

Restless Development

Report on Trustee Away Day, 21st April 2016

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 National Council for Voluntary Organisations (NCVO) in London, UK. Apologies were received from Paul Owers, and we welcomed Tessa Murray (Investments and Partnerships Committee Member) to join for the Strategy Sessions. We also welcomed Craig Thompsett, Safety and Security Coordinator, for Item 2 and Sarah Mistry, Bond, to present to the Board during the lunch break.

Other attendees for the Away Day included Carron Basu Ray (Head of Programmes), Christina Lewis (Head of People and Performance), Alex Kent (UK Director) and Catherine Stevens (International Director).

| Meeting Dates | 27 Jan | 28 Apr | 28 Jul | 15 Sept | 07 Dec | 26 Jan | 21 Apr | | 27 Jan | 28 Apr | 28 Jul | 15 Sept | 07 Dec | 26 Jan | 21 Apr |
|-----------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------|--------|--------|--------|---------|--------|--------|--------|
| Hannah Bronwin | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | ● | ● | ● | ● | ● | Ed Francis | ● | ● | ● | ● | ● | ● | ○ |
| Jenny Duvalier | ● | ○ | ○ | ● | ● | ●* | ●* | Nik Hartley | ● | ● | ● | ● | ● | ● | ● |
| Affan Cheema | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | ● | ●* | ● | ● | ● | Gemma Graham | ○ | ○ | ● | ○ | ○ | ● | ● |
| Jon Gorrie | ● | ● | ● | ● | ● | ● | ● | Perry Maddox | ● | ● | ● | ● | ● | ● | ● |
| Sarah Greenhall | ○ | ● | ● | ● | ● | ● | ● | Kate Muhwezi | ● | ● | ● | ● | ○ | ● | ● |
| Martin Hayman | ● | ● | ● | ● | ● | ● | ● | Mark Nowotny | ● | ● | ● | ● | ● | ● | ○ |
| Saffi Jones | ● | ● | ● | ●* | ● | ●* | ●* | Ben Sheahan | ● | ● | ● | ● | ● | ● | ○ |
| Tom Kabuga | ○ | ○ | ● | ● | ●* | ● | ● | | | | | | | | |
| Carol Monoyios | ● | ● | ● | ● | ● | ● | ● | | | | | | | | |
| Mathew Otubu | <input checked="" type="checkbox"/> | ● | ● | ○ | ● | ●* | ●* | | | | | | | | |
| Paul Owers | ● | ● | ○ | ● | ● | ● | ○ | | | | | | | | |
| | ○ | ○ | ○ | ○ | ○ | ○ | <input checked="" type="checkbox"/> | | | | | | | | |
| Jim Sewell | ● | ● | ● | ● | ○ | ● | ● | | | | | | | | |
| Myles Wickstead | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | ● | ● | ● | ● | ● | | | | | | | | |
| Aamirah Patel | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | ● | | | | | | | | |

● In attendance

○ Absent/apologies

Not a Trustee/Resigned

*Via Phone/Skype

Welcome and Appointing New Trustee

Martin Hayman opened the day by proposing Aamirah Patel joins the board as a Trustee and asked for approval. The Board approved Aamirah's appointment and Aamirah was welcomed into the room. The Chair also took the opportunity to formally thank Jim Sewell for the triathlon fundraising events he had recently organised and emphasized the effort that Jim and the Restless Development staff were putting into these events and ensuring their success.

The CEO updated the Board on a confidential issue, the facts of which were still being established. The Chair noted that, given our confidentiality undertaking to third parties, no minute could be publicly reported for the time being.

Safeguarding Training

Craig Thompsett (Safety & Security Coordinator) and Carron Basu Ray (Head of Programme Development) delivered Safeguarding Training for the Trustees. They opened the session by explaining the scope and background of this work, including that some of the policies and systems in place within the agency already support and will run in parallel with the Safeguarding initiative. They also noted the complexity of the legal framework surrounding safeguarding, as well as setting out definitions, prohibitions and responsibility of Safeguarding as an initiative. Carron and Craig explored the risk areas with Trustees in the context of the agency through various scenarios. They also

outlined the training programme which will be implemented across the agency, and the role and accountability of Trustees in the area of Safeguarding.

It was confirmed that Country Programmes will undertake a mapping exercise around resources and support that are available in Country to support safeguarding issues, before the policy will be finally approved at the upcoming Board meeting on April 26

Board Review

Jenny Duvalier & Christina Lewis over the last year have run a Board Review to evaluate the effectiveness of the International Board of Trustees. During this session they presented the findings and recommendations following the conclusion of the Review. Trustees and SMT were overall supportive of the role and effectiveness of the Board and the key suggestions for improvement included connectedness (with staff, activities and our National Boards), creating an annual calendar and a more active role for the Board Committees to play. It was agreed that Martin Hayman and Nik Hartley would discuss how best to take the recommendations forward.

Risk Management Training

Tom Kabuga delivered a session on Risk Management from the perspective of a trustee. A historical context of risk management across the agency was given. The Charity Commission's expectations of trustees' responsibilities was noted, as well as the 'three lines of defence' approach to risk. The Chair highlighted the importance of understanding where the responsibility of risk sits in a Board of Trustees, and the shared nature of this responsibility. Trustees noted the importance of having adequate safeguards in place to manage or mitigate risk when it occurred. Martin and Nik agreed to review the effectiveness of the current oversight process.

BOND

A session was delivered by Sarah Mistry (Director of Effectiveness & Learning) from BOND. Sarah outlined BOND's concept and purpose as an organisation. She then discussed innovation and the importance of its presence in the development sector. The session went on to share challenges and learnings as the sector moves forward and how adaptable the sector is to a rapidly changing environment. The Chair thanked Sarah for her time and valuable insights.

Strategy – Narrative

Perry Maddox and Gemma Graham opened the session on the new strategy by reminding everyone present of the strategy process so far. The internal journey in terms of staff communication was emphasized, including its regular frequency, and the transparency of information. Nik then presented the guiding narrative of the strategy. It was confirmed that the agency will be requiring external support around producing final 'products' to communicate our strategy externally. The presentation was framed as the skeleton of the strategy that now needs building. The discussion which followed the presentation focused on the development of three parts of a 'youth collective' which included a coalition of agencies building a go-to offer for youth-led development, a platform for young people to influence change, and lastly a 'lab' for youth centred research and knowledge building. An exercise was then set for trustees to explore three questions:

- What needs to be clarified? (clarification and reaction to the guiding narrative)
- What would be the drivers of success?
- What would the key risks that the agency needs to mitigate?

Following the exercise, it was confirmed to Trustees that the findings from the exercise will be used to shape the emerging strategy, and ensure that it is clear, fit for purpose and enabled for success.

Strategy – Business Plan

Perry and Gemma opened the session focused on the business plan by setting the scene around the process for building the business plan so far, and introduced an exercise to 'build a blue print' of the ambition of the agency. The main objective of this exercise was to look at a business plan from a creative non-conventional method. Perry introduced the structural, core and operational pillars that will form the architecture of the blueprint, and distributed a concept note around the thinking of the

business model. Perry explained that work streams have been established to look at each aspect of the Plan. Objectives of session were to:

- Craft a simulated vision for this area
- Answer/add questions
- Draw out key principles
- Detail how trustees can help

Following the exercise, it was confirmed to Trustees that the findings from the exercise will be used to as part of the business plan process going forward. Perry confirmed the process moving forward, and that the work stream groups will be coming back with a one page vision, and how they overlap with one another, by the end of May. Perry confirmed that this will be reviewed at the upcoming budget retreat in August and would then go to the Directors' conference in Sierra Leone. Gemma then discussed with the Board how they can be involved in the strategy process going forward, including attending external events and participating in the business plan process. It was agreed that regular updates would be given to Trustees at Committee level.

AOB & Close of Meeting

Martin acknowledged the sense of working well as a group before summing up the events of the day. Nik noted that aspects of the proposed strategy are already happening in many parts of the agency whilst highlighting that elements may still change, and thanked the Trustees for their flexibility and support during the time of some uncertainty whilst a new strategy is developed.