

Restless Development Minutes of Trustee Meeting

Attendance: See Table at end
Location: Lower Marsh

Date: 7th August 2018
Time: 08:45-16:00

Recorder: Anya Todd

Agenda	<ol style="list-style-type: none"> 1. Welcome 2. Board Review 3. Our Restless Story 4. Business Strategy 5. Aid Connect 6. Safeguarding 7. AOB 			
Summary of Actions	Actions from the Meeting	Lead	Status update/timeline	Progress
1.	Graham to update on Hub Board Governance at November Board Meeting.	Graham Leigh	November Board Meeting	
2.	Share the slides from 'Our Restless Story' session as well as additional training materials on tackling public attitudes towards aid, back-pocket pitching, CSR materials and example stats and stories – both now and on more regular basis.	Perry Maddox	15 th October 2018	
3.	Trustees to follow Restless Development on all forms of social media.	All Trustees	November Board Meeting	
4.	Gemma and Graham to continue the discussion about humanitarian opportunities at the next Income Committee meeting.	Graham Leigh and Gemma Graham	Next Income Committee Meeting	
5.	Amelia to organise a session for the Board to delve deeper into the Aid Connect Partnership working piece.	Amelia Yeo	Quarterly reporting, Programmes Committee Meetings and Board session in April	
6.	People and Culture Committee to establish best approach (including scale and depth) for regularly feeding back to the Board on safeguarding.	People and Culture Committee	November Board Meeting	
7.	Kate and Christina to arrange safeguarding training for new Trustees and staff.	Kate Muhwezi and Christina Lewis	By the end of the year	

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<p>1. Welcome</p>	<p>Charlotte (Chair) sent apologies from Carol whose flight is delayed and welcomed her and Affan on the phone. Charlotte introduced Mike Kelly as a guest to the meeting to present on the results of the Board Review. She welcomed Gemma back during her maternity leave and explained that Jim may have to leave the meeting at lunchtime.</p> <p>Charlotte welcomed everyone, ran through the agenda and set the scene for the day by stating that 'opportunity' and 'progressive' were two words that came to mind when she thinks about Restless Development. She also talked about challenges such as public sentiment and confidence but explained that she felt Restless Development is well placed to tackle these. She challenged the room to think about how we scale what we do and specifically, how we scale the youth collective. She explained that as communications is the start of scale in terms of positioning and promoting the strategy, this would be the focus for much of the day. She added that we also need to start thinking more progressively in terms of income diversity (to be covered in the Business Strategy session today) and about how we remain a progressive employer (not be covered today). Charlotte handed over to Perry to say a few words.</p> <p>Perry referred back to the re-brand that happened eight years ago when a deliberate tension was built into the words in the name Restless Development. Perry talked about the currently challenging environment and the aid debate and about how we are constantly challenging this paradigm. The upside to this paradigm though, is youth and the good news is that young people are taking more action today than ever before and reshaping civil society in doing so. It is not about youth for youth but about youth for bigger issues. Perry said that within all of this, the biggest opportunity for us is the youth sector itself. Perry turned to the internal landscape, which he described as strong and stable. He doesn't expect this year's budget to be very different to previous ones despite the agency having less income. He also explained that he thinks the agency has learnt a lot of lessons over the last few years.</p> <p>Perry referred to the document on due diligence he shared with the Board yesterday, which praises the governance of the organisation and encouraged the Trustees to read it. Perry explained that we now have to be asking ourselves how we use Aid Connect as a four to five year change project. He explained we have the opportunity now to reinvent our offer, which cannot be delivery alone. He emphasised that this can be done by offering a proven model and creating a whole new market for scale (the youth sector). Charlotte welcomed Mike to present on the Board Review.</p>
<p>2. Board Review</p>	<p>Mike provided a re-cap of the process for the Board Review, which was done as a benchmark against the (aspirational) Charity Governance Code, with emphasis on the Senior Leadership and Trustees identifying areas for improvement. The review was conducted through a series of one-to-one conversations, with no aspect of governance off the table. Mike gave an overview of the seven areas of the code that the governance review focused specifically in on and highlighted that the responses and reflections of the SLT and Trustees</p>

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were all very well aligned. Mike explained that the detailed results of the review had been shared with Charlotte and Perry who will be responsible for taking the actions forward. Mike then shared the key findings of the review including: further developing and strengthening governance at hub level beyond the UK; reviewing the committee structure and membership against the new agency structure to ensure complete alignment; reviewing and updating the delegated authority framework; benchmarking the performance of Restless Development and undertaking a joint SLT and Trustee session on risk.

Mike kicked off the discussion around the last two points and suggested Restless Development consider benchmarking themselves against an organisation such as the Santa Marta Group. Charlotte asked for clarity about where the discussions around benchmarking had evolved from. Mike explained that it was about really understanding Restless Development's position in the market. Jim added that this is key in terms of moving forwards. Anand also reflected on the Board pack, which is sizeable but also very operational and queried whether this may be an indicator that the Board is not external facing enough. He reflected that perhaps we should step back and consider the purpose of the Board. Mike explained that there are three main purposes to a Board: 1. Strategy (which occupies the majority of Board time); 2. Performance (informed by risk and audit, programmes committees etc.) and 3. Assurance (which is where the Board challenges and tests). Hannah suggested choosing a few key performance indicators (both strategic and operational) and using these to compare and benchmark ourselves against quite a wide range of organisations, with different weightings at Board and Committee level. Jim added that KPI-led benchmarking would be practical (identifying the ones we think should be strong but also picking some aspirational ones).

Mike challenged the Board to consider 'if Restless Development was disruptive, where should it be.' Charlotte reflected that Restless Development staff should spend more time externally. Perry explained that some staff are very external-facing but the majority are not. Jim said he thought a benchmarking exercise would also be extremely useful for Trustees to help make them more proactive and externally-minded. Jim suggested we look at the key findings from the Board Review to choose organisations against which to benchmark ourselves. Myles reflected that there are organisations and networks such as Bond that are enabling this for issues such as safeguarding. Mike added that the discussion shouldn't really just be limited to benchmarking as networking and information-sharing are also valuable. Hannah asked how we could use Bond to do more of this. Perry said we could approach them about this. Perry explained that he sits on the Board of Accountable Now and they have a session at every meeting about the external environment. Jim suggested a one-pager on KPIs within the Board pack would be useful. Charlotte summarised the recommendations and options we could consider as being:

- A summary of KPIs in the Board pack
- A standing agenda item at Board meetings about the external environment
- Increasing the proportion of external-facing staff members

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	<p>Charlotte moved the discussion on to the Board Review finding about risk, towards establishing a common understanding, appetite and appreciation of the risk being run including the confluence of two or three of these risks converging at the same time. Hannah added that it is about getting to the bottom of each risk and the rigour with which they are addressed. Charlotte reflected that she thinks this has got much better over the last 18 months. Anand reflected that it is about how the risks are framed – at the moment we spend too much time deliberating over the risk scores and focused on intermediate solutions, as opposed to tackling the real underlying issues. Mike shared that one of the ways that organisations have dealt with this in the past is by getting rid of the risk register and asking the Board what <i>should</i> keep them awake at night or by monetising risk. Affan added that the new risk framework is more dynamic so the framework is not necessarily the issue but rather the discussion around this doesn't go deep enough into direction of travel of these risks or scenario planning.</p> <p>Charlotte recommended that the Board shape future conversations about risk around direction of travel. Jim added that another issue that has not been covered yet is Hub Board Governance. Charlotte requested Graham bring this to the November Board. Perry updated that seven or eight of the Hub Boards are now functioning well with special support underway for the others. He also noted we are syncing global calendars to support alignment. Bella suggested a buddying system, which has been tried before but is something we could revisit.</p> <p>Action – Graham to update on Hub Board Governance at November Board Meeting.</p>
<p>3. Our Restless Story</p>	<p>Perry welcomed Sam Simmons, Senior Communications Manager and Laura Woodhouse, Senior Fundraising Manager into the room for the session on 'Our Restless Story.' Perry asked the room to write down the first five things that come to mind when they think of Restless Development, then to cut the list down to three and then down to one. Perry asked a few people in the room to share their lists.</p> <p>Perry explained that the session would cover how we tell 'Our Restless Story' in general communications, as well as to individuals and business to business. Sam gave an overview of our brand and general communications. He talked through the new tagline 'Powered by Young People' and the type of language we use to talk about 'what we know' and 'what we do.' He highlighted that behind all these, sit the themes of power and young people being central to the solutions for the world's challenges.</p> <p>Sam showed a video to give the Board a sense of our brand. He then went on to talk about our 'Youth Storytellers' – ICS volunteers who have been trained to gather content whilst they are on ICS placements. Sam shared an example of some of the content two of these youth storytellers have gathered whilst on placement in Nepal. Charlotte asked how we ensure we are gathering and collating the right kind of comms</p>

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from all our global hubs. Sam talked about the training and toolkits that are available to the agency as well as the role of the global comms team in reviewing and consolidating content for the global agency.

Charlotte challenged whether the Trustees would be able to articulate the full depth and scale of Restless' strategy and ambition. Perry handed over to Laura to talk about how we talk to individuals in order to help with this. Laura explained that some of the challenges when talking to individuals include knowing how to bring Restless Development up, knowing what to talk about and being anxious about difficult questions. Laura explained that Restless Development can be mentioned in response to many open-ended questions such as 'how have you been?' or 'what have you been up to?' It can also be mentioned proactively about specific interests or related events. Top tips for knowing what to talk about include making sure you read what comes through, follow Restless Development on social media and sign up to newsletters. Laura recommended thinking about where the audience is coming from in the discussion and referring them on to someone with the specific expertise they are after in response to the challenge of tackling difficult questions.

Perry then talked about business to business story-telling and showed the Board an excerpt from the Aid Connect proposal, asking them to share reflections on this. The Trustees identified that the language in the excerpt emphasises that Restless Development have sector-leading experience in this and would therefore be the safe choice. Perry talked through his Restless Development pitch including 'the big picture,' what we do and how we do it. Jim suggested that there is an opportunity now in the current 'negative' aid environment for us to tell the story of how we are different. Anand added that this is for very different audiences and funders though, so we need to adjust to this.

Perry split the room into groups and asked them to practice pitching for five minutes. The groups reflected back that it is challenging to tackle the negative preconceptions that some audiences might have, to which Charlotte suggested you could actually say we have some synergies with such challenging groups, in as far as we see ourselves as disruptors and as an agency that does things differently. Bella requested we have examples under each of the four priority areas to strengthen pitches. Anand summarised that when selling there are a few key success factors: likeability, shared value, reassurance/low-risk, and a shared vision of success.

Perry proposed we share the slides from this session as well as additional training materials on tackling public attitudes towards aid, back-pocket pitching, our CSR materials and some example stats and stories for Trustees to use when talking about Restless Development. He also recommended they all follow Restless Development on all forms of social media. Finally, he concluded that the best way to gather these stories is for Trustees to see them for yourselves.

Action - Share the slides from this session as well as additional training materials on tackling public attitudes towards aid, back-pocket pitching, our CSR materials and some example stats and stories.

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	Action – Trustees to follow Restless Development on all forms of social media.
4. Business Strategy	<p>Graham and Gemma opened the session with a recap on the financial model, fundraising strategy, and business development principles, and explained how they would then update the Trustees on the current state of play against these.</p> <p>The group discussed how the agency contribution works and what donors’ responses are to this. Anand challenged SLT on how confident they are that they now understand the real cost of delivery. Gemma split the room into teams for a ‘Have I Got News for You’-style quiz on the Business Development Principles. Graham updated everyone on the latest financial picture, specifically, how hubs are doing in terms of generating their agency contributions and waterworks, and the latest on unrestricted and programme funding. Jim challenged SLT on potentially being too unambitious in terms of unrestricted fundraising and suggested we consider what additional investment could be made in this area in order to reap better results.</p> <p>Charlotte enquired what is behind hubs’ understanding the shift between good and bad money. Graham explained that this is down to both investment in supporting directors to understand it and lead understanding of it in their hubs and the fact that we also had several new directors starting at the right time to take this forward in hubs. Amelia added that we also have a ‘bid no bid’ tool to help hubs assess this before they embark upon a proposal as well as a sign-off process that supports this further down the line. Graham also noted the quality assurance framework that sits behind all this and James, the new Finance Director who has been instrumental in supporting the agency on this.</p> <p>Anand questioned whether this is all institutionalised or whether there is a risk of losing it when we lose directors, to which Graham responded that it is very much institutionalised and has been driven forwards by heads as much as directors. Charlotte asked what Graham is most concerned about, to which he responded: the amount of SLT time invested in fire-fighting specific hub issues, reputational risk and the danger of not acting quickly enough to evidence our model at scale. Jim also added that delivering the strategy at scale requires investment in tech expertise that we don’t currently have. Perry outlined his ambition for the waterworks fund to be used for exactly this in the future and noted that we are now looking at how we can factor it into future bids. The group discussed how investment can be secured for growth at this scale whilst ensuring we can support this operationally. Affan raised the point Graham alluded to earlier about ‘late stage bids,’ and queried what is behind this. Graham explained that this is a cultural and practice issue as well as a training and skills piece. He also questioned why we don’t tap into humanitarian funding streams, to which Perry explained that firstly, we would have to adapt to manage the scale of this opportunity but that also, such funding isn’t likely to come out of the UK but more likely trusts and foundations in the US. Charlotte responded by saying that these are the kinds of things that should be considered in this year’s budgeting process. Graham gave an overview of the steps we are making into this space through IRC, Mercy Corps, Action Aid and Techo. Perry also added that we have run two big humanitarian responses in Sierra Leone and Nepal but we</p>

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	<p>must also acknowledge that these had other implications on the agency so we need to consider those learnings. Charlotte re-emphasised that this challenge should not be lost when thinking about future income streams.</p> <p>Action – Gemma and Graham to continue this discussion at the next Income Committee meeting.</p> <p><i>Jim excused himself from the meeting and Affan dialled off. Carol arrived following her delayed flight.</i></p>
<p>5. Aid Connect</p>	<p>Perry presented on Aid Connect, the concept for which is positioning youth as ‘the Development Alternative’ for civil-society effectiveness and in doing so, tackling the challenges of agency, power and accountability in development through the opportunity of peak youth. The plan for doing so is: to build, test and prove the viability at scale of youth-led, community-driven models for change; to build new business models with youth-led, southern civil society organisations so they can deliver sustainably at depth and collectively at scale; and model a new way of NGO consortia working rooted in values, youth leadership, dynamic accountability and partnership. We are going to do this by:</p> <ol style="list-style-type: none"> 1. Building a Model for Change: youth and communities 2. Creating Business Models: youth and locally-led organisations 3. Proving the Case: research, evidence and adaptation 4. Leverage: strategic partnership for influence and uptake <p>We are going to do this through:</p> <ul style="list-style-type: none"> - A Consortium of Pioneers - The Way the Consortium will work <p>Carol requested a session for the Board to delve deeper into this Partnership working piece.</p> <p>Perry talked through the innovation curve and explained how Aid Connect is designed to position Restless Development as an innovator/early adopter. Anand asked if the funder is aware that our positioning as an innovator in this bid will result in more failure. Charlotte queried how we are planning to approach protecting our IP and continued success once it is shared. Perry explained that firstly, this pressure will push us to keep striving towards innovation and secondly, if our model is adopted by others, it will attract more funding. Perry talked through the phasing of the programme from co-creation (design and inception), to phase one (test, learn, re-design, evidence), to phase two (scale, test, evidence), to phase three (close-out and influence). Our Aid Connect partners include War Child, Y-Care International, United Purpose, Intrac, Dot Lebanon, Integrity Action, Keep Your Shoes Dirty, The Policy Lab and Accountable Now. Anand congratulated Perry on this win and the strategic value of the programme, and asked where the idea came from. Carol reflected on the sectoral shift away from big institutions towards smaller, more innovative ones in light of the safeguarding</p>

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	<p>scandal. Anand enquired whether the decision to move from co-creation to phase one would happen before or after March 2019 and advised us that we do everything we can to secure a decision on this before then.</p> <p>Action – Amelia to organise a session for the Board to delve deeper into the Aid Connect Partnership working piece.</p> <p><i>Myles excused himself from the meeting.</i></p>
<p>6. Safeguarding</p>	<p>Kate and Christina led a session on safeguarding. Kate started by outlining four clear expectations set by the Charity Commission and therefore expected of the agency and the Board:</p> <ol style="list-style-type: none"> 1. Providing a safe and trusted environment which safeguards anyone who comes into contact with it including beneficiaries, staff and volunteers. 2. Setting an organisational culture that prioritises safeguarding, so it is safe for those affected to come forward and report incidents and concerns with the assurance they will be handled sensitively and properly. 3. Having adequate safeguarding policies, procedures and measures to protect people. 4. How incidents and allegations will be handled should they arise, including reporting to the relevant authorities, including the police where appropriate and the Commission. <p>The Charity Commission also expect us to:</p> <ul style="list-style-type: none"> • Prevent or minimise any further harm, loss or damage. • Report it to the Commission as a serious incident – emphasis on prompt, full and frank reports, notifying of material updates / changes. • Report it to the police if it is suspected that a crime has been committed, and to any other regulators the charity is accountable to. • If it is likely to reach the media / public, plan what to say to staff, volunteers, members of the public and the media. • Review what happened to assess if there is a need to take more steps / change something to prevent it from happening again – this may include varying out a formal review of procedures, commissioning internal or external audits, strengthening internal controls and procedures, and / or seeking appropriate help from professional advisers. <p>When reporting, the Charity Commission stipulate that we must also include:</p> <ul style="list-style-type: none"> • What happened?

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	<ul style="list-style-type: none"> • What are we doing about it? • Reported to police (if criminal), donors, regulators? • Timely reporting • Full and Frank disclosure of reportable incidents • If we need to report back, we do • We report material changes of facts and significant developments • Reporting certain overseas criminal activities by a British national / UK resident to UK police authorities <p>Christina then split the room into groups to discuss responses to various potential safeguarding situations and share reflections back from their group discussions.</p> <p>The Trustees requested more involvement in and awareness of incidents, safeguarding processes, policy advancements and reporting to the Charity Commission. The Board discussed appropriate frequency and timing for sharing these updates.</p> <p>Action – People and Culture Committee to establish best approach (including scale and depth) for feeding back to the Board on this regularly.</p> <p>Action – Kate and Christina to arrange safeguarding training for new Trustees and staff.</p>
7. AOB	<p>Charlotte updated the Board on Trustee recruitment and the proposed appointment of Paul Wafer to the Policy and Programmes Committee, Mark Dickinson as Chair of the People and Culture Committee and Antoinette Boateng also to join this committee. She also fed back that there is a good pipeline of candidates for the Income Committee and External Engagement Committees and these interviews will take place later this month.</p> <p>Charlotte invited everyone to join for some drinks following the close of the meeting.</p>
16.00	The meeting closed.

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Meeting Dates	10 April	24 April	25 July	19 Sep	28 Nov	23 Jan	24 April	24 July	7 August		10 April	24 April	25 July	19 Sep	28 Nov	23 Jan	24 April	24 July	7 August
Hannah Bronwin	●	●	●	●	●	●	●	○	●	Ed Francis	●	○	●	●	●	●	●	*	○
Affan Cheema	○	●	●	●	●	●	●	●	*	Gemma Graham	●	●	●	●	○	○	○	○	●
Jon Gorrie	●	●	●	●	●	●	●	●	○	Perry Maddox	●	●*	●*	●	●	○	●	●	●
Carol Monoyios	●	●	●	●*	●	●*	●	*	*	Alex Kent	●	●	●	●	○	○	○	○	○
Bella Mosellmans	☒	☒	☒	☒	☒	☒	●	●	●	Kate Muhwezi	○	○	○	○	○	○	●	●	●
Jim Sewell	●	●	●*	●*	●	○	●	○	●	James Sole	☒	☒	●	●	●	●	●	○	○
Myles Wickstead	●	●	●	●	○	●	●	●	●	Graham Leigh	●	●	●	●	●	●	●	●	●
Charlotte Eaton	●	●	●	●	○	●	●	●	●	Katie Rowberry	☒	☒	☒	☒	☒	●	●	○	●
Anand Aithal	●	●	●	●*	●	●	●	●	●	Christina Lewis	☒	☒	☒	☒	☒	☒	●	●	●
Jenny Wilson	☒	☒	☒	☒	☒	☒	☒	●	○	Alex Stewart	☒	☒	☒	☒	☒	☒	☒	●	●

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Phone/Skype