



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



Restless Development Independent Review Panel Feedback

**Accountability Report 2017/18
Review Round July 2019**



Restless Development Feedback from the Independent Review Panel

Review Round July 2019

22 July 2019

Dear Perry Maddox,

Thank you for submitting your accountability report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

Restless Development's third accountability report is again comprehensive, engaging, and demonstrates a strong commitment to dynamic accountability, learning and growth. This is evident from the opening statement by CEO Perry Maddox, and throughout the report with strong participatory and reflective ways of working.

There are many areas in which Restless is strong, and which have previously been flagged by the Panel as good practice. In this report, the Panel commends Restless on its approach to working in partnership (D3) and identifies this as a **good practice**.

Areas for improvement to focus on in the next report include main likes/dislikes from stakeholders (E3), more information on recruitment of trustees (J1), a general complaints and feedback mechanism which is clearly accessible on the website (J3), performance review processes for the board and management (K1) and evidence of the use of the Panel Report as a learning tool throughout the organisation.

Overall, the Panel remains impressed with Restless Development's commitment to dynamic accountability, and finds its ways of working to be strong. As such, we are happy to **move Restless to the biennial reporting cycle**. This means that the next report should be a brief interim report on 2018/19, focusing on any major accountability related updates as well as the areas for improvement flagged above.

We look forward to discussing our feedback with you in a follow-up call, which the Secretariat will be in touch to schedule. This conversation will form the basis for your



response letter, which will be made publicly available on the Accountable Now website along with your report and this feedback letter.

If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Accountable Now's Independent Review Panel





Restless Development's Accountability Report 2017/18

Review Round July 2019

Opening Statement from the Head of Organisation

The opening statement from CEO Perry Maddox is open and reflective about the challenges facing the sector and how Restless Development is responding by examining its own ways of working. There is a strong commitment to dynamic accountability – in fact this is one of three themes Restless has been focusing on in the past year, alongside the agency of young leaders, and the power of southern youth partners.

The statement outlines key areas in which Restless has made progress, and how the organisation has been learning and growing. The Panel is pleased to see that Perry is leading the way by demonstrating “radical candour” in his leadership, and helping staff grow as values-driven leaders. It is also positive to hear that staff considers accountability and transparency to be areas in which the organisation excels. The Panel appreciates Restless' commitment to continued growth, and looks forward to following its progress in future reports.

Cluster A: Impact Achieved

A. The impact we achieve

A1	<p>Mission statement and theory of change</p> <p>Restless' mission is explained (working with young people so they can lead in solving the challenges facing our world) and the organisation's strategy, theory of change, and agency plan are linked.</p>	4
A2	<p>Key strategic indicators for success</p> <p>Restless has a global Results Framework which sets out long and short term outcomes and indicators for four overarching goal areas (voice, living, sexual rights, leadership). This is accompanied by a set of learning questions to test the assumptions in Restless' theory about how change happens.</p> <p>The Panel notes positively that the results framework was developed with input from staff and partners, and through reflections on sector scanning and learnings from previous impact reporting. The framework is iterative and adaptive, ensuring Restless continues to learn and change its approaches.</p>	3



	The focus for 2018/19 is to develop a new digital MEL database to efficiently monitor progress against the results framework and improve data collection, data analysis, data quality and agency learning.	
A3	<p>Progress and challenges over the reporting period</p> <p>Key highlights and successes in terms of Restless' impact in 2017/18 are listed. It would be interesting to know how this fits into the results framework. Can Restless provide an overview in the next report of numbers corresponding to the indicators in the framework, e.g. how many young people participated in decision making processes? Are these numbers in line with what Restless hopes to achieve, and how do they feed into the long term impact goals?</p> <p>Challenges faced in the reporting period includes changes in political environments and shrinking civic space in some of the places Restless operates. As a consequence, there have been some delays and restrictions in programme implementation. It has also been challenging to set robust targets, which limits the degree to which Restless can track performance, but a new data collection and management system has already led to improvements in this regard.</p>	3
A4	<p>Significant events or changes regarding governance and accountability</p> <p>In 2017/18 a new CEO and a new Board Chair were recruited. As both were already members respectively of the staff and of the Board, the transition was smooth. Apart from this, there were no other significant changes.</p>	4
B. Positive results are sustained		
B1	<p>Sustainability of your work</p> <p>The report explains Restless' understanding of sustainability (programmatic, financial, and within the agency), why it is important to the organisation, and what processes are in place to ensure the sustainability of Restless' work.</p> <p>Restless' Programme Principles set out sustainability principles: key points include an implementation plan for all programmes with timelines, and clearly defined exit strategies.</p> <p>All of Restless' programmes must work towards building a youth collective – a global movement committed to youth-led change, where ideas, opportunities, and resources can be shared.</p>	4



	<p>Examples are provided of how Restless' work in India and Zimbabwe is strengthening local capacities and increasing self-reliance and effectiveness.</p> <p>Learnings around sustainability are shared through impact briefs, which are shared with programme staff and leadership teams. An example is linked.</p>	
B2	<p>Lessons learned in the reporting period</p> <p>Learning and innovation are key to Restless' ambition of continuously adapting and improving the organisation, and transparently sharing learning is seen as a core part of dynamic accountability.</p> <p>The report outlines Restless' approach to learning in three areas: within the agency, in programmatic work, and with regards to staff.</p> <p>A case study presents learnings from Restless' Youth Leadership and Innovation Team and outlines what changes were made as a result.</p> <p>Once the organisation's data management system is developed in 2018/19, concrete learnings will be able to be shared more effectively in future reports. In addition to the data management system, the Panel also suggests Restless consider a knowledge management system, to feed into learning and adaptation.</p>	2
C. We lead by example		
C1	<p>Excellence on strategic priorities</p> <p>The report states that Restless is proud of its leadership role and the guidance it provides to other organisations. Examples are given of participation in or coordination of sector initiatives and working groups. These examples cover various regions and levels from the Bond development network in the United Kingdom to a youth working group in Uganda.</p>	4
C2	<p>Expertise is recognised and welcomed by peers and stakeholders</p> <p>To ensure that their work and expertise reflects stakeholders' needs and is welcomed by them, Restless makes sure to listen and learn from stakeholders. Examples are provided of positive feedback from young people in India, a Restless youth power leader winning a UN SDG Action award for his work, and recognition of Restless Development Sierra Leone at the national NGO awards, as "Outstanding International NGO of the year".</p>	4



C3	<p><i>Inclusivity, human rights, women's rights and gender equality</i></p> <p>Restless is committed to working in an inclusive way, protecting human rights, and promoting women's rights and gender equality, both in their programmes and as an organisation.</p> <p>In the organisation, there are thorough recruitment and equal opportunities policies (these have previously been identified by the Panel as good practice) and specific policy statements for gender, age and nationality. Links to these policies would have been welcome.</p> <p>Restless aims to have a 50-50 composition of male and female staff, a majority of staff native to each location, and for 51% of staff to be under the age of 28. A table shows these statistics for 2016/17 and 2017/18; the targets for gender and age were not met in 2017/18, with a 27% decrease in staff over the past year, 14% of which were under the age of 28, responsible for the latter. Although less than 50% of staff are female, the Panel notes positively that over 50% of senior positions are held by women. The report also explains actions taken to work towards meeting Restless' targets.</p> <p>Gender equality is also a key consideration in programmes. The report explains what gender equality means for Restless, what the organisation's gender principles cover, and how a Gender Committee drives initiatives to make Restless a more gender transformative agency. A gender audit of programmes was conducted in 2017/18 and recommendations for improvement were discussed at the annual Directors Conference. As a result, diversity and inclusion were flagged as a priority for 2018/19.</p> <p>The Panel commends Restless' strong approach when it comes to gender issues, but would like more information about other aspects of inclusivity in programmes, such as disability or ethnic minorities in the next report. Are there specific efforts to engage those at risk of being excluded from Restless' work? For example, the Panel found this article on disability inclusion training in Zimbabwe which would be of interest to share here.</p>	3
C4	<p><i>Minimising negative impacts on stakeholders</i></p> <p>Restless takes at a minimum a do no harm approach to their work and aims to have significant positive impacts on peoples' lives. The report explains how this is ensured through the organisation's values, safeguarding policy, code of conduct, programme principles, and dynamic accountability approach.</p>	4



C5	<p>Responsible stewardship for the environment</p> <p>The report explains how Restless aims to mitigate the organisation's impact on the environment, whilst also tackling climate change through its programmes.</p> <p>A set of Environmental Principles (can these be linked in the next report?) outlines the organisation's commitment to protecting the environment through managing carbon footprint, greener programming, building staff knowledge and commitment, sustainable financing decisions, and engaging networks.</p> <p>The new Quality Assurance Framework which was developed in 2017/18 will measure quality and performance against environmental commitments. Essential standards and key performance indicators are listed, and measurement will begin in 2018/19.</p> <p>Restless' efforts to measure and manage carbon footprint are explained. Flights are the key contributor to emissions, and the majority of these are part of the International Citizen Service programme. Overall, the organisation's carbon footprint is falling year on year.</p> <p>A number of other ways to reduce negative environmental impacts are listed, from initiatives to create greener offices, to less impactful data collection and procurement methods, and supporting youth campaigning on climate issues. The Panel is interested in hearing more about the Go Green challenge in the next full report.</p> <p>Results from Restless' annual Agency Survey are also shared, showing how well staff understand the Environmental Principles and how well they think Restless is performing in this area. Plans for improvement are outlined.</p> <p>Overall the Panel finds Restless' approach in this area to be strong.</p>	4
<h2>Cluster B: Stakeholder Involvement</h2>		
<h3>D. Key stakeholders are identified with great care</h3>		
D1	<p>Key stakeholders and how they are identified</p> <p>Restless' stakeholders are young people, parents, community leaders, staff and volunteers, CSOs, and other institutional actors and partners from public and private sectors.</p> <p>The primary stakeholder group Restless works with are young people, which Restless identifies as between 15-24 years of age (as defined by the</p>	3



	<p>UN). The report explains how programme stakeholders are identified through stakeholder mapping activities, consultations, and joint programme design workshops. The Panel notes positively that young people are involved in identifying others who should be involved. When developing programme theories of change, key stakeholders and their roles are identified. An example is given of how this was done in a programme in Uganda.</p> <p>Given the number and variety of stakeholders, the Panel recommends Restless give more information the criteria that leads to stakeholder prioritisation. Are there any other considerations apart from age when prioritising stakeholders, such as gender or those from a disadvantaged background?</p>	
D2	<p>Reaching out to those impacted or concerned by your work</p> <p>Restless' Youth Leadership Model sets out the different ways of engaging with young people at all levels across the agency, from staffing and governance to programmes.</p> <p>Restless' strategic model is built around long-term community engagement led by volunteers. Stakeholder engagement is built into programme design and monitoring, evaluation and learning systems – young people are part of programme design teams, and work with peers and other community members on all aspects of the programme.</p> <p>Some examples of what methods of engagement work best would be welcome in the next report – workshops, surveys, in-person versus online/remote, etc. Has Restless faced any challenges in engaging certain groups?</p>	3
D3	<p>Maximising coordination with others operating in the same space</p> <p>Working in partnership is key to Restless' approach, and is seen as a way to expand reach and impact, avoid duplicating efforts, and not put undue pressure on teams.</p> <p>A set of Partnership Guidelines explains how the organisation's values guide their work with partners, and sets minimum standards for working with partners. Partnerships are based on a shared vision and values, mutual accountability and trust, and are participatory and inclusive. Restless promotes local ownership and decision making, and is committed to building the capacity and capabilities of grassroots youth organisations.</p>	4



	<p>An example is given of how Restless is working in partnerships to build a Youth Collective in Zimbabwe. An overview is provided of the number of sector partners Restless worked with in 2017/18, and what type of organisations these were. The high number (914) of partners across several sectors strongly suggests great inclusivity and participation.</p> <p>Overall, the Panel considers Restless' approach to be a good practice.</p>	
E. We listen to, involve and empower stakeholders		
E1	<p>Stakeholder feedback</p> <p>The report provides detailed information on how Restless seeks feedback from internal and external stakeholders including programme participants and communities, staff, and volunteers. Feedback is sought at various stages of programmes, from inception meetings to regular check-ins. A list of formal and informal feedback mechanisms is shared.</p> <p>Feedback is used to adapt and improve, and examples are given of lessons learned from different processes in different countries, along with actions Restless is taking to improve.</p>	4
E2	<p>Stakeholder engagement</p> <p>As mentioned under D2 above, Restless' Youth Leadership Model sets out the different ways of engaging with young people across the agency and in programmes. This has previously been identified as a good practice by the Panel, as well as local authorities recommending Restless model to other partners.</p> <p>Regular and continuous engagement with a wide variety of stakeholders is seen as a key part of achieving strategic goals, and stakeholder engagement is built into programme planning, delivery, and MEL systems. Young people are part of any new programme's design team. Partnerships, as mentioned under D3 above, are participatory and inclusive.</p> <p>Section 6 of the report explains how young people are engaged in Restless' advocacy work, and this is covered under question F2 of this framework.</p>	4
E3	<p>Main likes/dislikes from stakeholders and organisation's response</p> <p>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</p>	2



	<p>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.</p> <p>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.</p>	
E4	<p>People and partners have gained capacities that last beyond your immediate intervention</p> <p>Sustainability relating to partnerships, and Restless' focus on capacity building and helping people and partners become more self-reliant, is addressed previously in the report under question B1.</p>	4
<p>F. Our advocacy work addresses the root cause of problems</p>		
F1	<p>Evidence regarding the root causes of the problems you address</p> <p>Restless' advocacy positioning, recommendations and messaging are built on their local and national work in their hubs, through youth-led networks, and youth consultation. A number of examples are linked to confirm that root causes of problems are identified by affected communities</p> <p>Restless has a strong youth-led, data-driven approach where young people build advocacy asks using data collected and analysed from the communities in which they are based. These young "accountability advocates" undertake community outreach and sensitisation, which ensures that data and information are collected with the consent of the local community. The actual advocacy is also led by youth, as demonstrated in an example where two accountability advocates from India and Tanzania shared their work at the UN General Assembly.</p>	4
F2	<p>Stakeholders support your advocacy work and value changes achieved</p> <p>The youth-led approach to advocacy explained under question F1 ensures that young people and their communities support Restless' advocacy work. The report shares examples of occasions in 2017/18 where young advocates represented Restless Development (and themselves) at a range of high-level decision-making spaces.</p>	4



	<p>The Panel commends Restless' approach. In future reports we would also like to know how young people are involved in the evaluation of advocacy efforts.</p>	
<p>G. We are transparent, invite dialogue and protect stakeholders' safety</p>		
<p>G1</p>	<p>Availability of key policies and information on your website</p> <p>Restless' approach to transparency has previously been identified as a good practice. Radical transparency is part of their dynamic accountability model, and information relating to governance, finance, programmes, policies and performance is available on their website. An open information policy also explains what information can be made available either proactively or by request. Restless also publishes financial information to IATI (the International Aid Transparency Initiative) in an open standard for further use by the public.</p>	<p>4</p>
<p>G2</p>	<p>Pay scale, gender pay gap and top salaries</p> <p>Restless development has a transparent and equitable salary scale which ensures staff on equivalent grades receive fair and comparable wages with peers in other offices. Consistent job titles are used in every country, and measures are in place to ensure take-home pay in different countries is comparable regardless of personal and national specificities. Restless will begin reviewing its pay, salary, and monetary rewards in 2018/19.</p> <p>A Values and Behaviour Framework is used during recruitment to ensure roles are recruited at the right level, and that roles are fairly mapped against the salary scale.</p> <p>By having transparent, equitable salary scale developed from local cost of living data, Restless is confident they are not undermining local CSOs' ability to recruit staff. Restless also aims to recruit staff native to the countries they operate in, and in 2017/18 achieved this with 93% of staff in their hubs.</p> <p>Restless measured the gender pay gap in their London office for the first time in 2017/18. They had a mean gender pay gap of 15% and a median of 11%. Results showed that there is less female representation at the most senior levels compared to most junior levels (a table shows the ratios of male and female staff in pay quartiles). The report explains how Restless has been working to reduce the gender pay gap by introducing more flexible working conditions and working on diversity and inclusion internally. Key steps for 2018/19 include measuring the gender pay gap in</p>	<p>4</p>



	<p>other Restless hubs, developing plans to address gaps, increasing knowledge and understanding of a gender transformative approach across the organisation, and using new data around gender in senior leadership and board decision making. This information was also published in a blog post, and the Panel commends Restless on its openness and genuine efforts to improve.</p>	
G3	<p>Ensuring privacy rights and protecting personal data</p> <p>Restless takes seriously the protection of the privacy of the people they work with. A privacy statement explains what information is collected, when and how it is collected, how it is used and stored, and how Restless will keep personal data safe and secure. In 2017/18 a working group was formed to align policies, systems, and practices to ensure compliance with the EU General Data Protection Regulation.</p> <p>The report explains how the Board of Trustees, Senior Leadership Team, and staff are involved in ensuring compliance with legal requirements and organisational policies. All individuals receive training on these issues, with some staff receiving enhanced training dependent on their roles and the people and data they work with.</p>	3
G4	<p>Largest donors and their contributions</p> <p>Restless' five largest donors in 2017/18 are listed together with the amount of their contributions.</p>	4
<p>Cluster C: Organisational Effectiveness</p>		
<p>H. Staff and volunteers are enabled to do their best</p>		
H1	<p>Recruitment and employment is fair and transparent</p> <p>Recruitment and induction at Restless is decentralised, and there is a recruitment and induction policy which guides consistent processes and best practice across the organisation. Restless' equal opportunities policy (pg. 24 in their Global Employee Handbook) also mentions an impressively comprehensive range of factors which should not affect recruitment and treatment of staff.</p> <p>The report provides an overview of staff composition broken down by age and gender at position level, and information on local hires is provided earlier in the report. The Panel recommends more information broken</p>	3



	<p>down by disability, ethnicity, nationality, etc., and also providing this information for the Board of Trustees.</p> <p>The vast majority of staff feel that Restless encourages, welcomes, and values diversity (results from the 2017/18 agency survey are provided) and Restless is committed to expanding their approach to diversity, inclusion and flexibility.</p>	
H2	<p>Staff development</p> <p>Global performance and development guidelines are used by all of Restless' hubs. These aim to bring mutual benefit to both the agency and staff members, enabling staff to enhance existing capabilities and to build new skills based on the needs of the organisation, their job, and their career goals. Personal development is led by staff members and supported by Restless through challenging roles, ongoing support, training and development opportunities, and assistance in career planning.</p> <p>All staff have access to Restless' e-learning platform, which includes mandatory modules such as on safeguarding, as well as a range of optional learning opportunities. The platform is used for the inductions of all new staff, and all staff will have completed the mandatory modules by the end of 2018/19.</p> <p>The report also explains that the People team supports staff within performance management, ensuring individual goals are set and monthly updates are shared. Restless will focus on mapping current talent to create an agency-wide talent bank, to track performance, and identify how existing talent can grow and what skills may be lacking in the agency.</p>	4
H3	<p>Safe working environment</p> <p>Restless' Dignity at Work Policy (pg. 28 of the Employee Handbook), which applies to all employees and volunteers both in the workplace and at work events (offsite), sets out the organisation's commitment to providing a place of work that is free from bullying and/or harassment.</p> <p>The Code of Conduct also provides guidance for staff and volunteers on the standards they are expected to uphold – sexual harassment, abuse and exploitation are amongst the behaviours deemed inappropriate and inadmissible.</p> <p>The report also explains Restless' zero-tolerance approach to sexual assault and safeguarding. Safeguarding procedures were reviewed externally and found to be detailed, appropriate, and effective. All staff</p>	4



	<p>undertake safeguarding training and an annual refresher. In 2018/19 an all staff training module on sexual harassment will be developed and will comprise a mandatory part of staff inductions. The Safeguarding Policy has been further strengthened in 2018, and more details about this will be shared in Restless' annual report.</p>	
<p>I. Resources are handled effectively for the public good</p>		
11	<p>Resources are acquired in line with your values, globally accepted standards and without compromising independence</p> <p>Restless' Ethical Funding Policy sets out the criteria for accepting or refusing funding from private sector organisations. Efforts are made to protect Restless' reputation and dignity, and there are exclusion and caution lists in place for organisations in certain industries. When considering bidding for programme funding, there is a process guiding whether to submit a bid or not, based on ethical standards. All supporters of Restless who may have specific requests are informed that this will only be done if in line with Restless' mission.</p> <p>The Safeguarding Policy includes guidelines for the consideration of partners (which can include donors) and outlines minimum standards for e-safety and the use of media and images.</p>	4
12	<p>Monitoring of progress and re-allocation of resources</p> <p>All programmes' impact and progress is shared internally and with programme stakeholders, for example through evaluations published on Restless' website. Strong MEL systems feed into evidence based programming, and the Panel notes positively that young people lead on these processes. An example is provided of learnings from programme evaluations in Zambia.</p> <p>Financial performance and activities are reviewed monthly, and budgets are re-forecast on a quarterly basis. In the next report the Panel would like some more information on how resources can be re-allocated in response to emerging needs, priorities or even in case of force majeure, if needed.</p>	3
13	<p>Minimising risk of corruption, bribery and misuse of funds</p> <p>The report explains the policies and procedures in place related to good financial management. There are global and national finance policies, a global chart of accounts and accounting system, and consolidated global accounts. Externally audited financial reports, in line with Charity Commission requirements, are published online.</p>	3



	<p>Management accounts are prepared monthly, and donor reports are produced to ensure spending is in line with donors budgets. Hub and Global risk registers are reviewed on a quarterly basis.</p> <p>To reduce the risk of misuse of funds, there is a separation of powers in financial systems, dual authorisations for payments, and a global internal audit programme where staff are trained to audit other Hubs.</p> <p>Here the Panel would also like to know about relevant policies such as an anti-corruption or anti-fraud policy, and information about how concerns should be raised e.g. through a whistleblower policy. Whilst not mentioned in the report, the Global Employee Handbook has detailed information about how Restless deals with fraud and irregularities, the whistleblower mechanism, and anti-bribery policy.</p> <p>An overview of complaints about financial mismanagement is provided on page 37 of the report. Of 14 concerns raised, three were substantiated and appropriate action was taken. It would also be interesting to know about any lessons that have been learned from incidents.</p>	
<p>J. Governance processes maximise accountability</p>		
<p>J1</p>	<p>Governance structure and recruitment of trustees/board members</p> <p>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.</p> <p>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?</p>	<p>3</p>
<p>J2</p>	<p>Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes</p> <p>The Board works closely with the CEO and Senior Leadership Team to achieve organisational goals. There are Board committees working on finance and audit, external engagement, resource mobilisation, people and culture, and programmes and policy. The report explains the roles of these committees in assessing and mitigating risks, and ensuring compliance and performance. External experts, young people and ex-</p>	<p>4</p>



	<p>volunteers are also invited to join these committees to share experiences, ideas and expertise.</p> <p>The Board also has two appointed Safeguarding Officers, and is the most senior point in terms of reviewing and responding to concerns and complaints. It has also developed a reviewing mechanism with quarterly reporting related to safeguarding, finances, staff and fundraising.</p> <p>In 2018/19, Restless will be working to meet the governance essential standards set out in their Quality Assurance Framework.</p>	
J3	<p>Complaints handling mechanisms and overview of complaints (external)</p> <p>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.</p> <p>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.</p> <p>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.</p>	3
J4	<p>Complaints handling mechanisms and overview of complaints (internal)</p> <p>Internal stakeholders can use Restless' internal grievance procedure and whistleblowing procedure (pp. 51 and 62 of the Employee Handbook) to raise concerns. The report explains these mechanisms and provides an overview of number and nature of complaints received.</p> <p>Again, are there any lessons that can be shared from the cases that have been received? It would also be interesting to know how these</p>	3



	mechanisms are promoted so that staff know about and are encouraged to use them.	
J5	<p>Protecting confidentiality and anonymity of those involved in complaints</p> <p>The whistleblowing policy states that Restless is committed to protecting the confidentiality and anonymity of those involved. How has this worked in practice – have there been any submissions under the policy recently, and have there been any learnings from how these were handled?</p> <p>Efforts are made to keep the identity of complainants confidential and all reasonable steps will be taken to protect complainants from being victimised or otherwise negatively treated for making a complaint.</p>	3
K. Leadership is dedicated to fulfilling the 12 Commitments		
K1	<p>The governing body and management are held accountable for fulfilling strategic promises</p> <p>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.</p> <p>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.</p>	2
K2	<p>Inclusion of staff in discussing progress toward organisational accountability</p> <p>Restless believes it is the role of all staff and volunteers to apply Dynamic Accountability principles in their roles, and that everyone has a leadership role to play. There is a commitment to distributed decision making in the agency, and staff are involved through surveys, consultations, and ways of working such as internal communities of practice.</p> <p>Staff are consulted in the compilation of the accountability report. In the next report the Panel would like some more information on this – who is involved and at what stages? Is the Panel's feedback shared and discussed with staff?</p>	3



K3	<i>Scope of this accountability report and influence over national entities</i> The report covers the Agency, comprising ten Hubs and one International Unit. Data and examples are drawn from a range of offices to illustrate how policies and processes work in practice.	4
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