

# THE FUTURE OF MEMBERSHIP

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A collaborative innovation project

Convened by



# NEW CITIZENSHIP PROJECT

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The New Citizenship Project is an innovation company founded in 2014 with a mission to catalyse the shift from Consumer to Citizen as the dominant idea of the individual in society: the Citizen Shift.

One of the key approaches in this work is Collaborative Innovation Projects. The team articulate a question which relates the Citizen Shift to a specific sector and then bring together a number of organisations to experiment with and articulate new ways of working in response to that question. Finally publishing the findings to make these new approaches available to others, and ultimately help them take hold faster. The Future of Membership is the first such project.

Find out more at [newcitizenship.org.uk](http://newcitizenship.org.uk).

# INTRODUCTION

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Beginning in October 2015, the New Citizenship Project brought together six leading membership organisations in a shared inquiry, to explore a future of membership as a relationship focused primarily on participation in purpose, rather than a product rooted in benefits-based transactions.

The participants came together motivated by a shared sense that the dominant transactional model of membership is no longer working, and a will to explore alternatives.

Together, we framed an overarching question for the project:

*How can we maximise the participation of members in our organisations and in the world, by shifting from a Consumer to a Citizen mindset?*

Each organisation then defined its own question within this broader inquiry, with the New Citizenship team working in parallel both to support the group and, based on the understanding emerging from the collaboration, to look outwards for theoretical models to help explain what we were finding and for examples of emerging practice in the wider world of membership.

This report brings together the process and outputs of this project, together with the model we have developed together to help other organisations explore this path.

# THE PARTICIPANTS

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**Amnesty International** works to protect men, women and children wherever justice, freedom, truth and dignity are denied. As a global movement of over seven million people, Amnesty International is the world's largest grassroots human rights organisation. We investigate and expose abuses, educate and mobilise the public, and help transform societies to create a safer, more just world. A recent strategy review identified a need to refocus on our original model of enabling as many people from all over the world and from all backgrounds to campaign together – doing it with our members not for them. The motivation for Amnesty UK to join the project was the space to share, support, listen and learn.

## The House of St Barnabas

LONDON

**The House of St Barnabas** was founded in 1846 to help those in “necessitous circumstances” and with a desire to show society that there was another way to support people who had fallen on hard times back to independence with dignity. Today The House of St Barnabas continues to move with the times: an Employment Academy is fully integrated into their social business, a not-for-profit private members’ club with a socially conscious and vibrant membership. In this environment our participants are able to build their confidence, skills, and gain work experience throughout the club and offices. The House faces the ongoing challenge of all good social enterprises, balancing the immediate demands of its business model with the longer term imperatives of its founding purpose; they were attracted to this project by the opportunity to hold that challenge together with others exploring similar questions - and extended the hospitality of the club to create the perfect setting for the inquiry.

## NASUWT

The Teachers’ Union

**NASUWT**, the Teachers’ Union represents teachers in England, Northern Ireland, Scotland and Wales. NASUWT organises in all sectors from early years to further education and represents teachers in all roles including heads and deputies, and in doing so provides a number of critical services, not least professional insurance. NASUWT joined the project fresh off the back of their role in the publication of **In Professions We Trust: Virtuous Practice in Teaching, Medicine and Law**, in collaboration with the thinktank Res Publica, seeing this as an opportunity to further that renewed commitment to the core purpose of the organisation.



**NUS**, National Union of Students is a confederation of 550 students' unions, campaigning together for transformational education to contribute to a fair and sustainable future. NUS joined the project at a time of significant change in organisational leadership, with a recognised need for a renewed commitment to and clarity of purpose. The extent to which many students identify the NUS only with their discount card emphasised the need for this sort of work, and sharing this challenge with the analogies faced by other participants was a primary driver for their involvement.



**The Soil Association** is a food and farming charity and organic certification body. Formed in 1946 to pioneer a better world – one where we can all eat, farm and live healthily and sustainably – they too joined the project at a critical strategic juncture. Work was already well under way to unify the diverse elements of the organisation and refresh their relationship with members, and the offer of continued support and stimulus for this work represented a major motivation for participation.



**Tate** is a family of 4 galleries - Tate Modern, Tate Britain, Tate St Ives and Tate Liverpool - operating together in service of a mission to promote public understanding and enjoyment of British, modern and contemporary art. Recent brand work articulated the purpose of the organisation as “A common space to provoke debate, activating people through art”, and the appeal of this project to the Tate team was the promise of a structure in which the membership proposition in particular could develop in order to reflect and live out this purpose.

# OVERVIEW

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p8

## THE THREE PRINCIPLES OF PARTICIPATORY MEMBERSHIP

The report begins at the end with our model of the three principles:

### Purpose

### Platform

### Prototype

This is the key output of the process, developed in order to help other organisations follow the same path.

p22

## THE CHALLENGE

This is followed by the methodology and evidence underpinning the model around which the six organisations came together.

p26

## THE PROCESS

Which was structured into three phases over the 9 months from October 2015 to June 2016:

### Owning the question

### Experimenting in practice

### Establishing strategies

p30

## THE RESULTS

Which represented a major step change in thinking and action for every single one of the participating organisations - with several big 'Eureka' moments.

p49

## LOOKING OUT

As themes emerged from the collaboration, the New Citizenship also looked out into the world to see where those themes were reflected in good and bad practice, and in emerging organisational theory.

Key examples are included in the Three Principles section, but we have also included a brief reference list for those who wish to go deeper.

# THE CITIZEN SHIFT

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The Future of Membership project was born of taking the concept of the Citizen Shift, and seeking to explore what it might mean for membership organisations.

The Citizen Shift is the theoretical framework on which all of the work of the New Citizenship Project, the conveners of the Future of Membership, is based.

It is a new way of conceptualising and understanding the current period of intense societal change, viewing this upheaval through the lens of an underlying shift from Consumer to Citizen as the dominant idea of the role of the individual in society.

At its core, this approach offers a radically different question for organisations of all shapes and sizes (including membership organisations) to work with:

Rather than thinking of people as Consumers, which leads us to ask only what we can sell to “them”, the Citizen Shift prompts us to think of ourselves instead as Citizens, and to ask what it is we can all participate in and contribute to.

In the report [This Is The #CitizenShift: a guide to understanding and embracing the emerging era of the Citizen](#), the underlying concept is explored in full, including:

- The modern history of the role of the individual in society, putting the Citizen Shift in the context of a previous shift from Subject to Consumer in the mid 20th century.
- The social psychology of the Consumer, including a review of secondary and primary research which suggest that Consumer language and norms are deeply and inherently limiting of human potential.
- The sociology of Consumer and Citizen, understanding the implicit but unmistakable prevalence of the Consumer as the dominant idea of the individual in today's society - but also the equally unmistakable rise of the Citizen as its rival.
- Case studies of organisations new and old manifesting and embracing the Citizen Shift as a new way of thinking and interacting with people.
- Tools to enable you and your organisation to embrace the Citizen Shift.

# THE THREE PRINCIPLES OF PARTICIPATORY MEMBERSHIP

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From the outset, the intention in this project was to codify the learnings into a tool that could enable other organisations to follow in the footsteps of the process.



## This is the role of the Three Principles of Participatory Membership.

This model represents a major step away from conventional wisdom around membership, which tends to argue for a primary focus on transactional benefits in the development of a membership proposition.

That conventional wisdom is based on the idea that people are best understood as self-interested Consumers, and that therefore providing transactional value for money is of paramount importance.

Participatory Membership is based on a different understanding, of people as inherently participatory beings, better thought of as Citizens than Consumers.

Transactional benefits remain important in this idea of membership, but as the foundation - the hygiene factor - not the primary concern. A transactional proposition, whether visit-based for a cultural organisation or impact-based for a charity, is important; but it is a hygiene factor.

### MORE IMPORTANT ARE PURPOSE, PLATFORM AND PROTOTYPE.

- **Purpose**, because unless an organisation has explicit clarity on purpose, the transactional model can too easily become the tail wagging the dog.
- **Platform**, because unless an organisation asks how it can do its work with and through its members, the result is often an underlying erosion of engagement.
- **Prototype**, because this represents a very different way of thinking and working, and as such one which we will need to experiment to create together.

Ultimately, what these principles add up to is two new questions that every membership organisation needs to ask itself.

We should not be asking what the membership proposition is that we can sell, or how we can serve our members so they continue to support us to do our work.

### WE SHOULD BE ASKING:

WHAT IS THE CHALLENGE THAT IS SO BIG THAT WE NEED TO WORK WITH AND THROUGH MEMBERS IN ORDER TO DELIVER MEANINGFULLY?

HOW CAN WE INVOLVE THEM IN THAT CHALLENGE?

# PURPOSE

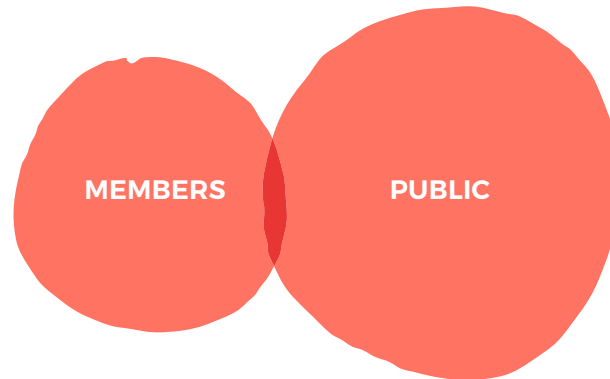
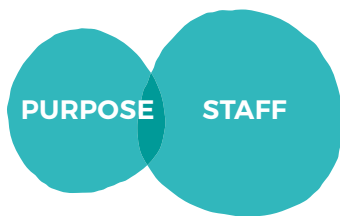
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## The default:

### WHEN BUSINESS MODELS BECOME THE END NOT THE MEANS.

When we think of our members and the wider public as Consumers, we think of them as people “we” - as an organisation which is distinct from “them” - need to sell to and serve. This tends to manifest in a focus on benefits and on transactional value for money. The problems start when the targets we set for this way of working

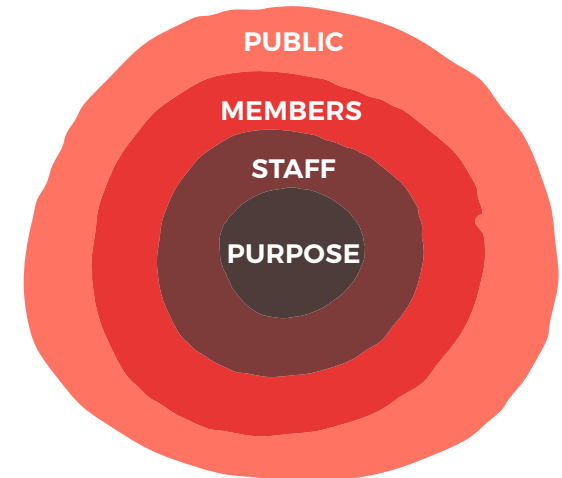
come to obscure the purpose as the ultimate target of the organisation. We risk standing between people and purpose, almost guarding it from them (or vice versa); at worst, we silo ourselves around the demands of this business model and ultimately lose sight of each other, our members, and our purpose.



## The ideal:

### PURPOSE AS THE INVISIBLE LEADER.


When we think of our members and the public as Citizens, we have to start from a different place, asking what the purpose of our organisation is, and how we can invite them into that purpose - and we have to enable everyone in the organisation to think like this. This puts purpose at the heart, and reminds us that everyone - including members and the public - can be part of that purpose. We may still do many of the same things, but we do so with a clear idea of the purpose as the higher reason for it, and of the shared endeavour they represent.



## The key challenge:

### CREATING SPACE.

Purpose is often easy to talk about, but very hard to maintain focus on. Fulfilment of purpose is harder (but never impossible) to make objective and measurable, especially compared to acquisition or retention numbers. When it comes to prioritising time, the space we fundamentally need to create for purpose can easily be perceived as a nice-to-have.



**We must always remember our members are more than their money**

## Eureka moments:

### TATE

*“The critical moment for us was realising that this is not about choosing between a transactional focus on benefits on the one hand and altruism on the other, but instead recognising that true value for money has both transactional and emotional components. The free pass to exhibitions must remain the foundation of the Tate membership proposition, but the framing fundamentally shifts. If Tate is about championing the importance of art, then membership (and visiting) is about buying into that importance - not just buying a ticket. This has directly affected key membership levers, but also many other aspects of the organisation, including how visitor-facing staff are encouraged to feel ownership of their opportunity to help people feel closer to art and to Tate.”*

### THE HOUSE OF ST BARNABAS

*“Our challenge was to broaden the organisational mindset to be reflective of our purpose and to ensure that we didn’t move to a transactional way of doing and communicating in response to our growth strategy. We recognise that members of the House invest their values as much as their money, and if membership is an investment not a purchase, we must always remember our members are more than their money. So in order to grow our membership we started to think about mattering to people not just marketing to them. But as the work continued, and we realised the importance of every aspect of the organisation embodying purpose - even the parts you might have thought could be nakedly commercial - our key realisation was that it’s not just the purpose, it’s the power of teams understanding their role in the purpose. This was a really important realisation that work needed to be done to reframe internal teams’ perceptions and evaluation metrics around the balance of profit and purpose to make sure we could all really stay true to what we’re here for.”*

## Looking Out:

### NATIONAL TRUST

The National Trust has very much been on this journey in recent years. The visitor attraction business model of the organisation had come to obscure the founding purpose - "to promote the preservation of places of historic interest and natural beauty for the benefit of the nation" - and ultimately, this created problems. With membership framed almost entirely as a Consumer transaction, acquisition was high but retention and loyalty dropping.

Shifting their thinking has so far seen them subtly reframe visiting as support not just self-interest, marketing as campaigning for the importance of beauty in the world (as in "**50 things to do before you're 11¾**"), and their digital media as an opportunity to support the cause, not just plan visits.

### HARVARD BUSINESS REVIEW "THE BUSINESS CASE FOR PURPOSE"

Purpose has become the big new wave in the business world, with major corporations increasingly recognising the financial value - as well as the social and environmental value - of building more meaningful propositions. The data gathered by HBR show why: businesses which work explicitly from purpose engage their staff more deeply, make decisions more quickly, and earn more.





## First steps:

- **What's your purpose?**

Is there an accepted purpose statement in your organisation? If there is, reflect on it for 5 minutes and come up with one thing you personally could do differently to align better with it; if there isn't, invent one (it doesn't have to be perfect!), and do the same exercise. Either way, share what you've come up with in conversation with a peer.

- **Create space**

Do one thing to create space in your schedule to reflect on the relationship of business-as-usual to purpose, mentally and physically - this can take many forms, from contacting a coach or mentor, to putting it on the agenda for a team meeting, to decorating a meeting room with representations of purpose.

- **Review your evaluation metrics**

What we measure, we focus on, and too often our metrics implicitly focus us on business models, not on the purpose those business models are intended to support. Is your purpose explicit in your evaluation? Does the logic flow from your KPIs make direct sense in fulfilling your purpose?

# PLATFORM

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## The default:

### CONSULTATION OR REFERENDUM.

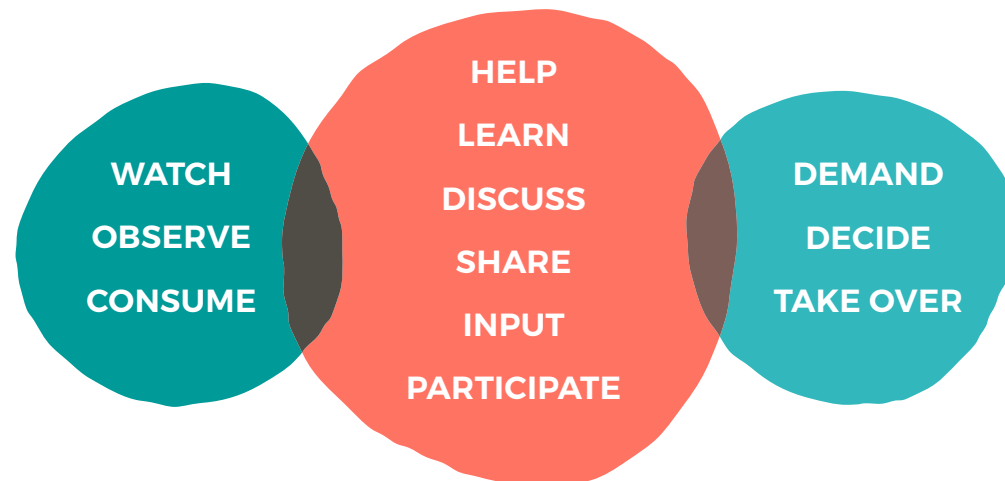
Many membership organisations tell they do involve their members, primarily through feedback or accountability mechanisms (from surveys to Annual General Meetings), but fundamentally it is the staff of the organisation who do the delivery, while members watch on from the sidelines. At the other extreme, sometimes when 'participation' is sought, it is done through blunt mechanics like ill-supported referenda. And when members don't get involved in these, or the opportunity is colonised by a group of hardcore activists who we know don't represent the broader membership, we tell ourselves that this is evidence people don't really want to participate at all.

## The ideal:

### CO-CREATION.

When we think of members as participants in purpose, we make possible a genuinely open and upstream conversation about how they can most effectively play that role, and how our organisations can provide the best platform for them to do so. At best, these are conversations at the stage of meaningful input rather than consultations to rubber-stamp output. This is a model which can lead to a huge number of


creative possibilities, but it requires significant facilitation skills to be effective - and it will mean empowering the staff who are closest to the membership to open up the conversation, not honing strategies down to the finest detail in ivory towers before any involvement is sought.



## The key challenge:

### INTERNAL FEAR.

Partly because it is too easily misunderstood as handing over the keys, rather than as creating a shared platform based on shared purpose, talk of this way of working can create significant fear - particularly in governance structures, often populated by those who have earned their stripes in a different era; and in the core expert functions, who can feel their expertise and thus their value in the organisation is being undermined.



*It's about going to people, recognising their skills and connections and asking for their ideas*

## Eureka moments:

### NUS

*"The key shift for the NUS in the process was fundamentally about moving from working for members to working with members - both at the level of the unions and the individual students. This helped reframe ways of working, so the focus was on creating the platform, context, and tools to work together with members and each be clear on roles in that collaboration. As a result, and using the development process of our new organisational strategy as the testbed, we experimented with different techniques for engagement both online and face-to-face - and as a result are confident that we have created an agenda which will be owned by everyone, not just a few."*

### AMNESTY INTERNATIONAL

*"At Amnesty, we describe ourselves explicitly as "a movement of ordinary people"; in other words, Amnesty IS its members - some of us just happen to be paid salaries. A big moment for us came in recognising that truly to fulfil this sort of approach needs some very different structures and processes; not just internal mantras. It's about going to people, recognising their skills and connections and asking for their ideas, not just sending an email and asking them to click / 'take action'. Platform not delivery is easy to say, but the gravity of normal ways of working is strong. Some structures, mindsets and practices are embedded and hard to shift, but the project has helped us test some of our thinking. We've created new volunteer roles based on a collaborative model: Regional Media Support Officers – members with journalism and media skills working alongside our Media staff team to increase regional and local media coverage - have been particularly successful."*

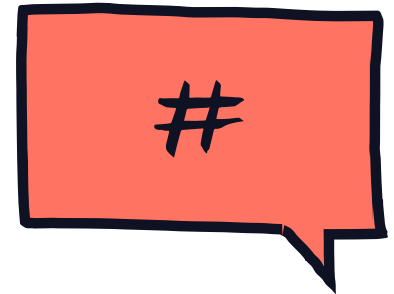
## Looking out:

### THE CORRESPONDENT

In September 2013, a new **Dutch-language journalism platform** launched in Amsterdam, crowdfunded to the tune of nearly 2 million Euros in 6 weeks earlier that year by over 30,000 members buying into an organisation that didn't even exist yet. The platform employs correspondents rather than journalists, and talks about them as "conversation leaders" and readers as "expert contributors" - every feature is intended to constitute a shared inquiry into an aspect of how the world should and does work, rather than a declaration of "news". For example, the Education Correspondent is himself a part-time teacher, and is building a community of inquiry into the Dutch education system around his work.

### REINVENTING ORGANISATIONS

Former McKinsey consultant Frederic Laloux has subtitled his book "**A guide to creating organisations inspired by the next stage of human consciousness**". He argues that through the course of history, our organisational structures and systems have undergone periodic change, resulting in a number of different organisational forms building up in layers in our society. At the heart of each change is a new management style, which outperforms the old; and each time new economies, policies, technologies were introduced. And right now, we are entering a new era, defined by self-management, wholeness and purpose.







## First steps:

- **Thought experiment: What if you didn't exist?**

Imagine your organisation didn't exist, or find a context, another time or country or sector, where an equivalent to you is lacking. What bottom-up activities try to fulfil your purpose, or are in the same space? What would you do if you arrived in that context with all your resources, and tried to help them do it better (not do it for them)?

- **Be a platform for internal ideas first**

It might be too big a leap to go all the way to being a platform for members in one go, so start internal first. Do one small thing to open up to staff ideas for new ways to fulfil your purpose. This could take many forms - it could be a suggestion box, a one-off competition, a monthly prize, right through to an internal hack day.

- **Set up an innovation lab**

Take one unresolved strategic challenge and free up some of your team's time, bring in some members, and some external expertise. Give them a chance to run at the question for a set period of time: you will be surprised how effective collective intelligence is.

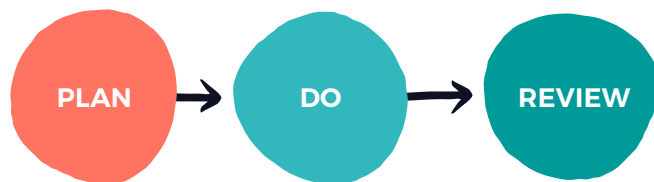
# PROTOTYPE

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## The default:

### ALWAYS IN PLANNING.

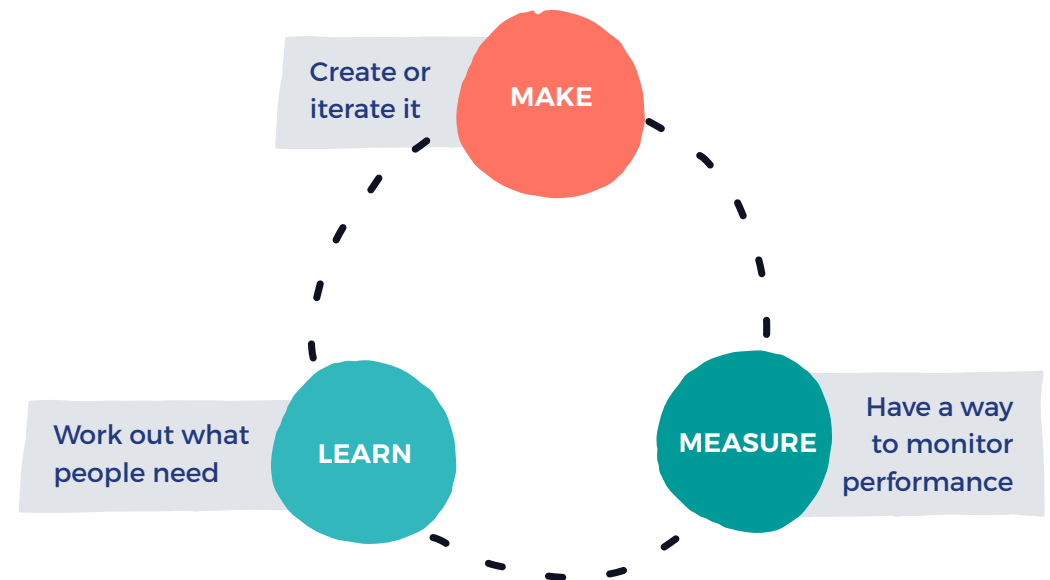
The great hazard of the Plan-Do-Review mentality is that it places far too much emphasis on the plan. Too many organisations spend too much time and too much money developing and refining strategies in too much detail, a process which becomes self-reinforcing as the amount of time invested puts increasing pressure on the output. The strategy that emerges inevitably doesn't match up in reality, at worst triggering a strategy review which means the process starts all over again.



## The ideal:

### ALWAYS IN BETA.

This agenda represents a fundamentally new way of working, with ideas coming from a far greater range of sources and in far greater numbers. No one can know exactly how it will shape your organisation, and often the best ideas do not seem like it at first, but if you can create a culture where you very quickly get to the stage of testing them out in reality, you have a chance of getting there.



## The key challenge:

### REDUCING THE RISK.

Strategic plans have become a major crutch for our organisations. Purely by the conventions of our world, everyone does them, so if you don't, it feels like a risk. No one gets fired for writing a strategic plan. People do get fired for trying something that doesn't work, particularly if they don't have a plan which explains why they were doing it.



*It is all about creating the space to do things differently without having to change everything all at once*

## Eureka moments:

### THE SOIL ASSOCIATION

*"A key moment for The Soil Association team came during a group exercise exploring "rapid iteration". This deceptively simple approach, cutting, pasting and discussing an existing piece of communication, unleashed a huge amount of insight and energy - and developing this understanding has become our key priority. We've taken this out to our broader way of working: it is all about creating the space to do things differently without having to change everything all at once. This way of working reflects an understanding of how interconnected all the aspects of what we do are, and encourages and enables collaboration and action - we still have a lot to learn but we feel really positive that this is unearthing the potential of our people and increasing our effectiveness dramatically."*

### NASUWT

*"Like all unions, NASUWT is a fundamentally democratic organisation, and always has been. This is clearly a real strength, but can sometimes feel at odds with the need to prototype and experiment, since it risks meaning that change must be debated so much before being implemented that it can restrict the adaptability of the organisation. Our key moment was recognising this tension, and starting to experiment with different ways to invite lighter touch participation, but often earlier in our processes. Everyone in the organisation, members and staff, knows we need to be able to move faster, and we're making real progress now."*

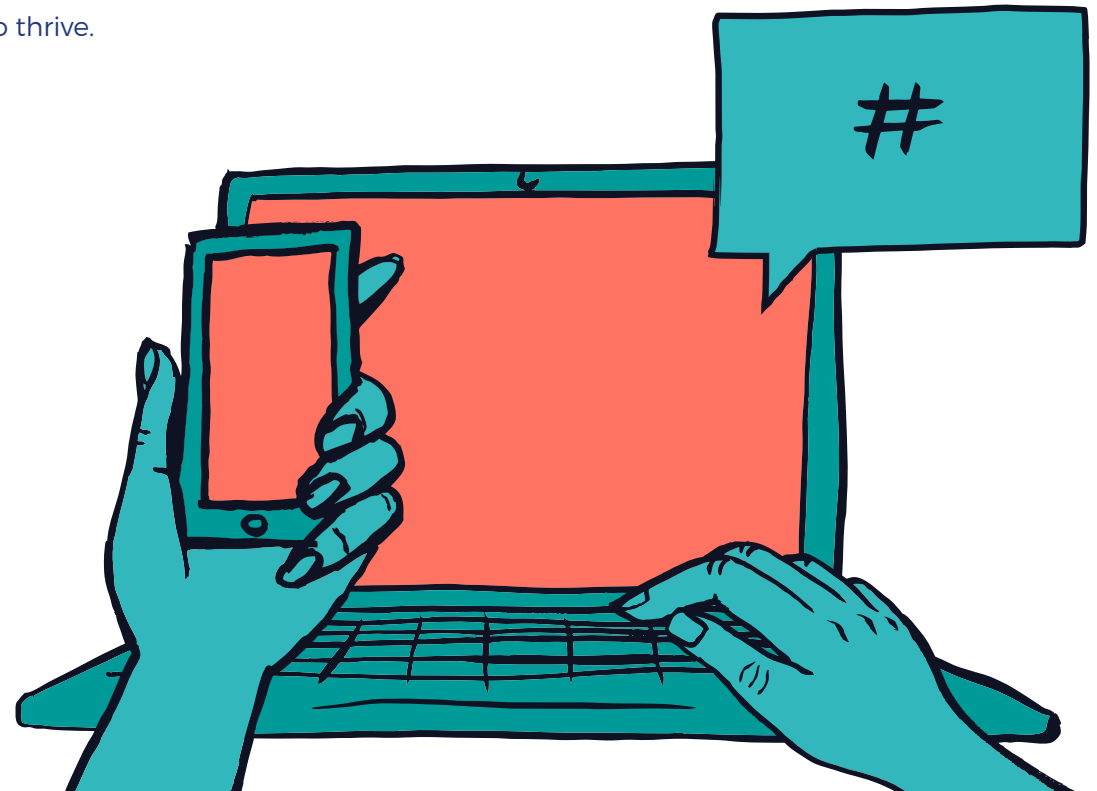
## Looking out:

### GOVERNMENT DIGITAL SERVICE

The **GDS revamp** has become an international case study in the power of a prototyping approach. Tasked with the digital transformation of the UK government, the process has taken a prototyping approach at every level - within the redesign of individual services (for example the process of establishing Lasting Power of Attorney), but also across the whole project, with a constant stream of blogs and updates following the learning and opening up the process to those attempting to deliver analogous transformation.

### ADAPT

Like Frederic Laloux, journalist and Radio 4 presenter Tim Harford gives it all away in his subtitle: "How to fail successfully". **Harford's book** is in part a tour through the iterative approach across the ages, and in part a toolkit for iteration, sharing methods to enable organisations to create the conditions for a culture of experimentation to thrive.



## First steps:

- **Iterate one thing:**

- Print off the latest email you sent to your members, a pair of scissors, a pritt-stick, a pen and some paper.
- Read these three principles again. Give yourself 10 minutes to make your email better reflect the principles: cut it up, write new copy, stick bits back together, maybe print some images to go in there
- Show it to two of your colleagues, ask them to imagine they were your members, and get their feedback.
- Take another 10 minutes to do another round of changes.
- Print off another copy of the email and put the two side-by-side.
- Take 5 minutes to reflect.

- **Ask for help**

Put one piece of communication out to a small group of members that isn't completely 'done', frame a clear question about what you're hoping to achieve, and ask for their ideas about how to make it better (not just their feedback).

- **Create an idea fund**

Frame a key strategic challenge that your team is facing, and share it with the rest of your organisation. State how much you're prepared to invest in developing ideas, to show you're serious. Open up the challenge to your members if you can!

# THE CHALLENGE

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The New Citizenship Project convened this work around a core question shared and developed with all the participating organisations.

HOW CAN WE MAXIMISE THE PARTICIPATION OF MEMBERS IN OUR ORGANISATIONS AND IN THE WORLD, BY SHIFTING FROM A CONSUMER TO A CITIZEN MINDSET?

In this section we set out the thinking behind this question, built around analysing the prevailing conventional wisdom in the membership sector, and then reframing that understanding in order to generate the hypothesis around which this project was then constructed.



# UNDERSTANDING THE CONVENTIONAL WISDOM

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In response to a wider conventional wisdom which sees most people as broadly self-interested and relatively lazy, and a small but active 'civic core' as the few who truly engage, there seems to be a corresponding conventional wisdom in membership, dividing the task of membership organisations into two elements:

## 1. Management of mass membership as a product.

The task here is to create and manage transactional value, predominantly by providing discounts on or access to other purchases. If your proposition makes financial sense, your base grows, and the money comes in. Thus museum membership is a free pass card to exhibitions, membership of sports supporters' clubs provides access to ticket purchases, retail memberships (in the form of loyalty cards) provide discounts, and so on. Even charity membership fits this model, becoming a regular donation in return for either direct personal benefit (think of animal adoption for example, complete with cuddly toys), or at least a very transactional form of altruism (as in 'buy a gift').

## 2. Management of core membership as stakeholders.

This is essentially a group of activists, whose views almost certainly do not represent the mass - but managing them takes up a disproportionate amount of an organisation's time. They are admired and important, but from inside the organisation the task is often more truthfully considered as being to point their energies somewhere away from the day to day.

Three points of evidence are often used to support the validity of this conventional wisdom:

- Value for money is perceived as becoming more and more important
- The civic core is ageing rather than renewing, which is taken to indicate a declining desire for participation per se
- People claim they care in surveys - for example saying they will spend more on ethical products - but fail to follow through in practice; which is taken to indicate that the more truthful position is revealed in actual rather than claimed behaviour

The problem is that working in this way is creating its own challenges:

- Long term engagement is suffering - when we see memberships as products we purchase, we need to get value for money; if we are not using our benefits, we leave
- Resources become diverted - providing benefits becomes an industry in itself, and one that does not always contribute to the true purpose of the organisation
- Organisations forget why they had members in the first place - many organisations originally sought a large membership base in order to mobilise that base, but have become so stuck in sustaining that base that the mobilisation never happens
- Understanding erodes - at worst, because we keep people at benefits-distance from the purpose, we undermine their understanding of the systemic challenges



# DEVELOPING THE HYPOTHESIS

## As the New Citizenship Project, we see the situation very differently - starting with the three evidence points:

- **The value exchange is becoming more and more important** - not just value for money. People will buy into relationships in which they believe they are respected and have a role. Transactional benefit-driven value for money is one part of this; but emotional and practical involvement increasingly counts in the equation.
- **The old ways of participating may be in decline** - such as AGM attendance and voting - but there are many new and arguably more creative modes emerging and flourishing everywhere.
- **People do care** - but (a) the commercial environment primes us to act more selfishly here than in any other aspect of our lives, and (b) we want and expect opportunities to express our agency beyond merely what we buy.

Rooted in this restatement, the New Citizenship Project's hypothesis for this project was this:

**Membership should not be a transaction-based product people buy from you.**

**Membership should be a purpose-based relationship people buy into with you.**

We believed that in this lay a way forward which could allow membership organisations to increase their impact **and** their financial sustainability.

As we sought to convene this project, we saw early signs of this shift emerging across the sector. But the norms of the Consumer era are strong and established, which makes them hard for one organisation to break away from alone.

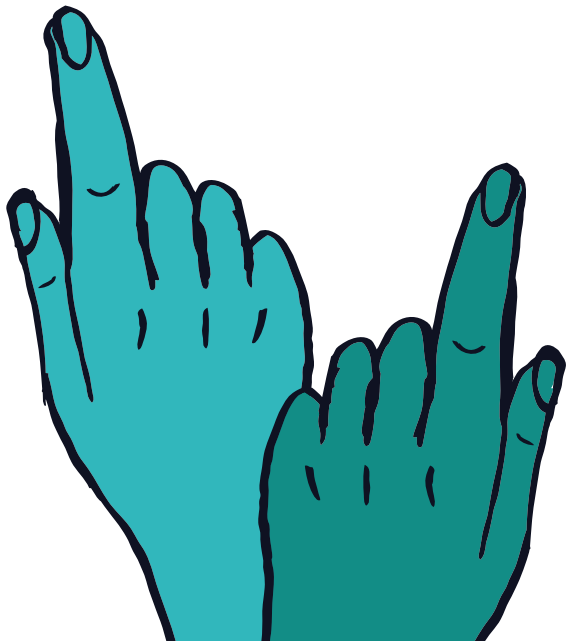
We designed our process to enable these organisations, who were already starting instinctively to explore different ways of working, to support each other to do so more consciously - and in doing so, to create tools and approaches that others might use to follow.

	FROM	TO
Members	Consumers	Citizens
Membership	Product	Relationship
Motivation	Buying from	Buying in
Value proposition	Transactional	Transactional AND emotional
Mode	For	With
Role	Serve	Facilitate

# THE PROCESS

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Each organisation had two representatives in the inquiry group, consciously recruited to represent different departments in order to enable them to support each other internally.



The process was then structured into three phases over the 9 months from October 2015 to June 2016:

- Owning the question
- Experimenting in practice
- Establishing strategies

Each phase started with an intensive full-day workshop, followed by a combination of co-mentoring visits between the participants and direct coaching and support from the New Citizenship Project team.

At the heart of the process was an approach called Appreciative Inquiry.

## APPRECIATIVE INQUIRY

This is a technique from an academic discipline known as Action Research. As a methodology, it was developed in reaction to two key insights:

- that human systems evolve towards the questions we repeatedly ask.
- that there is a predominant tendency in strategic projects, at least in Western culture, to ask the question “What is wrong here?”

When combined, these insights result in a dominant approach that attracts all of our energy to problems - which can become very negative.

Appreciative Inquiry seeks to instead to start from the question “What is great here?”, and build on that.

# THE PROCESS

---

OWNING THE QUESTION

Workshop 1:  
what's working

CO-MENTORING AND  
INSPIRATION

EXPERIMENTING IN PRACTICE

Workshop 2:  
what can we try?

PROTOTYPE

ESTABLISHING STRATEGIES

Workshop 3:  
towards an  
action plan

IMPLEMENTATION

WRITE UP

Report launch



### HOW CAN WE MAXIMISE THE PARTICIPATION OF MEMBERS IN OUR ORGANISATIONS AND IN THE WORLD, BY SHIFTING FROM A CONSUMER TO A CITIZEN MINDSET?

<p><b>AMNESTY:</b> How do we lead our teams to work with members to develop regional models to have more influence in communities in the UK?</p>	<p><b>HoSB:</b> How do we re-frame our culture to better embrace both purpose and profit?</p>	<p><b>NASUWT:</b> How can we give of our members of belonging with NASUWT?</p>
<p><b>NUS:</b> How do we define and communicate from a purpose that speaks to all of our members?</p>	<p><b>SOIL ASSOCIATION:</b> How do we put our purpose at the heart of engaging more people in a growing organic movement?</p>	<p><b>TATE:</b> How can we to engage different audiences with our cause deeply?</p>

**NEW CITIZENSHIP PROJECT**

2012

One that can be ...

implemented in a day

- FB ideas - make members valued eg you've saved 100 pigs
- Membership Project Team established

implemented in a week

- Web home page design
- + photos of "you" & growers

implemented in a month

- Agreed incentive for independents + happy - trial conference
- Give what you can afford (orange + salad + coffee) free - test 1...

implemented in a year

- Be Triodos current account partner

integrated into an existing initiative or programme

- Create R+D membership group with members in.

**BT-OFFICE**



# THE RESULTS

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# AMNESTY INTERNATIONAL

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## Where they were

At the beginning of the process, Amnesty were already on board with much of the thinking behind theories we were working with. Their recently developed UK strategy had identified 3 key strategic foundations:

- Members at the heart
- Political analysis
- Connecting more people in the UK to human rights

Although the thinking was in place, the implementation was at the early stages - and presenting challenges. In their initial presentation they talked about 'wanting to translate various positioning statements e.g.

"A movement of ordinary people standing up for human rights" or "Putting our members at the heart of the Amnesty movement to harness the power of the movement" into authentic, tangible plans, behaviours and projects.'

The participants wanted to really take a personal lead on this.

**Their identified question for the process was:**

**HOW DO WE LEAD OUR TEAMS TO WORK WITH MEMBERS TO DEVELOP REGIONAL MODELS TO HAVE MORE INFLUENCE IN COMMUNITIES ACROSS THE UK?**

## What they did

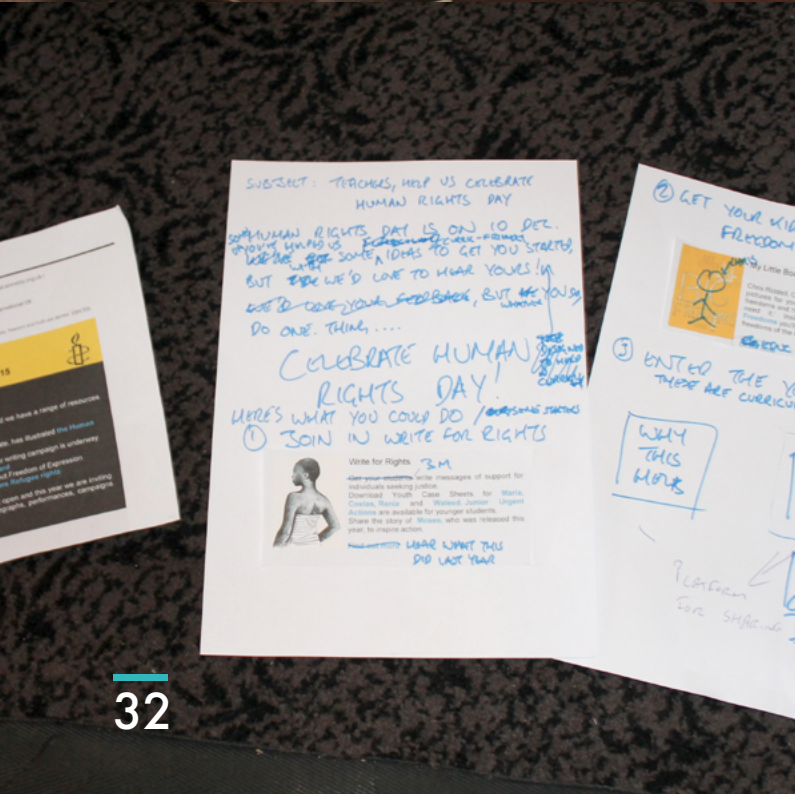
The two representatives were Andy Hackman, Head of Community Organising, Events, Human Rights Education and Artist Relations and Allan Hogarth, Head of Advocacy and Programmes. Immediately this gave them an opportunity to collaborate across potential silos and leverage more power across the organisation. Their journey was fundamentally about taking practical steps to move the organisation towards its strategy of more distributed working.

As a result, dedicated resources now enable teams at Amnesty to focus on supporting and developing work with activists at a local level, moving away from a transactional focus on 'servicing' supporters (keeping them happy) to enabling and collaborating - backing up plans and projects with resources and actions. Both Andy and Allan are part of a staff team working on organisational culture which is dovetailing with this work.



## Key Outcomes

- The Asylum and Justice Project: Amnesty members had been working in their communities on asylum and refugee issues for a number of years, and there was a strong desire to do more, but the limited staff resource was focused on vital behind-the-scenes advocacy. There was frustration and a disconnect between these two groups. The team opened up the conversation, launching this as a new activist-led project. Over the next few months a new kind of team was developed that saw staff and activists working, identifying objectives and synchronising activities. The group agreed actions to meet with MPs, to promote positive stories locally, through media or speaking events and to develop local partnerships. The activists and staff ran a panel discussion at Amnesty's 2016 National conference and are participating in the design of Amnesty UK's input into a forthcoming global campaign on refugees' rights.
- Regional Media Support Officers: This new voluntary role for Amnesty members with media experience has been created to work





with the staff Media team to increase regional media coverage, strengthen relationships, and advise Amnesty groups and networks on their media work. The results have been immediate.

- New ways of working: A recent request from the International Secretariat to target and lobby Manchester City Council with a campaign action provided the opportunity for the UK Advocacy and Community Organising staff to involve Manchester activists in creating a project that might previously just have been a mail-out. Local activists already had strong relationships with a number of city councillors, identified a number of other local influencers and, after meeting and planning with Amnesty's International and UK staff teams were able to secure a key meeting with the right people in the Council. This is now an ongoing project.
- The Human Rights Education programme's focus on 'multipliers' – teacher activists and others trained to train other teachers / speakers / trainers - has extended the reach of the programme to reach more schools and

more young people. This approach has also led to spin-offs as activists more proactively feedback opportunities to improve the programme and e.g. partner with other organisations in communities across the UK which in turn present opportunities for other teams to develop relationships.

- AGM: The team also ran a Future of Activism workshop at their 2016 AGM incorporating much of the thinking of the Future of Membership project and pushed the event as a whole to be more participatory, introducing online voting and more spaces for collaborative work.
- Amnesty's themed networks (LGBTI, Children's Human Rights Network and Women's Action Network) have also seen changes. The staff team have been playing a more facilitating role, 'letting go' and supporting the networks in developing and implementing their own targets and work-plans in the context of Amnesty's UK strategic plan. This has seen membership growth in the networks as well as shared ownership of goals.



*It's great to see staff and volunteers working together in genuine partnership and with mutual respect to make a big impact. Think that is something special. And Amnesty at its best*

**Simon Ware**  
LGBTI Network Committee.

- Learnings from the Future of Membership are also playing an important role in informing the broader political strategy and engagement strategy the team is now commissioning.

# THE HOUSE OF ST BARNABAS

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The House of  
St Barnabas

LONDON

## Where they were

The House of St Barnabas started the programme with a strong mandate for commercial growth. They needed to build membership numbers and increase revenue, but they wanted to do it while continuing to nurture a community that remains fully engaged with their charitable mission. As they entered the project, balancing these objectives was creating tension; the two things did not seem compatible.

Their response to the first workshop was to raise the level of thinking, and review the shifts in culture within the organisation, such that every member of every team - whether the Employment Academy or private hire events teams - could feel involved both in the business model and in the purpose; and as such see these not as in tension but as mutually reinforcing objectives.

**Their question was:**

**HOW DO WE REFRAME  
OUR CULTURE TO BETTER  
EMBRACE BOTH PURPOSE  
AND PROFIT?**

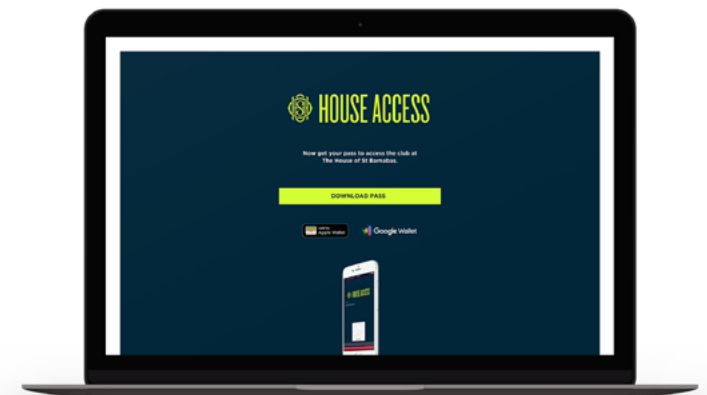
## What they did

The participants for The House of St Barnabas were Nadra Shah (Director of Culture) and Holly Budgett (Membership and Events Manager). The collaboration strengthened their ability to work cross-departmentally and they were able to achieve a great deal in a number of different areas. Primarily they began to make shifts in three aspects of their work.

Firstly, they concentrated on the way they worked with their own teams. They realised that most staff had started at The House of St Barnabas with a strong sense of purpose but had sometimes got caught up in the transactional day-to-day; using their learning from the process to lead by example, they were able to reframe internal teams' perceptions of their roles, and their relationship to the overall purpose.

They also started a review of communications, specifically those in relation to financial transactions, and re-focus them around cause and purpose.

Finally, they dreamed up a new idea, creating a digital House Access Card for subscribers of their newsletter, all of whom are non-members, to provide an elevated connection to the House, the club and the cause. Instead of having only fully-fledged members on the one hand, and anonymous guests on the other (either of members, or of corporate private hire clients or partners), this will allow them to test ways of allowing their broader community (including the 1600 newsletter subscribers, and corporate affiliates) to experience the club and be part of their cause in a more tangible way, widening their reach while not compromising the value of membership.



WELCOME TO THE CLUB AT HOSB

## Key Outcomes

- A communication review to ensure all communications are framed around engagement and relationships, not just transactions - even payment prompts!
- Looking at private hire differently - as an opportunity to start a relationship with like-minded organisations, not just generate revenue, resulting in a much more aligned set of events and partners - and a more direct flow through to membership.
- Working with staff on their individual roles and purpose within the organisation, through to the most senior levels.
- Working towards a digital House Access Card that will grow the membership base through an interactive relationship that centres around purpose and motivation - starting with a first iteration opening up to 100 people for 2 weeks to explore motivations.



# NASUWT (TEACHERS' UNION)

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## Where they were

When NASUWT joined the process they were particularly interested to learn from others and gain inspiration from other approaches to membership. They had a strong purpose, to improve the working lives of teachers, but there were significant transactional pressures on the day-to-day, with the union at risk of being perceived by members as simply a service to teachers, by just providing insurance when things went wrong.

There was also a sense that whilst participatory membership was already present, and developments had taken place to encourage a greater range of members, more had to be done to encourage greater involvement of the generality of members. Concerns have been expressed across the whole of the union movement about a decline in collectivism, both within and outside of unions, and the union wanted to find new ways in the digital era of developing the sense of a collective self.

**Their question was:**

**HOW CAN WE GIVE MORE  
OF OUR MEMBERS A SENSE  
OF BELONGING WITHIN THE  
NASUWT?**

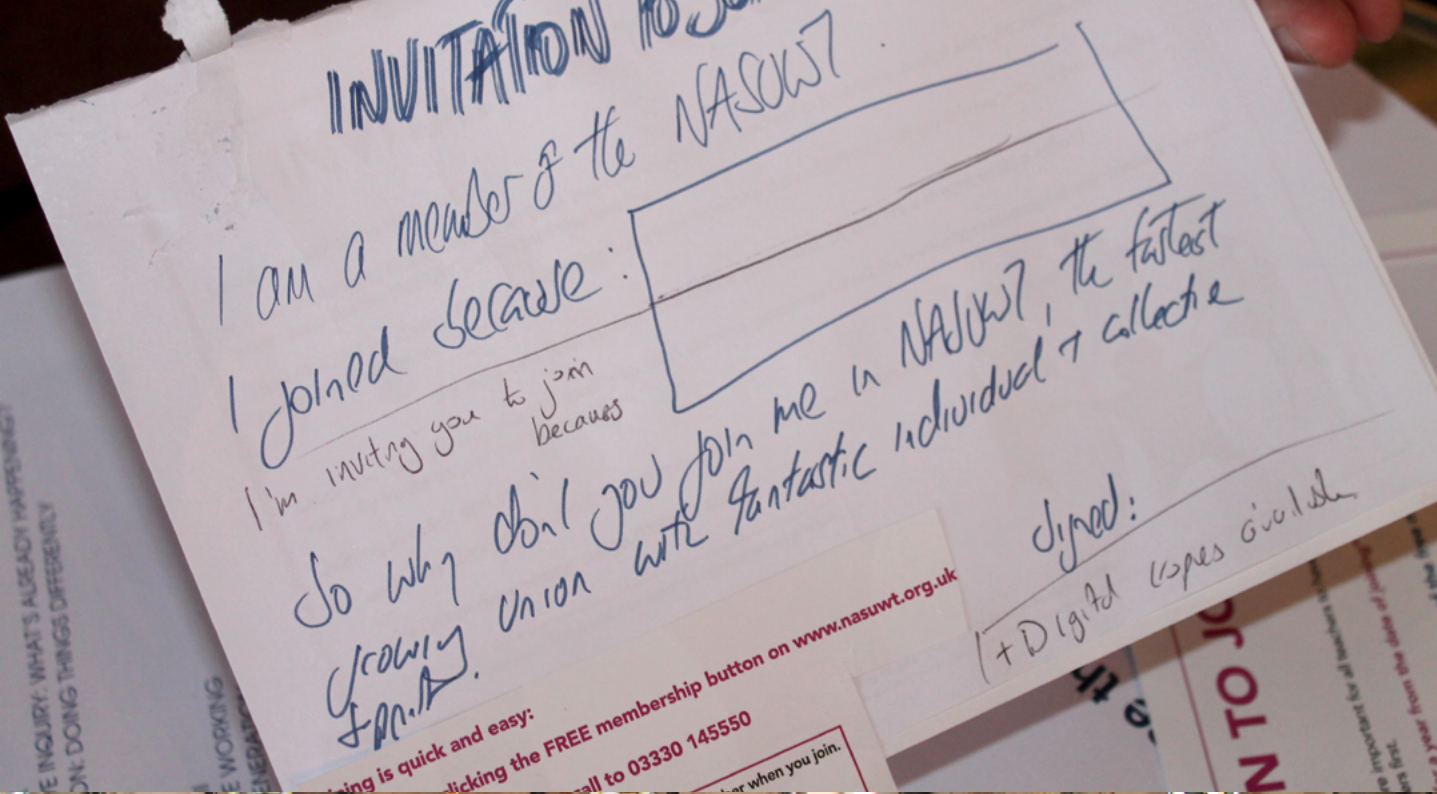
## What they did

Similarly to Amnesty the participants, Phil Siddle and Gareth Young were both National Officials but led in different areas, recruitment/ membership (Phil) and campaigns, policy and communications (Gareth). This meant that cutting across the organisation in terms of strategic decisions and influence was easier.

The biggest focus has been to broaden their member research, starting to gather data which allows a clearer understanding that almost all members are in fact participants at some level - not just those who attend meetings and committees. This view has helped them move away from thinking of “activists” and “members” as distinct groups, and towards understanding that all their members are on a spectrum of participation. This in turn is developing the mandate for them to find ways to build this participation at every level, and help the whole membership see the potential strength they have if they all identify together.

They were particularly inspired by the iterative working session and went on to test a number of ideas such as trialling different working methods, changing language in their communications and on their website, and feeding into overall strategy through meetings with the Senior Leadership Team.





## Key Outcomes

- A project group is being set up across the whole organisation to work on this question.
- Understanding the different ways members already participate - and could participate in future - is at the heart of a major data analysis project currently under way.
- They have shifted language significantly in their member communications, paying particular attention to framing communications as “we” rather than “you” - reflecting their commitment to working as a movement inclusive of all members, not an organisation providing a service.
- They are using iterative working, including member input, in working on new digital tools in development.

# NUS (NATIONAL UNION OF STUDENTS)

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## Where they were

The Future of Membership came at an opportune time for the NUS who were launching Project 100, a consultative process to develop a 6 year strategy taking them up to their centenary in 2022. Because of the complex nature of the NUS, where its constituent members are student unions, whose members in turn are the students themselves, we looked to identify a question that would make the most difference to them and their strategic review.

**Their resulting question, defined in relation to running their strategy development process, was:**

**HOW DO WE DEFINE AND COMMUNICATE FROM A PURPOSE THAT SPEAKS TO ALL OF OUR MEMBERS?**

## What they did

Three members of NUS staff - Anneessa Mahmood (Sustainability Projects Officer), Emily Thompson-Bell (Programme Manager - Special Projects), James Robertson (Consultant) - were seconded from their usual roles to deliver Project 100, and rotated their attendance across the workshops.

The journey for the NUS was about moving from an initial expectation that they would use the learning from the project to inform their consultation process around the strategy, to shifting the content of the strategy itself. They moved from saying "we the NUS will deliver", as had been the case in previous strategy documents, to understanding and outlining how the student movement as a whole - the NUS, student unions, and individual students - can collaborate to create the change they wish to see. They identified the key role for the NUS within the movement as being to hold the space, changing the competencies they look for in recruitment. All in all, they changed not just the consultation, but the strategy itself, and what the organisation will do as a result.

They used both digital and face-to-face processes for people to input and create the strategy, receiving positive feedback from participants throughout. They learned about how to refine their questions in order to get better, more useful responses from a range of groups.





us  
 al union of students  
 Shape Our Work  
 ue,  
 ~ if pose currently  
 What's happening  
 Every movement has a shared vision, we need to articulate ours together  
 are writing to invite you to take  
 in **Project 100**.  
 ect 100 is made up of three  
 nds; building a strategic  
 network, making our democratic  
 ernance more inclusive and our  
 porate governance more effective.  
 Discipline:  
 not eating  
 Why I'm going  
**Project 100**  
 VIDEO  
 he Project 100 Festival  
 what is it?  
 he **Project 100 Festival** - which takes place from **2-3 February 2016** - will  
 nomen in the process. We will discuss the themes that have emerged from the  
 ar, define our goals and the different roles we need to play in achieving them  
 ...  
 Take Part  
 sent out in advance to help you and other participants better understand and  
 what we currently do and how we do it. We'll outline how we make decisions  
 create change; our strengths and weaknesses and a vision for governance to  
 National Conference in April. This document will inform the discussion of bo  
 governance at the Festival and provide an opportunity for those who cannot  
 Project 100  
 Festival  
 By the end of the Project 100 Festival we will have agreed broad themes for  
 framework (what do we focus on, why and how). There will then be further  
 up to further talks at Strategic Conversation in May where we will also dis  
 contribution model before the final framework is presented at SU2016 in  
 Amongst others, Julie Bentley, Chief Executive of Girlguiding, will be spe  
 event and sharing her experiences of having just created a strategy for  
 Who can come?  
 We are extending this invitation to two representatives from your studie  
 two people (one senior staff member and one student officer) to furthe  
 100 Festival. We have space allocated for 250 people to attend and tick  
 first come first served basis. We will be setting some tickets aside to e  
 participate in the discussion.  
 Who pays for it?  
 NUS will cover all the event costs except accommodation and travel.  
 Strategic  
 May

## Key Outcomes

- The purpose and vision of the NUS was refreshed that could unite everyone in the movement.
- The consultation process was dramatically changed, using both digital and face-to-face processes for people to input and create the strategy (not just feedback and comment).
- Ultimately, a strategy has been developed that is “owned” by a very broad cross-section of the student movement - and gives all a clear role.



# THE SOIL ASSOCIATION

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## Where they were

The Soil Association joined the process at an interesting point in their development, with a lot of internal change. What was really exciting was that they were keen to move towards becoming a “good food movement”, again making this shift from behaving like an information service organisation to capturing the power of people engaged in and looking for a better food system for all. They had also started work on building a new website, which included an overhaul of their online communications, so this learning came at an important time when they were beginning to address these issues.

Previous communications had been quite complex in trying to explain the nature of everything The Soil Association does, and they were looking for a shift to engage people in finding their place in the movement.

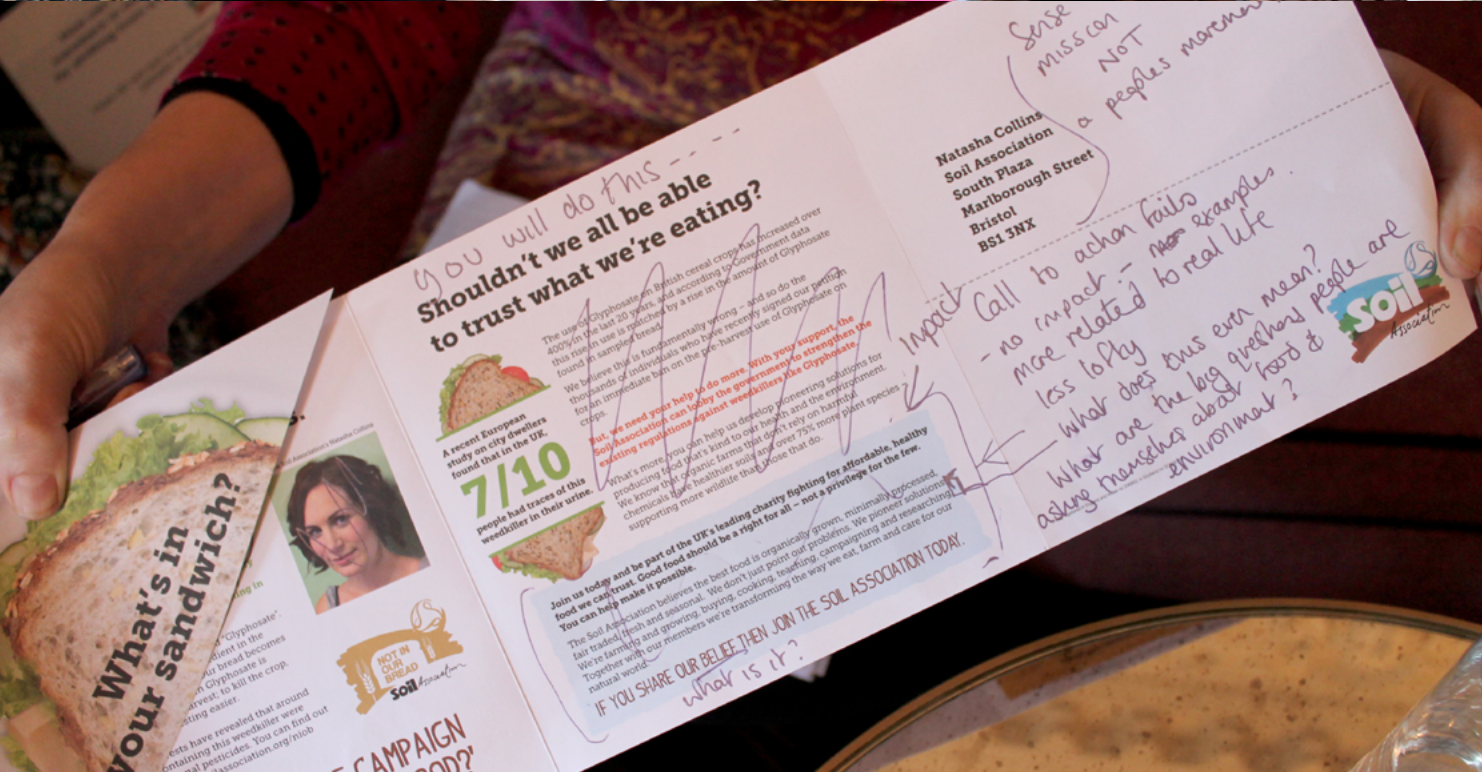
**Their question was:**

**HOW DO WE PUT OUR PURPOSE AT THE HEART OF ENGAGING MORE PEOPLE IN A GROWING “GOOD FOOD MOVEMENT”?**

## What they did

The Soil Association used the opportunity to bring a range of people from across the organisation into the process, but the core participant was Ruth Semple, Head of Communications. This meant the actions undertaken were in the majority based in this area, but were able to have ripples throughout the rest of the organisation.

The Soil Association were already working on a new website and tone of voice review in parallel with this process, and the learning contributed to a radical shift from relatively cold, rational information provision, to being inclusive and engaging. They also trialled a new way of messaging, and used iterative working to be bolder with trying new things, from which they saw a significantly increased response rate. They tried new fundraising messaging moving to an invitation to join a movement, rather than just supporting The Soil Association to do things for them.



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South Plaza  
 Marlborough Street  
 Bristol BS1 3NX  
 t +44 (0)117 314 5000  
 www.soilassociation.org  
 @SoilAssociation  
 facebook.com/soilassociation

Reference: <Contact\_reference>

<date>



Dear <salutation>

Imagine the countryside without our beautiful butterflies, bumble bees, birds or other amazing creatures... and they don't just bring the countryside to life. They help put food on our table and keep us alive.

**But something unthinkable is happening. A new study from Sussex University, part-funded by the Soil Association, confirms the impact of neonicotinoids may be far worse than we thought.**

We've discovered that neonicotinoids are mixing with other chemicals in pollen from wildflowers, in what could be lethal toxic cocktails. What was once a safe haven for wildlife is now a source of poisonous chemicals, with neonicotinoids sometimes present in higher concentrations than in the chemically treated crops themselves.

The future survival of not only bees is at risk. Today, dangerous neonicotinoid pesticides are poisoning our fields, streams, hedgerows and other wildlife.

**But haven't neonicotinoids already been banned?**

Yes, some have, for some crops only. But the current ban just isn't enough. Back in 2013, many of you raised your voices to demand they be outlawed after research showed they could be pushing some bees to the edge of extinction.

Yet, despite the overwhelming dangers of neonicotinoids, this ban is only temporary, only applies to some crops, and so is full of loopholes. This means right now neonicotinoids are present in around a quarter of wheat and barley crops in the UK.

Last year the Government even temporarily relaxed the weak ban for three months in certain areas, leaving wildlife at risk.



**Donate now to protect British wildlife.**

Please accept my gift of:  <£XX.00>  <£XX.00>  <£XX.00>  Surprise us: £

By cheque/CAF voucher made payable to: **Soil Association** OR

Please debit my Mastercard/Visa/Maestro/CAF Card (delete as appropriate)

Name of Cardholder (as it appears on card)

Card number (Maestro only)

Start date Expiry date Issue no. Security number (Last three digits on the signature strip on the reverse of your card)

Signature Date / /

email: <email> telephone: <home phone> <mobile phone>

If email and telephone numbers above are incorrect please enter correct details below:

Email

Telephone

Having this information means we can contact you if there is a problem with your donation, and keep you up to date with our work. If you would prefer not to hear from us, please tick here

Tick if you DO wish to receive an acknowledgement (choosing not to receive an acknowledgement reduces our administration costs and allows more of your donation to go towards our work)

Please return this form using the envelope provided to: **Freepost BM RSXC-XZBT-GHXT Soil Association, South Plaza, Marlborough Street, Bristol BS1 3NX**

Charity registered in England and Wales no 206862, in Scotland no SC029168.

**Increase your gift by 25% at no extra cost** *giftaid it*

I am a UK taxpayer\* and I'd like Soil Association to reclaim tax at no extra cost to myself on all donations I have made in the past four years and all future donations I make from the date of this declaration until I notify you otherwise.

\*I confirm that I have paid or will pay an amount of Income Tax and/or Capital Gains Tax for each tax year (8 April to 5 April) that is at least equal to the amount of tax that all the charities and/or Community Amateur Sports Clubs I donate to will reclaim on my gifts for that year. I understand that other taxes such as VAT and Council Tax do not qualify. I understand that Soil Association will reclaim 25p of tax on every £1 that I have given.

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 <Address\_1\_Post\_Code>  
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Alternatively donate online at [www.soilassociation.org/neonics/donate](http://www.soilassociation.org/neonics/donate) or call us on 0117 914 2447

## Key outcomes

- The creation of a cross-organisational membership “innovation lab”, drawn from many different departments, which has helped create an understanding that membership is something everyone has a role in - not just people with the word “membership” in their job titles.
- A restructured communications team, designed to enable proactive communication e.g. moving away from roles like “website editor” which focused on information provision, to a broad focus on inspiring people to get involved with their work by interacting with people on social media channels where they are. The communications team is now a central service to membership and fundraising teams, encouraging much more integrated working and greater output.
- A radical shift across their online communications from information provision to expressing an invitation into the good food movement, most clearly seen in the new website.

- New processes to share content more effectively across the organisation, seeing all outputs as a resource to draw on (whether originally designed for food producers or for the public).

*It genuinely feels completely different to anything in my years at The Soil Association. Of course we've never seen them as just money machines, but the way we're interacting now, we've really seen the energy and will of our supporters to get involved and be part of the work*

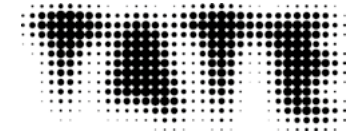
Lisa Jones

### HOW SOIL ASSOCIATION DESCRIBED THEMSELVES BEFORE:

The Soil Association was formed in 1946 to pioneer a better world – one where we can live in health and in harmony with nature. Today we're just as dedicated to making positive change happen. We're farming and growing, buying, cooking and eating. We're campaigning and researching. Together we're transforming the way we eat, farm and care for the natural world.

### HOW SOIL ASSOCIATION DESCRIBE THEMSELVES NOW:

Good food – let's make it the easy choice for everyone, produced in a way that protects our natural world and allows every farm animal to feel the sun on its back. We're a charity and organic certification body and we need your help. Join thousands of people, businesses, farmers and growers and be part of the good food revolution!



## Where they were

Before the process started Tate had already made some major shifts in their approach to member and visitor engagement. A major brand project had articulated the purpose of the organisation as “A common space to provoke debate, activating people through art” - an expression of purpose which represents a clear call to go beyond simply running galleries as visitor attractions, and involve people in more meaningful ways. But the gravitational pull of business-as-usual was strong - particularly in membership, where the strong transactional benefit of free unlimited entry to blockbuster exhibitions meant there was no burning platform, and the upcoming launch of the new Tate Modern added further to the offer.

The membership team, however, knew that they could do more - and believed they needed to in order not just to support a business, but to champion the role of art in society. They saw themselves as a cause, and knew their members and audiences, beyond the absolute core, did not have a clear sense of that cause.

**Their question was:**

**HOW CAN WE INNOVATE  
TO ENGAGE NEW AND  
DIFFERENT AUDIENCES WITH  
OUR CAUSE MORE DEEPLY?**

## What they did

The participants were Rob Halkyard, Head of Membership and Audience Engagement, and Katie Raw, Head of Visitor Experience.

Once again, this collaboration across departments was one of the key strengths of the programme for Tate, ensuring that an emerging new approach to membership could live not just through contact points controlled by those with “membership” in their job titles, but by people across the organisation.

While the Tate team started with a question about innovating, and thought what they wanted to do was create whole new propositions, what has really come out most has been very different: they realised many activities were already going on in the organisation that spoke directly to the cause - but because these didn't have an immediately obvious commercial value, they tended to be invisible.

Key to this is the recognition that Participatory Membership is not about choosing between a transactional focus on benefits on the one hand and altruism on the other, but instead recognising that true value for money has both transactional and emotional components.

This has unleashed a huge amount of energy in the organisation.



"Without Members support Tate would not be what it is today"  
Nicholas Serota, Tate Director



### Building the collection

Members helped buy Constable's stunning '[Salisbury Cathedral from the Meadows 1831](#)', which formed the Aspire partnership in 2013. Members also helped bring [Gerhard Richter's 'Strip \(921-6\)'](#) into the collection. This fascinating work can be found in the Boiler House, located in Room 2 of the Start Display (Level 2 Joiner Galleries).



### Sponsoring standout exhibitions

Tate Members have contributed towards the critically acclaimed [Transmitting Andy Warhol](#) exhibition at Tate Liverpool, as well as sponsoring [Richard Deacon](#) at Tate Britain and many more. Your support helps us to commission exhibitions across the country.

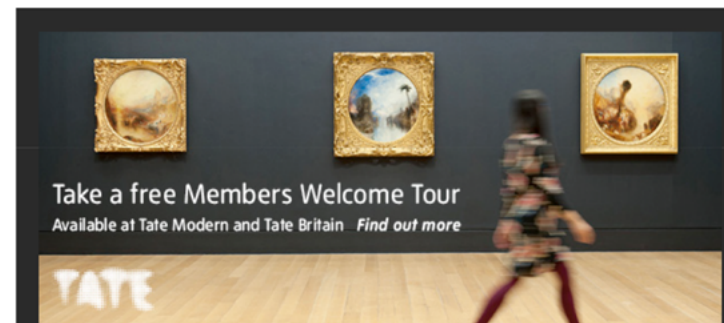


Image credits.  
Top: Tate Modern © Tate photography.  
Middle Left: John Constable, Salisbury Cathedral from the Meadows, 1831.  
Middle right: Andy Warhol Marilyn Diptych © The Andy Warhol Foundation for the Visual Arts, Inc./ARS, NY and DACS, London 2014.  
Bottom left: Tate St Ives © Tate photography.  
Bottom right: View from South at dusk © Hayes Davidson and Herzog & de Meuron

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Tate's full website private policy  
© Copyright Tate 2016

## Key Outcomes

- A full review of membership communications is changing the framing of membership, focusing on involving members and celebrating that involvement as much as telling them about their benefits and trying to stimulate usage and visits.
- Visitor experience teams have felt hugely enfranchised as a result of a new understanding of their vital role in communicating the cause of the organisation to the people they interact with every day - and seeing this both as a contribution to spreading the word of the importance of art and as a commercial contribution to that cause.
- This is true in process as well as spirit, resulting in the total redesign of a project to define Visitor Experience Values in the spirit of “platform” working: rather than a cascade from senior staff, 32 people from teams including security and retail were given facilitation training and led workshops with a further 500 people to identify and share those values.
- The membership team has also totally overhauled their evaluation strategy, defining and developing baselines for new measures which reflect not just transactional value for money and use of benefits, but measures of emotional value too - like pride in being a Tate member, understanding of Tate’s cause, and willingness to volunteer and participate in that cause.
- A number of low-level initiatives that previously received little attention received much more - for example, an initiative called 10 Minute Talks, which encourages members of Tate staff from across the organisation to give short informal talks on their favourite works of art on the gallery floor; this had been very quiet, but involved over 120 team members at the opening weekend alone.
- In addition, a variety of pilots that have taken place across the Tate family of galleries are now being reviewed to see whether they may have more of a strategic role to play - for example, Look Clubs (like book clubs, but for art) were successfully trialled at Tate St Ives, but taken no further; yet the new evaluation measures found that a huge proportion of the membership would be keen to be part of such groups.



## LOOKING OUT

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As themes emerged from the collaboration, the group also discussed best practice examples from around the world, with the New Citizenship team conducting extensive desk research between workshops to provide input to the group.

In this section we bring together some of the best examples supporting our shared belief that the shift towards Participatory Membership represents a major trend that is already under way almost everywhere.

# FIVE OF THE BEST

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## Further Case Studies

### **BREWDOG:**

Now the UK's fastest growing food-and-drink brand, BrewDog only started in 2007, but effectively invented the concept of equity crowdfunding, and raised £19m in their most recent "Equity for Punks" round, increasing their base of shareholder-drinkers to over 40,000 - almost a quarter of whom attended their most recent AGM. It's all built around an almost maniacal obsession with their purpose to make everyone as passionate about craft beer as they are.

### **IMPACT HUB BIRMINGHAM:**

The Impact Hub movement is now a global phenomenon, providing co-working space and shared services for social enterprises around the world, but Immy Kaur and her team are perhaps the most interesting. Everything is built and coordinated around **Mission Birmingham**, a clear statement of intent to create what they call a "Town Hall for Systems Change" in service of the city. In service of this, their model is a platform, and their method highly iterative.

### **FUTURE LEARN:**

The Open University embraced digital transformation in a truly pioneering way - by creating their own DIY startup. Housed initially in a basement at the Milton Keynes campus, **Future Learn** has grown through a series of prototypes, alpha - and beta-testing to a community of well over a million learners, and partnerships with many of the UK's leading educational (and other) institutions. It is a social learning platform, with major focus on enabling peer-to-peer learning and teaching between participants in courses, and a pioneer in the emerging MOOC (Massive Open Online Course) industry.

### **TRANSITION NETWORK:**

When in the early 2000s high school teacher Rob Hopkins set his class in Kinsale, Ireland, the task of imagining Kinsale without oil, he had no intention of starting a global movement. Based on principles of continual experimentation and adaptation, together with a fundamental belief in human capacity to create positive change, **Transition** is now flourishing around the world.

It is also a movement of movements, having played a major role in local food movements like Incredible Edible, and in the rapid spread of local and complementary currencies, of which there are now over 4000 worldwide.

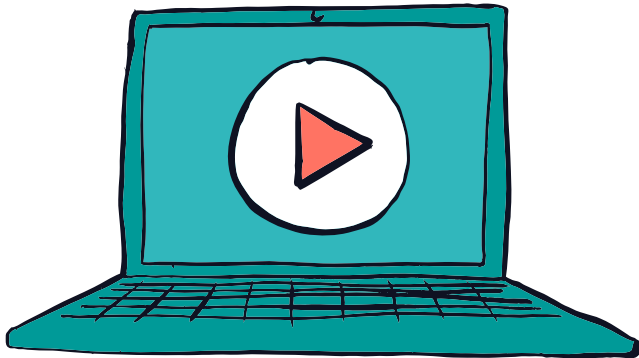
### **LOS ANGELES COUNTY MUSEUM OF ART:**

LACMA faced a conundrum in 2014 - many local people were visiting regularly, and paying to do so, but not joining even though it would make financial sense. Then they realised it wasn't so much exhibitions that people wanted; it was community. In response to this, they created **LACMA Local**, a new kind of membership based around fortnightly hangouts designed to encourage locals to engage with one another, the museum, and the city (future events include a sunrise meditation, as well as a number of craft workshops). Repurposing the museum as a platform for the community, this could well be the future of cultural membership.

# THREE OF THE BEST

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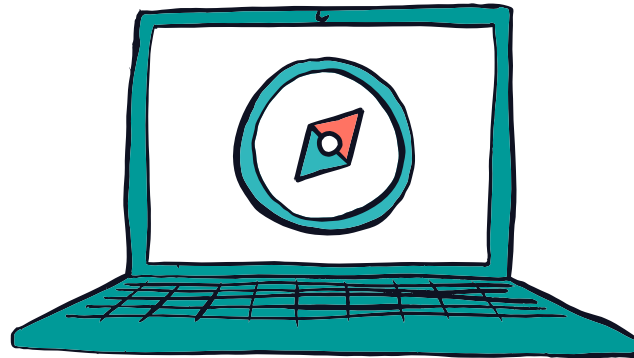
## Further Resources



### WATCH THIS:

#### **Simon Sinek: How Great Leaders Inspire Action**

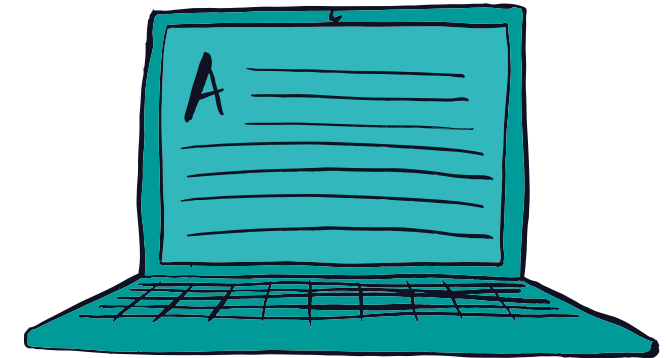
Now with nearly 30 million views, **Sinek's 2009 TED talk** remains arguably the best starting point in understanding the potential of purpose for your organisation - and recruiting others to that view.



### EXPLORE THIS:

#### **The Art of Hosting**

Fully titled “**The art of hosting and harvesting conversations that matter**”, the Art of Hosting is more an approach than an organisation, but the website is a phenomenal resource of training, tools and methods that will help any organisation engage and involve its members in ways that go far beyond what is often referred to by such words.



### READ THIS:

#### **The Silo Effect**

If you want a credible case for putting purpose first, breaking down siloes, and finding ways to experiment with more holistic approaches in your organisation, **Financial Times journalist Gillian Tett's book** is a great place to start.



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