

Restless Development
Minutes of Trustee Meeting 24th July 2018

Attendance is reflected in the table below. Members of the International Board of Trustees are listed on the left; Senior Leadership Team members are listed on the right. The meeting was chaired by Charlotte Eaton, Chair of the Board of Trustees. The meeting was held at the Restless Development offices on Lower Marsh, London, UK. Apologies were received from Jim Sewell, Hannah Brownin, James Sole and Katie Rowberry. Ed Francis and Carol Monoyios joined remotely

Meeting Dates	24 Jan	10 April	24 April	25 July	19 Sep	28 Nov	23 Jan	24 April	24 July		24 Jan	10 April	24 April	25 July	19 Sep	28 Nov	23 Jan	24 April	24 July
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

Welcome. Charlotte (Chair) welcomed everyone to the meeting with apologies from those unable to attend (see table). Charlotte specifically welcomed Alex Stewart (Strategic Initiatives Manager) to her first Board meeting as an official member of the Senior Leadership Team (SLT) and asked Ed how he was settling in Zambia. Charlotte also congratulated Anand and James on the birth of their respective babies. Charlotte noted the agenda for the Board Away Day would be circulated shortly and that the day would be held at the office. She also noted a plan to host documents for Trustees on an internal site for ease of reference and in order to reduce email traffic.

Trustees only – resignation of board members and appointment of new members. Charlotte proposed the appointment of new Young Trustee Jenny Wilson to join the Board and the External Engagement Committee. Affan (Programmes and Policy Committee) mentioned it was sad to see Hew (former Young Trustee) go due to his studies and noted that Jenny was a great new addition who has previous experience with Restless Development as an ICS Volunteer. All Trustees approved Jenny's appointment onto the Board and the External Engagement Committee. Charlotte also proposed the appointment of Paul Wafer to the Board and Programmes and Policy Committee. Affan explained that Paul has prior experience with Restless Development Nepal, DFID and across the sector. Again, the Board approved this appointment. Paul's first Board meeting will be September. Charlotte formally noted Hew's resignation from the Board at the end of May 2018 and informed the Board that she had sent a thank you note and gifts on their behalf.

Minutes & Matters Arising. Charlotte reviewed the minutes and actions from the last meeting and confirmed that there was nothing outstanding. She welcomed Catherine Rodgers (Uganda Hub Director) as a guest to the meeting and handed over to her for the next agenda item.

Hub Spotlight – Uganda. Catherine gave a brief overview of the Uganda hub's income, programmes and staffing. Catherine told the story of Franco, a young leader who has been based in Karamoja volunteering with Restless Development as part of a youth-led research project working on sustainable livelihoods since 2012. The project focused on climate-smart agriculture in order to ensure enough food is available in dry seasons and through this project, Franco and his community influenced the government to provide protected land for this purpose. Catherine updated the Board on Restless Development Uganda's vision: "To focus on improving access to economic justice for diverse and marginalised young people, delivered through data driven accountability hinged on innovative work to inform and influence government actors." Catherine showed a short video message from the Uganda Board Chair, Joseph Munyangabo. Anand enquired about what type of data is collected through programmes and how this is used. Catherine explained that data is currently collected from programme activities and used primarily to inform programmes and to report but they have recently received a new grant from Mastercard to help them focus on sharing data for action and discussion. Affan enquired about any challenges the Uganda hub is facing in achieving its vision. Catherine noted capacity/resource, the local country context and collaboration within this as being the main areas of focus at present. Myles asked about the implications of the shrinking civil society space both in Uganda and the UK for the hub. Catherine referred to the work with Civicus to support this challenge as well as the hub's recent presentation to a government technical committee that reviews and approves all sexual health curricula, which went very well and since which, they have even been asked to join the technical committee. Affan enquired about how the work Restless Development do with young people in Uganda is viewed by those in power in country, to which Catherine responded largely positively but noted that naturally it does mean they are the subject of more scrutiny given the focus on young people.

Income Spotlight. Charlotte and Perry welcomed Laura Woodhouse, Senior Fundraising Manager, into the meeting to present on unrestricted fundraising. Laura presented on the fundraising team's four main areas of focus: Events (Ultimate News Quiz and School Triathlons); Major Donors (differentiated between an Entrepreneur Panel for larger givers and Generation Restless for younger professionals); Corporate Partnerships (including Virtual 1, Solar); Brand Partnerships (including Waffle On and Global Hotel Alliance) and Sponsorship (including School Triathlons and Youth Stop Aids Speaker Tour); and Regular Giving (portfolio of 60 regular givers and UK supporter network). Laura then gave an overview of 2017/18 income against

targets, end of year expenditure against income, percentage of income from each of the four streams and a breakdown of regular giving by donor and sum of donations. Laura then focused on how Trustees can support unrestricted fundraising and shared the 2018 Calendar of Events, Opportunities for Supporter Engagement and a pitching card about Franco's story from Restless Uganda. Charlotte then invited the Board to ask any questions they might have.

Jon asked about any proposed changes going forwards, to which Laura responded she would be looking more at focus of the team and flows between the different income streams, how the team talk about themselves and communicate Restless Development's work as well as digital engagement. Jenny enquired about 'Generation Restless' and said she would be keen to link her networks to this opportunity. Charlotte followed up with a question about the target audience for this and what the opportunity entails. Laura explained that it is targeted at young professionals and provides them with an opportunity for dynamic accountability, skills-sharing, networking, community fundraising, events and overseas trips, all led by a central committee. There is also an ambition for this network to be expanded globally and the team are in discussions with the US hub about this. Carol explained that it will be critical for the two new committees (income and external engagement) to work together to address how diverse income is brought to the agency as well as sustained longer-term. Charlotte mentioned that there is a common thread coming through multiple channels surrounding communications and PR/Branding, including how we talk about Restless Development. This is an area where we need to look at capabilities and it will be covered by a slot at the Away Day.

CEO Report. Perry presented his quarterly update to the board, focusing on progress with Aid Connect and the nine month co-creation phase, being led by Amelia Yeo (Head of Programmes) whose role will now focus 50% on this. He also updated on ICS and the selection of our Nepal and Uganda Hubs to take this forward (on a much smaller scale) during the ICS 2 extension phase. Perry also updated the Board on the proposed restructure of the International team and UK hub, the business case for which is being shared with and proposed to all staff for review and feedback during a two-week consultation period. Perry reiterated that we will support all staff in line with our values, whether that be into new roles at Restless Development or elsewhere. Perry talked the Board through the main proposed changes and reasoning for these within the proposed restructure.

Perry emphasised the importance of the seven Youth Leadership and Innovation pilot projects referred to in the CEO Report. He also updated the Board on the outcome of the long process of the Goal investigation in Sierra Leone, namely with no fraud having been found by external auditors at all and with Goal finally transferring funds owed to Restless Development on the conclusion of the two-year process. He recapped on his CEO priorities against which he will update the Board on progress going forwards: 1. Sustainable resourcing – namely the financial health of the agency, 2. Strategy progress – updates on the delivery of our global strategy, key advances and challenges, and 3. Leadership – the status of global directors, heads and boards. Finally, Perry updated on the progress against key areas of interest from last quarter (including finances and safeguarding) as well as flagging priorities for this quarter (response to internal audit results).

Carol enquired about responses from the agency (global hubs and international) to the proposed structural changes and distribution of leadership across the global agency. Perry explained that the response to shifting leadership globally had been positive but that there were naturally more practical questions about global governance, as is to be expected. Perry noted he thinks this will be about harmonising processes, transparency and candour. Affan enquired about the pipeline for Hubs leading on specific areas for the agency, to which Perry responded that we are an agency "driven" by hubs is different than an agency "led" by hubs in terms of accountability. He noted that this is a five year process, and we will only be asking hubs to take on global leadership where and when it makes sense in terms of capacity, capability and training.

Quality Assurance. Kate referred to the paper detailing the Quality Assurance Framework and explained that 10 of the 14 pillars within the agency plan have been now mapped out in order to establish their essential standards and KPIs. The remaining four will be mapped between now and the end of September in order to re-launch the whole framework from October. The current focus of the framework is on performance but this will shift towards high performance and quality indicators in the new financial year. Top line trends over the last quarter include: a steady pace towards meeting 100% of essential standards (due by September) with most progress in the area of the financial model and actions coming out of the results from recent internal audits. Kate updated that the performance review process for the Sierra Leone Hub will be concluded this week and an outcome determined. Charlotte enquired when the Board would be introduced to the latest version of the Quality Assurance Framework for review and input. Kate proposed that this is circulated for comment.

Kate presented the risk register. The top three risks for the agency this quarter are: fraud and bribery (unchanged), donor diversity and flexible income (unchanged) and senior leadership (increased). Trustees expressed agreement with the ratings and actions as had been reviewed in committee meetings.

Kate referred to the GDPR paper and explained how we are now considering where this project sits best longer-term now that it has been set-up and established and requires ongoing monitoring of compliance going forwards. Charlotte noted that the team had done a good job in navigating the complexity of this new legislation so quickly.

Jon queried whether different sources of information – e.g. findings of the internal audit; whistleblowing input; performance review processes – are connected to inform management responses. Kate confirmed that these strands are indeed brought together in such processes. Anand added that the cost in terms of time and resource of SLT and the People team managing these processes requires acknowledgment and preventative measures in the future so this is futureproofing is crucial in future Hub Director inductions.

Finance. Jon re-capped that the Q3 re-forecast and cash-flow, internal audit results and updates already covered in other agenda items. He re-iterated that although reserves are not projected to be impacted this year, there is need for them to be built up further in coming years. Charlotte enquired where the reserves number was sitting currently, and it was confirmed this is just below the benchmark. Jon noted that trustees will need to be involved in the process for finalising the 2018/19 budget in advance of the September sign-off. Charlotte asked whether our waterworks were being used for the intended purpose. Perry clarified the purpose of 'waterworks' within our financial model as a way of building and freeing funds for investment in growth and innovation – with the exception of 1617 when it was consumed to cover donor withdrawal of the Saving Lives grant in Sierra Leone, this money has been used in recent years for this purpose, and that we plan over time to rebuild this fund.

Programmes, Policy & Practice Committee. Myles updated that Ed's focus from Zambia will be on working with hubs to embed the strategy, building partnerships in the region, and leadership of the international programmes unit. Updates on ICS and Aid Connect have already been covered elsewhere in the agenda. The new online MEL system was discussed at the Committee but it was noted that this has been paused as more funding is required before this can proceed. Young representatives from Sierra Leone, India and Zimbabwe recently attended the Commonwealth Youth Forum in April. We are also working in partnership with Cambridge University on a project to establish what a 'living' means to young people.

Investments & Partnerships Committee. The Committee discussion focused on revenue priorities, key business areas and risk. Graham commented that it was helpful to have the level of scrutiny that was present and has resulted in quicker clarification of priorities in line with the proposed restructure.

Programme funding is doing very well with 50% success rate but showing some programmatic drop-off in September. Unrestricted funding also doing really well but more can be done and this will be a focus going forwards. It was agreed that risk should be used to project forward and determine priorities. Anand added that more work needs to be done on prioritisation in terms of what we go after and what we say no to.

People Committee. Christina updated that recruitment for Jenny and Paul is now complete. It is also underway for the Chair of the People and Culture Committee, and we have two strong candidates in the final stages. Three other roles are now live: External Engagement Committee Chair, Resource Mobilisation Chair for the Income Committee and new Young Trustee for the People and Culture Committee. We will also be recruiting for a digital expert in due course.

On safety and safeguarding, Kate gave an overview of all incidents from the last quarter and an update on reporting to the Charity Commission. Charlotte thanked Kate for her work done to date dealing with requirements for the Charity Commission. Affan asked Kate to explain all open cases, and Kate's explanation was sufficient to give the Board comfort that the cases are being managed correctly.

AOB. Alex reminded the Trustees that they are invited to the Global Directors' Conference in India in December. Charlotte is speaking to Mike Kelly about how best to present the 2018 Board Review at the upcoming Away Day. Carol thanked the team for the successful audio/visual set-up of the meeting.

The meeting closed at 19:00.