

Minutes of Trustee Meeting 2nd November 2022

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 HB, NK (JW and PW - partial apologies as joined late) and CC.

Attendance: Trustees	2nd Nov 2022	1st Feb 2023	3rd May 2023	2nd Aug 2023	13th Sep 2023	Attendance: Staff	2nd Nov 2022	1st Feb 2023	3rd May 2023	2nd Aug 2023	13th Sep 2023
Charlotte Eaton	*					Candie Casabalian	o				
Hannah Bronwin	o					Alex Kent	*				
Bella Mosellmans	*					Natalie Agboeze	*				
Jenny Wilson	*					Kate Muhwezi	*				
Paul Wafer	*					Sunil Mahawar	*				
Amelia Pan	*	☒	☒	☒	☒	Genevieve Seddon	o				
Matt Beard	*	☒	☒	☒	☒	Keith Short	*				
Tom Allen	*					Nikita Khanna	o				
Lucinda Moore	*					Caleb Masusu	*				
Edleen John	*					Inés Yábar	*				
Diwakar Uprety	*					Nalini Paul	*				
Amisa Rashid	*					Jen Codman	*				
Oyindamola Johnson	*					Farai Muronzi	o				
Mafipe Chunga	*					Rebecca Cox	*				

● In attendance

o Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom

1. Welcome.

CE welcomed attendees. Apologies sent by HB, NK (JW and PW - partial apologies as joined late) and CC. Minutes from the last meeting were approved.

2. Youth Spotlight.

CE welcomed DU to share his experience from his exposure visit to the India Hub. DU shared that it was insightful talking with team members of India Hub. Project implementation was generally going well but there needs to be better coordination with other Boards across the agency. DU also met with India Hub Trustees - The India Board Chair was hopeful that meetings would continue to be regular, quarterly. DU also visited the Delhi Learning Lab to see how it works and understand issues and concluded that the organisation has done lots of work in terms of the community, sexual reproductive rights and climate change.

KM said that the new agency model will incorporate DU and AR's feedback in addition to the feedback provided by staff during the consultation period.

AM then spoke of her exposure trip to the Tanzania Hub. AR said that in her opinion the trip was one of the best things Restless Development did this year. She thought the programmes were excellent and found that community members perceive Restless Development very positively. She also had the opportunity to sit with the national board for Tanzania. She found that the Tanzania Board members didn't understand entirely how the Global Board worked and that they also wanted to find out more about the global agency's foundations. They had conversations about opportunities at Restless Development, as they hadn't heard about some of them. They had never had anyone from the Global Board visit them and AR said that she feels this needs to be a continuous element of Restless Development Global Board work. In terms of powershifting, she thinks Restless Development are doing an amazing job but as an area of improvement, she would like to see more young members in the national boards.

CE reflected on this common thread from both AR and DU's experiences about how national boards are feeling detached from the global agency. The Global Board needs to do more and to consider what we are doing well and where we need to improve or do things differently, in order to forge stronger connections.

PW asked what is the state of play/how often the national boards meet? KM responded that they met quarterly, and that an understanding of our current registration / national board make up would make a great introductory exercise to frame future global governance conversations.

Action: KM to include framing of future global governance approaches at the upcoming Board connection session

3. State of the Agency Report.

AK gave an overview of the Q4 State of the Agency with updates including:

- Following UNGA the Advocacy team is very busy following up with potential partners
- Sierra Leone started a participatory education fund for its national youth collective
- Uganda launched the Taking Climate Education Back to School programme, which involves teaching climate justice education and planting trees
- India launched the Go Nisha Go app with a game called 'game of choice not chance'
- AIDS/HIV work: Team members attended Aids 2022 conference in Montreal

- New Agency Model: powershifting to be put at the heart of everything, the Agency Model now needs to line up with strategy
- New Committee structure: first meetings done and minutes looking good
- New Powershifting Director has been appointed - young female staff member from Zambia
- IY has been accepted as a Next-Generation Fellow and will be doing this full-time in New York next year. In the meantime, IY is off to COP27 next week.

MB asked about the introduction of Bamboo HR. JC said we were currently cleaning data to migrate and that she would love to speak to someone on MB's team about how we can maximise our use of the software.

KM added:

- The Global Leadership Group will be spending 2-3 days delineating a new agency model in Zambia, as well as doing exercises around financial modelling
- The Communications Team is keen to translate the demonstrable impact of Restless Development's operations not just to the moveable middle but also to the sceptics. AP said that she loves this approach
- The Global Leadership Conference is meeting a month earlier than last year, to work around festive events and half-term so the figures for this quarter weren't ready - the quarterly cycle will be revisited for 2023
- We will be bringing discussions to the connection session on 22nd November about our new agency model

4. Youth Paper

IY shared the second Youth Paper compiled by the Restless Youth group. At the last RLT meeting, reflections were shared on this new paper and how we are making the most of it, especially given it is the most visual report and therefore has the potential to be released externally. TA said he really loved the design of the Youth Paper - that it felt fresh and lively and that it could definitely work as an external resource! IY shared that she, NK and CM understand that they are coming to the end of their tenures and would like their work to be continued efficiently.

IY shared that they started Restless Youth, a group with people under 35 meeting once a month (100 people on mailing list). The group had great momentum at the start with the main reason people cited for joining was 'connection'. However 6 months later less young people are joining citing reasons such as 'have no time' and 'too much work'. It is mainly people from Pod joining but not people in the field or with less connection.

CM ran an exercise with the Board, asking them how can we go beyond Restless Development, whether trustees support young people more and are young people represented enough? He asked attendees to read [this article](#) and [this paper](#). The discussions from each group are outlined below:

- Group 1: The Strategy Committee had a similar conversation - asked the below questions:
 - How do we make sure when young people are represented, these are people who are not already privileged?
 - How do we stop Restless Development being an organisation of people who are generally highly privileged?
 - How do we get away from tokenism to a debate about education where young people have a legitimate voice in defining what the answer should be?
 - 'Youth power' is much more radical concept than 'youth participation', PW wondered how many organisations are on this journey with Restless Development? PW thinks we need some powerful allies on our side.
- Group 2:

- How do you chip away at this and make meaningful progress for young people?
- How do we have a strong, lobbying role?
- How do we influence not just the big institutions, but the media and the unpaid stuff - where there is a potentially big voice?
- Group 3:
 - Who are the key stakeholders you want to reach? - the next layer e.g. people who have heard of us, but don't know much about us?
 - Restless Development needs to map out who are the stakeholders we want to penetrate.
 - Informal channels have the potential for much more significant pick-up. Who are the most influential people who can promote this, even in a less formal way? CE agreed that we should definitely explore this
- Group 4:
 - OJ had read the article and has also been a part of events where youth have not been a considered part of event.
 - Youth power is there - it's strong - we just need to find other people who believe this as strongly as Restless Development.
 - They are significant barriers to people from Global South for accessing summits e.g. visas/cost.

AK spoke to funders and partners about how we can break the 'Golden Circle' of young people always at the same events at UNGA. Philanthropists are more participatory and proactive at these events. IY mentioned she spoke with someone from Shapers in Peru yesterday and will be helping with recruitment this year, in an attempt to break that 'Golden Circle' and actually get grassroots youth advocates into that circle. CM reflected the need for more time for young people to bring out their true experiences. IY recognised that Restless Development is ahead of the game and that we are doing so much. IY asked the Board to keep progressing on youth leadership. CE thanked IY for all her hard work at Restless.

5. Q4 Reforecast and Cashflow

NA on Resource Mobilisation:

In terms of resource mobilisation Q4 was busy with 22 proposals submitted. In Q1 of 22/23 the team are taking a targeted approach, focussing on direct cultivation, joining consortia and focussing on converting current contracts into longer term projects. We already have a 27% conversion rate from last quarter. The last financial year had a conversion rate of 49%, a drop from 66% the previous year largely as a result of a whole new team settling into their roles. We have already secured £600,000 this quarter for programme funding. It is a slower quarter for unrestricted fundraising due to timings of events.

- CE asked - conversion rate on annual conversion is lower - last few years 66% (good for sector) and NA stated that she believes it's due to a combination of having a new team along with it being a challenging financial year.
- AP asked if the conversion was lower but still of the same size (value) opportunities? NA confirmed same size grants and that the team is now, focussing on second rounds of funding, and says they haven't seen many of the larger (e.g. £9 million) proposals
- CE questioned if the Resource Mobilisation team should focus on tone of voice in bids - what is the Restless Development tone of voice which separates us from the rest of the pack.
- AP asked when we aren't successful, do we ask for feedback? NA says that the team doesn't often receive feedback and often doesn't even get told if they aren't successful. They do try and ask for feedback, have debriefs and consider if there have been internal challenges which have affected the proposal. The new team has expressed a desire to be more reactive to target support across the agency better.

SM on Finance:

Reminding the Board of the 21/22 Q3 reforecast, SM recalled the following position

- £10.5 million forecasted income for 21/22, with a possible £90k surplus post pipeline.

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- A 9 month cash horizon represents a low cash flow risk.
- We are still working on last year and working with Hubs to reduce the year end FX loss.

Reflecting on the 22/23 Opening Budget:

- We opened the year with total secured income of £7.149m (for 21/22 this was £6.9m)
- Expected growth is over £10m by Q3, expected to be balanced by Q2 forecast. Aims to rebuild the reserve by year end.
- SM spoke about 22/23 Budget Risk & Assumptions (page 6).
- KM said that conversion feels slow (US, Nepal and Tanzania - we are re-forecasting those Hubs, instead of waiting until December), though she did not believe the impact on the global agency was alarming. NA is looking at where we're at with pipeline proposals and Sunil is looking at possible cost reductions.
- KM said that she felt nervous but also sees that this is the effect of major transitions (GG and SO leaving as well as KM and AK replacing PM) - the typical lull in funding usually felt 12-18 months following leadership transitions

Speaking to our current cash flow forecast:

- Low cash flow in the period December to February 2023 likely but due to increase from this point, before a reduction from May 2023.
- KM added that the cash flow position is looking good and significantly better than last year. She said that it has been a long time since cash flow has been this good.

6. Our Risks and Compliance

- KM shared a summary of our global risks, which remain fairly low. Whilst our cashflow risk has increased since August, SM is micro-managing the risk to ensure that we navigate a period of low cash between December 2022 and February 2023. It was proposed by the KM that our FX Fluctuation (emerging) risk be considered in the top 11 for the next quarter as we understand the impact of the GBP crash coinciding particularly with year end.
- KM confirmed the appointment of a new Senior Compliance Manager (Sachin Saini) who will lead on building the new quality assurance framework for the new agency model. As such there will be no reporting for Q1 as this is finalised. The dip in performance of Q4 was not unexpected and is not of major concern.

7. Our Hubs

KS shared an update on each of the Hubs - please refer to pages 13-17 of the Board presentation for the summaries.

8. Business Committee

NA shared that the Committee felt it was great to get into detail and refresh commitments in the new Terms of Reference. NA and SM agreed that they will do more to bring the meeting together and to consolidate it better in terms of budget and forecast. A Google poll will go out this week to Committee members and the overall reflection was that it was a very good meeting.

9. Strategy Committee

JW shared that the diversity of voices in the new Committee brought a lot of value. She confirmed that the Committee had discussed key points which have already been raised in the Board meeting. They discussed UNGA and the upcoming COP27, and JW expressed her excitement at the continuation of the #MissingMajority campaign. They carried out a sector scanning exercise which worked really well, and in which they spoke about upcoming elections, Ebola in Uganda and other upcoming challenges.

10. People Committee

OJ was pleased to share that the full Committee was finally able to meet with EJ, BM, JC and RC in attendance. The evening timing of meetings works better for everyone. The Committee spoke about the new agency model and the commitment to move towards having 50% leaders under 35 years old. The Committee queried cost and appreciated that the contract is rolling and can be opted out of at any time. They also spoke about the challenges in the US and Nepal, to which Jen provided context. JC confirmed that we were running the final round for the Business Director recruitment and would be in a position to announce the outcome soon.

11. Security and Safeguarding Update

OJ shared that there has been a safeguarding incident in Zambia regarding sexual harassment. This has been managed and responded to with decisive action, and has been reported to the UK Charity Commission. OJ also shared an update on the Ebola outbreak in Uganda - the Committee discussed the safety of staff and how it was being managed, there is currently no significant threat.

12. Board Review Input

JW shared a summary of the feedback received after the last meeting:

- Overall people are happy and like the new Committees
- The papers are really good
- There has been very good feedback for CE - 'great board leader case study'
- We need to look at how we can grow connections outside board meetings and provide more space to hear from Trustees
- There are some concerns around support for new trustees and how we make sure it is really inclusive space
- There's an anonymous feedback survey that we will use at the end of each board meeting.

Actions: JW to work with RC to look at how we can grow connections outside of board meetings and provide more support for new Trustees.

13. AOB

CE:

- Urged to Board to consider how we can better support new trustees e.g. AR, DU and MC
- Bidded AP farewell and thanked her for her contribution while she has been a trustee (since 2018)

Alex:

- The Big Give is coming up and there is a match funder for week of 30th November
- There will be end of year drinks in London on 30th November
- There will be an event at House of Lords for last years PowerUp Appeal (secondary invite for someone who may wish to be a donor)
- School Triathlons in April and May 2023 - Trustees asked to sign up as volunteers

CE closed the meeting.