



Fusion Governance

For Fusion to grow, it will need a framework of global governance. Global governance is a purposeful order (the purpose being to further Fusion) that emerges from the participating individuals, institutions, processes, manifesto and informal mechanisms that regulate action for a common good. The form of governance suggested is one of social contract rather than an actual contract, agreement, or terms of reference.

Specifically, Fusion will be governed under the more general structure of 'Global Social Movements' (GSMs). These are networks that collaborate across borders to advance thematically similar agendas (in this case, Fusion) throughout the world. GSM's around Fusion will encourage multiple actors to interact and to co-produce Fusion outputs for the public good. The Fusion GSM will aim towards shifting development thinking away from current educational and skills development towards a more nuanced Fusion position that recognizes organisational and institutional diversity.

There are clear goals and sub goals to be achieved and, to do this, we need to create a successful movement towards Fusion. This network will involve, sharing and providing feedback, gathering data and evidence to know how well we are doing, and developing the next-generation progression models. Ideally, the network will be governed in a way that is 'light touch', nimble and dynamic.

What our participants say they wanted from governance

"Flexibility, fast/slow movement and holistic designed space"

"Devolution, common language and adult fusion education"

"Organisational models: Based on collaboration in terms of both funding and time"

"Sharing of different strategies. A space to test models, conduct pilot schemes, generate innovation and avoid duplication"

"Transparency and open records"

"Shared understanding consensus"

"Business, educational and a range of providers working together and aligning their vision to produce the sort of step change in education and skills development needed for the future"

"Inclusive and good quality education"

"Lifelong learning from early years through all stages of schooling and adulthood"

"Improved diversity and addressing social mobility and underrepresentation so that disadvantage is turned into an advantage – diversity in terms of gender, background, special needs, disability"

"Innovative approaches to workforce skills across the globe"

"Human and societal flourishing and a better life"

"Humans are creative, resourceful and intelligent and can use this capacity to address the educational, skills, environmental and social challenges we now face"

"Re-imagine the world"

The characteristics of good global governance: We will...

- Encompass activity at the international, national, regional and local levels
- Be open to activities in the public and private sectors
- Be based on emerging cooperative actions

- Capture the motives and ethical incentives for Fusion
- Agree upon standards
- Evolve ways of working based on shared values
- Aim to harmonise and network of laws
- Be constituted with a basis for legitimacy
- Be based on democratic values including diversity, representation and equal participation
- Promote sharing and co-production
- Expect individuals and organisations to support democratic qualities and to reflect upon the degree to which these qualities do or do not represent the broader Fusion movement

Governance approaches: We will work through...

- Sharing a global vision
- Organising local and international members
- Aggregating interests around Fusion
- Gathering and applying resources at the local level
- Role modelling of emotional and innovation contagion
- Developing partnerships with individuals, communities, education, businesses, NGOs, charities and HEI's
- Empowering and liberating people
- Convening informal networks including different sectors, creative, technical, commercial and research
- Applying critical thinking
- Associating together as a recognised group
- Raising awareness of the Fusion agenda
- Committing to developing programmes and lifelong learning at the local level
- Being an ambassador for Fusion and reaching out to other areas, groups, business, and organisations which might be important allies, campaigners, advocates, implementers
- Contributing to annual international meetings and ongoing collection of ideas, experiences and learning
- Sharing freely what has worked and not worked
- Formulating policy recommendation
- Gathering an evidence base and practice examples provided from a range of places and a range of sectors.
- Making better use of impact data and data sharing to plan and deliver provision
- Working together to better increase engagement, progression, and opportunities for all
- Supporting innovation and reform
- Valuing our own human intelligence and engaging human intelligence to find better ways
- Creating a worldwide network for innovation in education

Governance risks

1. A small number of institutions become dominant, framing the movement to the public in a particular way, and exercising disproportionate influence.
2. That the 'labelling' of Fusion becomes so standardised as to become a meaningless term or word which is used but not enacted
3. Governance becomes so formal, standardised and professional that it moves away from the basic principles of sharing, collaboration and justice that underpin Fusion.
4. Governance negatively impacts on the principles of Fusion, how it is implemented at the local level and who benefits.
5. Fusion is so widely adopted that non-members start to 'spin off' serving as spokespersons and frame norms which are counter to the collectively established legitimacy