaints Procedure

If you are dissatisfied with the service you have been given, please contact the department you have been dealing with at the RSA. They will deal with your enquiry promptly, and do their best to put things right.

If you remain dissatisfied, please contact one of the following staff members depending on the nature of your complaint:

For complaints about Fellowship please contact Grace McCole at:
Email: grace.mccole@rsa.org.uk;
Phone: 020 7451 6958

For all other complaints please contact Katy Evans at:
Email: claire.Littleford@rsa.org.uk;
Phone: 020 7451 6883

How does the Complaints Procedure work?

It’s always better if you can let us know your complaint straight away. You can make a complaint in writing to the relevant person mentioned above.

We will send you a letter or email to acknowledge your complaint and asking you to confirm or expand on the details set out. We will also let you know the name of the person dealing with your complaint. You can expect to receive our letter within 10 working days of us receiving your complaint.

We will then start to investigate your complaint. We will endeavour to complete the investigation within a calendar month. However, depending on the nature and complexity of the complaint we may take longer, in which case we will let you know the revised date.

Following our investigation, we will send a detailed response to your complaint. This will include our suggestions for resolving the matter. This will happen within five working days of us completing the investigation.

If you still think you have cause for dissatisfaction, you can ask the Chief Operating Officer to look into your complaint. You must do this within one calendar month from the date of issue of the response to your complaint.
The Chief Operating Officer will then either look at your complaint personally, or appoint another senior member of staff (with no previous dealings with your case) to investigate and they will send you a reply in writing within 20 working days.

Download the RSA Complaint Form or see below. Fill it in and send it back to us by email or post.
## RSA Complaint Form

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<td>Fellowship number:</td>
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<td>Mobile no:</td>
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<td>Email address:</td>
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<td>Date of complaint:</td>
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### Details of your complaint:

Describe in detail and accurately the nature of your complaint. Please try and make this a clear, precise and preferably a concise statement of what the complaint actually is. Also remember to include details of any previous steps that have been taken to resolve the complaint and the reasons why you still feel your complaint is unresolved *(if applicable)*.

### Evidence in support of your complaint:

*(Please summarise/list supporting evidence you are intending to submit in support of your complaint. Evidence should be attached to your complaint form).*

### Describe what actions can be taken in order to deal effectively with your complaint i.e. the outcome sought:

*(Please state the outcome(s) sought).*

### Describe what measures can be taken to avoid a repeat of your complaint:

### Detail other members of staff you have spoken to on this matter:
For complaints about Fellowship Services please forward your completed complaint form to Grace McCole at: grace.mccole@rsa.org.uk

For all other complaints please forward your completed complaint form to Katy Evans at: katy.evans@rsa.org.uk