

RSA Membership Survey 2014

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Prepared for RSA Fellowship

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About the Survey

How the sample was selected

- A personalised link with an invitation to complete the survey on Surveymonkey.com was sent to all Fellows for whom the RSA had an email address and weren't due for renewal on 23rd July 2014. The survey remained open for a period of 6 weeks, and two reminder notices were sent to those who had not responded. Further, an invitation to request a paper copy of the survey was placed in the RSA Journal - just 3 Fellows requested a paper version of the survey, and 2 returned a completed questionnaire.
- A full copy of the Questionnaire is included at the end of this report.

Source of additional data.

- The data collected from the survey has been combined with variables from the RSA membership database, including age, gender, date of Fellowship and payment method.

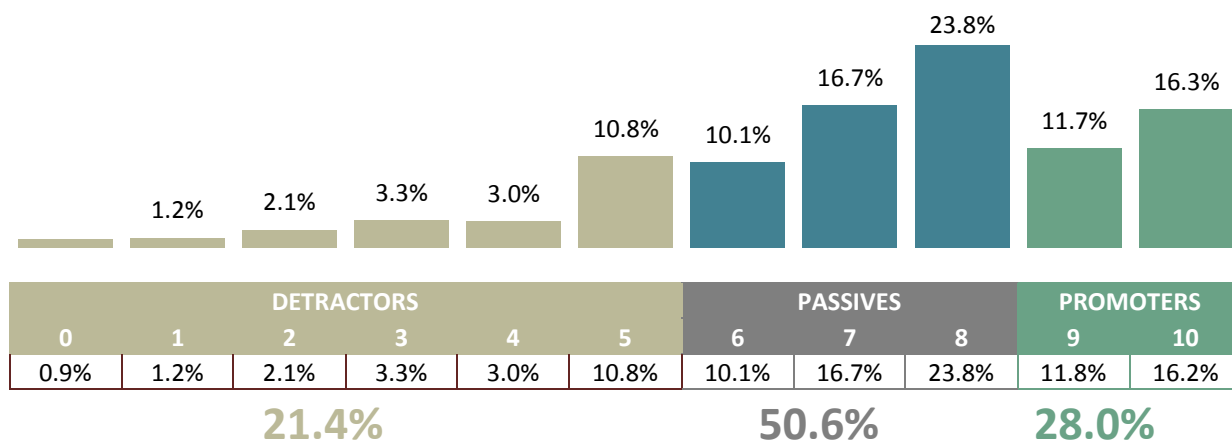
Response rate

- 5,650 respondents began the survey, representing a response rate of **29%** of those surveyed, and **21%** of the 26,317 current Fellows. While not all Fellows completed the survey, and questions were not mandatory, for most questions a sample size of more than 5,200 was achieved.

Headline Net Promoter Score

RSA Fellowship Net Promoter Score¹:

28.0 – 21.4 = 6.6



A note on comparing NPS scores

The statistical tests used must take into account the fact that we are comparing a difference between two proportions, rather than just comparing two proportions. Reducing the 11-point scale to three boxes reduces information, and as a result small changes in the distribution of promoter and detractor responses can cause relatively larger changes in the NPS score than, for example, a metric which compares the mean or median of a similar sized scale.

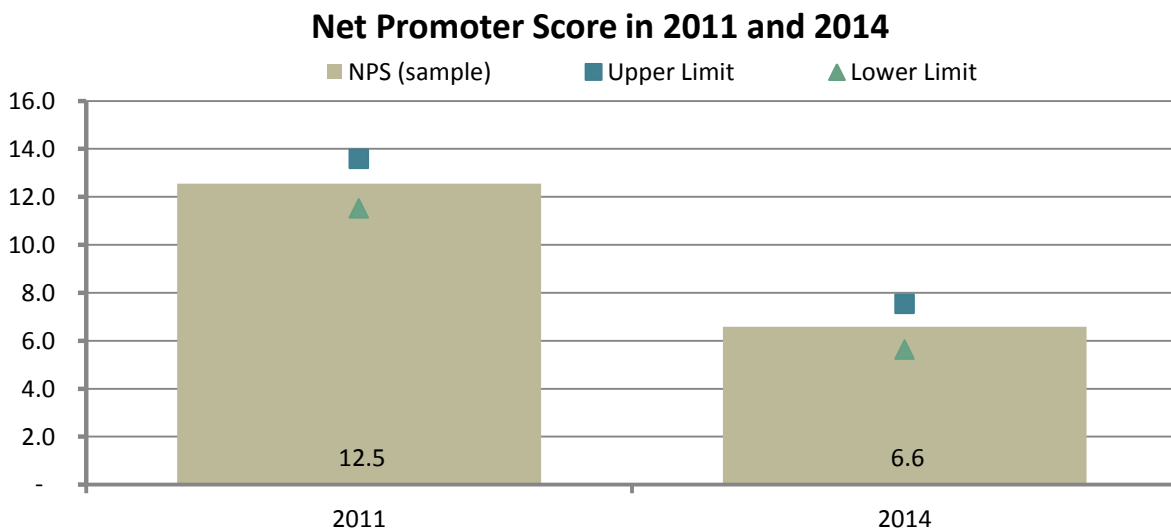
In this survey, even though there are a large number of respondents, the margin of error for the NPS score is relatively large. Using a 95% confidence interval with 5,268 valid responses and an NPS score of 6.6, the true NPS score is likely to be between 7.5 and 5.6. However where smaller-sub samples are being compared, the confidence interval will be much larger.

In order to aid interpretation, NPS scores are plotted below with the 95% confidence interval shown. Where the NPS score for a sub-category lies within the margin of error for another, there is no significant difference between the two scores (although the inverse is not necessarily true). The differences highlighted in the text have also been tested using a Pearson's chi-square test.

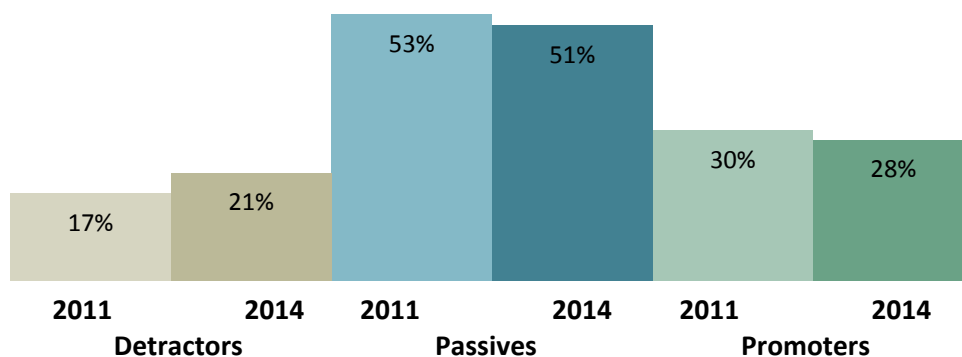
¹ Following research, the measure adopted by the RSA Fellowship when setting up their Net Promoter Score counts 0-5 as detractors and 6-8 as passive and 9-10 as promoters and is referred to throughout this report as "Net Promoter Score".

How has Net Promoter Score changed since 2011?

- The Net Promoter likelihood to recommend was included in the last membership survey in 2011. This shows that there has been a decline in Net Promoter score since 2011, which is statistically significant.
- It is not clear what is driving this change, and the data from the 2011 survey was collected anonymously, so can't be linked to see which fellows have given a lower score than in 2011.
- However, in terms of the components of Net Promoter Score, The Fellowship in 2014 has a smaller proportion of promoters, a smaller proportion of passives, and a larger proportion of detractors than in 2011.



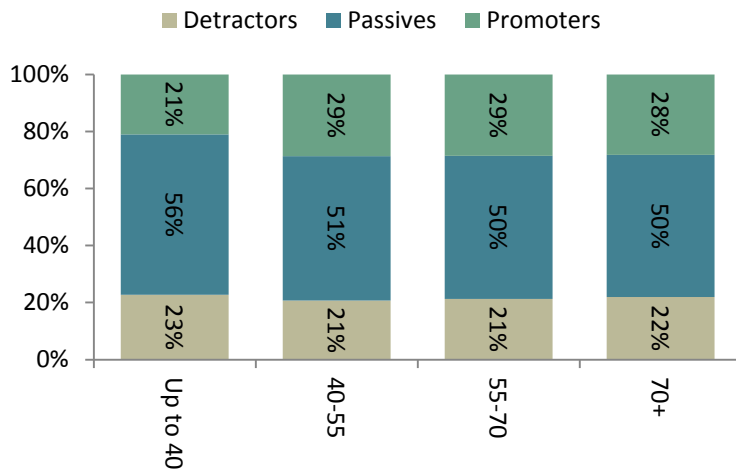
NPS: Detractors, Passives and Promoters in 2011 and 2014



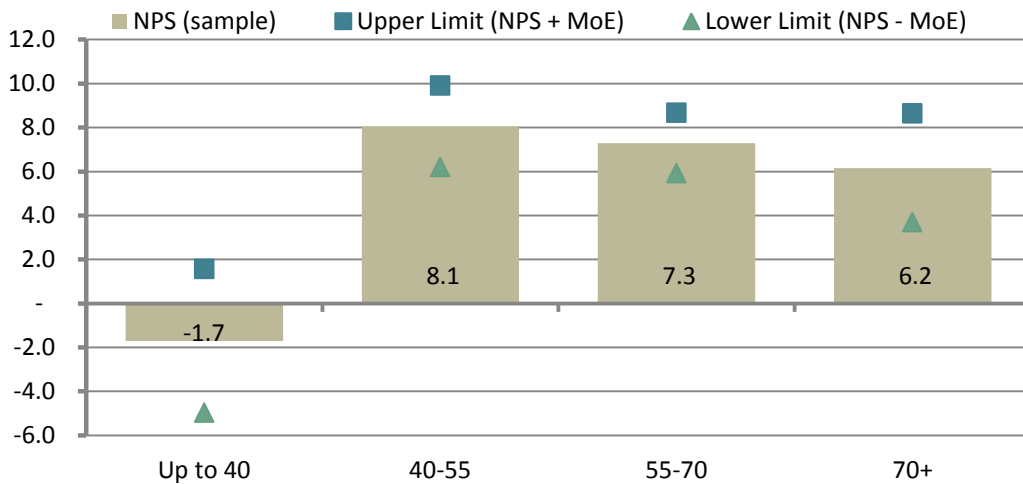
NPS Score in Depth

Net Promoter Score by Age of Fellow

NPS Category and score by Age of Fellow

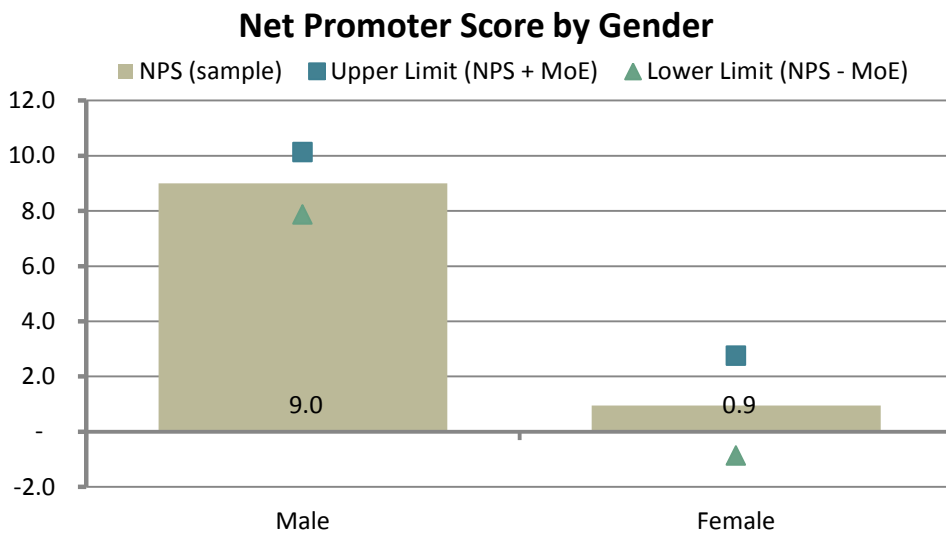
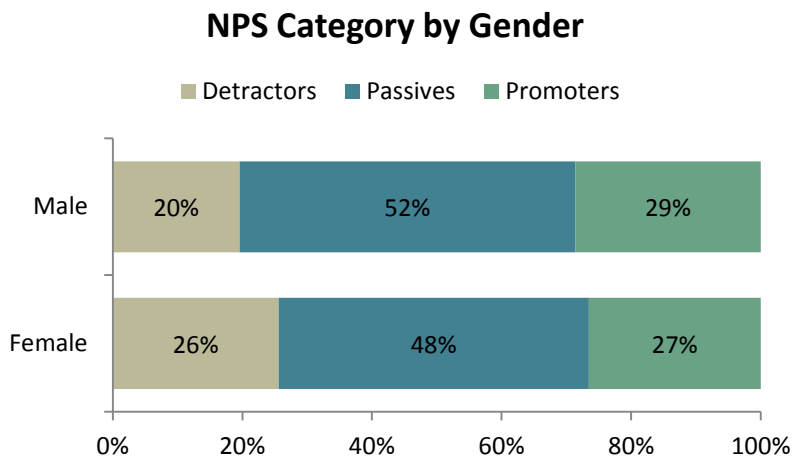


Net Promoter Score by Age of Fellow



- Fellows under 40 have a lower NPS score than those aged 40-55, 44-50, and 70+
- The NPS scores of Fellows aged 40-55, 55-70, 70+ are not significantly different to each other at the 95% level.
- There are a similar number of detractors across all age bands – the difference results from the youngest Fellows being more likely to be passives, and less likely to be promoters.

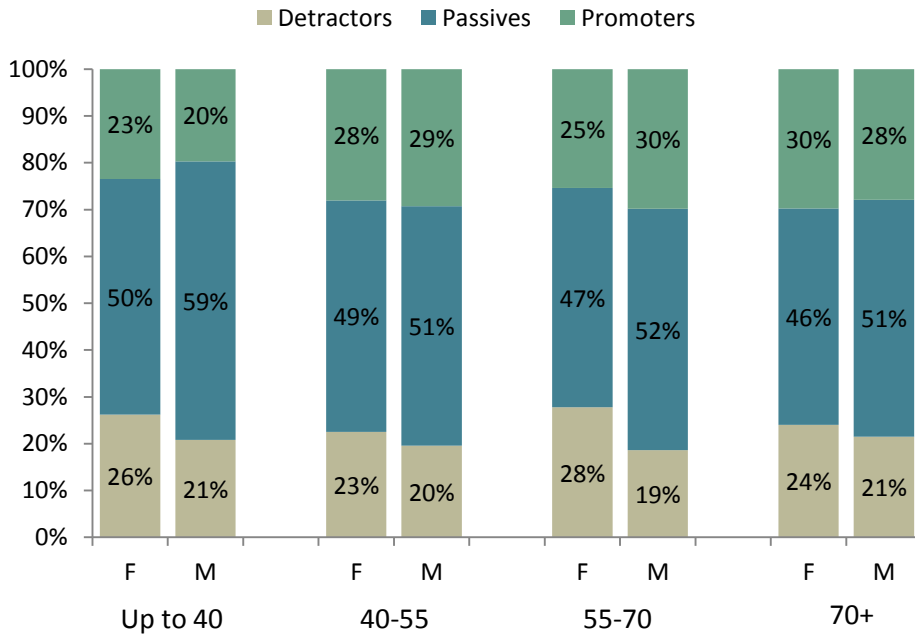
Net Promoter Score by Gender



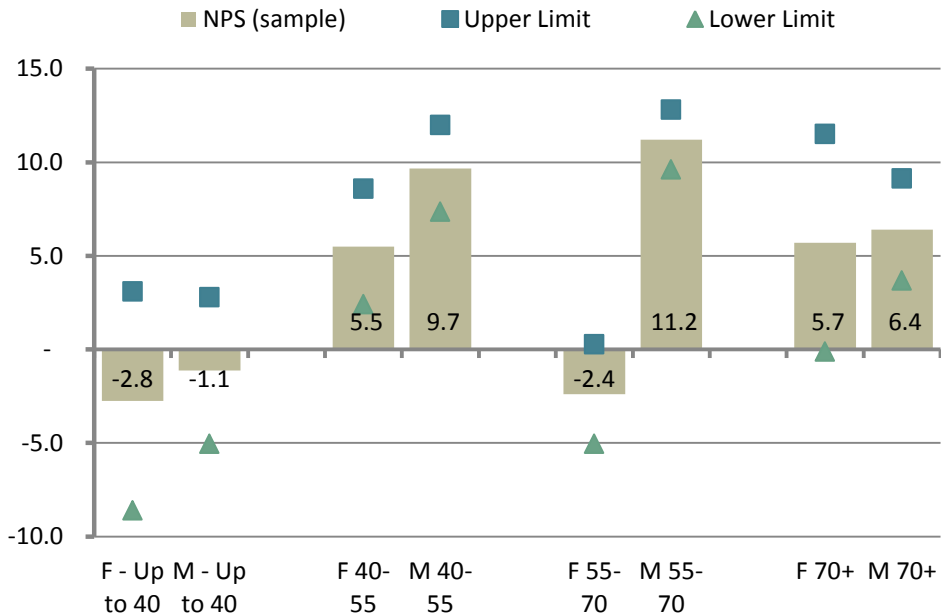
- Female Fellows have a lower NPS score than Male Fellows
- While there are a similar proportion of promoters, the difference arises because Female Fellows are more likely to be detractors than passives.

Net Promoter Score by Age and Gender

NPS Category by Age and Gender



NPS Score by Age and Gender

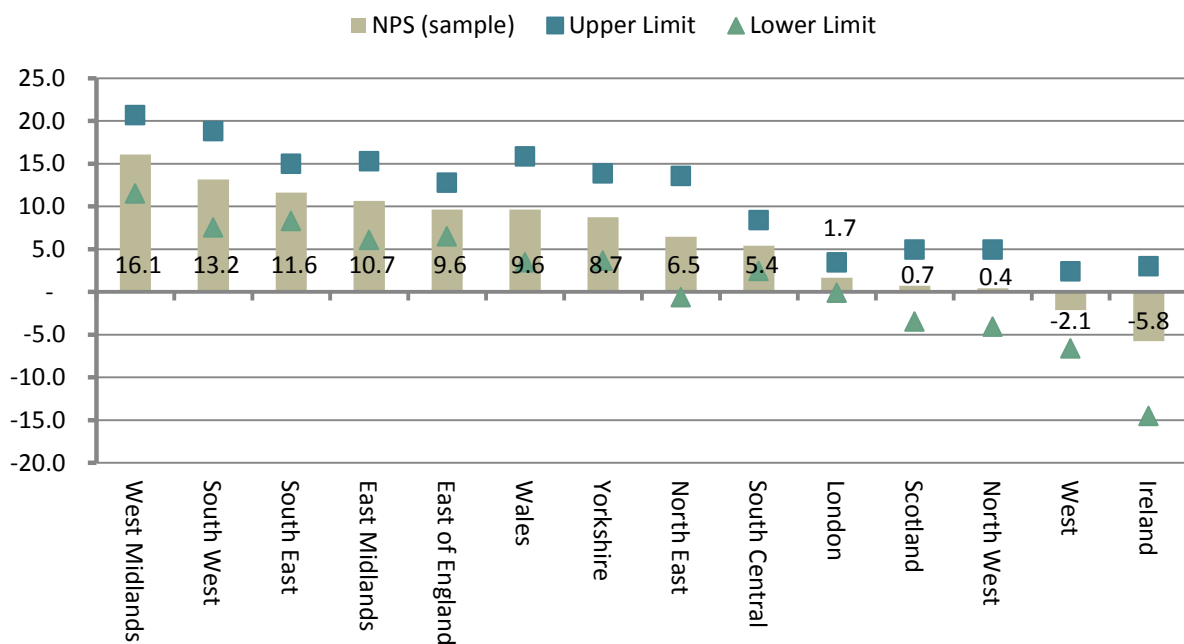
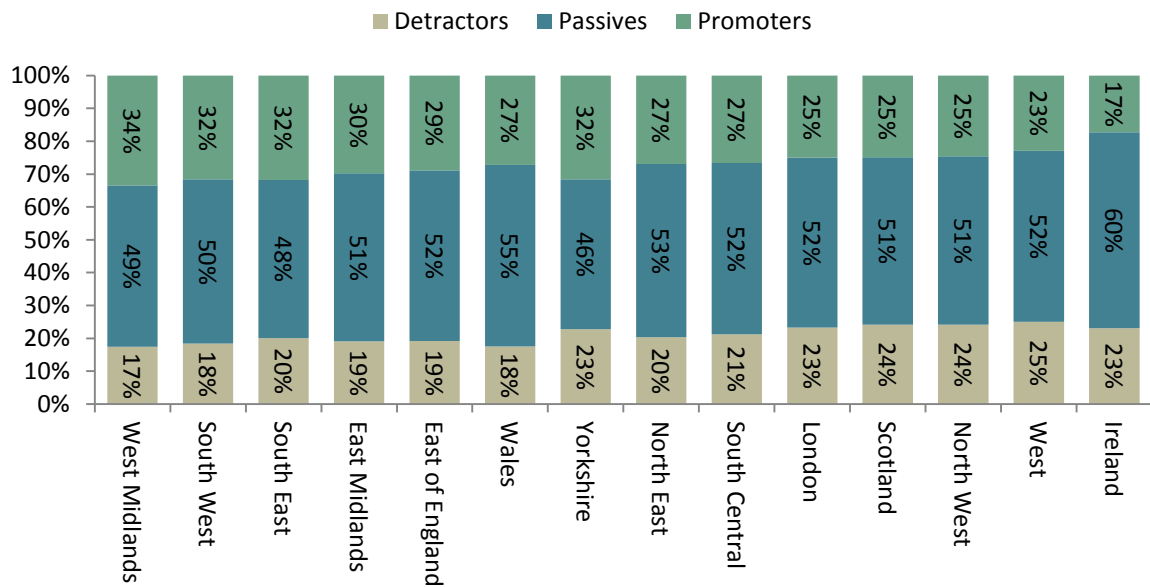


RSA Membership Survey 2014

- The gender difference is most pronounced for Fellows aged between 55-70 – this is the largest age group of Fellows, and the difference in Net Promoter Score have relatively small margins of error, meaning that this difference is significant at the 95% level.
- Within the other age groups, the difference between male and female Fellows within the group is not significant at the 95% level, and further there are no statistically significant differences between the groups.
- That being noted, the differences are all in the direction – i.e. for all of the age groups chosen for analysis male Fellows have a higher NPS than female Fellows.

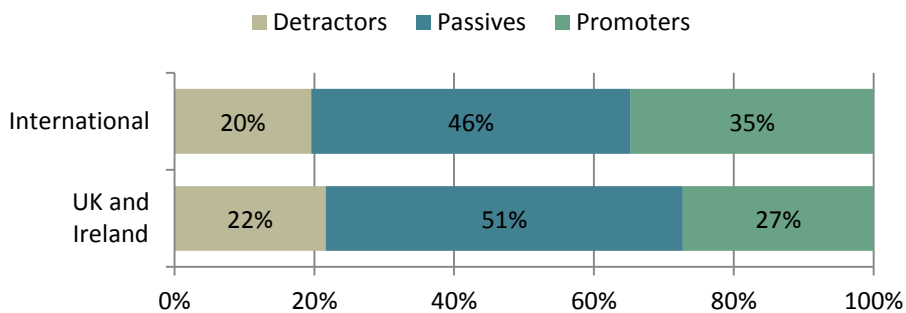
Net Promoter Score by RSA Region

Net Promoter Category by Region

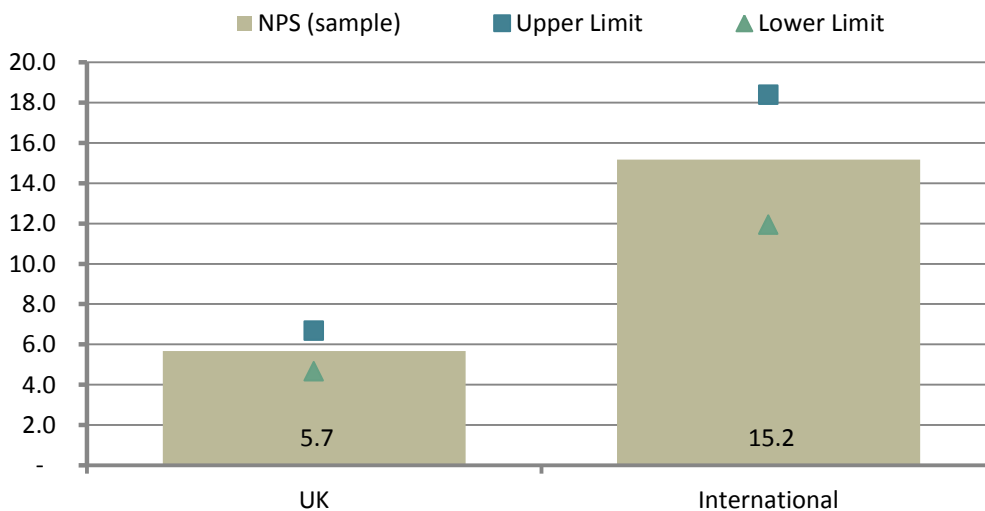


- This analysis only includes Fellows from the UK and Ireland.
- Small sample sizes for some regions mean that the margin of error is large, and it is harder to detect statistically significant differences between groups.
- Nonetheless there does appear to be a group of RSA regions where the NPS score is lower- London, Scotland, the North West , West, and Ireland enjoy a lower proportion of promoters than the regions where NPS score is highest
- Note that although the organisation that is accused of being “London-centric” by several respondents in the open questions, London is among the “low” group.

Net Promoter Category and Fellow Type

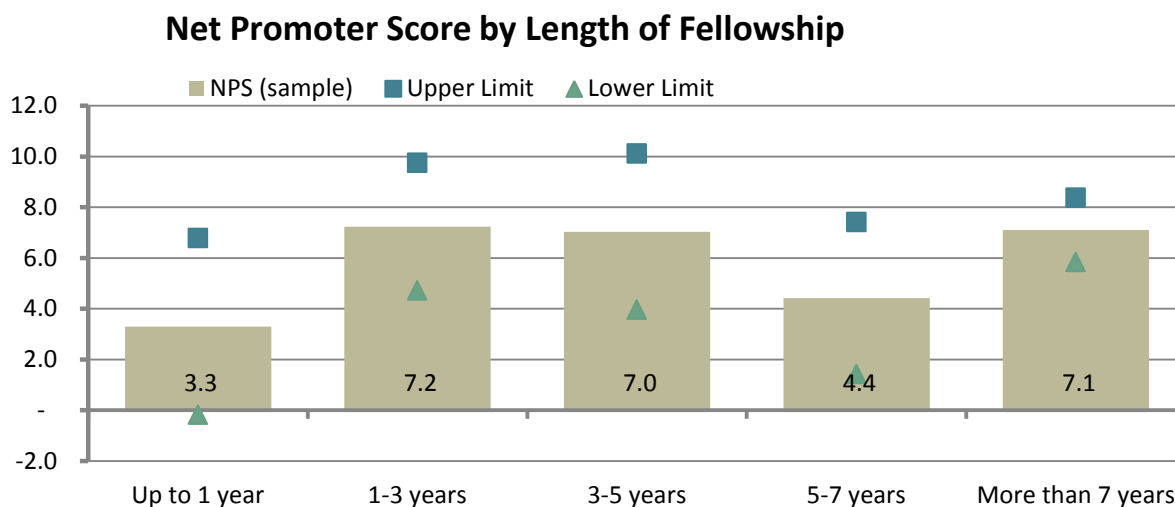


NPS by Fellowship Type

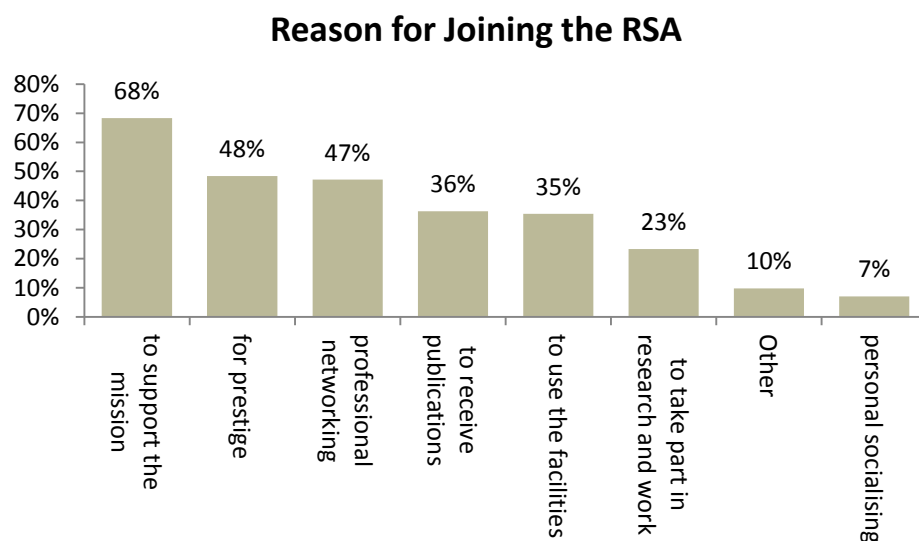


- International Fellows have a higher NPS score than UK Fellows - 15.2 as opposed to 5.7.

Net Promoter Score by Length of Fellowship



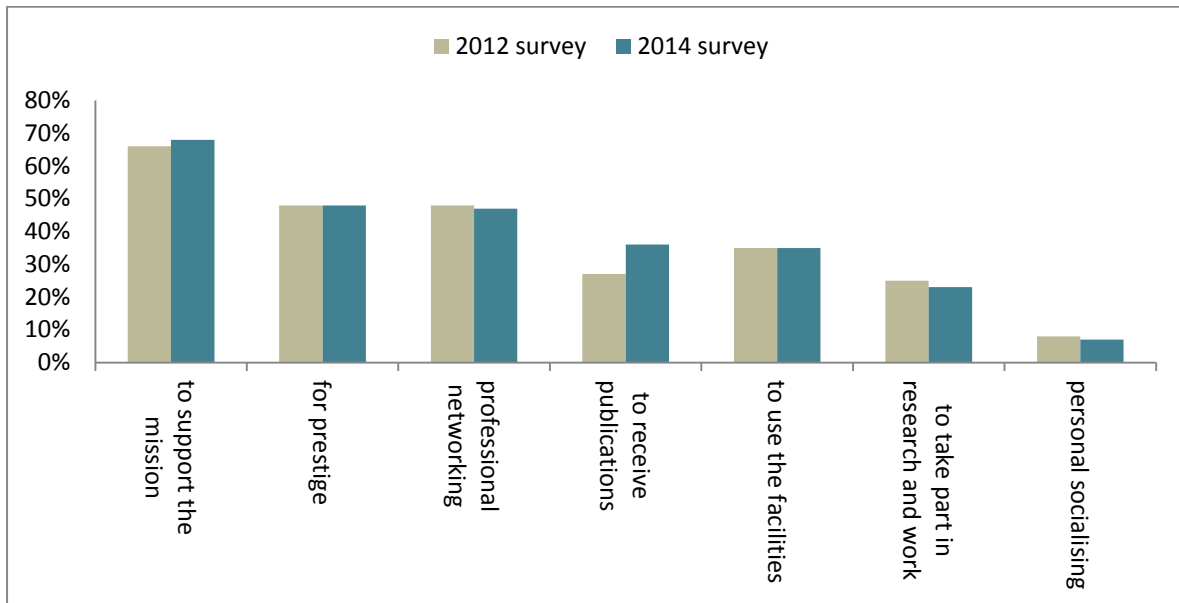
Why do Fellows join the RSA?



Fellows were allowed to select more than one category so the total sums to greater than 100%.

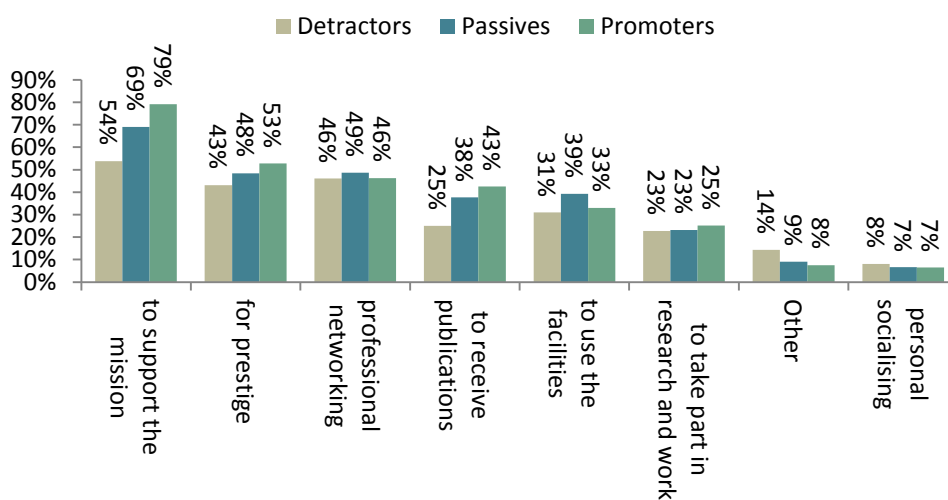
- Supporting the mission of the RSA is by the far the most popular reason selected for joining the RSA
- Fellows often join the RSA for multiple reasons, reflecting the diverse offer of the organisation.

Reasons for Joining Compared to the 2012 Survey



- There is has been almost no change in the reasons given for joining the RSA since 2012.
- The one exception is the increase in the number of people joining to receive RSA publications, which has risen from 27% to 36%. This is somewhat ironic given that RSA publications are free

Reason for joining by NPS category

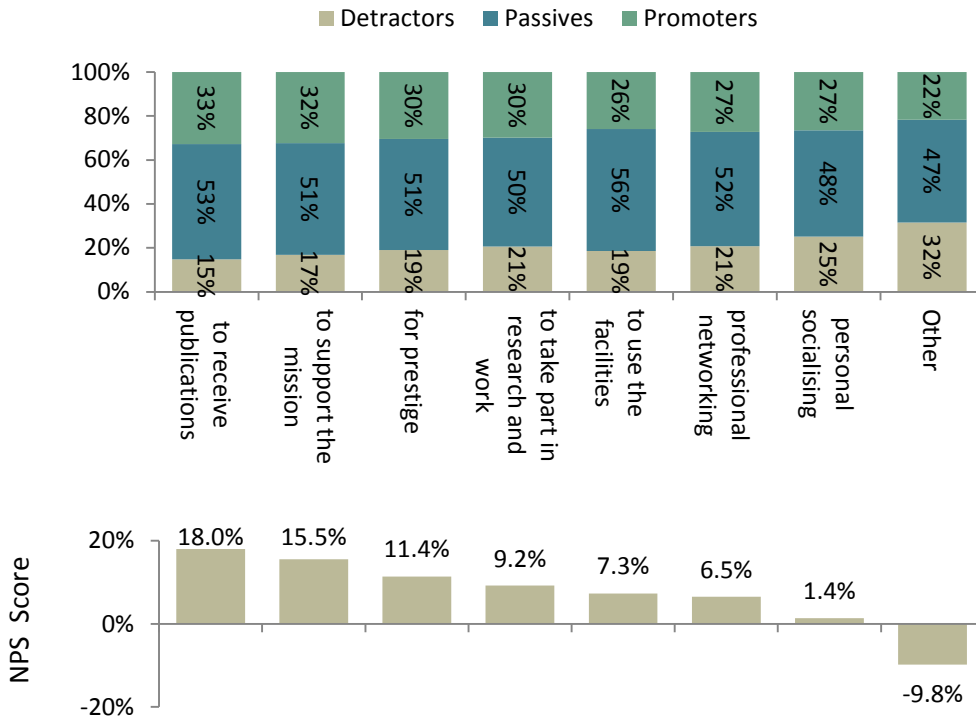


- This chart shows the percentage of Fellows who are Detractors, Passives and Promoters who joined for each reason in the survey.

RSA Membership Survey 2014

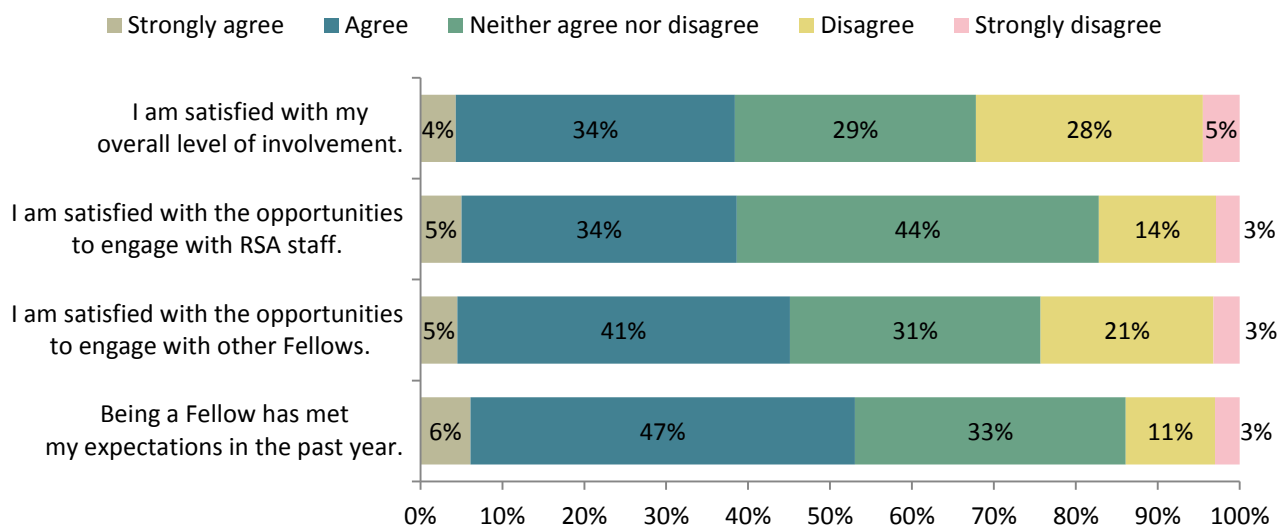
- Detractors are less likely to have joined to support the mission, or to receive publications than passives or promoters.
- Although “Mission” was still the most cited reason for detractors to join the RSA, they were much less likely to have joined to support the mission than promoters. 79% of Promoters said they joined to support the mission, compared to only 54% of detractors.

Promoters, Passives and Detractors and NPS score by reason for joining



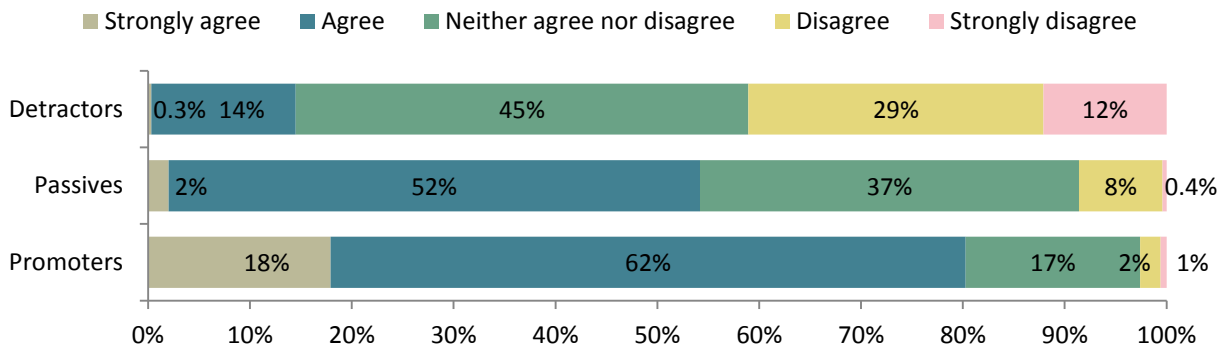
Satisfaction with the RSA

To what extent do you agree with the following statements?

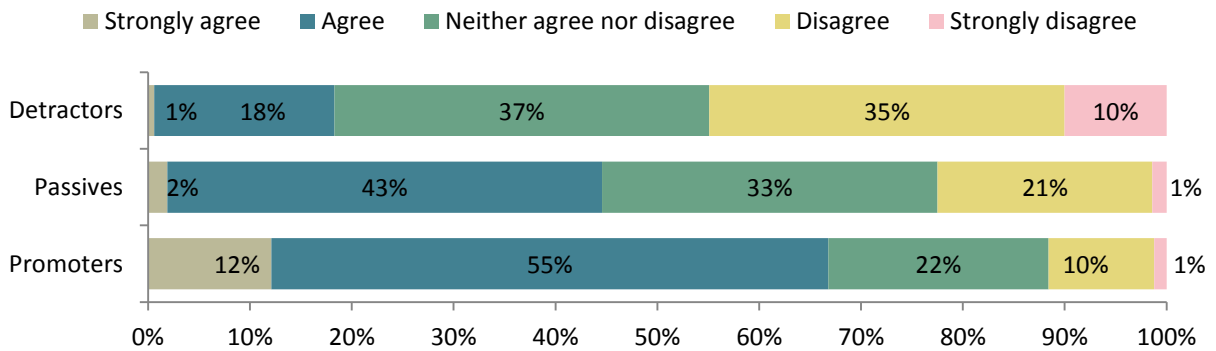


- The charts below revisit this question, comparing the responses of promoters, passives and detractors.
- There was net agreement with the proposition that being a Fellow met expectations in the past year for both Promoters and Passives, while detractors were more ambivalent, with more disagreeing than agreeing with the statement.
- A majority of promoters (67%) agreed there were satisfied with opportunities to engage with other Fellows and with RSA staff (57%).

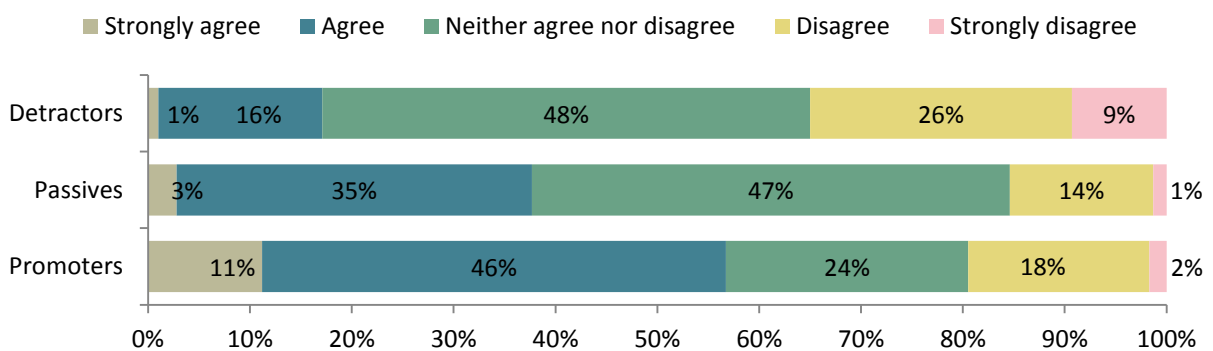
Being a Fellow has met my expectations in the past year.



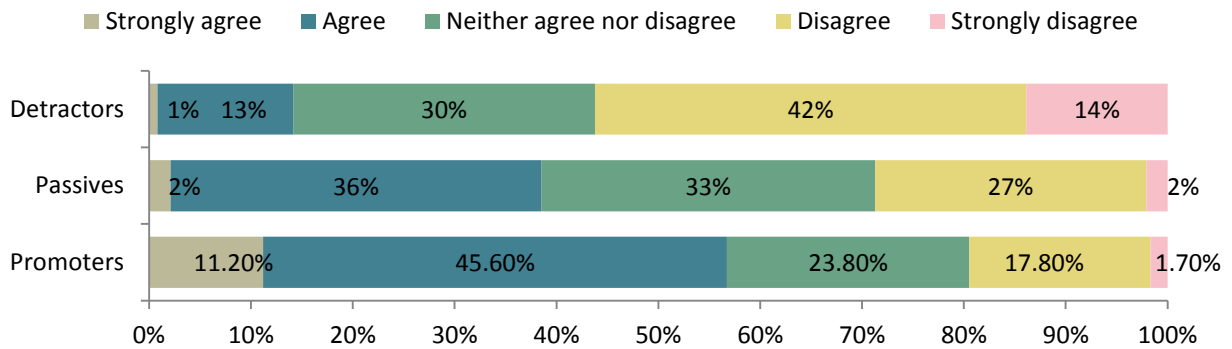
I am satisfied with the opportunities to engage with other Fellows.



I am satisfied with the opportunities to engage with RSA staff



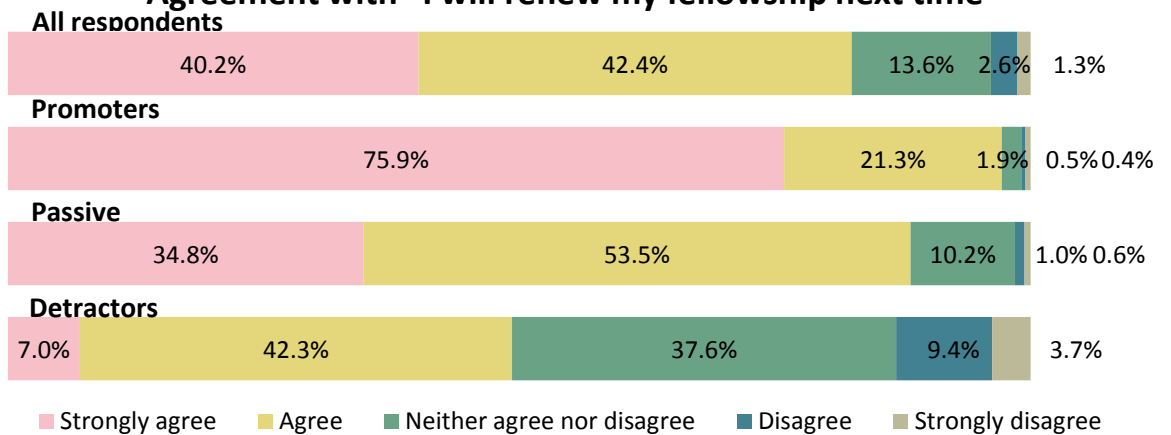
I am satisfied with my overall level of involvement



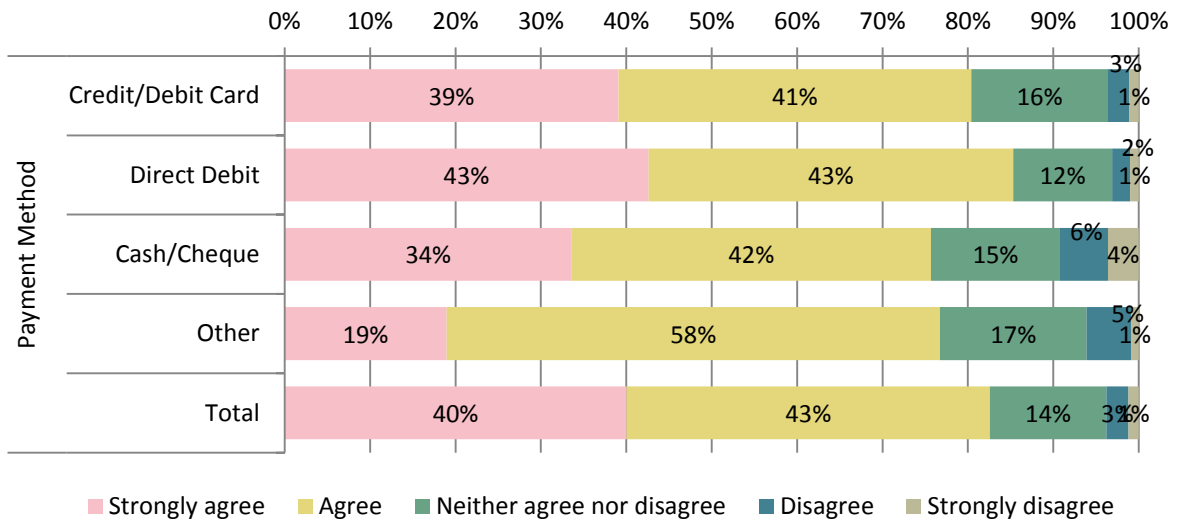
Renewal Intentions

- Fellows were asked the extent to which they agreed with the statement “I am going to renew my Fellowship next time”.
- There is a clear relationship with the Net Promoter categories, with Promoters much more likely to agree with the statement than detractors.

Agreement with "I will renew my fellowship next time"

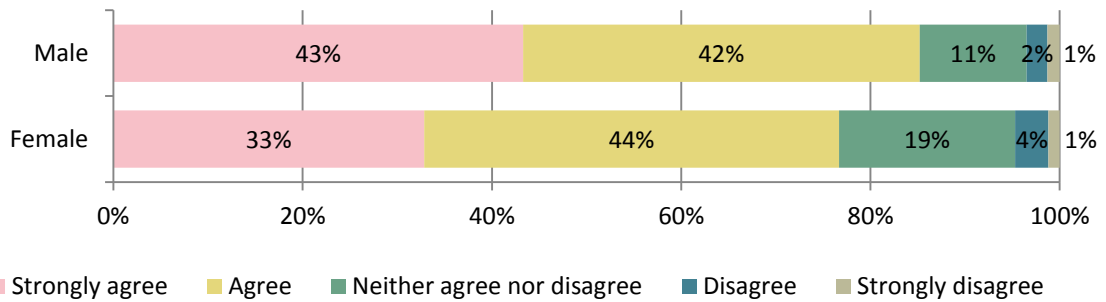


Renewal Agreement by Payment Method



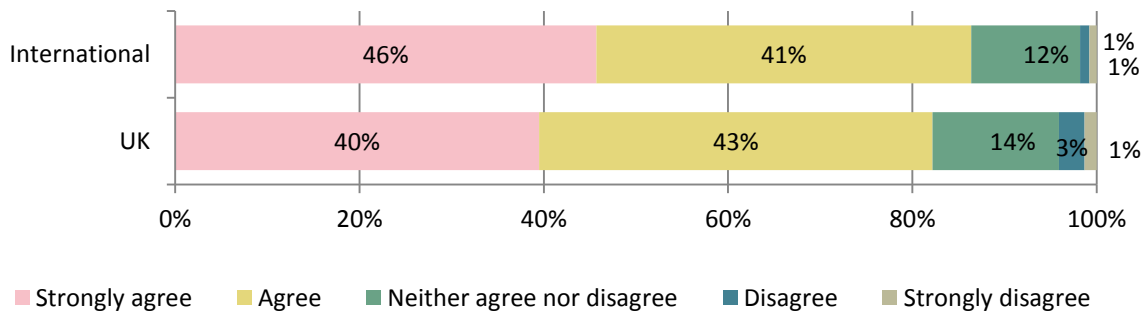
- Fellows who pay by Credit/Debit Card or Direct Debit have a higher retention rate than those who pay by other payment methods, as the renewal is completed automatically unless the Fellow actively decides not to renew. However, there also seems to be a lower intention to renew amongst those who pay by cash/cheque or who pay by 'other' methods.

Renewal Agreement by type of gender



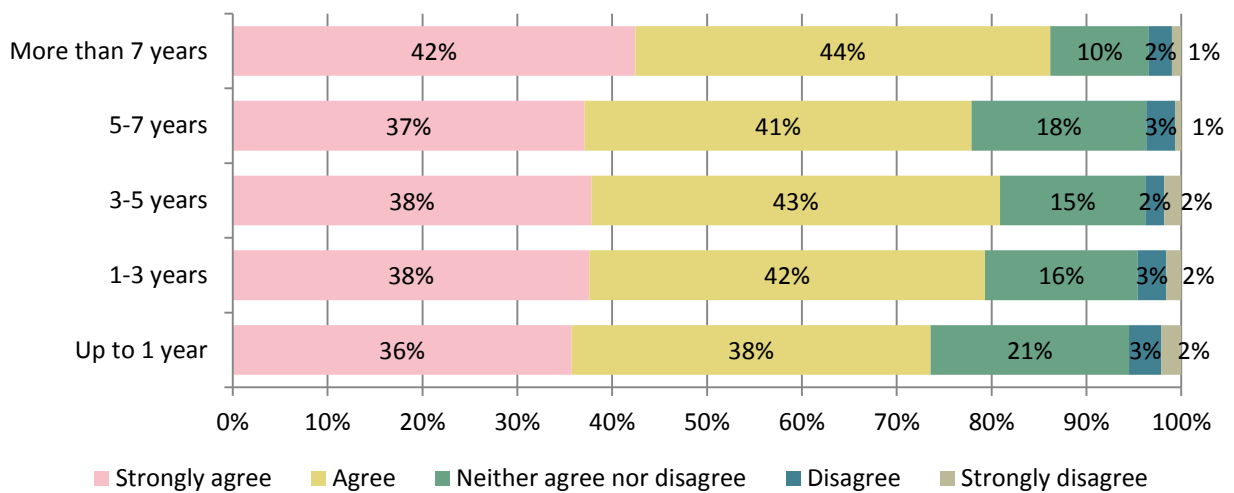
- Female Fellows are less sure that they will renew their Fellowship than Male Fellows, perhaps reflecting their lower satisfaction as measured by the Net Promoter Score.

Renewal Agreement by type of Fellowship



- International Fellows report a higher intention to renew than those in the UK, again this corresponds with a higher Net Promoter Score for this group.

Renewal Agreement by Length of Fellowship

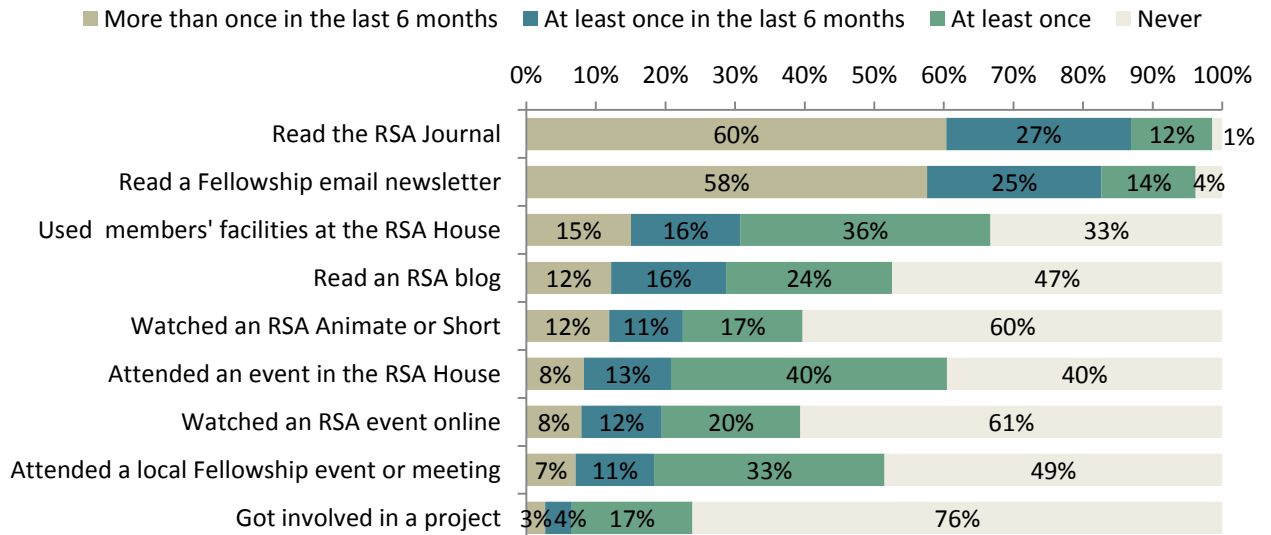


- There is not a strong relationship between length of Fellowship and intention to renew, although the lowest net agreement was for new Fellows who have belonged for less than 1 year, and the highest agreement is with those who have been a member for more than 7 years.

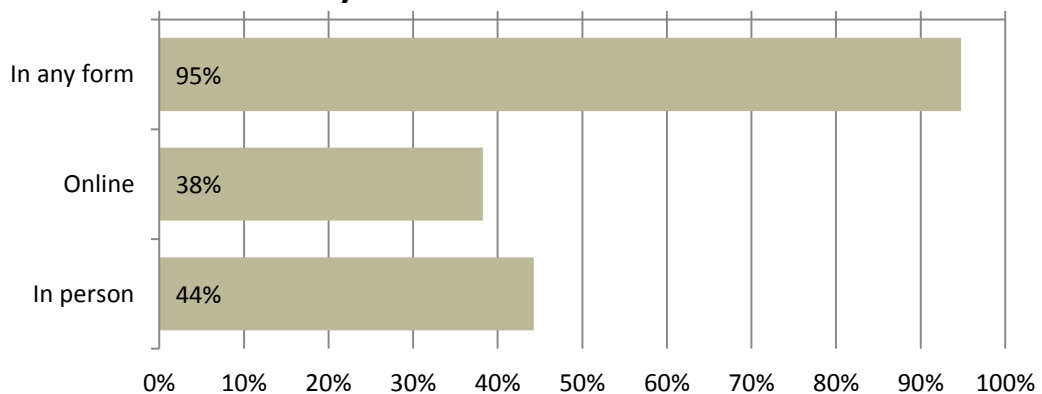
Engagement

Fellows were asked in which ways they had engaged with the RSA, and were also asked to rate the quality of each aspect of the RSA's work.

Percentage of fellows who have engaged with RSA activities

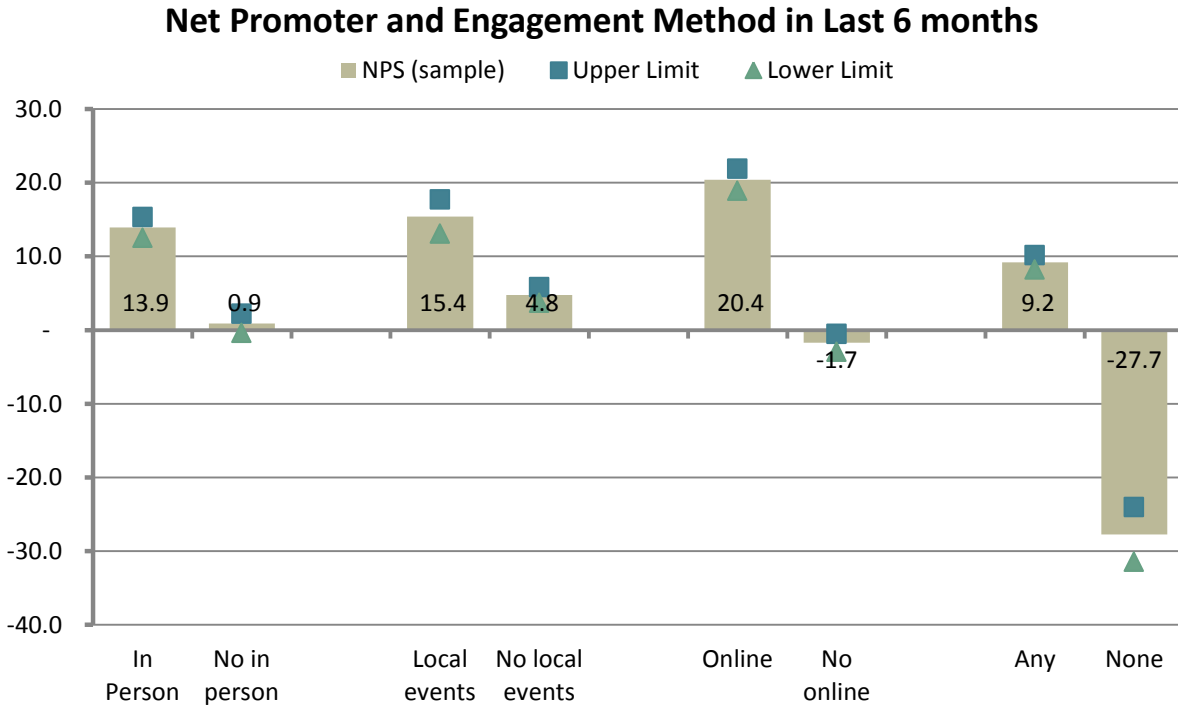


Percentage of Fellows who have engaged in at least one way in the last 6 months



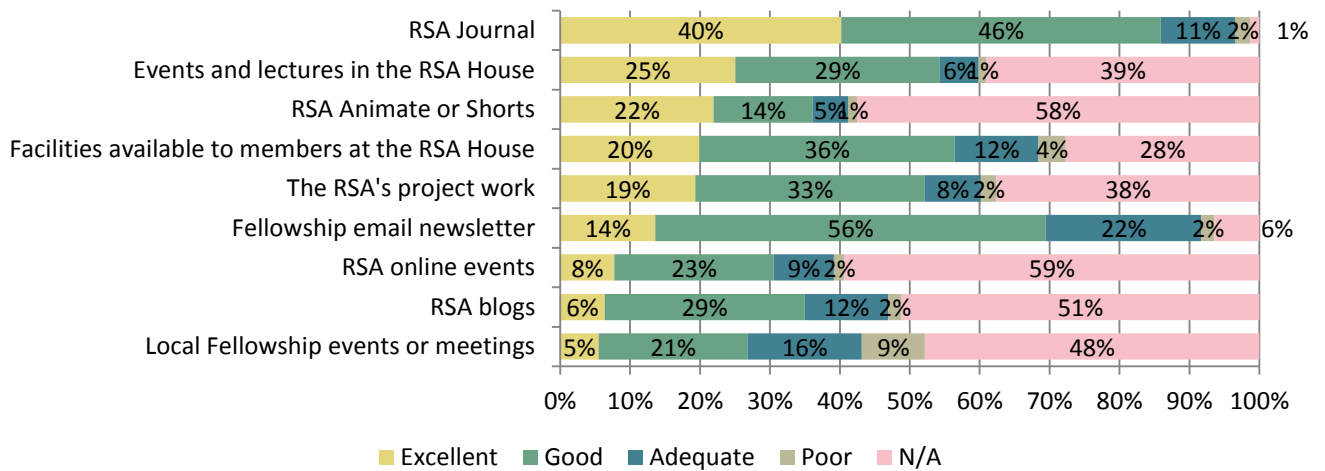
- The chart above shows computed variables to transform the engagement variables into dichotomies between those who have engaged in one or more of a combination of ways in the last six months, and those who have not.
- 95% of Fellows have engaged in at least one of the ways in the survey in the last six months.
- 38% of Fellows have engaged online (defined as reading RSA blogs, watching an RSA Animate, or attending an online event).

- 44% of Fellows have engaged at least once in person in the last six months (defined as attending a local event, attending an event in the house, using the facilities at the house, or getting involved in a project).
- Combining the engagement variables in this way shed new light on the relationship between engagement and NPS score:

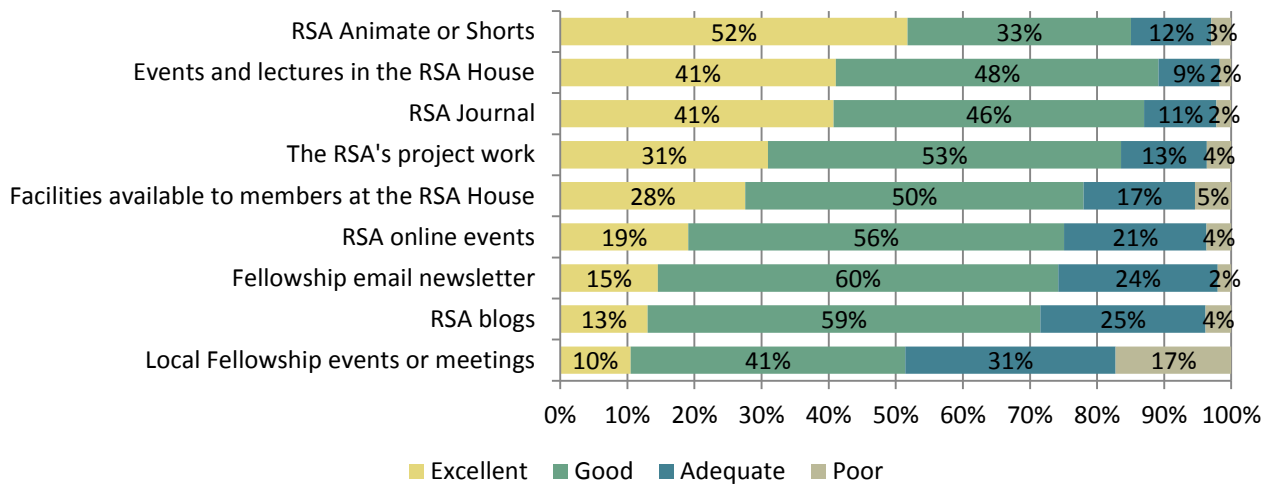


- Fellows who had engaged in person in at least once in the last six months – either through attending a local event, attending an event at the RSA House, or using the facilities at the House were far more likely to recommend than Fellows who had not engaged in any of these ways – a NPS of 13.9 compared to 0.9
- The 18% of Fellows who had attended a local event in the last six months had a higher NPS score than those who had not.
- Those who had not engaged in any way in the last six months were much more likely to be detractors, reflected in the negative NPS score for this segment.

Quality

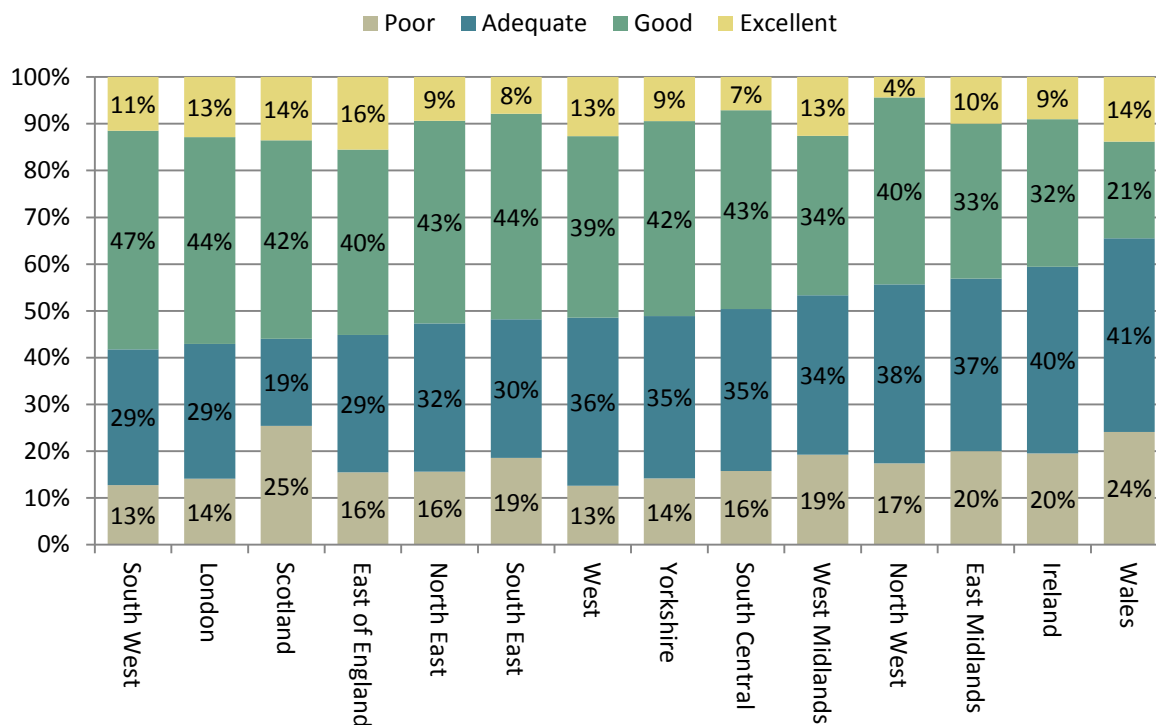


- The RSA journal and the Fellowship email newsletter are the most widely engaged with outputs, when all responses are considered, the journal is rated as excellent by 40% of Fellows, and good by a further 46%, while the email newsletter is rated as excellent by 14% and good by a further 56% of respondents.



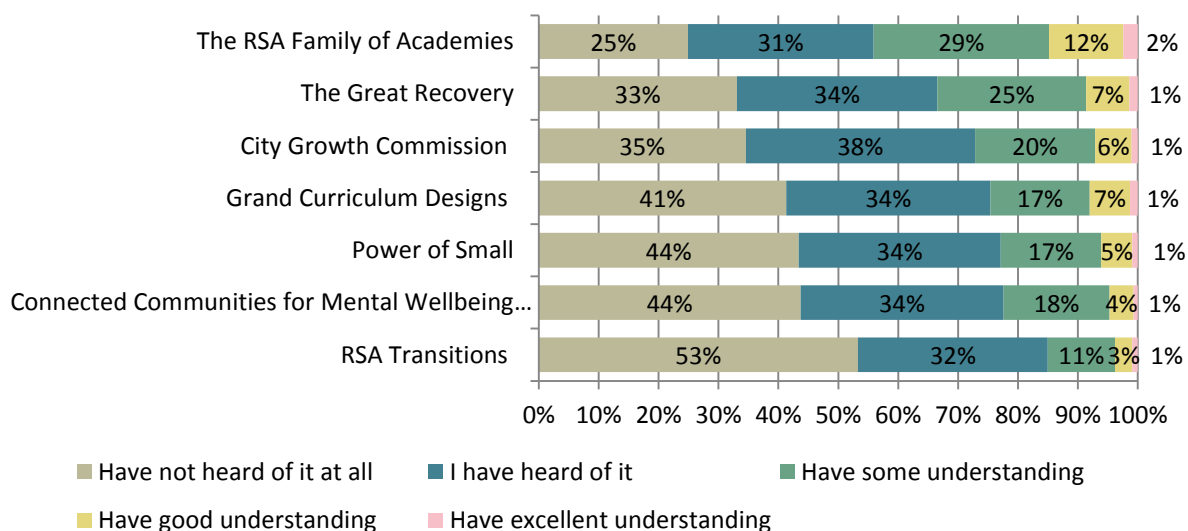
- Once N/A answers have been excluded to consider only how Fellows who are familiar with the relevant output, the RSA Animates are with 52% of Fellows who are familiar with them rating them as excellent.
- 17% of respondents regard local events as being “poor” – the following chart looks at the responses to this question by region – although there appear to be some difference, the small cell count means that the differences in this chart are not statistically significant at the 95% level.

The quality of local events, by region



Knowledge of the RSA’s projects.

How would you rate your knowledge of the following RSA projects?

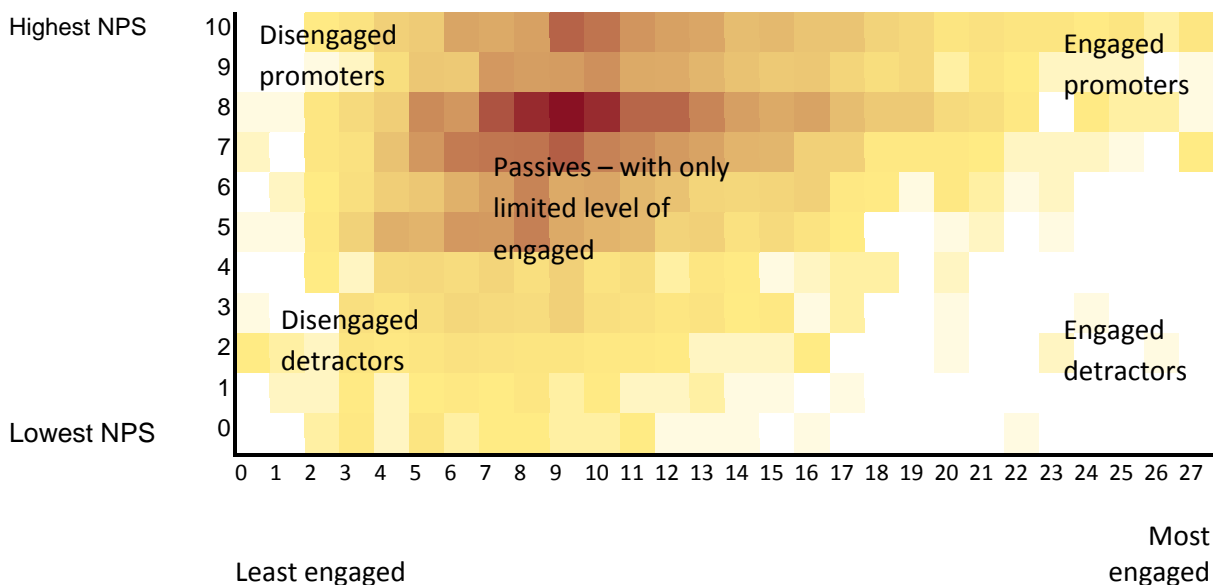


- The most obscure project among the Fellows is RSA Transitions, more than half of all Fellows report that they haven’t heard of it at all, while approximately three quarters of Fellows had heard of the RSA’s family of academies.

What is driving NPS Score?

- A number of approaches to model the relationship between likelihood to recommend and the other variables were attempted. They did not succeed in detecting any clear, measurable relationships between Net Promoter Score, age, gender and the engagement and quality variables tested.
- The data is 'noisy', and contains many outliers, so the relationships between the variables appear to be non-linear, even though moderate positive correlation was present between some of the variables tested. It may also be likely that there are other factors that are driving the relationship that were not explored in this short survey.
- One of the ways the relationship between engagement and likelihood to recommend was explored was through creating a composite variable for engagement.
- Each response was assigned a value (0=Never through, 1 =At least once, 2=Once in the last 6 months 3=More than once in the last six months), these were then summed to provide one scale for engagement.

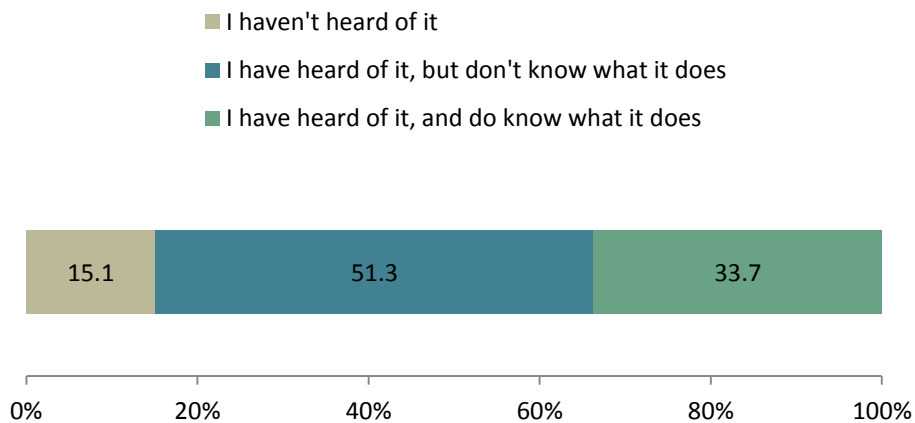
Heat Map: Engagement and Net Promoter Score



- This data is noisy, and it is difficult to make out a linear relationship. Less engaged Fellows gave scores across the full range of the likelihood to recommend spectrum, while the most engaged Fellows tend to give only Promoter, or Neutral NPS scores.
- While there are fellows who are disengaged but would still recommend the RSA, there are very few “engaged detractors” while the most common kind of Fellow here is a passive with a limited level of engagement.

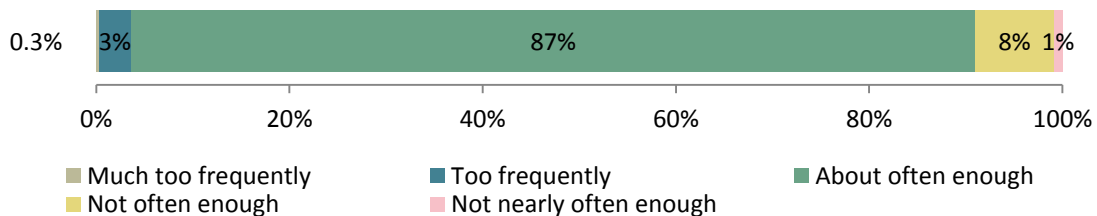
Awareness of the Fellowship Council

Have you heard of the Fellowship Council and do you know its role?



- The majority of Fellows have heard of the Fellowship council, but only a third overall know what it does.

RSA Communications

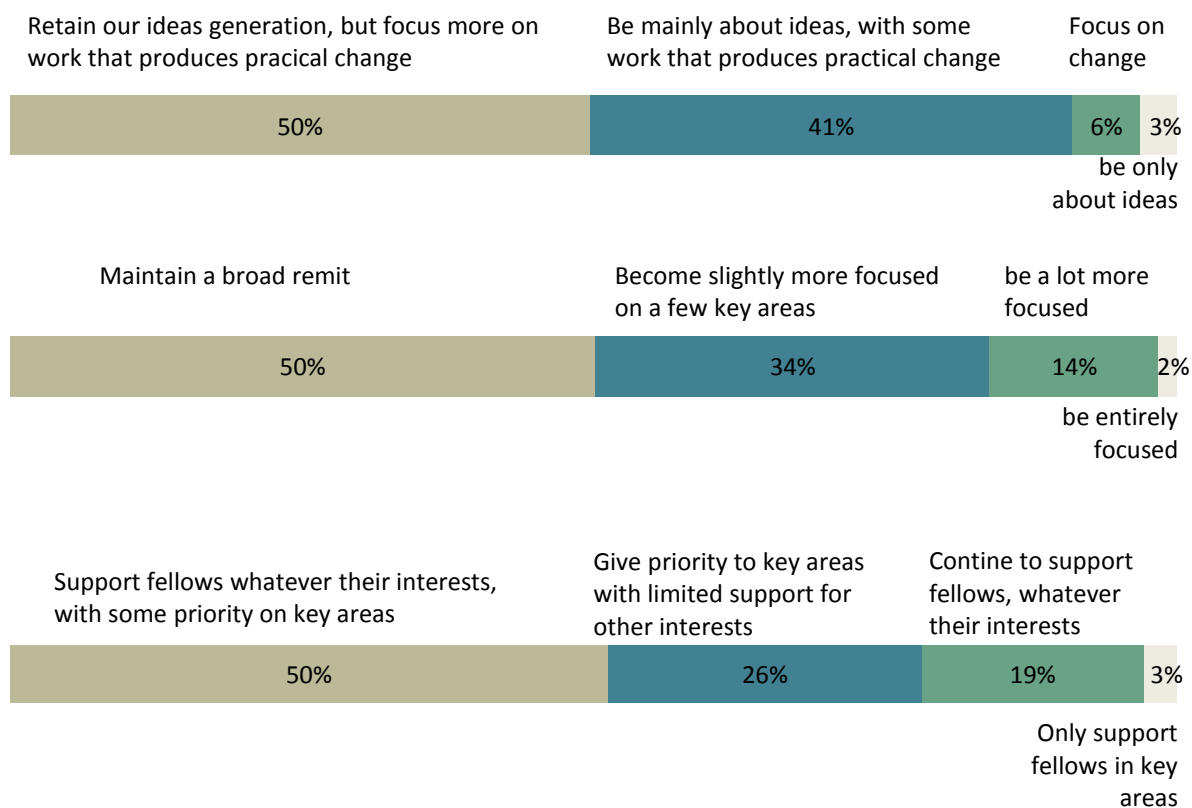


- The RSA communications strategy seems to have reached a “Goldilocks” state – the overwhelming majority of respondents feel that the RSA contacts them about often enough.
- A larger proportion of Fellows felt that they were contacted not enough or not nearly enough than did felt they were contacted too frequently

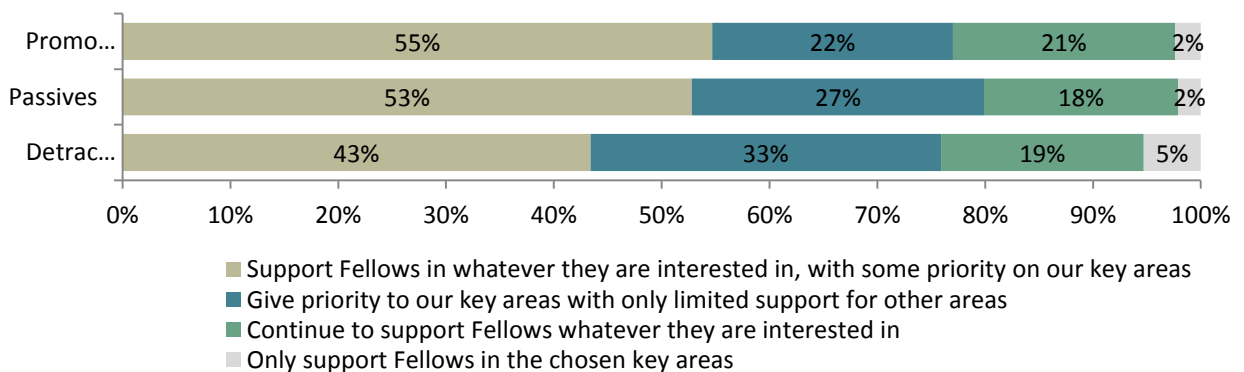
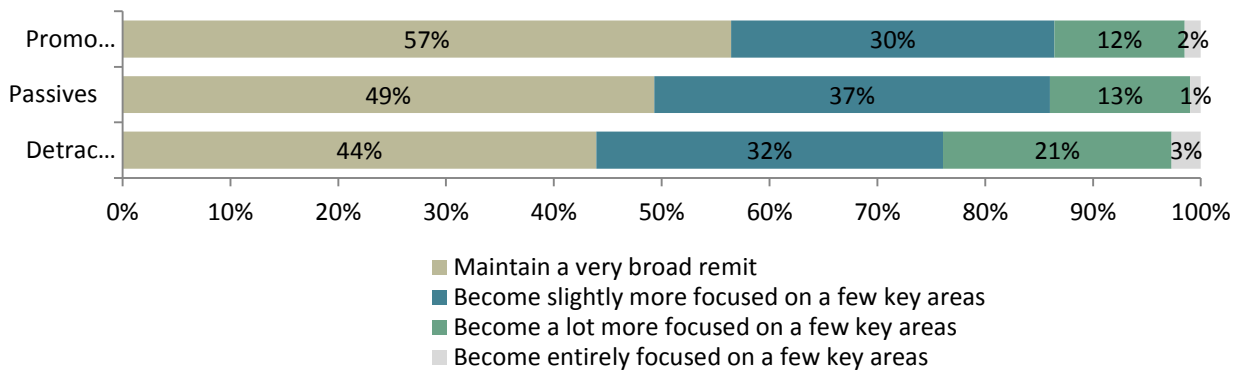
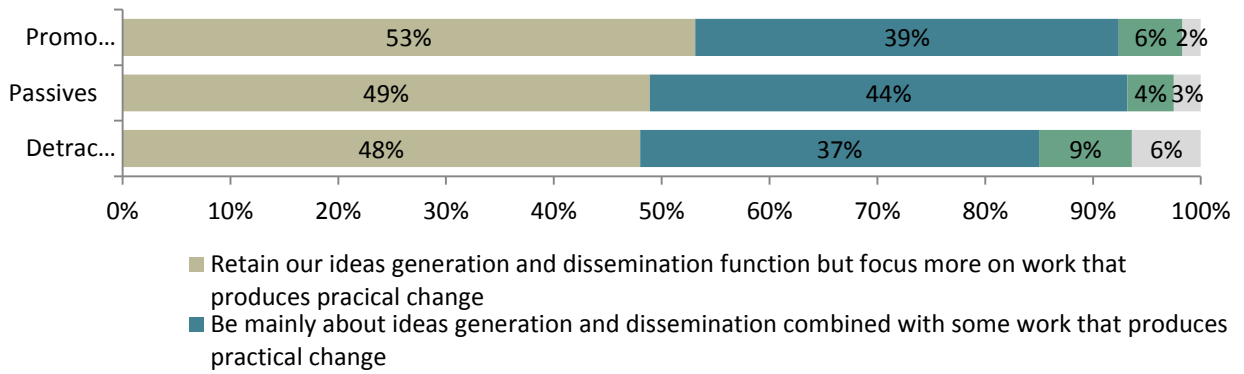
Strategy and Focus.

- Respondents indicated a preference for a mix of ideas generation and dissemination and work that produces practical change, rather than being focused on one or the other.
- Respondents are in favour of the RSA maintaining a broad remit.
- Respondents are in favour of supporting Fellows whatever their interests, with some priority on key areas.

The RSA Should...



RSA Membership Survey 2014



ANALYSIS OF OPEN RESPONSE QUESTIONS

Approach to qualitative analysis

Survey respondents were given two opportunities to provide written responses. Following on from the question used to determine net promoter score, respondents were asked *“What is the most important improvement that would make you more likely to recommend the RSA?”*

A further opportunity to provide feedback was provided at the end of the survey, *“Do you have any other views about the RSA you would like to feed back?”* with the one of six topics: Events, Research, RSA Direction, the RSA House, the Survey, or an “other” topic.

4,290 of the 5,650 respondents took the time to provide some written responses, and their feedback runs to a total of 156,000 words. Producing a concise report that reflects the views of all of the Fellows is of course impossible, however this report strives to present a balanced overview.

The responses are arranged by theme in the document below. The aim is to provide a summary of key issues raised, whilst also presenting a selection of the detailed and considered feedback provided by respondents.

Fellows frequently used the feedback at the end of the survey to elaborate on their earlier answer, and so for the sake of simplicity, and to ensure that the responses are quoted in context, no distinction is made between the other feedback and the most important improvement response.

Some visualisations of the open responses have also been created, focussing just on the responses to the *most important improvement* question. These consist of three wordtrees are used to illustrate the phrases used when Fellows would like “more” of, or “less” of, something, and a Wordle word frequency chart showing all responses to this question has also been prepared, with the words “RSA” and “Fellow/s/hip” excluded.

Engagement

Comments about the geography of the RSA’s activities were common. As well as complaints about a London focus, several Fellows remarked that the local regional network was not convenient for them.

“Wider local network; the South-East does not just consist of Brighton.”

Passive, M, 55-70, South East

“At the moment some regions like mine are poorly covered and it is difficult to know what is going on and therefore what best to get involved in. Changing venues around would help participation - don't have everything in London!”

Passive, F, 55-70, East Midlands

“More really local activities. The activities for the region are just too far to travel so I really only go to London. Anything based in Colchester and such takes 3 hours to travel to and

from, meaning it's not on."

Detractor, F, 55-70, East of England

"The 'local' Fellowship groups never seem to meet at a time when I am available or are too far away to be worth attending (over 45' hr drive) and since the membership sign in area of the website is closed, that also seems to have closed off the regional sub-sites."

Passive, M, 55-70, London

"I live in Watford and work in London and I'm stuck in the East of England as far as the RSA is concerned. I have little interest in travelling to Cambridge for regional meetings. I have asked to change and been told it is not possible! I have requested numerous times to be connected to the members' part of the website with no result."

Passive, M, 55-70, East of England

"As I live in the North WEST there is little point in emailing me about events on the North EAST. Even we northerners don't often cross the Pennines for the odd evening out."

Detractor, M, 70+, North West

Some Fellows complained that local events did not fit with their interests, or made suggestions about how they could be improved, but it was also common to express concerns about the relationship between local events and the RSA's national activities.

"The talks are often good and interesting, but in the 20 minutes or so for questions only a few voices are heard and there is no opportunity for debate or exchange. ... The regional events I have attended have been entirely dominated by presentations from invitees and/or from RSA Central staff with their powerpoint slides. This is not an engaging or interactive model - we can read relevant material in advance."

Detractor, F, 55-70, West Midlands

"[Would recommend] if I felt it was a wider opportunity for networking at local level for people who might not have the time to get involved in specific projects. My perception is that most effort at national level goes into headline areas - this means for me that I don't really engage much, although there are projects that I could get involved in, but they haven't percolated down."

Passive, F, 55-70, Yorkshire

Timing of local events needs to reflect the needs of both retired Fellows and those in employment.

"I used to be active 15 years ago in the South West. In Lincolnshire, East Midlands events tend to be organised to be convenient to people who are retired. I have managed to attend a few local events only. I accept that in part this is about me making the RSA more of a priority, but evening meetings in Lincolnshire would make participation easier. I am sure I have things to contribute but the network has failed to stimulate me to do this."

Passive, M, 55-70, East Midlands

“More events and meetings in the evenings and weekends in Yorkshire. Events during weekdays are not convenient for Fellows in employment. Also meetings and events in Newcastle are not likely to attract Fellows from central Yorkshire.”

Promoter, M, 55-70, Yorkshire

Some Fellows felt that the local network did not cater for them at all, or were not aware of how to engage with it.

“A local network/ branch to join. I have responded a number of times about this, but have not received any useful reply.”

Passive, M, 55-70, South Central

“I am in an area that falls between RSA areas and as a result don't connect with others. More local linking would be a useful development”

Detractor, M, 40-55, East Midlands

In addition to the current Regional structure, there seems to be a strong desire from some Fellows to be able to self-organise, contact Fellows locally, and as such to design their own network. How can the RSA facilitate this?

“Even when I sat on the regional committee, it is virtually impossible - or was in 2013 - to contact Fellows in the region, let alone identify those with common interests. So if the active group focuses on one area of RSA's remit, and you have interest in another, it is very difficult to connect. This creates a sense of a London-centric think tank with a different demographic running nice events in a nice building distanced from a regional of invisible Fellows largely dominated by limited agendas and older people”

Detractor, F, 40-55, East of England

There is quite a large body of Fellows who would like to be more involved, but feel unable to do so because of work commitments.

“I have, unexpectedly, been too busy with work to be involved in RSA work My lack of involvement is through time pressures and not disinterest”

Detractor, M, 55-70, East of England

“I intend to attend more events and engage more with projects but currently still too busy on other work and commitments. I promote RSA through my networks”

Promoter, M, 55-70, South Central

“I have led a very busy life with both business and non-for-profit involvement throughout the world. ... As a result I am afraid that there has been little time for the RSA, and I have just cherry-picked one or two events that have been of interest to me personally - the publications and emails have been useful for that.”

Passive, M, 70+, South Central

While some Fellows almost seem to feel guilty for not being more involved, one Fellow suggested that the solution was to provide alternative ways to engage that did not require total immersion, and also to make Fellows feel valued regardless of whether they are directly involved in the RSA's work.

"less binary option of getting involved in RSA's work through time consuming immersion or not at all... ...members don't all have to be closely involved / drop the pretence that everyone is there to be closely involved in a shared mission just welcome members as members and make them feel valued as that. (At the moment falls between two stalls where membership-only isn't valued but immersive involvement is too time consuming)".

Detractor, M, 40-55, London

Several Fellows referred to the transition from employment to retirement as having a bearing, but not all Fellows want to be more involved when they retire.

"I have found myself far busier and more involved in business and other organised activities than I expected and so have barely connected with the RSA over this last decade or more. However I maintain my membership because it gives me a connection that I hope to find I have much more time to enjoy using, as I move into my second retirement over the next decade!"

Detractor, M, 55-70, South East

"When I was working I was very engaged with the RSA, and enjoyed the lectures and projects that I became involved with. Since retirement I have not had the same reason to be so actively involved, but I really enjoyed the Centenary evening a few week ago. I shall look to be more active next year.

Promoter, M, 55-70, South Central

While there are currently a large number of "disengaged but happy Fellows" there may be a risk of them becoming disenchanted if they try to become involved but the experience does not live up to their expectations.

Some Fellows expressed frustration about opportunities to engage in the RSA's work – in particular where they had attempted to become more involved but where the experience did not live up to their expectations.

"Was heavily involved in setting up Social Brain project but have been largely ignored by team since then. Feel these kind of things need outreach from RSA not outreach from Fellows. And some acknowledgement of areas of interest/commitment."

Passive, M, 40-55, London

"Early in the year, I proposed a young "shaker & mover" in the third sector for one of the Centenary Young Fellow places. Neither of us has heard a thing about it since."

Detractor, M, 40-55, South West

"There needs to be more involvement of Fellows in activities. Projects seem to be organised through personal contacts rather than by general invitation and encouragement to be involved by relevant experts. I was involved in one project towards the end of its life but was not given the opportunity to engage fully. I have not been invited or consulted about related projects since then. Staff members should use membership lists and interests to proactively involve Fellows."

Passive, M, 55-70, South West

It is common for Fellows to feel that they want to be more involved but not know how to achieve this.

I want to become involved and yet I find that I do not know how to do that. For example in the education side - I signed up for the education newsletter but have not received it. Currently it seems I pay my subscription but really don't get much from my membership - but I would like to. ... Knowing more about the direction and how to get involved as a Fellow is a top priority.

Detractor, F, 55-70, Yorkshire

"Although I have been a Fellow for many years, I am not a natural networker, and have not been aware of what areas I could possibly become involved in or how I could become actively involved. All I am aware of are the lecture series."

Detractor, F, 70+, London

"The RSA do lots of fabulous things and being a Fellow should enable a more active engagement but I'm just not sure how to do this, particularly in a rural location and at a distance from London hub"

Passive, F, 40-55, South West

"I would like to participate. I get messages that Fellows are wanted for projects but I never discover anyone who is recruiting or interested."

Passive, M, 55-70, London

"Perhaps I have been outside the circle for a while, but I would like to know exactly who to contact if there are areas in which the RSA could become involved. In short where is the first point of contact for Fellows, some years back I did know how to approach this, but lately I am less clear."

Promoter, F, 40-55, South Central

"I really want to engage with other Fellows and get involved in dialogue and discussion. I have so much to give and when I joined, I remember writing "what I am going to contribute to the RSA" but I don't feel that it is easy to do this – I am a small fish – not a high profile academic and I have no large corporation or funding body behind me – it's just me, full of enthusiasm, hungry to learn and keen to get involved. I've found it hard to get any real traction in this and sort of use the RSA as a low-key private members club. I want more opportunity to get involved."

Promoter, M, 40-55, London

This is particularly an issue for new Fellows, with several calling for more resources to be devoted to inducting new Fellows.

I would provide an initial introduction to being a Fellow at the RSA, including how to use the portal and how to actively participate. At this point, a year into my Fellowship, it is still quite unclear to me what are the methods of interaction with the society as an organization and as a collection of interesting individuals and activities. My two main contact points at this stage are both in the role of a receiver: I receive the newsletter emails and the magazine. Please help us new Fellows become active participants!

Detractor, F, Up to 40, International (Finland)

"I don't feel very connected to other Fellows or to what's going on in my region. I think having a buddying system for new Fellows is a good idea."

Detractor, F, Up to 40, East of England

"I have not been a member for very long. I went to one event and felt totally lost at it. Copious newsletters and emails and yet no personal involvement to help with integration or guidance on how to use the facilities or resources effectively. I will probably not be renewing next year"

Detractor, F, 55-70, South East

Many respondents expressed a desire for more opportunities to associate with other Fellows at the House, through more informal networking and socialising.

"More importance attached to the local 'coffee shop' as a regular venue for general discussion of RSA topics."

Detractor, M, 70+, East of England

"There seem to be no networking events just for the purpose of networking with other Fellows. Why isn't there a drop-in event once a week where Fellows can collect to chat and meet each other?"

Passive, M, 55-70, London

"I think it would be good if there were more of a club atmosphere, where Fellow who work in different disciplines could meet on an informal basis, ideally in the evening. Not simply networking in the traditional sense."

Promoter, F, 40-55, South Central

"Some slightly informal ways of meeting other members would be nice e.g. some tables to sit at if you do want to talk to others?"

Detractor, F, 55-70, South East

"There is a need for more evening events for networking. In recent years the RSA has had fewer events particularly in the evening."

Detractor, F, 55-70, London

"Other than events, more use of the RSA building as an informal networking venue e.g. bars, larger restaurant etc"

Detractor, M, 55-70, London

Fellows want to be able to self-organise, and engage with each other as much as with the RSA – they want to know who else is a member, and to be able to contact them – so for many an online directory of Fellows cannot arrive soon enough.

"If one is not based in London, the RSA seems far away! As I travel a lot, I would like a list of members I would like to get in touch with locally and know about local events and meeting. There could be a list on the website, accessible to members only."

Promoter, F, 55-70, International (Belgium)

"I am very surprised to find that themed networking online is not supported - the regional network groups I have looked at online are full of enthusiastic new members raising topics or trying to set up groups which seem to fizzle out after a couple of replies. Given that there is no active facilitation, and there are no directories of Fellows, it is hard for people to make contact and find common interests"

Detractor, F, 55-70, West Midlands

"I'm not sure whether there is one, but do you have a Fellows Directory listing who we are, our interests etc so we can connect with others in relation to projects we might want to pursue as Fellows? I think that the power of the RSA is in large part the Fellowship and it would be great to be able to tap into that in a more systematic way rather than only via serendipitous meetings at events, which is also great too of course."

Promoter, M, 40-55, London

"I don't know who is a member though there are likely to be several I know who are. I would go to more events if I could contact people I know to see if they are going"

Passive, F, 55-70, London

"I do not see how the RSA can promote itself as a membership organisation or boast of the ease of contacting Fellows when it makes it very difficult to do that. I am not persuaded by the constant plea that this is due to legal reasons or to technical ones. Please fix it. At present it is the Achilles heel to an otherwise excellent organisation".

Passive, F, 70+, South West

"I have found it frustrating that I am unable to contact The Fellowship regarding projects I am involved in. Attempts to do so are regarded with suspicion by RSA staff, who become gatekeepers of thought development and connections."

Detractor, M, 40-55, South Central

Delivery

Given the diversity of the Fellowship, and their often conflicting opinions about how delivery could be improved, what could be done to personalise Fellow's experience of the RSA? How could communications received and the events they are invited to better meet individual expectations?

Fellows want a bigger bar, open later in the evenings. The call for a bigger bar or better facilities is often linked to a desire for a better environment for informal networking.

"John Adam Street should be a hot bed of networking, increase the size of the Gerard Bar please! It's your greatest asset."

Promoter, M, 40-55, London

"In think it's first rate as it is BUT a larger bar and lounge/meeting area with newspapers etc, as in the small part of the library, would be good."

Passive, M, 55-70, South Central

"It might sound trivial but if the restaurant were open in the evenings or the bar a bit better, I'd take more people there, including potential Fellows and be able to have discussions in a more vibrant atmosphere"

Passive, M, 40-55, South East

"A bar / cafe open in the evening and later opening of the building to allow networking and discussion after meetings and lectures. I think the facilities should be improved to create greater opportunities for networking, particularly with new Fellows - later opening hours, a bar/cafe on the ground floor (could be a 'pop-up' say once a week). The atmosphere is still a bit 'London Members Club' and the building lacks a focus point."

Passive.

"More regional events or alternatively RSA house open at evenings and weekends which are the only times I could use it"

Passive, F, 55-70, North East

"I think the facilities should be improved to create greater opportunities for networking, particularly with new Fellows - later opening hours, a bar/cafe on the ground floor (could be a 'pop-up' say once a week). The atmosphere is still a bit 'London Members Club' and the building lacks a focus point."

Other comments about the RSA House included improving how room hire works, and requests for more space for working and meetings.

“Better meeting space at the House (i.e. more social space for casual meetings, less cramped than the bar) and working facilities where one can use a phone as well as a laptop.”

Passive, F, 40-55, South Central

“Your rooms to hire for events are great but expensive, especially when the costs of refreshments are included. Have you considered a discounted hire rate for bookings from RSA Fellows?”

Passive, F, 40-55, South Central

“Catering is a bit of an issue. It is hard to bring people to the house without taking them to the restaurant for a meal - something not as formal but better than the bar area would be helpful. Also an online way of booking rooms for meetings - unless I haven't understood how to do it and have missed it !”

Passive, M, 40-55, London

Some Fellows are frustrated by the ticketing arrangements for events – with complaints about events selling out too quickly, being open to the public and Fellows not having priority access.

“Being relatively local to the house I have numerous times tried to book into a talk, lecture or event that has been advertised on an email newsletter. On every occasion the booking has been full. Events are neither advertised so far in advance that you can book a long time ahead nor available for booking of the order of a month ahead. Thank goodness for the videos!”

Passive, M, 55-70, London

“Fellows should be given an exclusive window of a few days in which to book attendance at RSA lectures and events over the general public. Unless you are sitting at your computer when email announcements of lectures etc come through, you have little chance of booking to listen to some of the more prestigious speakers. Whilst I appreciate the desire to make the RSA accessible to all, it is not fair on those who pay subs and support the RSA generally to be unable to attend some of the really excellent lectures at the expense of those who do not make those contributions.”

Passive, M, 55-70, London

“Simpler and more transparent policy for event tickets. For many RSA events the ticketing system limits bookings to one individual, thus eliminating the possibility of involving co-workers or business partners. This hinders attempts at business networking or research initiation. Further, the formal policy of not guaranteeing entry because events are normally overbooked is highly discouraging and potentially unethical. The lack of guaranteed entry, after having gone through the trouble of booking a place, does not appear to me to be compatible with the spirit or mission of the RSA.”

Passive, M, 40-55, London

“It is not clear that Fellows get priority booking for lectures - and often I am not able to attend as they have sold out by the time I get the info. These are the key benefits for me and

more assurance that i might get tickets (ideally two per member) would be a major added benefit"

Detractor, M, 40-55, London

"Admission to talks should be for Fellows only. It is very difficult to get tickets as they are publicly available and one of the main drivers to join was the events."

Promoter, F, 55-70, East of England

Fellows frequently state that they would be more inclined to recommend the RSA if there were more events at times convenient for them, and seem frustrated by events they are unable to attend. Fellows variously call for more events in the day, at lunchtime, in the evening and at weekends.

"At one point there were regular evening meet ups and a London regional Manager/intern, which is great when you are working as most events at the RSA were during the day or late afternoon, early evening when I am unable to attend."

Detractor, F, 55-70, London

"It would be great if talks were later in the evening not at 6pm because then people who work longer hours further from the RSA could attend more often and feel like more of a community."

Detractor, F, Up to 40, London

"More late afternoon events in London - lunchtime and evening both difficult"

No response, F, 40-55, South-East

"The RSA networking events that I am aware of have always been scheduled for the early evening which is difficult for me to get to. Have you thought about any lunchtime sessions instead?"

Passive, F, 40-55, South Central

"Evening events - most of the talks assume I am free for 2 hours on a working day- I am not!"

Detractor, M, 40-55, London

"At one time (20 years ago?) lectures went on until 7.30 pm, could be given by experts on any topic (scientific, historical, art etc) of general interest and the programme was issued for at least 3 months at a time so that theatre visits etc could be planned to avoid RSA meeting dates. Local events in Surrey are generally good but topics in London have less interest for me. If I was not a Life Member, I would not be renewing my membership"

Detractor, F, 70+, South East

"Talks etc of interest to me on different days make it difficult to attend ...because of time taken to travel, and costs of travel, as well as time out of the day - lunchtime or early evening is fine for the London centric, but I should appreciate coming to a lunch talk, and evening one on the same day.... Please stop thinking in terms of London and convenient admin centres, and start seeing how you could do things from the countryside itself"

Passive, F, 55-70, West

Quantitative responses indicate that the majority of Fellows are happy with their opportunities to engage with RSA staff, but there were a small number of comments wishing the staff were more visible, and that there was more contact between Fellows and Staff.

“Came to RSA for reception of Alzheimers runners after London marathon - it was BRILLIANT and RSA staff were so lovely. Especially good for family and friends to be able to sit with runners in those lovely big rooms. Can't we get that kind of feel for members?”

Detractor, F, 55-70, South East

“When at the house there is no apparent 'presence' of the RSA workforce - they are all carefully hidden away and therefore the key sources of potential participation are unavailable - why isn't there a public face of the RSA that is available by appointment or 'surgery' to discuss Fellowship volunteering.”

Passive, M, 55-70, London

Projects

Fellows frequently expressed a desire to be more involved in the RSA projects

“I am disappointed in the lack of opportunity to participate in local projects. I did voice my concern at the recent region conference in Winchester.”

Passive, M, 55-70, South Central

“... I believe strongly in community engagement and thinking globally but acting locally. I feel honored to be a Fellow and I hope the next 10 years sees me getting all the more involved particularly in the Great Recovery project and anything related to the NHS and healthcare”

Promoter, F, 40-55, London

There may be a problem around communication, with several Fellows expressing surprise that they didn't know about RSA projects that interest them

“Some current projects are very relevant to my area of expertise, yet I have not heard about them. There should be clearer practical outcomes to research projects. It should be easier for Fellows to gain support for practical projects, particularly those related to current areas of research.”

Passive, F, 55-70, East Midlands

"Better communication of your projects and clearer guidance on how to be more involved rather than the odd invite to hear a speaker in a far away city would be great!"

Detractor, F, Up to 40, Yorkshire

"[I'm] surprised how little I know about ongoing projects :-("

Promoter, M, 55-70, West Midlands"

"I would like information on the projects the RSA are involved in as they sound interesting. I seem to get good info on a few things but little on others ...this may be my doing...perhaps I have not ticked the right boxes? I do not think I have contributed muchnot sure if this is lack of opportunity or because I have not fully engaged?"

Promoter, F, 55-70, London

Those that are involved are generally positive about them.

"Recent more focused projects give me good feelings about the future."

Passive, M, 70+, South West

"I am in loved in the Grand Curriculum Design project at the moment.. I have found the work to be stimulating, thought provoking and challenging. It has made me as a Head teacher question deeply what we are doing and WHY!!! Have really got an enormous amount out of it. Thank you to a very dedicated team."

Promoter, F, 40-55, Yorkshire

"I appreciate the tension between having a broad focus and a narrower one. I am sometimes surprised at the projects the RSA does get involved in and yet I have found them to be, almost without fail, worthwhile and making a strong contribution to society. I wonder two things - whether clearer criteria for deciding to support projects, while keeping this broad, and communication strategies that build learning between projects might help breadth and depth."

Passive, F, 55-70, East Midlands

However, some Fellows were frustrated with the experience of trying to get involved, or to stay involved in a project.

"I was heavily involved in setting up Social Brain project but have been largely ignored by team since then. Feel these kind of things need outreach from RSA not outreach from Fellows."

Passive, M, 40-55, London

"The level of staffing does not always have the capacity to support regional projects, this leads to support promised that does not happen, actions being delayed and a level of frustration locally. This does not reflect on the staff, just their work load"

Passive, M, 55-70, South Central

"I would very much welcome more input on how existing Fellows can add their expertise to current projects. I am involved in mental health and wellbeing and have tried on occasion to join projects or express interest, but this has never resulted in any practical input."

Promoter, F, 55-70, South West"

Projects are not for everyone, and for some Fellows an emphasis on “doing things” rather than ideas can be off-putting.

I am a frustrated Fellow. My background is in the legal profession and legal education. I find that all the focus is on participation in projects, something for which I have neither the skills, experience or (until recently) time. When I joined, ... publications and activities reflected Fellows with a broad range of professional ... backgrounds. Now I find that all the attention is on self-employed Fellows with experience in the third sector. I feel excluded and hesitant about attending events... My involvement is now purely passive. "

Passive, M, 40-55, South Central

The RSA Journal

The journal is well-read by Fellows, with 60% of Fellows having read the journal more than once in the last 6 months, and a cumulative 87% having read it at least once in the last 6 months. On the whole, most Fellows also thought that the quality of the journal was good, with 40% rating the quality as “excellent” and 46% rating it as good.

As in other areas, where the journal was mentioned in the comments it tended to be by the minority of critics, so the negative comments below need to be read with this context in mind.

Praise for the journal...

"I value my Fellowship in RSA and find the online discussions and Journal provide insight and ideas that enlighten new approaches for research and practice."

Promoter, M, 55-70, International (Canada)

I recognise I have not made use of the facilities available to me, which are considerable. But I think the RSA journal is one of the best publications of its kind that I have read.

Passive, M, 70+, London

"I am always amazed at the broad subject matter covered in the RSA Journal."

Promoter, M, 70+, International (Canada)

The paper format is valued, even though some Fellows also requested better online access...

"as I'm not a big fan of "blogging", "tweets" etc. I do prefer printed matter such as the excellent journal. however, I rarely find any easy way of getting involved with projects through the journal - maybe I'm missing something, but it's not obvious."

Promoter, F, 40-55, London

"I do enjoy the journal in paper format as it's something that I can pick up and read when I have a spare 5 mins"

Detractor, F, Up to 40, Scotland

"Distribute the Journal in electronic form with hot links for readers to be able to read other relevant materials and so 'get up to speed' in an area or topic to which they are new."

Passive, M, 55-70, Scotland

"Availability of more in depth papers/blogs etc to complement journal articles which only have space for headlines"

Passive, M, 55-70, West

Complaints about the lack of articles about the Arts...

"Over the last 30 years the RSA Journal has drifted from being turgidly academic to a series of quasi-political articles with little or no academic rigour. Our mission is to promote the Arts, Manufactures and Commerce yet the latest Journal (Issue 2 2014) hasn't a single article about the arts. I have previously e-mailed to the editor and others responsible for its publication to ask who decides on the content. Is it invited – who issues the invitations? Can Fellows submit articles? I have had no reply."

Promoter, M, 55-70, East Midlands

"From my own point of view I expected the arts in general and the fine arts to figure more in your work. WHILST I understand your interest and focus on Academic and intellectual matters you do not engage in the emotional and visual arts enough and the magazine is full of articles that are dry academic studies."

Passive, M, 70+, London

Conflicting design advice...

"The RSA Journal is beautifully designed - a joy to behold - but the content doesn't always come up to the same standard."

Detractor, F, 55-70, East of England

"The magazine is terrible - poorly designed, long articles that are so boring it is impossible to get through them and little variety of type of articles."

Detractor, F, 40-55, London

Calls for more content that describes the work of the RSA...

"Continuing the process of restoring the journal to a more thorough reportage for those of us who live outside the capital"

Passive, M, 70+, North West

“For Fellows who cannot attend speaker events, a comprehensive report back of proceedings. The journal used to provide detailed transcripts of discussions, but - unless I've missed something - this does not seem to happen so much now.”

Passive, M, 55-70, London

“I'm afraid that although the Journal covers topics that are often of considerable interest to me, I hardly ever find the articles illuminating or worth the time spent reading them. On the other hand, the online lectures and events facility is excellent - when I remember to use it! That's a reminder that Fellows need to have the time, energy and self-organisation to make use of what you provide.”

Passive, M, 70+, East of England

Impact

Some Fellows feel that the RSA needs to do more to communicate the impact of its work – both to Fellows and to the general public.

“RSA should absolutely promote and own what change/impact/policy it has contributed to; the organisation does not celebrate its successes enough outside of the RSA. Need a better PR function overall.”

Passive, M, Up to 40, London

“The work of the RSA in achieving change should be more visible to Fellows and the public”

Promoter, M, 70+, South East

“Annual update on where we are going with what project, purpose, expectations and results. Especially our international involvement. What have been our contributions to the various sector growth and what to expect in the future. Simple, clear, concise.”

Promoter, M, 55-70, London

“It would be good to understand or quantify what impact the RSA has had on the areas of activity it has engaged in particularly those with a social or political impact. Publishable feedback from the beneficiaries of its activities would be helpful.”

Passive, M, 55-70, South Central

There were also some comments that suggested the RSA needed to do more not just to generate ideas, but also to implement them to achieve real social change.

“Power to Create provides direction and focus across all aspects of the organisation and can connect what's important locally, regionally and the global. Making changes that are tangible with a positive social impact is a clear purpose. Resource to support how this can happen in a distributed non-centralised way will be needed.”

Promoter, F, 55-70, North East

"Innovation can only effective if it is proven through practical test runs, trials and pilots and the capability to run and evaluate pilots, learn lessons for rolling out etc. should be the core skill of the RSA projects team members."

Passive, M, 40-55, London"

"Having a practical impact on change in society. I sense the RSA remains high-brow in its approach. I am all for not creating a race to the bottom and maintaining a level of academic/intellectual rigour in the work and research, but at the end of the day its about executing and "getting stuff done". Whether the RSA commissions others or executes itself, I think we fall short in realising sustainable change, and the literature from the RSA I have read feels to me like it talks to much and does too little"

Detractor, M, 40-55, Wales

Strategy and mission

There was considerable support for the RSA's current direction and a desire to retain a broad remit.

"Don't make any dramatic changes - it is working well. The value to me of the RSA is the way it highlights and joins up strands of thinking that I might not otherwise have come across. My work covers regeneration, planning and architecture and I am a member of the relevant professional institutes. The RSA offers much more social direction."

Promoter, M, 55-70, London

"I very much hope that the RSA continues to regard its breadth as a strength and resists the temptation to concentrate on a small number of key priorities. The RSA's aim of enlightening society will be compromised if the organisation chooses to narrow its focus to a limited set of agreed priorities."

Promoter, M, Up to 40, London

"Over recent years, a wonderful improvement in the diversity of Fellows, openness of the building and RSA ethos, and topics covered in lectures. Thanks!"

Promoter, M, 55-70, London

I think it's quite a special thing to have an organisation that is as broad in supporting good thinking as the RSA is. Whilst I am hopelessly inactive as a member...I continue to support the RSA year after year for this reason. In these days when academia is [...] having to focus rather than develop thinking, I really hope the RSA keeps this as a strong remit. If the focus were to narrow, I'd be more inclined to join organisations that are directly connected to my interests rather than one that has many avenues that don't interest me but that I want to support".

Detractor, F, 40-55, London

"The strength of the RSA is in its broad remit, neatly encapsulated as 'enriching society through ideas and action'. I see it as both proactively shaping the agenda and remaining

responsive to societal changes. The flexibility is a source of value to me as a Fellow rather than the society becoming a narrow interest group. Resist the urge to narrow!"

Passive, M, Up to 40, London

"I think the RSA by definition needs to cater for the broad interests of its members although that is counter to the prevailing management culture of focus, focus, focus. If the remit becomes too narrow it will just alienate and limit the involvement of many of its members. By all means have some flagship projects but they should not become the only game in town."

Promoter, M, 55-70, Yorkshire

There were however some comments that felt the remit was already too broad – often with a feeling that this was at the expense of promoting arts, manufacturing and commerce.

"I think the RSA has lost its way and is trying to do too much in too many areas. Arts appears to be neglected which given it's title is a shame."

Passive, M, 70+, International (US)

Narrowing the focus too far risks putting some Fellows off – as highlighted by a Fellow who felt that the narrowing of focus of the local branch meant that it no longer reflected her interests.

"In my area there is a new approach on a few key issues, and less on sharing ideas and networking - I find this negative for me as I am interested in a lot of different things, and would like to make more contacts through the RSA. I look with envy on other newsletters I get from a neighbouring branch that has a great programme of events on a regular basis, but it is too far away for me to go."

Passive, F, 55-70, Yorkshire

Practical change is an important part of the RSA's work for many Fellows, and in particular some feel that more needs to be done to achieve this.

"That the RSA uses its power and membership to change society - not simply stand on the sidelines in a period of structural change. The resources in terms of Fellows are huge - most of the ones I know would like the RSA to be a more 'radical' organisation in terms of Arts, Manufactures & Commerce. There is a lot to do to achieve practical change, and working with anti-change political parties may not be the best way"

Detractor, M, 55-70, South Central

"1. Action not talk 2. a clear mission - the new mission of 'The Power to Create' is just as vague as before. What does the RSA stand for and what does it want to achieve? I joined the RSA to make a difference and I have worked with Fellows who care passionately about what

they are doing and want to make a real difference. What we get from Matthew Taylor is intellectual discussions across a wide range of topics but no direction or focus. If we are going to make a difference in the world we should have the courage to decide what we do and what we don't do. Then we can go deep into research, policy, action in those areas. That way, people would know what the RSA stands for and why they should support it."

Detractor, F, 40-55, Yorkshire

"it is essential that a wide remit is maintained in order to cross-fertilise idea's and solutions to current and continuing issues. We should become more vocal in support of Industry and Commerce, and the essential education to support them, and raise the public awareness of the RSA. With independent and unbiased work by Fellows, the RSA could become a beacon and standard, with the sound basis of experience 'in the field', rather than just academic opinions and studies."

Promoter, M, 55-70, East of England

Some Fellows perceive that the RSA has drifted too far from the "manufacturing and commerce" aspects of its mission, or from the arts, and a small but vocal rump are hostile to involvement in any other areas of public policy.

"A slightly greater emphasis on manufacturing and its associated technologies. If the RSA is to become more focussed ... then that increase in focus should be into the Manufactures and Commerce part of the Royal Society for the encouragement of Arts, Manufactures and Commerce."

Promoter, M, 55-70, West

"That the RSA revise its mission, so as to do what it says on the tin... 'To embolden enterprise, enlarge science, refine art, improve our manufactures and extend our commerce'. I am thinking of joining the RSPCA, because of their interest in diesel engines."

Detractor, M, 55-70, Yorkshire

There were several suggestions that the organisation is too political, or politically biased. There were accusations of both a right-wing and a left wing drift, with many Fellows arguing that the organisation should be apolitical or remain politically neutral. Several Fellows also expressed opposition to the RSA's involvement in Academies.

"The leadership and public profile projects a different message than I expect - more political and excessively navel-gazing"

Detractor, M, 55-70, East of England

"Being scrupulously a-political. It cannot just be a voice for Green politics. My reticence about becoming more focused in 'a few key areas' stems from what those key areas might be."

Passive, M, 55-70, London

"Less focus on politically correct left wing dogma and more informed debate about the future of mankind"

Passive, F, 55-70, Yorkshire

"I feel the RSA has become a vehicle for pet projects with a political bias. I am against School Academies for example so was shocked to discover we are actually running some."

Detractor, M, 70+ London

"We are fortunate to have secured Matthew Taylor as CEO. However, I am concerned that the amount of time he spends on the media comes at the cost of focus on his job at the RSA. I am also concerned that his regular billing as a former advisor to Mr Blair risks tainting the apolitical stance of the RSA."

Detractor, M, 55-70, South East

"I do worry about the rsa being tainted by blatant political bias. I feel it is a mistake to take any political stance as it allows for the rsa to be marginalised, and limits what it could do. I worry by explicit political appointments. It doesn't matter if I or any other Fellow agrees with their views or affiliations or not the fact is politics can do damage to us."

Promoter, M, 40-55, North East

There were also several comments that suggested that more could be done to communicate the RSA's strategy to Fellows

"I'm not sure what the direction of the RSA is from the Journal. It often seems to be pursuing a particular political agenda, which I believe detracts from its ability to view the technical and social challenges facing us with an open mind. I am very disappointed in much of this, and remain a Fellow because I believe in the original remit of the Society, and hope to see it return to this clear independent desire for practical and positive innovation."

Passive, F, 55-70, Yorkshire

"The RSA still needs to articulate better what its purpose is. As a Fellow, I don't feel connected to a core message or able to communicate this to others. The leadership comes across as grand and remote. I belong to the RSA - but I am not sure if it belongs to me. If every Fellow did start to feel that sense of ownership, that would be a real step change."

Promoter, M, 40-55, London

"Where do we see the Society in ten years, twenty years, fifty years. What is mechanism that we achieve short, medium, long term goals and how are we rigorously challenging our own assumptions as to strategic direction".

Promoter, M, 55-70, International (Australia & New Zealand)

Appendix 1: 2014 RSA Fellowship Survey – Questionnaire

Q1. What were your reasons for joining the RSA Fellowship?

Please tick the relevant options to you, up to a maximum of 3. If you select 'Other', please complete the text box.

(NB Fellows were actually able to select more than 3 options, many did in fact do so)

Q2. How likely would you be to recommend becoming a Fellow, on a scale of 0-10 where 0 = 'Not at all likely', and 10 = 'Extremely likely'?

Q3. What is the most important improvement that would make you more likely to recommend the RSA? (text)

Q4: Please state to what extent you agree or disagree with the following statements. Use a scale from 'Strongly disagree' to 'Strongly agree':

- *Being a Fellow has met my expectations in the past year.*
- I am satisfied with the opportunities to engage with other Fellows.
- I am satisfied with the opportunities to engage with RSA staff.
- I am satisfied with my overall level of involvement.

Q5. Please state to what extent do you agree or disagree with the following statement:

- I am going to renew my Fellowship next time.

Q6. In what ways have you engaged with the RSA: (Never / At least once / Once in the last 6 months / More than once in the last 6 months)

- Read the RSA Journal
- Read a Fellowship email newsletter
- Attended a local Fellowship event or meeting
- Attended an event in the RSA House
- Made use of the members' facilities at the RSA House
- Read an RSA blog
- Watched an RSA event online
- Watched an RSA Animate or Short
- Got involved in a project

Q7. How do you rate the quality of the following: (Poor / Adequate / Good/ Excellent / N/A)

- RSA Journal
- Fellowship email newsletter
- Local Fellowship events or meetings
- Events and lectures in the RSA House

- Facilities available to members at the RSA House
- RSA blogs
- RSA online events
- RSA Animate or Shorts
- The RSA's project work

Q8. How would you rate your knowledge of the following RSA projects?

Use the below scale from 'I haven't heard of it' through to 'Have excellent understanding'.

The Great Recovery Investigating how good design can help reduce the economic and environmental impact of our 'take, make, dispose' culture by moving towards a circular economy

The RSA Family of Academies (A family of Academy schools that work together with the RSA to give learners the broad range of skills, qualifications, and experiences they need to thrive in their continuing education and the world of work)

Connected Communities for Mental Wellbeing and Social Inclusion (Working with seven communities across England, the project explores how community and social connections affect people's well-being)

City Growth Commission (Exploring the role of UK cities in fostering higher, more sustainable productivity, growth and living standards, and what political powers and governance arrangements are needed to deliver this)

RSA Transitions (Undertaking a feasibility study for a social enterprise prison in partnership with HMP Everthorpe to aid offenders' transition back into social and economic inclusion)

Grand Curriculum Designs (A national professional development programme to provide teachers with the skills to design school curricula that are flexible, innovative and responsive to the needs of their students and communities)

Power of Small (Examines the large increase in the UK's self-employed population: what is driving this trend and what does it mean for the country as a whole)

Q9. Have you heard of the Fellowship Council, and do you know what its role is?

- I haven't heard of it
- I have heard of it, but don't know what it does
- I have heard of it, and do know what it does

Q10. How happy are you with the frequency of communication you receive from the RSA? The RSA contacts me:

Much too frequently / Too frequently / About often enough / Not often enough / Not nearly often enough

We are currently undertaking a strategic review on the future of the organisation. As part of that we want to understand what Fellows think the direction should be and therefore have included the following few questions to help our understanding.

Q11. Should the RSA...

- Be solely about ideas generation and dissemination
- Be mainly about ideas generation and dissemination combined with some work that produces practical change
- Retain our ideas generation and dissemination function but have much more of a focus on work that produces practical change
- Be fully focused on work that produces practical change

Q12. Regarding the areas the RSA works in, should we...

- Regarding the areas the RSA works in, should we... Maintain a very broad remit
- Become slightly more focused on a few key areas
- Become a lot more focused on a few key areas
- Become entirely focused on a few key areas

Q13. If we were to become more focused, should the RSA...

- If we were to become more focused, should the RSA... Continue to support Fellows whatever they are interested in
- Support Fellows in whatever they are interested in, with some priority on our key areas
- Give priority to our key areas with only limited support for other interests
- Only support Fellows in the chosen key areas

Q14. Do you have any other views about the RSA you would like to feed back?

Fellowship / Events /Research /Direction of the RSA / RSA House /Survey / Other

In addition, International Fellows were asked:

Q10.1. What nationality are you?

Q10.2. In what country were you living in when you became a Fellow?

Appendix 2: Tables showing responses to each question

Q1. What were your reasons for joining the RSA Fellowship?

	Frequency	%
Joined to support the mission of the RSA	3843	68%
Joined for professional networking	2659	47%
Joined for personal socialising	392	7%
Joined to take part in the RSA's research and work	1318	23%
Joined to use the RSA's facilities	1997	35%
Joined to receive publications	2042	36%
Joined for prestige of being a Fellow	2722	48%
Other reason	551	10%

n=5626

Q2 - How likely would you be to recommend becoming a Fellow, on a scale of 0-10 where 0 = 'Not at all likely', and 10 = 'Extremely likely'?

	0	1	2	3	4	5	6	7	8	9	10
Responses	52	64	113	173	163	572	537	888	1269	624	863
%	1.0%	1.2%	2.1%	3.3%	3.1%	10.8%	10.1%	16.7%	23.9%	11.7%	16.2

n=5318

Q3: Text responses

Q4: Please state to what extent you agree or disagree with the following statements. Use a scale from 'Strongly disagree' to 'Strongly agree'

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	n
Being a Fellow has met my expectations in the past year.	Frequency	158	580	1747	2479	327	5291
	%	3.0%	11.0%	33.0%	46.9%	6.2%	
I am satisfied with the opportunities to engage with other Fellows.	Frequency	170	1110	1610	2140	235	5265
	%	3.2%	21.1%	30.6%	40.6%	4.5%	
I am satisfied with the opportunities to engage with RSA staff.	Frequency	149	749	2311	1765	267	5241
	%	2.8%	14.3%	44.1%	33.7%	5.1%	
I am satisfied with my overall level of involvement.	Frequency	237	1462	1555	1794	229	5277
	%	4.5%	27.7%	29.5%	34.0%	4.3%	

Q5. Agreement with "I am going to renew my fellowship next time"

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A	n
I am going to renew my Fellowship next time.	Frequency	58	118	620	1920	1817	761	5294
	%	1.1%	2.2%	11.7%	36.3%	34.3%	14.4%	
	Valid % (excluding N/A)	1.3%	2.6%	13.7%	42.4%	40.1%		4533

RSA Membership Survey 2014

Q6 In what ways have you engaged with the RSA: (Never / At least once / Once in the last 6 months / More than once in the last 6 months)

	Never		At least once		At least once in the last 6 months		More than once in the last 6 months	
	Count	%	Count	%	Count	%	Count	%
Read the RSA Journal	75	1%	616	12%	1389	26%	3168	60%
Read a Fellowship email newsletter	194	4%	693	14%	1275	25%	2942	58%
Attended a local Fellowship event or meeting	2408	49%	1637	33%	557	11%	353	7%
Attended an event in the RSA House	2022	40%	2014	40%	637	13%	422	8%
Made use of the members' facilities at the RSA House	1710	33%	1833	36%	807	16%	769	15%
Read an RSA blog	2393	47%	1207	24%	839	17%	619	12%
Watched an RSA event online	3073	61%	1014	20%	587	12%	404	8%
Watched an RSA Animate or Short	3049	60%	875	17%	542	11%	609	12%
Got involved in a project	3862	76%	879	17%	192	4%	143	3%

Q7 How do you rate the quality of the following: (Poor / Adequate / Good/ Excellent) excluding N/A

	Poor		Adequate		Good		Excellent	
	Count	%	Count	%	Count	%	Count	%
RSA Journal	113	2%	553	11%	2376	46%	2091	41%
Fellowship email newsletter	97	2%	1143	24%	2867	60%	699	15%
Local Fellowship events or meetings	450	17%	819	31%	1068	41%	274	10%
Events and lectures in the RSA House	54	2%	280	9%	1480	48%	1265	41%
Facilities available to members at the RSA House	200	5%	613	17%	1864	50%	1019	28%
RSA blogs	94	4%	603	25%	1435	59%	319	13%
RSA online events	75	4%	431	21%	1137	56%	387	19%
RSA Animate or Shorts	63	3%	254	12%	707	33%	1098	52%
The RSA's project work	114	4%	403	13%	1656	53%	975	31%

Q8 How would you rate your knowledge of the following RSA projects?

	not heard of it at all		I have heard of it		some understanding		good understanding		Have excellent understanding		n
	Count	%	Count	%	Count	%	Count	%	Count	%	
The Great Recovery	1698	33%	1713	33%	1274	25%	367	7%	71	1%	5123
The RSA Family of Academies	1279	25%	1589	31%	1499	29%	639	12%	121	2%	5127
Connected Communities for Mental Wellbeing and Social Inclusion	2234	44%	1723	34%	904	18%	204	4%	33	1%	5098
City Growth Commission	1768	35%	1945	38%	1029	20%	309	6%	50	1%	5101
RSA Transitions	2715	53%	1614	32%	569	11%	147	3%	44	1%	5089
Grand Curriculum Designs	2108	41%	1739	34%	842	17%	341	7%	64	1%	5094
Power of Small	2219	43%	1714	34%	864	17%	264	5%	43	1%	5104

Q9 Have you heard of the Fellowship Council, and do you know what its role is?

	Count	%
I haven't heard of it	764	15.0%
I have heard of it, but don't know what it does	2613	51.4%
I have heard of it, and do know what it does	1711	33.6%
n	5088	

Q10 How happy are you with the frequency of communication you receive from the RSA?

The RSA contacts me:

	Count	%
Much too frequently	17	0.3%
Too frequently	171	3.3%
About often enough	4495	87.3%
Not often enough	419	8.1%
Not nearly often enough	48	0.9%
n	5150	

RSA Membership Survey 2014

Q11 Should the RSA...

	Count	%
Be solely about ideas generation and dissemination.	161	3.1%
Be mainly about ideas generation and dissemination combined .	2112	41.3%
Retain our ideas generation and dissemination function but have much more of a focus on work that produces practical change.	2545	49.8%
Be fully focused on work that produces practical change.	296	5.8%
Total	5114	100.0

Q12 Regarding the areas the RSA works in, should we...

	Count	%
Maintain a very broad remit	2568	50.2%
Become slightly more focused on a few key areas	1724	33.7%
Become a lot more focused on a few key areas	740	14.5%
Become entirely focused on a few key areas	81	1.6%
Total	5113	100.0

Q13 If the RSA were to become more focussed should we:

	Count	%
Continue to support Fellows whatever they are interested in	956	19.0%
Support Fellows in whatever they are interested in, with some priority on our key areas	2576	51.3%
Give priority to our key areas with only limited support for other interests	1350	26.9%
Only support Fellows in the chosen key areas	143	2.8%
n	5025	

Q14: Text responses

Q10.1 What nationality are you? (Asked of International Fellows only)

	Frequency	Percent
United Kingdom	158	32%
United States	95	19%
Australia	42	9%
Canada	38	8%
Ireland	18	4%
Finland	16	3%
Belgium	11	2%
Germany	11	2%
Hong Kong	10	2%
New Zealand	8	2%
Others (each with no more than 4 Fellows)	84	17%
n	491	

There were 42 different Nationalities selected in total.

Q10.2 In what country were you living when you became a fellow?

	Frequency	Percent
United Kingdom	158	32%
United States	95	19%
Australia	42	9%
Canada	38	8%
Ireland	18	4%
Finland	16	3%
Belgium	11	2%
Germany	11	2%
Hong Kong	10	2%
New Zealand	8	2%
Others	84	17%
n	491	

There were 47 different countries selected in total.