

**Restless Development  
Minutes of Trustee Meeting 28th July 2020**

Minutes of Trustee Meeting, 28th July 2020. 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. Charlotte Eaton, the chair, opened the meeting and welcomed all those attending. Apologies were sent by Matt Beard and Anand Aithal.

Meeting Dates	24 Jul y	7 Au g	11 Sep t	20 Nov	29 Ja n	23 Ap ril	23 Jul y	10 Se pt	26 No v	3 De c	28 Ja n	28 Apr	28 Jul		24 Jul y	7 Au g	11 Sep t	20 No v	29 Ja n	23 Ap ril	23 Ju ly	10 Sep t	26 No v	3 Dec	28 Jan	28 Apr	28 Jul	
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	●	●	○	●	●	●	☒	☒	☒	☒	☒	☒	☒	
Mark Dickinson	☒	☒	●	○	●	○	●	○	●	●	●	*	*	Nazy Amin	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	
Paul Wafer	☒	☒	●	●	●	●	●	*	●	●	●	*	*	Klara Schmitz	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	☒	
Antoinette Boateng	☒	☒	●	*	●	●	*	●	●	●	○	☒	☒	Laura Barker	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	

Amelia Pan	☒	☒	☒	●	●	●	○	○	●	○	●	*	*	Edleen John	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*
Matt Beard	☒	☒	☒	●	*	○	○	○	●	○	*	○															
Tom Allen	☒	☒	☒	●	●	●	●	●	●	●	*	*															
Lucinda Moore	☒	☒	☒	☒	☒	☒	●	○	●	●	●	*	*														

● In attendance                      ○ Absent/Apologies                      ☒ Not a Trustee/Resigned                      \* Via Phone/Skype

- Welcome.** Charlotte Eaton, Board Chair, welcomed everyone to the meeting. Charlotte mentioned that this meeting's agenda looks different from the usual one. We will be spending the majority of this meeting in the first section looking at the commercial impact of Covid-19 on Restless Development and the big decisions needed moving forward. Charlotte shared the news that we have Edleen joining the board and People & Culture Committee. There were no objections and the board formally approved Edleen to join the board.
- Minutes and Matters Arising.** The minutes and actions from the last meeting were reviewed, with all actions completed. Charlotte has reviewed the minutes from last meeting and has not received any amends or changes so they are all approved. Charlotte welcomed Perry, CEO, back after his paternity leave and thanked Kate and Gemma for their co-leadership which was fantastic and for admirably leading the team through the crisis. Edleen joined the meeting. Charlotte shared that she has been formalised to the board and shared a big welcome from everyone. Edleen thanked everyone and mentioned she will be focusing on diversity and inclusion. Edleen shared that she has a background working in financial services in the diversity and inclusion space and she has sat on advisory boards outside of work. Edleen said that she is really excited to be a part of the team to help and support moving forward.
- CEO Report, Financial Health & Future of Restless.** Perry, CEO, began that it was a pleasure to be back and shared a huge thank you to the Senior Leadership Team and to Gemma and Kate for leading the team for two months during a crisis. Perry shared the approach, outcomes and frame for discussion for this session. Perry explained that we have gone from closing our strongest financial year ever to facing potential threats to the future of the agency. This was through the Covid19 pandemic resulting in income loss from triathlons, corporate giving and programme funding, initially, followed by the impact of the DfID Covid response budget reprioritization process impacting income significantly. He outlined the potential implications including shrinking the International and UK cost base among other elements of the coming budget. He highlighted action taken already, including communications internally to prepare staff for what is coming, including sharing the numbers with international staff last week and running an exercise for them to come up with ideas. Strategically, Perry pointed out that 2020 has taught us a lot about our agency: the pandemic has taught us we can work remotely without heavy office cost, even running the SLT retreat virtually; income drops show that we need to reduce international costs; and, the Black Lives Matter movement has accelerated our anti racist commitment and hunger to help decolonise development. Overall, any budget we propose for sign off will have been thoroughly reviewed against cash flow risk.

Charlotte asked whether we are seeing a low response to our application for opportunities? Perry answered that this year's decision making has been slow due to the pandemic. Mark asked to clarify variables included in the budget thinking. Perry answered we are budgeting on the assumption that the triathlons will run in the new year and that phase 2 of the Development Alternative gets accepted. We will also include a worst-case, costed estimate of what we would do if those decisions don't go our way, including this in our budget development.

Perry handed over to Gemma to go through the details of the income projections against market uncertainty. There is an income projection of £5.1m for next year, majority of which is from programme funding. There is slower decision making due to the pandemic, and everyone changing priorities, which has resulted in us having £21m pending with donors. Most figures are informed by conversations we have had with donors on how much they can give us. We are making good progress with key donors.

Charlotte noted that you can see why this affects cash flow challenges later in the year when we are awaiting decisions. Lucinda asked on the £3.4m of income that is secured, inquiring how much is actually secured given the broader context? Gemma replied that it is difficult to say but most of the secured work we have gone through renegotiations and pivoted work. The work that is uncertain we have put into the pipeline. Gemma is as risk assured as she can be at this time.

**Action: F&A Committee and Resource Mobilisation Committee to hold a joint meeting for budget review.**

Mark noted the reality of restructuring International and the disruption this will cause; losing talent, moving roles overseas, draining and affecting morale. The recovery, pivot, quickest and kindest way through a restructure is really important. Mark is happy to help support this. Charlotte noted that she had the same reflections as Mark and she is happy to support in the restructure. Perry noted we will come back to the board on the issue of talent transition.

**Action: Update progress and plan on succession and talent development in the budget meeting**

4. **Finance Committee Report.** Jon shared that the main message from the committee meeting is that cashflow is the top priority. In the committee meeting we noted three risks we are facing: cash flow, current year and next year's budget. We have reserves of a healthy level at this time. A mitigation plan is in place for managing cash flow risk.
5. **Resource Mobilisation Committee Report.** Gemma shared that during their committee meeting they went through the income position in great detail for Q4 and next financial year and reviewed the risks. Matt, who was unable to attend, is hoping to get a steer on co-opting committee members which we paused due to Covid19. Gemma suggested an interim solution for someone to informally join before they pick up recruitment next quarter. As previously discussed the F&A committee will join up with Resource mobilisation meeting for the next quarter. Hannah shared as she is not part of a committee she is happy to join.

Affan shared that he remembers a discussion on co-opted members previously and suggested it be possible for co-opted committee members to join other committees. Charlotte agreed she is happy for this conversation to be taken offline and for Affan to coordinate going forward.

**Action: Hannah to join the Resource Mobilisation committee**

**Action: Affan to coordinate a co-opted committee members approach and drive this forward**

6. **Programmes, Policy and Practise Committee Report.** Affan shared that this is the first Programmes Covid19 report as the last one didn't cover it. Affan noted there is a credit to the team here that we could have expected to underdeliver in testing circumstances, but the team is over performing. We have reduced the Programmes risk as we now have a better understanding.

7. **External Engagement Report.** Alex shared that they spent most of the committee in a fruitful discussion about the changes over the past 3-4 months. The key highlights from the last quarter are that our engagement has improved with young leaders in more countries and an increase in opportunities. Alex noted that we have launched the new website and feedback is welcome. Charlotte mentioned that she has seen the new website and it looks brilliant and well done to the team for landing that with everything going on.
8. **People Committee Report.** Christina shared the highlights of the work we are doing on anti racism and Black Lives Matter. We have formed a group which is beginning with a large effort to listen to staff. We held a global call a few weeks back where staff shared their stories, ideas, opinions. From there we learnt we needed to take a deeper dive and listen to each hub so each hub will be running their own listening exercise. Once these have all been completed the group will look at the information and how it will set about building interventions, policies and work with hubs on their Diversity & Inclusion action plans. Christina explained she has learnt from this that we should not be rushing into this and we need to understand, listen and acknowledge that while we feel an urgency to change now, racism has been around for a long time, so our response reflects the reality of how much must change. Christina has included a page in the report on blogs and pages on inclusion which have been well received and our blog readers have increased. In the last quarter we have brought staff together on global calls and captured a honest video from Kate and Gemma on co-leadership. We also have Edleen joining us to help in this space. Chirstina noted that when we met last time the Covid crisis was fresh but we are still working with hubs and putting our staff at the forefront of this and working with them to look after staff as lockdowns are lifted.

Charlotte shared her thanks to Christina and the rest of the team for doing well in keeping everyone safe and happy through these challenging times.

9. **Quality Assurance including Risk & Safeguarding Report.** Kate shared that in the previous quarter, 7 out of our top 10 risks increased due to the pandemic. Three months later we felt we could reduce 3 risks: Senior Leadership, Programme Performance and Major Incidents and Disasters. Kate brought the Governance risk to the boards attention as we have to re-register our hubs. The registration renewal in Sierra Leone was successful.

Kate shared the QA highlights from last quarter; we have seen a slight decrease but this is not unexpected as we cancelled review visits and internal audits due to covid-19 travel restrictions. We have adapted our systems to work remotely across the agency and acknowledge an increased risk as we are not able to complete in person audits. We are completing the 360 reviews of hub directors virtually, and the Ops team are evaluating high risk hubs (Sierra Leone and Tanzania) to revisit internal audit recommendations from last year.

Kate shared in the last quarter we received 7 causes of concern. Promisingly, 4 reports came from community members and community leaders who were involved in investigating and this is a result of the focussed efforts in engaging communities in reporting safeguarding incidents. Gareth held a call with 44 staff members (not safeguarding staff) to learn about community safeguarding.

Charlotte agreed that the safeguarding cases being reported by community members in Sierra Leone is a real breakthrough and we should take these learnings more broadly.

10. **AOB.** N.A

**The meeting ended at 18:47.**