

**Restless Development  
Minutes of Trustee Meeting 15th September 2020**

Minutes of Trustee Meeting, 15th September 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 Mark Dickinson.

Meeting Dates	24 Jul y	7 Aug	11 Sept	20 Nov	29 Jan	23 April	23 July	10 Sept	26 Nov	3 Dec	28 Jan	28 April	28 June	15 Sep		24 Jul y	7 Aug	11 Sept	20 Nov	29 Jan	23 April	23 July	10 Sept	26 Nov	3 Dec	28 Jan	28 April	28 June	15 Sep	
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	●	○	●	●	●	●	●	*	*	●	*	○	*	*	Segun Olowoore	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	*	*	
Mark Dickinson	☒	☒	●	○	●	○	●	○	●	●	●	*	*	○	Alex Stewart	●	●	○	●	●	●	☒	☒	☒	☒	☒	☒	☒	☒	
Paul Wafer	☒	☒	●	●	●	●	●	*	●	●	●	*	*	*	Nazy Amin	☒	☒	☒	☒	☒	☒	☒	●	●	●	●	☒	☒	☒	
Antoinette Boateng	☒	☒	●	*	●	●	*	●	●	●	○	☒	☒	☒	Klara Schmitz	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	☒	☒	

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

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

- Welcome.** Charlotte Eaton, Board Chair, welcomed everyone to the meeting.
- Minutes and Matters Arising.** Charlotte has reviewed the minutes from last meeting and has not received any amends or changes so they are all approved.

Charlotte went through the actions from the last meeting. The first action was to look at the timings for future board meetings to make it more inclusive for SLT members who are not based in London. As we move into 2021 Charlotte proposed to have morning and evening sessions (8-11am and 4-7pm) and asked if this was problematic for anyone. Matt asked if it is possible to schedule the meetings through a doodle poll going forward. Charlotte confirmed that everyone agreed to have morning and evening sessions scheduled through a doodle poll and Laura will organise this.

Charlotte shared there are three actions still in progress that will be rolled into the November meeting: the hub representation, co-opted committee approach and talent succession plan. The remaining actions have been completed.

Charlotte shared that Anand is leaving the board at the end of the year. He has brought lots of knowledge and expertise to the board and he will be missed. Charlotte said we will work on next steps but Anard will be around in an advisory capacity and he will be in November’s board meeting.

- Budget.** Segun shared his screen and said that he shared the slides prior to the meeting and he has made a couple of minor tweaks.

Perry shared a big thank you to Segun for all of the work on this - it’s Segun’s first year as Finance Director and he has done a great job. Perry thanked all of SLT and the hubs and explained this is the best set of hub submissions for a long time and it shows good commitment, quality and investment we have made into hubs in the past few years.

Perry spoke through the agenda and headlines for today’s meeting.

Perry shared we used the Three Horizon Model in the restructure two years ago. In which we created the External Engagement function and prioritised investment into horizon 2 areas (Development Alt, comms, unrestricted funding). We knew mature business would decline so we invested in different ways. Two years on that vision has been born out, we have seen a big decline in income in mature business and programme deliveries. We have seen an increase in our horizon 2 and 3 investments in Development and Comms as well as External Engagement creating new

opportunities and driving us towards our new strategy.

Perry explained that we set out 6 priorities in this meeting last year. We wanted to use this fiscal year to change towards our next strategy but Covid19 disrupted this, despite this we have made good progress against our original plans. Covid19 resulted in our priorities shifting and has left us with some incomplete actions. Perry spoke through the progress of the 6 priorities and gave them a RAG progress rating.

Perry explained that Covid has accelerated the transition in the Three Horizon Model model and this has given the implications for the restructure. Thus the greater reductions can be found in our horizon 1 (declining areas - Programmes & Operations) whilst less reduction in our horizon 2, 3 and critical functions (External Engagement, Business Development & Development Alternative).

Perry apologised for not sharing the organogram at this point in time and explained this is because we are still in the consultation phase and he anticipates making changes based on the feedback received. Perry shared that we have built a worst case scenario budget and we will go into operational planning for what we want to achieve once the consultation is finished. We have cut the costs of the structure to what we can afford so we will have to cut the strategic ambitions to what we can achieve. Perry shared he has agreed with Charlotte to bring the priorities for next year to the November board meeting

- 4. Programmes & External Engagement.** Perry Handed over to Ed to explain what this budget means for Programmes and Alex will discuss External Engagement. Ed said following on from Perry we see the large programmes coming to an end and hubs are reducing in size. There is a substantial pipeline in some of our hubs and our growth and impact will continue through the year. Ed explained we have a set of changing initiatives and new ways of working. There is an opportunity to grow consultancy work for new business, develop the new strategy and to embed these changes as we go into the next 5 years.

Ed explained on slide 17 this is a snapshot in time as we look into the new financial year but gave figures on our reach including: running 35 programmes across our hubs and reaching over 280,000 young people. These figures do not include some of the recent wins and we will reforecast throughout the year as programmes start and stop.

Alex shared that we will develop the new strategy to be clearer about the basic principles of youth leadership and change onto one page. Alex is working to strengthen our global youth leadership and sharing we have incredible young people beyond our hubs working on youth power, climate change and researchers in over 50 countries. Lastly we will strengthen our thematic strategy in climate justice, education & livelihoods and in sexual rights & gender.

Charlotte paused and asked if anyone had any clarifications on anything. Affan asked if we can go back to slide 17 and understand the emphasis of programmes on where it is going and how it is going to change. Affan looked at the numbers and saw a decrease in directly reaching young people by 500,000 to 300,000 and asked if the organisation is going down by 40% in terms of income, what is the change?

Ed replied that the big drop in our reach is due to our programmes changing and our big legacy programmes are coming offline. ICS had a significant reach, Mastercard Foundation supported DYNAMIC programme in Uganda is also ending. Covid has been a catalyst for seeing a decline in our large programmes but we have lots of exciting stuff on offer. We also have some legacy programmes still running for example SIDA in Tanzania, the Youth Think Tank, Health Services in Sierra Leone and Young Girls work in India. We do see growth happening in the year and it would be interesting to

compare back later in the year to now.

5. **Considerations for Trustee Approval.** Segun shared by the end of the meeting we need to get approval from the trustees on the overall budget position considering the three areas: Global Salary Scale, opening budget position and the cash position.

Segun explained the budget was put together by detailed hub budgets consolidated with the International budget which is forecasted throughout the year, we have been more prudent on the pipeline this year and have only included what we expect to close based on warm donors and agency contribution and waterwork. We have opened with a pre-pipeline shortfall and expect to be closed throughout the year and shown in quarterly reforecasts.

Segun spoke through the figures in the table on slide 25 and summarised the secured income is expected to be £6.2m compared to £11.7m last year. We expect £2-3m in growth over the course of the year and anticipate to end the year in a balanced position.

Charlotte asked after looking at pipeline income and the discount we have applied given Covid19 is this discount different to previous years due to the pipeline change and risk? Segun replied that we have been more prudent on the pipeline this year as we have gone through it hub by hub and excluded proposals we would usually include at this stage because we are not confident in them. However, we have applied the same risk discount.

6. **Business Development.** Gemma shared that in lieu of having a new Business Development strategy which was a priority for the year which got disrupted by Covid10. We have 3 strategic objectives as shown on slide 26. On slide 27 there is a table of top 10 donors which looks different to last year. These donors make up 65% of the total income which has decreased from 83% last year.

Charlotte noted that it is still material that 50% of the income comes from two large funders and it is one to watch. Paul said that compared to other agencies that this is a good place to be, other agencies are a lot more dependent on fewer donors

7. **Pipeline.** Segun shared there is a £774k pipeline contribution discounted from £2.56m, there is a high level of confidence in this because they have run it through an extra cautious lense. We have had 4 wins over the past weeks and we are expecting the results in Q1 and Q2. The largest contributions towards pre pipeline deficit includes a large programme in Sierra Leone, triathlons and Development Alternative Phase 2. We have a back up plan for the triathlons if they cannot go ahead and we have mitigated the risk in the pipeline.
8. **Global Salary Scale.** Christina shared we are into the fifth year of the 5 year plan. We have agreed 100% alignment to commence from 1st October 2020. Christina shared that Kate has worked with hubs on the practicalities and all hubs will align by September 2021 but it will be based on affordability.
9. **Reserves.** Segun shared the forecast reserve position. Jon said he is happy with the budget overall and the cash flow remains a challenge but we are going into new areas which are exciting, we are agile and not tied to anything in a heavy fashion. Following the discussion, Charlotte asked if anyone had any concerns over the budget, no one shared any concerns and Charlotte confirmed the approval for the budget.

Charlotte shared her thanks and expressed it has been a turbulent year, especially the last couple of weeks, but this is an excellent budget and gives us confidence. Perry thanked Segun again for his work on the budget- it speaks to his quality and hard work. Perry thanked the board for their quality of engagement, questions and willingness to understand our position.

**10. AOB.** Perry shared he has agreed with Charlotte that will be working from the US in a couple of weeks until February.

**The meeting ended at 18:28.**