

Restless Development Report on Trustee Meeting, 26 January 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 Restless Development offices in London, UK. Apologies were received from Amisha Patel, with Jenny Duvalier, Saffi Jones and Matthew Otubu joining the meeting via phone/Skype.

Meeting Dates	01 Dec	27 Jan	28 Apr	28 Jul	15 Sept	07 Dec	26 Jan		01 Dec	27 Jan	28 Apr	28 Jul	15 Sept	07 Dec	26 Jan
Hannah Bronwin	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	●	●	●	●	Ed Francis	●	●	●	●	●	●	●
Jenny Duvalier	○	●	○	○	●	●	●*	Nik Hartley	●	●	●	●	●	●	●
Affan Cheema	<input checked="" type="checkbox"/>	<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"/>	<input checked="" type="checkbox"/>	●	●	○	●	●*								
Paul Owers	●	●	●	○	●	●	●								
Amisha Patel	●	○	○	○	○	○	○								
Jim Sewell	●	●	●	●	●	○	●								
Myles Wickstead	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	●	●	●	●								

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

Minutes & Matters Arising

The minutes and actions from the last meeting were agreed. Matters arising were covered by the meeting.

CEO Report

Nik Hartley began by confirming that at present the Agency was in the process of 'building' the products and the design of the new strategy. He explained that the Agency was currently engaging with partners to assist in developing a narrative of the new strategy to share with the Agency's donors and partners. Once in place, it will be circulated to all Directors and Trustees. He then went on to confirm three key upcoming dates for the Board's reference: The Trustee Away Day on 21st April 2016, at which the 'products' for the new strategy will be discussed and finalised; 12th August 2016 (International Youth Day) at which the new global strategy will be launched in 10 countries around the world; and the 2016 Directors Conference to be held in Sierra Leone 5th-15th December 2016 at which there will be a three day strategy launch, to which, as usual, Trustees would be invited to join. Nik then reflected upon the work in Nepal noting that the operation there had grown at a faster rate even than Sierra Leone in the previous year. It followed that there were key lessons to be drawn and the need to identify opportunities that might be available. Jamie Bedson will be reporting on his recent support visit, and this will be copied to Trustees. An update was given on the recruitment process for the Zimbabwe Country Director; over 120 applications were received with interviews will commencing in February. An update was given on a media incident in Tanzania, highlighting the need for caution when discussing topics that could be culturally sensitive and in responding to challenges from the media. Nik added that the Country Director in Tanzania did an outstanding job in managing the issue. It was noted that Ebola had returned in Sierra Leone and that our temporary staffing had now been reduced to more normal levels.

Nik then drew attention to the write up in his report from the Action 2015 Coordinator and some key moments that had taken place. The Board asked for specific thanks to be given to Anna Roguski and all the staff who had been involved in this work. The meeting then discussed some of the upcoming release of DFID's CSPR, MAR and BAR reviews. Nik confirmed that he is already liaising with other CEOs around the potential outcome of these key moments and how the Agency can work with others moving forward. Martin Hayman asked if the CEO and the Chair of the Policy, Practice and Programmes Committee would conduct a session at the Trustee Away Day on the current position of DFID, its future direction and the potential implications for Restless Development and its strategy.

Dashboard & Risk Register.

Perry Maddox highlighted the new format of the performance dashboard; while USA as a new joiner slightly brought the numbers down, he felt that this was temporary and the numbers would progressively improve. He also highlighted that due to a new financial software introduced globally the management accounts function were interrupted in November but to return in December. He went on to focus on the unique strain that the Ebola response put on Sierra Leone for over a year, noting that 2 SMT members recently visited Sierra Leone and worked closely to support the team as it consolidates the previous year's rapid change. It was recognised that the team had performed under unprecedented pressure, and the COO will update on the 'transition' back from the large scale-up in March. The risk register was then discussed. It was highlighted that the Safety & Security risk had slightly increased due to a combination of the new case of Ebola, Nepal blockade, elections in Tanzania and Uganda, and the recent Paris terrorist attacks. An update was then given on the Nepal blockade. It was confirmed that the Indian government has eased the Nepal blockade. The local team continue to monitor the situation. The Agency had sent out ICS volunteers to Nepal. Appropriate risk assessments were in place, earthquake training given, and safety assessments of host homes finalised as part of the comprehensive risk management process for volunteers.

People Committee.

The Committee reported on our Safeguarding policy, currently being updated in light of new guidance from the sector. Whilst strong current policies covered most situations already, it was important to ensure both global and national policies were fit for purpose under the new rules. A draft Safeguarding policy based on extensive research of current and best practice had been drawn up and Safeguarding leads appointed. The new policy will be published in March and, given Trustees' ultimate responsibility for the policy and its adherence, they will receive training at the April Away Day.

Programmes, Policy & Practice Committee

The Committee referred to the comprehensive report reflecting quarterly performance. The Committee confirmed that they had discussed the upcoming opportunity of attendance at the World Humanitarian Conference, exploring the potential of bringing forward case studies and evidence from Nepal and Sierra Leone. It was noted that Kate Muhwezi had taken part in a discussion around the rebuilding within communities due to be published in the Guardian this week.

Investments & Partnerships Committee

The Committee confirmed that it had greatly strengthened its membership with the appointment of four additional expert (non-trustee) members.

Finance & Administration Committee

The Committee presented its normal report, the year-end audited accounts & quarter 1 budget reforecast. Ben Sheahan gave a presentation on the draft report and accounts for fiscal year 2014-15. The Committee highlighted the parameters within which the Agency needs to comply in terms of SORP and company law requirements. A statement of Trustees Responsibilities was noted and confirmed. A snapshot of figures was presented highlighting the growth in income and noting that the current reforecast was in line with the expenditure. The increase in the cash balance was also highlighted as was the cash flow forecast. A short discussion followed on the treatment of free and designated reserves. The Committee confirmed that the auditors had attended the recent Committee meeting and had given a clean sheet of approval to the accounts and did not raise any material issues. After discussion and questions to Ben and Jon Gorrie, the Board agreed for the accounts to be signed. The quarter one reforecast was presented and the position was confirmed together with

the action taken to address it so far. The growth in Nepal and Sierra Leone's financial position was particularly noted, as was the timeline for the PPA grant (ending December 2016) and the projections for ICS volunteers in the coming year.

Fundraising Review & Strategy

The Committee confirmed that the aim of the session was to provide a formal update on the progress of the existing fundraising strategy and share some 'big questions' that the Committee are considering. Gemma Graham provided an overview on the fundraising strategy's evolution and how the Committee were now looking to align this with the coming global strategy. The Committee highlighted the four key themes that had emerged; transformation (how the Agency grown in terms of turnover), in-country sustainable growth, the continued need to focus on unrestricted funding, and opportunities for strategic partnerships. Questions were raised around the resilience of new donors, sustainability within country programmes, conversion rates of individual giving and a decrease in income from events. Gemma noted the focus on the next strategic funders, with several potential partners identified as possibilities. It was confirmed that this issue remains a major focus area. A series of questions were then presented to the Board for consideration. These included thinking around the right fundraising model, the type of donors the Agency wishes to engage with and their potential income, the creation of a global membership base of young people, and the appropriate organisational structure and resourcing for the unit. It was noted that both large and small organisations were showing interest in working with the Agency. The Board discussed the importance of growing private sector funding. There was further discussion on engaging in commercial contracts and whether there would be more opportunities for this type of work. The Committee confirmed that the testing of the direct marketing work remains ongoing and that alumni represent one of the Agency's strengths. Further discussion followed as to how this network could be better utilised.

Global Salary Scales Recommendations

Kate Muhwezi introduced the paper and provided an overview of the global salary scales and the thorough process of the review to date to determine the new scales from October 2016 forward. The process had included a detailed market place review including local and international pay surveys, with a focus on organisations of a similar size. It was noted that the Agency had grown significantly in size since the last review and that management responsibilities both at SMT and Country Director positions had increased similarly. The Committee confirmed that the review has looked, in particular, at the upper and the lower ends of the organogram (where the research indicated material negative divergence below the market place), the cost of living within countries and districts within those countries, and where the Agency now wish to position themselves. The key trends of the review were then highlighted, with the main proposal was to align to the 50th percentile of the market. The proposal was that this would happen in steps over a period of five years commencing in the next financial year. Kate confirmed that each year would be reviewed annually as would any contribution towards inflation. The Committee, including the independent HR expert member, had unanimously approved the proposals on the basis that they would be subject to annual review, would not be contractual, would be subject to affordability review in the light of material changes, and that there would be the opportunity for further review in the light of the evolving strategy and resource requirements. The Board complimented Kate and her team on a thorough and comprehensive piece of work.

AOB

The Chair reconfirmed the date of the Trustee Away Day as the 21st April 2016. The Chair confirmed that Amisha Patel would be stepping down from the Board as from this meeting. The Board's thanks were recorded for her commitment over the last four years and the Chair was pleased to confirm that she will remain part of the Programmes, Policy and Practice Committee. The two upcoming triathlon events on 17th April and 8th May were flagged and anyone interested in volunteering on the day invited to contact Jim Sewell. Jim was thanked for the time and considerable effort he had invested in arranging these events. The CEO confirmed that in light of the upcoming Paternity Leave to be taken by the COO and himself, the Agency would be recruiting an interim COO for a period of 9-12 months, with Perry as acting CEO during the absence of Nik. The SMT then left the room. The Chair reopened the discussion on the proposed Global Salary Scale changes. A full discussion took place on the proposal. After discussion, the Board unanimously agreed the recommendations subject to the observations recorded by the People Committee and recorded earlier in the meeting.