

## Restless Development Report on Trustee Meeting, 7 Dec 2015

### Attendance

Attendance is reflected in the following table. Members of the [International Board of Trustees](#) are listed in the left; [Senior Management Team](#) members are listed on the right. The meeting was chaired by Martin Hayman, chair of the Board of Trustees. The meeting was held at the Restless Development offices in London, UK. Apologies were received from Jim Sewell, Amisha Patel and Gemma Graham, with Tom Kabuga joining the meeting via Skype.

● = in attendance                      ○ = absent/ apologies                      ☒ = Resignation/no long  
Trustee/NA

Meeting Dates	16 Sept	01 Dec	27 Jan	28 Apr	28 Jul	15 Sept	07 Dec		16 Sept	01 Dec	27 Jan	28 Apr	28 Jul	15 Sept	07 Dec
Hannah Bronwin	☒	☒	☒	☒	●	●	●	Ed Francis	●	●	●	●	●	●	●
Jenny Duvalier	○	○	●	○	○	●	●	Nik Hartley	●	●	●	●	●	●	●
Affan Cheema	☒	☒	☒	☒	●	●*	●	Gemma Graham	●	●	○	○	●	○	○
Jon Gorrie	●	●	●	●	●	●	●	Perry Maddox	●	●	●	●	●	●	●
Sarah Greenhall	●	●	○	●	●	●	●	Kate Muhwezi	●	●	●	●	●	●	○
Martin Hayman	●	●	●	●	●	●	●	Mark Nowotny	●	○	●	●	●	●	●
Saffi Jones	●	●	●	●	●	●*	●	Ben Sheahan	●	○	●	●	●	●	●
Tom Kabuga	●	●	○	○	●	●	●*								
Carol Monoyios	○	●	●	●	●	●	●								
Mathew Otubu	☒	☒	☒	●	●	○	●								
Paul Owers	●	●	●	●	○	●	●								
Amisha Patel	●	●	○	○	○	○	○								
Jim Sewell	●	●	●	●	●	●	○								
Myles Wickstead	☒	☒	☒	☒	●	●	●								

\*Via Skype

### CEO Report

Nik Hartley introduced the report. The report emphasized the volume of external activity over last quarter; in particular, the success of the Youth Summit and the major session hosted at the UN General Assembly at which the SDGs were launched, noting that young people were present throughout the other SDG events with two young people shadowing Justine Greening throughout. On Sierra Leone, it highlighted 3 significant issues: that Ebola will one day return, how relatively little was invested by donors in social mobilisation relative to its impact, and that social mobilisation will be central to demonstrating a model for recovery not just in Sierra Leone but Nepal and beyond. The CEO mentioned the highly successful 'Good, the Bad and the Sustainable' thought leadership evening attended by 30-40 alumni which had provided a great opportunity for further connections. The CEO confirmed that he had been voted on to the board of Bond and the Chair, congratulating him on behalf of the Board, noted that this was a positive move for further raising the agency's profile. During the discussion on the report, the effect of the recent Comprehensive Spending Review on DFID's budget and its implications for the development sector were considered. In particular, the allocation of 50% of its budget to fragile states and the sharing of elements of its budget with other Departments, including Health, Education and FCO.

### Strategy Session

The Chair then introduced the strategy session, commending the team on its work in producing the draft strategy and the significant engagement with young people that had underpinned that work over the past two years. Perry Maddox then provided an overview of the Directors' conference at which the draft strategy had been thoroughly debated and refined. The planned launch date is August 12<sup>th</sup>, on International Youth Day 2016. Nik Hartley then presented the proposed strategy, noting four fundamental shifts from the present strategy, namely a new set of goals, a global platform for change, a programme model for replication and sharing, and the progressive evolution of Restless Development as an agency better balanced across the globe.

The Board discussed each of the goals and noted the importance of relating them to the Global Goals which would be driving much of the development agenda going forward. It was agreed that some aspects needed further consideration, such as whether 'rights' should be limited to Sexual & Reproductive Health and whether the new goal around resilience reflected a reaction to recent events or was really now a primary objective. The meeting then considered the proposed new global platform for change. A major challenge for Restless was how it could take its current limited footprint and extend to a global reach – 'to work beyond ourselves'. This would involve energising a movement of young people and at the same time developing a network of likeminded organisations who were prepared to engage in delivering change through young people. When asked whether this type of platform for youth already exists, for example, within the UN, it was felt that there were no similar networks of youth-led organisations currently operating with the same goals/ambition. It was recognised that this element of the strategy would be particularly challenging but also critical if the agency's overarching ambition of placing young people at the heart of change was to be achieved. The new model that was presented is based on three inter-connected elements: delivery of impact on the ground, the sharing of knowledge, and influencing change in society's approach and attitude. Finally the Board considered the proposals for evolving the agency into a model in which programme based countries would evolve into hubs which sat alongside, rather than under, International. They would operate as centres of excellence playing a global as well as national role. The proposals led to a detailed debate on a wide range of issues, including where the hubs were intended to be, what thought had been given to the role of new technology in linking the hubs, how they would be funded, the implications for the brand, the role of international governance and of local boards, and management of consistent quality.

The Board thanked the team for the presentation, congratulated all those involved in its preparation, welcomed the ambitious nature of the proposals, and endorsed the general direction whilst recognising more work was needed on individual elements and on the proposals for the longer term structure of the Agency. The final recommendations would be addressed at the March Away-Day.

### **Minutes & Matters Arising**

The minutes from the previous meeting were agreed as a correct record.

### **Dashboard & Risk Register**

Perry Maddox presented the performance dashboard and risk register. It was noted that, in October, performance had dropped slightly but this was a regular trend for that month given the new fiscal year and Directors Conference. It was also noted that Sierra Leone will be transitioning to a post Ebola role, and overall performance could be expected to stay in the upper eighties for the next couple of months. It was confirmed that two risks decreased on the risk register, Safety and Security and ICS. It was noted that the ongoing blockade in Nepal created additional an additional risk that, as requested by the Board, had its own separate tab to monitor until the situation improved.

### **Finance & Administration Committee**

The Committee presented their plans for the audit for year-end and key figures were highlighted. It was noted that the Finance Director and Committee Chair would be discussing the revised, risk based calculation for the Reserves with the Auditors. The Board noted the new TOR for the Committee.

### **Programmes, Policy & Practice Committee**

The Committee reported that there had been a discussion around its continuing oversight of both Programmes and Policy, and it was confirmed that, given the excellent working relationship between the respective SMT members, this arrangement would remain. The Committee also asked about the role of the Strategy committee. The Chair reminded the meeting of the rationale for initially establishing the strategy committee but noted that it had now served its purpose and its role had been resumed by the Board. Reference was made to the Humanitarian Summit scheduled in May 2016 and that this was the major international development event of next year. The Board asked that SMT consider whether and to what extent, the agency should engage with this summit as the humanitarian and development space come closer together.

### **Investments & Partnerships Committee**

The Committee confirmed that the Fundraising review will take place at the January Trustees meeting. The Committee reported that it had been discussing the best way of developing new systems for grant-management. The Committee highlighted that unrestricted fundraising is much

harder to get right and decisions will be made around where and what to invest in regarding this. They highlighted major donors as one area recently where unrestricted fundraising strategy had done well.

### **People & Performance Committee**

The Committee gave an update on the Global Salary Scales review to date and items that were left to consider. An invitation was given to all Trustees to attend the People Committee meeting on 20<sup>th</sup> January 2016 where a full analysis of proposed revisions to aspects of the scales and options for approval will be presented to Trustees.

### **AOB**

The SMT were asked if any upcoming events need to be highlighted to Trustees. SMT will collate a schedule of events for the next 6 months for Trustees.

The Chair confirmed that two Trustees (Sarah Greenhall and Paul Owers) will be standing down in April 2016 when their second terms completed. Also Amisha Patel will be stepping down in January 2016 in view of her growing international commitments within the British Council. Saffi Jones, Tom Kabuga and Jenny Duvalier have now completed four years of membership, and the Board unanimously agreed that their term be continued for a further four years. It was confirmed that the Board will be embarking on a recruitment process to recruit another young Trustee. This will create a Board of twelve members from April 2016.

The Board then considered the revised proposals for increased transparency of Board meetings. After discussion it was agreed that a Board report would be published after each Board meeting, aiming to be as transparent as possible whilst preserving appropriate confidentiality.

The Chair noted that he had asked Jenny Duvalier to oversee the Annual Board Review. It was suggested that this year the process would start with Jenny asking SMT for their input into the Board's effectiveness with any suggestions as to how this could be improved, particularly in the light of supporting the new strategy and associated Business Plan. Jenny will then discuss with trustees and provide a final report to the Away-Day.

The Chair reminded Trustees that, if they have not yet done so, individual donations would be welcome by calendar year end.