

Restless Development Trustee Away Day - Monday 10 April 2017

Attendance

Attendance is reflected in the following table. Members of the [International Board of Trustees](#) are listed on 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 Linklaters in London, UK. Apologies were received from Affan Cheema and Jim Sewell. Dan Burke (Head of Quality and Audit) joined for the risk session, and Sarah Haynes (Global Advocacy Manager) presented to the Board during the lunch break. Other attendees included Tracey Cunningham (Head of People and Performance), Katie Rowberry (International Director) and Graham Leigh (International Director – Sierra Leone).

Meeting Dates	07 Dec	26 Jan	26 Apr	27 Jul	15 Sept	29 Nov	24 Jan	10 Apr		07 Dec	26 Jan	26 Apr	27 Jul	15 Sept	29 Nov	24 Jan	10 Apr
Hannah Bronwin	●	●	●	●	○	●*	●	●	Ed Francis	●	●	○	○	○	●	●	●
Affan Cheema	●	●	○	●	●	○	●	○	Gemma Graham	○	●	●	○	●	●	●	●
Jon Gorrie	●	●	○	●	●	●	●	●	Perry Maddox	●	●	○	●	●	●	○	●
Carol Monoyios	●	●	●*	●	○	●	●*	●	Kate Muhwezi	●	●	●	●	○	●	●	●
Mathew Otubu	●	●*	○	○	●	●	●	●	Nik Hartley	●	●	●	●	●	●	●	●
Aamirah Patel	☒	☒	●	●	●	●	●	●	Ben Sheahan	●	●	●	○	●	●	●	●
Jim Sewell	○	●	○	●*	●	●	○	○	Alex Kent	☒	☒	●	●	●	●	○	●
Myles Wickstead	●	●	●	●	○	●	○	●									
Charlotte Eaton	☒	☒	☒	☒	●	●	●	●									
Anand Aithal	☒	☒	☒	☒	☒	☒	☒	●									

● In attendance ○ Absent/apologies ☒ Not a Trustee/Resigned *Via Phone/Skype

Welcome and Appointing New Trustee

Martin opened the day by inviting Anand Aithal to join the Board of Trustees and requesting the approval of the Board to confirm his appointment. There was unanimous approval from the Board. Martin thanked Linklaters for hosting the meeting and particularly Hannah for her support in securing the venue for the Away Day.

Board Review – Charlotte Eaton

Charlotte Eaton presented the findings from the recent annual Board Review evaluating the effectiveness of the International Board of Trustees. She started by looking back on the 2016 findings and highlighted the positive themes that came through both in 2016 and 2017, which included the strong performance of the Board, relationships, and contribution of both the Board and Senior Management Team. Areas for reflection included connectivity, scheduling challenges, risk and the new Strategy. Suggestions for areas to improve included connectedness, implications of the new Strategy, investment in video conferencing facilities, and the importance of continued mutual challenge between Senior Management Team and Trustees. Charlotte then turned to Senior Management Team feedback, which cited the functioning of the Committees, Board meetings and

transparency as things that work well. Suggestions included a request for the Board to continue to challenge the Senior Management Team, clarity on who is responsible for actions from the Board review, and more connectivity between the Board and Senior Management Team. Feedback from the Board was consistent with Senior Management Team feedback in terms of what works well and the need to be more courageous, but also suggested the Board take on a more ambassadorial, strategic and less operational role.

Attendees split into groups in order to discuss and build on the feedback of the Board review, identifying initiatives that they would like to see over in the next 12 months in response to the review. Key areas of reflection included but were not limited to: Board and Committee structure and composition; Links between national and international Boards; Connectedness & Trustee visits; Trustees and staff interaction; Links between Committees and Board, Change management approach for the new Strategy; Meeting structure; Virtual participation; Trustee Training and Succession planning. Trustees agreed a quick prioritisation to follow via email in order to put top priorities coming from the Board Review into action over the year to come.

Building an Agency Plan – Perry Maddox and Gemma Graham

The Chief Operating Officer and Business Director led a session on the new Agency Plan, working through the journey toward the creation of the new Strategy including its commitment to build a new type of development agency. It was explained that the Agency Plan is visionary as opposed to operational, sets the direction and principles for success, applies to and is accessible to all hubs, uses the lens of a high-performing organisation and reflects a hypothesis, which we intend to evidence and prove. In doing so the Agency Plan combines uniquely Restless elements (hypothesis approach, youth leadership, dynamic accountability, values) with learning from the last Business Plan and the drivers of a High Performing Organisation models.

The Business Director talked through the theory behind the Agency Plan and the aims of proving the impact of a different approach to change as well as improving our agency. It was suggested that we identify other organisations/peers to benchmark against in order to track and ensure success. The need for flexibility in terms of being able to review and refine the hypothesis was emphasised. The importance of learning from difficulties other INGOs have had with moving to a de-centralised approach was noted.

The Chief Operating Officer focused on youth leadership, explaining that it is a stand-alone, overarching feature of the Agency Plan reflected in our commitment to Youth Leadership: Youth Leadership Development, Youth Partnerships, Youth Voice, Youth-driven Action and Youth Governance. The group asked whether any aspects of our Youth Leadership approach were fundamentally different or challenging. The Chief Executive identified the biggest challenge as being the shift from volunteers to young leaders, and beneficiaries to active changemakers.

In groups, participants reviewed and fed back on draft chapters in depth: Financial model & business development; Quality assurance & Strategy impact; Governance & Values; and, Structure & People. Following a robust discussion of these chapters, it was agreed that feedback would be incorporated and that the updated Agency Plan for final review and input by Trustees by early May in order to allow Trustees to feed back on the final plan.

Danish Ministry of Foreign Affairs – Katie Rowberry and Sarah Haynes

A lunch session focused on a seminal piece of work that Restless Development recently completed for Danish Ministry of Foreign Affairs. The project was a review, assessment and set of recommendations of how Denmark and Danish Ministry of Foreign Affairs have previously worked with, currently work with and can continue to work with young people in the future. This is a perfect example of the Restless Model in action as it involved young people in every part of the process. A Youth Panel consisting of young Danish people (including representatives from the Danish Youth Council) and young international people who had been involved in Danish youth programmes, were involved and informed the process throughout including shaping a Youth Survey and designing questions for field visits. A report containing 19 recommendations was compiled and shared with the

Danish Government. The Danish Ministry of Foreign Affairs are currently working on an implementation plan. The Chief Executive emphasised the talent of the team involved and the significance of this piece of work because every political party is signed up to these commitments until 2030.

The Chief Executive introduced Patrick Barker (Head of Finance at Christian Aid) as a guest observer for the afternoon.

Global Leadership and Governance – Nik Hartley

This session focused on Restless Development's long-term leadership plan, a medium-term plan for the year ahead and a related series of questions for the Board. It highlighted that international leadership is now focused on three core areas: business, performance and strategy. The structure of global governance, leadership and management was presented in terms of owners, drivers and members. The Senior Management Team (SMT) will be expanded to become the Global Leadership Team including Hub Directors, with new position of Director of Business and a new Quality Assurance function, with Hubs taking on increasingly global leadership (e.g UK Hub will lead on fundraising, communications, campaigns and global policy; Uganda Hub will lead on research). A distinction was made between the Strategy function (responsible for 'our product') and the business function (responsible for growth and sustainability)

The Chief Executive posed a series of questions to the Board: what should the Global Board Committees look like to reflect the Global Senior Leadership team; how should we represent Hub Directors on the Global Senior Leadership team; how do we include young people in our Global leadership and management functions; how do we link national governance to our global ambition, our global leadership and our global Board and are there actually three equal executive support positions for the CEO?. The groups brainstormed ideas around each of the questions posed and ideas were shared as follows, with concrete next steps to be developed by July via two Board groups working with the Senior Leadership Team on 1) Youth Leadership & Hubs and 2) Global and National Boards and Committees.

Risk – Dan Burke

The Head of Quality Assurance led a session on risk under the new Strategy, with the aim of getting views from the Board on a new approach to risk. A SWOT analysis and risk appetite statements were also shared and discussed. Trustee responsibilities on risk were outlined and further resources recommended. A simplified, action-oriented risk register has been developed and shared with hubs, with good results from quarterly submissions. Risks are categorised at unit, hub and global levels. Hubs review unit risks, Restless Development International reviews hub risks and the international Board and the Global Senior Leadership Team review global risks. A challenge around materiality not being reflected in this model was raised. It was suggested that the escalation process would ensure materiality is taken into account and risks are raised to appropriate levels through this process. Attendees split into smaller groups to review the current global risk register and were asked to pick a risk and consider how it might change under the new Strategy; be affected by external factors and increase/decrease as a result.

Risk appetite was presented and examples shared of other charities' risk appetite statements. The Board discussed considering hypothetical upper and lower limits to a specific risk on the Risk Register in terms of financial, human, operational and reputational factors. Feedback from groups on Risk Appetite Statements including reflections on categories of risk (intrinsic to what we do; consciously chosen and implicit due to Strategy; non-negotiable therefore we won't do), balancing risk aversion against innovation, and the overall utility of a risk appetite statement in itself.

The Board agreed to review the risk presentation and share feedback and comments on: current risks; any new risks we should consider adding; our approach to risk; the proposed risk timeline and any comments on risk appetite. This will guide the building the new risk system in the following months.

AOB & Close of Meeting

The Chairman thanked all the presenters, the Leadership Team and Board members. The Chief Executive extended his thanks to all Board members and emphasised how much the organisation values their time, commitment, expertise and challenges..