

Improvement Analysis Restless Development July 2019

Main likes/dislikes from stakeholders and organisation's response (E3)

Key likes and dislikes were not so clearly identifiable. An example from Zimbabwe mentions that local authorities have commended Restless' approach to sharing evaluation results with stakeholders. The example around staff opinions on performance management is also relevant here, as something internal stakeholders might want to see improved. In this case, the report also explains what Restless is doing in response.

However, in future reports we would like to see a clearer overview of key likes and dislikes from external and internal stakeholders – these could be drawn from the annual agency survey, partner survey, and programme feedback.

Governance structure and recruitment of trustees/board members (J1)

The report provides a detailed overview of the legal status of Restless Development and the organisation's governance structure. The roles of the [Board of Trustees](#) (and its five committees) and the Senior Leadership Team are explained, as well as how this structure lends itself to good organisational oversight.

Trustees serve on a voluntary basis and it is stated that they are recruited through a fair and open process, for a maximum of two terms. In the next report, can Restless provide some more information on factors considered when recruiting new trustees, such as age, geographical representation, gender, and skills?

Complaints handling mechanisms & overview of complaints (external) (J3)

The report explains the various dedicated complaints handling mechanisms available to external stakeholders, including a whistleblowing policy (linked to safety, security and safeguarding policies), and incident reporting under the safeguarding, finance and fundraising policies, and the International Citizen Service Programme. In addition to describing these mechanisms, the number of complaints received under each, and action taken/resolution is explained. The Panel appreciates this step, as this is the first year Restless is sharing this information.



There is no dedicated policy or guidance covering feedback and complaints in an overarching way, and it is also not made so clear on the [website](#) how general complaints can be submitted and how they would be handled. The Panel notes that Restless has taken part in Accountable Now's 100 Day Challenge to improve complaints and feedback mechanisms, and that an online system and guidance materials are planned to be developed in 2018/19. We look forward to progress on this and would request an update in the next report.

It would also be interesting to hear about any lessons learned or changes implemented in response to complaints received, and to know how these mechanisms are promoted so that stakeholders know about and are encouraged to use them.

The governing body and management are held accountable for fulfilling strategic promises (K1)

The report outlines mechanisms in place to ensure that staff are held accountable for fulfilling strategic promises on accountability; can Restless share any key findings from these? All Directors are held to account for their Hub's or Unit's performance against the Quality Assurance Framework, which tests performance against the Agency Plan.

In terms of performance of the Board and senior leadership, the report states (on pg. 33) that a board review and 360 review of the CEO did not take place in 2017/18. This is noted as a critical part of well-functioning management, and Restless will be looking at reinstating these practices in 2018/19. The Panel looks forward to an update in the next report.