

**Restless Development
Minutes of Trustee Meeting 5th May 2021**

Minutes of Trustee Meeting, 5th May 2021. Attendance is reflected in the table below. Members of the International Board of Trustees are listed on the left; Restless Leadership Team members are listed on the right. Charlotte Eaton, the chair, opened the meeting and welcomed all those attending. Apologies were sent by Christina Lewis.

Meeting Dates	20 Nov	29 Jan	23 Apr	23 July	10 Sept	26 Nov	3 Dec	28 Jan	26 Mar	4 Apr	28 Apr	28 Jul	15 Sep	24 Nov	26 Jan	5 May		20 Nov	29 Jan	23 Apr	23 July	10 Sep	26 Nov	3 Dec	28 Jan	26 Mar	4 Apr	28 Apr	28 Jul	15 Sep	24 Nov	26 Jan	5 May
Charlotte Eaton	●	●	●	○	●	●	●	●	*	*	*	*	*	*	*	*	Perry Maddox	●	●	●	●	●	●	●	●	*	○	*	*	*	*	*	
Hannah Bronwin	●	●	●	○	*	●	●	●	○	*	*	*	*	*	○	*	Alex Kent	○	○	●	●	○	●	●	○	○	○	*	*	*	*	*	
Affan Cheema	●	●	●	●	●	*	●	●	*	○	*	*	*	*	*	☒	Gemma Graham	○	●	*	●	●	●	●	●	*	*	*	*	○	*	*	
Jon Gorrie	●	●	●	○	●	●	●	●	*	*	*	*	*	*	*	*	Kate Muhwezi	*	*	●	●	●	●	●	●	*	*	*	○	*	*	*	
Bella Mosellmans	○	●	●	●	○	●	●	●	○	○	*	*	*	*	*	*	Segun Olowookere	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	*	*	*	*	*
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Jenny Wilson	●	●	●	●	*	*	●	*	○	*	○	*	*	*	○	*	Keith Short	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Mark Dickinson	○	●	○	●	○	●	●	●	*	*	*	*	○	*	*	*	Nikita Khanna	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Paul Wafer	●	●	●	●	*	●	●	●	*	*	*	*	*	*	*	*	Caleb Masusu	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Amelia Pan	●	●	●	○	○	●	○	●	*	○	*	*	*	○	*	*	Inés Yábar	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Matt Beard	●	*	○	○	○	○	●	○	○	*	*	○	*	*	*	*	Nalini Paul	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Tom Allen	●	●	●	●	●	●	●	●	○	*	*	*	*	*	*	*	Katie Rowberry	●	●	○	●	●	●	●	●	○	○	*	○	○	☒	☒	☒
Lucinda Moore	☒	☒	☒	●	○	●	●	●	*	*	*	*	*	*	*	*	Ed Francis	●	●	*	*	*	*	*	*	○	○	*	*	*	*	☒	☒
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Diwakar Uprety	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	James Sole	●	●	○	●	●	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	

Amisa Rashid	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	*	Klara Schmitz	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Antoinette Boateng	*	●	●	*	●	●	●	○	○	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Alex Stewart	●	●	●	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Carol Monoyios	●	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Graham Leigh	●	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

● In attendance

○ Absent/Apologies

Not a Trustee/Resigned

* Via Phone/Skype

1. **Welcome.** Charlotte Eaton, Board Chair, welcomed everyone to the meeting and wished everyone well. Apologies sent from Christina Lewis.
2. **New Members, Minutes and Matters Arising.** Charlotte welcomed Diwakar and Amisa to the board. All board members supported and formalised Diwakar and Amisa joining the board. All the trustees approved the minutes from the last meeting. Charlotte shared that this was Christina’s last board meeting and thanked Chrisina on behalf of the board for everything she has done for Restless Development and wished her well on her next journey. Charlotte shared we have the upcoming Global Board Away Day in July and Laura shared she is waiting for a couple of members to fill in the Doodle Poll.

Perry welcomed Inés, Caleb, Nikita to their first board meeting as our new Restless Leadership Team members. They impressed us in the recruitment process and are currently in their induction period

3. **Youth Power Spotlight.** Caleb introduced himself and shared his excitement to meet everyone on the call. Caleb lives and works in Zambia, in a province with high levels of HIV. He is demanding rights from leaders to create support for young people over their sexual reproductive and health rights by supporting volunteers that train other change makers in their communities to take leadership roles. Caleb believes in youth leadership and they should be involved in development work. Caleb is currently studying and also loves to farm.

Hannah shared she agreed on youth leadership but as trustees are far removed asked Caleb to share an example of where youth leadership has made a change. Caleb replied that he has supported young people to get evidence of their work to share with governments, policy makers and leaders to show the challenges they are facing and what changes could make a difference to their sexual health and reproductive rights. They helped to try and shift social norms, provide training to teachers and got information translated in local language to be available to marginalized groups and this went onto national level.

Charlotte thanked Caleb for all his work and asked how do you go about challenging social norms, having an open conversation on sexual rights and engaging the community. Caleb shared he has learnt that some religious beliefs affect women's sexual rights so we carry out activities involving stakeholders, traditional leaders, parents to understand. We work with chiefs and explain what we are trying to achieve whilst providing evidence on how social norms affect sexual health or encourage gender based violence, helping leaders understand they can make the changes to support young people.

Inés has been working on the Youth Power Hacks which reached 1400 people, and they came up with 45 ideas to achieve the Global Goals. Inés

reflected on the questions she was asked last time. When asked what Restless can do to support young people she answered providing roles but now she believes it is not just roles but opportunities and training. When asked before what is the best thing about Restless. She answered it was to listen to young people but now understands that it is also about helping people and bringing together people of different backgrounds working to achieve a goal. When asked what young people can do to get a seat at the table, Inés now recognises that they don't need to be invited to the table as young people are doing it on their own and although good to have those seats at the table they are still making change.

Nikita shared she is based in Delhi and started with Restless in 2018 out of university and could not be prouder to have this as her first job. Her first role was in advocacy and working on sexual health and reproductive rights and this was her first brush of what young people can do. In 2019 she changed into a Monitoring, Evaluation and Learning Coordinator role so she supports the global evaluation team to package up work. Nikita noted how development excludes young people in communities and it is time for young people to be included. It is important for young people to have the seat and be a part of the decision making process.

Jenny shared it was great to hear from you all and asked how they have found their transition into the leadership team. Nikita replied that she is still finding her feet in the leadership space, it can be scary but everyone is incredibly supportive and she is really excited to be here. Charlotte said that she understands and said we all have experienced scary transitions ourselves and anything we can do to help support please don't hesitate to let us know.

Charlotte replied that it is great to hear about your experiences and she has learnt a lot by being on the board and asked lots of questions when she first started so never be afraid to ask a question or what anything means. Charlotte noted this is a massive leap for us by having young people at the table with diverse experiences and asked Diwakar and Amisa to introduce themselves.

Diwakar shared he is based in Nepal, and is working as a Campaign Coordinator at Youth Advocacy Nepal focusing on volunteering, quality education and good governance. Diwakar shared he is proud to be at Restless and joined the Resource Mobilization Committee.

Amisa shared she is based in Kenya and runs her own initiative that works on mental health. She has been going through what Restless does and she is so proud to be associated with Restless and what we are doing. This team is so encouraging and Keith and Paul have been really supportive. Amisa said she is looking forward to engaging and achieving the goals of Restless

- 4. CEO Report.** Perry thanked the two new board members and RLT. Perry highlighted four main themes: firstly the growing divergence in the pandemic. The UK is opening but there are real challenges in India, Nepal and Latin America and this is one for us to keep an eye on as our pandemic realities increasingly diverge. The second theme is high performance: last quarter was the best ever for quality assurance and fundraising. The impact of programmes and outcome data is impressive, whilst we continue to advance our External Engagement work and we now have over 1600 organisations in 170 countries in the Youth Collective. Third, however we keep getting blows impacting us - the loss of the Saving Lives programme in Sierra Leone, the suspension of DGF in Uganda and the FCDO terminating Phase 2 of the Development Alternative under UK Aid Connect. They have praised us for our good performance. The decision was part of the large scale budget reductions.

The fourth theme is that there are a few staff transitions right now. Christina, our People Director is off to a new job, and Perry shared a message on her behalf that she has learnt so much from the trustees and she is sorry to miss the last meeting. Recruitment is in process for her replacement. Rachel, our Research Manager and interim co-lead in Uganda has also left, and we are recruiting for a short term cover. The Uganda Hub Director

interviews have been conducted, and we are excited about the final candidates. Owen has resigned in Sierra Leone, and we will have an interim position using internal talent. The timeline for Owen was always September so this was always going to happen. Andrew Wood the US Board Chair has stepped down in the US and has handed over to Sarah as an interim chair for 6 months whilst we recruit a full time chair.

Within RLT, Kate and Alex are going on extended leave in May. Perry explained that Charlotte asked him if there was a deeper problem if leaders need to take extended leave. Perry replied that it has been a big effort from the team through the pandemic, so this is a chance for them to get a breather whilst they can. Gemma will go back to working five days a week from 4 days from June. Perry shared that he is thrilled about the Restless Leadership Team and two new members on the board.

Charlotte asked how we are engaging with the Youth Collective on a day to day basis and where do you see it going? Alex answered it is growing faster as we are learning what works; digital ads, Youth Power Hacks, blogs, etc. We have a newsletter which has the best ever click through rates, and we are sharing resources, how do you do a donor dialogue etc. We will keep scaling up but we will ask the Youth Collective what they want to do with it to take the strategy forward.

Paul asked Perry that he would be keen to hear how we are diversifying from FCDO funding. Perry replied that we have had Donor Diversity on the risk register for a while so we have been looking at this. Gemma echoed that and said we have been trying to diversify from the FCDO, and we have made great progress with the Dutch Government on WeLead and we have recently secured funding from the Candian Government. We are still going for Aid Match funding with the FCDO which is a niche programmatic engagement. She noted that while the FCDO do not appear in strategic funding pipelines, several irons are in the fire with the FCDO on other country level programmatic mechanisms.

Bella asked what are you doing to hustle funding to continue Development Alternative and Saving Lifes? Gemma replied that we have hot ions in the fires in Sierra Leone and a key potential donor went for a site visit recently. On Development Alternative there isn't anything concrete as we didn't know what was going to happen, but we are going to generate lots of learning documents in the close down period and use that to secure further funding.

- 5. Strategic Direction.** Perry shared that the idea of the paper came from a chairs committee and after a reactive year it is good to look back to the horizon and where we want to be in the next five years. This paper is to prompt discussion that we can take to the Board Away Day in July. There is turbulence in the sector with lots of change ahead and the pandemic exposed that we need a new busInés model so how do we build back and become more resilient? Jon noted that this links back to the Youth Collective and what could the financial model of this look like?

Action: Alex and Perry to run an optional session on Youth Collective commercial models.

Hannah mentioned in the paper you said peak youth is coming to its end and we have an aging population. Is there an opportunity for partnerships and a place in society for what young and old people can bring? Perry noted that it is not that youth is going away but more of a slow change in demographics over the century. The relationships, networks and young activists we work with we hope are more sympathetic as they grow so how do we continue this engagement and keep them in our networks? Perry also noted that we are sharing the office with HelpAge which gives us an opportunity to work further together. We had a successful partnership with HelpAge before in Sierra Leone, where we paired young people with old people and it was really powerful.

Matt noted that the 15 year global strategy is by definition a vision rather than a strategy and is there something missing in the short term and horizon scanning that we need to look at together to reflect the world of change?

Perry agreed and we need to look at the 3-5 year window between broad vision and shorter-term adaptive strategy. This could be a key theme of the July Board Away. Charlotte asked are there any intentional moves we need to make for the future, mergers and acquisitions?

Bella asked if Perry could summarise what the 15 year vision/ strategy is. Bella believes the adaptive response but we are missing a distinct summary of Restless's strategy, model of change, programmatic goals across the hubs. Perry replied that it is Youth Leadership and youth-led change on the goal areas young people tell us matter most. Success would evidence youth leadership, proving that youth led change works and taking this information to influence the government, partners and the sector itself. We create community changemakers to build and test models to offer them out to make a bigger impact. He reflected on the dual focus of Individual young leaders and the youth collective.

Tom shared his thoughts and over the last two and half years, the increased the significance of climate change and decolonisation, could the Youth Collective be used to tackle these issues? Tom shared that Pakistan is being offered debt reduction for environmental protection and at Greenpeace they are grappling with picking allies. Do we need to identify these and go forward stronger together through mergers and acquisitions? Perry replied that on the second point he had a chat with Nicole on the US board who is in the climate change space asked similar questions of partnerships beyond structural solutions. The question may be how do we help tackle mega problems and what is our value add without overreach? Should instead we focus on youth led action and leadership and get great at that through the right partnerships and leverage change in that space? How can we learn and build our climate offer?

Inés replied on the first point and agreed that Youth Collective could be the answer and they discussed yesterday that they have all these young people but how do we not lose them and keep them involved. For example in the Youth Power Hacks we had 3000 people sign up but only have 10% still with us, so how do we re engage? Dexter, on the Youth Power Panel Members suggested why don't we have Restless Chapters? Build something that young people can take charge of and control. During the Youth Power Hacks we asked Unilever to extend the partnership and they were happy to consider this.

Charlotte summarised from this session what are the internal moves we want to make and building a commercial model for the Youth Collective. As well as short term horizon scanning and being agile and initiative rather than old school planning that doesn't suit the world now. Have a deeper discussion on strategic partnerships / mergers at the away day.

- 6. Finance Committee Report.** Charlotte explained to the new members that each committee will now give an update to the board so they can share anything the board needs to be aware of and answer any questions.

Segun shared his screen and gave an update of the Q2 forecast. The current income is £8.01m and expects to end the financial year with £9m. The news from the FCDO i.e. funding for the programme close down phase, makes the next 6 months more secure and we are projecting a balanced year end. There are 7 hubs expected to be balanced by end of the year and one not balanced. The reserves have decreased from last year but they are in scale for the size of the organisation. The cashflow is looking at seven months of lead time and puts us in a more secure position, without the additional pipeline included. The challenge will be the impact on next year's budget from the loss of the FCDO.

Amelia asked how reliable the pipeline is? Segun replied that as per our risk-adjusted forecasting system this financial year we have discounted at 55% and only included funding on our pipeline that the Business Development Team felt positive on, cold proposals are not included so the pipeline is robust. Amelia asked if there could be any upside surprises? Segun replied that there could be potential surprises. Gemma said that next financial year is just a snapshot at Q2 and in the border pipeline there is another £4m that we could see come in. The picture will become clearer at Q3 as we plan and budget for next financial year.

Charlotte asked what the comfort levels are on the reserves numbers? Segun replied that we look for 3 months running costs and in line with the benchmark. As we have shrunk we are currently at 101% of our risk based benchmark. Charlotte asked were the auditors happy? Jon answered that they were broadly happy and the Annual Report has a nice summary with a phrase that says we want to build back our reserves. Charlotte noted that with so much uncertainty having a buffer is a good thing. Segun commented that we need to approve the Annual Report in this meeting.

Jon shared we need to do an accounts approval and consider the going concern section on page 6 of the auditors report. Lucinda noted the auditors were really complimentary with the team. The auditors didn't raise any red flags or concerns from what they have seen. Segun, Jon, Lucinda and Auditors all agreed we are in a safe place. Charlotte mentioned that she has read the auditors report and found the going concern page really useful, reflecting that we are in a good position and the pipeline is looking stronger and more diversified than ever before.

All trustees agreed and signed off the Going Concerns and Accounts.

Charlotte thanked Segun, Jon, Lucinda and the whole team for all their work.

- 7. Resource Mobilisation Committee Report.** Gemma shared the committee met ten days ago so the picture was different then to what it is now. Gemma commented that as of Q2 we had won 18 of 25 items in the originally budgeted pipeline. We lost 2 and have 5 pending. In Q2 we submitted 14 proposals, won £8.5m and secured the She Soars programme via Care Canada. We currently have £18m additional pending in 38 proposals. In Q2 still tracking at £50k above target and projecting over £400k for supporter income, as with no triathlons the team continues to innovate and bring in more funding like a group climbing Mt Kilimanjaro next year. Gemma spoke to her key contacts regarding the FCDO news and they were very sorry to be giving us the news but gave Restless nothing but praise. FCDO has given us a non negotiable figure, will allow us to do a responsible exit and use funding to generate learning projects to package the model for change.

Matt shared it was the first committee meeting joined by Diwakar and discussed that Gemma and her team have met targets but have challenges at income levels due to Sierra Leone and Development Alternative. The committee is pleased about the She Soars programme which is so well aligned with what Restless wants to achieve and its theory of Change. It is also great to hear that the FCDO are committing to a responsible exit but it is painful to know this conversation is happening across all NGOs right now.

- 8. External Engagement Committee.** Alex shared in Q2 there was a successful footprint growth, we now have 1674 organisations signed up to the Youth Collective, and the depth of engagement is working better. Successful Youth Power Hacks and we are in the process of packaging up the methodology. The team is incredible but they are stretched with lots of external deliverables and high demanding last minute events.

Amelia mentioned that Alex and team have done a tremendous job in the last quarter and year with so much growth in the Youth Collective and hacks. Charlotte echoed Amelia and a well done to the team.

- 9. Programmes Policy & Practise Committee Report.** Keith shared that it was Paul's first committee meeting as chair and they were joined by Amisa as well. Keith noted that there was strong outcome data that came out in the quarterly report, we reached over 86,000 young people which was 98% of target and up from last quarter. We are winding down Development Alternative and Sierra Leone so our reach will change and Covid continues to affect our work with school closures in Zambia, lockdown in Zimbabwe, India and Nepal. We are adapting and we have created a digital best practise paper and are looking at how we can share this externally. We are thinking longer term in community engagement on vaccine roll out and what we can do with communities in response to Covid. Last quarter we held the first virtual programmes conference and talked about using the expertises of the global team and decentralising the International team. As the world is changing, is there a refresh and better approach with communities?
- 10. People Committee Report.** Mark shared that they had a good committee meeting and looked at how we are working operationally due to Covid impact and the people team are doing everything they can to support people globally. The Salary Model has progressed and is now with hubs as we wait for the feedback to come in, the Salary Advisory Group will then convene to bring a straw model to the virtual directors meeting. The recruitment of the Uganda Hub Director is on track and looking to make the appointment soon. Laura did a deep dive of the Agency Survey looking at the people related questions. The results remain really high but one to watch as we navigate through tricky times. We had an increase in completion rate of the survey with 98% agree they are proud and 90% of staff have significantly grown. However, from last year there is a trend moving from strongly agree to agree so will have to keep an eye on this. We know from listening exercises that staff are not *always* happy so we must use this data alongside other data to present a richer picture. Christina has also progressed with the DEI plans. Edleen shared she was unable to make the committee and has nothing more to add but she has been working closely with Christina on some confidential matters which were progressing well.

Charlotte noted that they are enviable scores and asked if a summary has been done on the Agency Survey. Kate said she would do a summary and asked if trustees could share the Head of People role with their networks.

Action: Kate to complete an Agency Survey Summary and send it to the trustees.

- 11. Quality Assurance.** Kate shared that last quarter we received the best results for our Quality Assurance framework ever, with marked improvement across Sierra Leone and Tanzania. The internal audit programme is underway and due to be finalised by mid-June. However, we expect delays due to the covid-19 situation in India but we will present what we have in the August meeting. The National Carbon Footprint tool is complete and we will use the information to create action plans to reduce our footprint. Kate said she would reach out to Tom for advice on any steps that we could be missing.

Kate mentioned we have a draft license agreement which is out with all hubs and that KPMG have been amazing in their pro bono support. We also have a draft service agreement but it has brought up some concerns so we are looking at implications in terms of our services and taxation, so will not be signing this yet. Kate is launching the Restless Leaders package tomorrow with 14 leaders across the agency to deliver the ten modules. Kate will also look at the commercial viability of the Restless Leaders package.

Kate noted that they received 5 causes of concern last quarter and none were of a serious nature. The increase in reports is welcomed and reflects the reporting campaign we launched last quarter and carrying out more community based work. We have also renewed the International Safeguarding group which has wider representation across areas of our work. We made a key decision last quarter to conduct no engagement with under 18s online. With the Development Alternative winding down we are packaging our good guide to safeguarding to share. We have one incident we have to report to the Charity Commission but this is being managed well, no one is in immediate harm and information will be shared with Mark and Charlotte.

We increased the Senior Leadership risk on the risk register due to the reasons Perry spoke about at the start of the meeting. Planning for Growth risk and Major Incidents and Disasters has also increased. In the last quarter we introduced Cash flow as a new risk and we agreed to remove Consortium Partner risk with the Development Alternative coming to an end so we are back down to 10 top risks.

Charlotte asked on the Covid surge in India if there is anything more we could be doing? Nalini replied that we are keeping a close watch but the situation is bad and staff and their family members have tested positive. We have closed the hub and given time to prioritise their wellbeing and have come back with a plan on how to support staff and manage priorities. Nalini shared she has received support from RLT and speaks to Kate and Sam regularly. We are also looking at individual funding to get access to supplies and medicine kits to communities we work with. Nalini shared that the situation is also bad in Nepal and she has had a call with Kaajal to support her and prioritise staff wellbeing.

Kate shared that Keith and the team will be supporting India and Nepal for when we can restart community work and Gemma is looking at an emergency appeal to support communities we directly work with. Kate also shared we have remote workers in Latin America so we have reached out to them to see how we can support them.

Charlotte shared that the board is thinking about the teams in India and Nepal and if anything we can do help don't hesitate to ask.

- 12. AOB.** Lucinda asked if we will be following up on the strategy during the away day? Charlotte replied that we will do a deeper dive in the away day looking at different horizons, strategic thinking and we will have an optional discussion on commercialising the Youth Collective before the away day.

Perry shared he would love to hear any of the board's feedback on the strategy and asked them to drop him an email with any thoughts or he would be happy to have a call.

- 13. Close of meeting.** The meeting ended at 14:47.