

Restless Development Minutes of Trustee Meeting

Attendance is reflected in the table below. Members of the Global Board of Trustees are listed first; Global Leadership Group members are listed subsequently. Charlotte Eaton, the chair, opened the meeting and welcomed all those attending. Apologies were sent by CC, GS, MM, KS, YK (RD staff) and OJ, IM (trustees).

Attendance: Trustees	1st Feb 2023	3rd May 2023	2nd Aug 2023	13th Sep 2023	Attendance: Staff	1st Feb 2023	3rd May 2023	2nd Aug 2023	13th Sep 2023
Charlotte Eaton	●				Candie Cassabalian	○			
Hannah Bronwin	○				Alex Kent	●			
Bella Mosselmans	○				Natalie Agboeze	●			
Jenny Wilson	●				Kate Muhwezi	●			
Paul Wafer	●				Sunil Mahawar	●			
Mafipe Chunga	●				Genevieve Seddon	○			
Oyindamola Johnson	○				Keith Short	○			
Tom Allen	●				Nikita Khanna	●			
Lucinda Moore	●				Caleb Masusu	●			
Diwakar Uprety	●				Nalini Paul	●			
Amisa Rashid	○				Jen Codman	●			
Rebecca Cox	●				Yande Kalengo	○			
Al Farrington	●				Freya Seath	●			

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom

1st February 2023

Restless Development Minutes of Trustee Meeting

1. Welcome (CE)

Apologies sent by CC, GS, MM, KS, YK (RD staff) and OJ, IM (trustees). Minutes from the last meeting were approved. Actions were closed, except it was decided that the action to grow connections outside of Board meetings and provide more support for new Trustees would be ongoing.

2. Youth Spotlight (NK)

NK shared her Restless Development journey, which started 5 years ago. While at university, she saw an opportunity with Restless Development on Gender & Sexual Rights and in 2019, she obtained an MEL Coordinator role and subsequently, she progressed to her current role as MEL Manager. She is one of the first young people at Restless Development (alongside two others) to be a member of the RLT and now she continues to be a member of the GLG.

Being the MEL Manager, she conducts evaluations and analyses evidence to generate learning and to embed dynamic accountability within our systems - from proposal to programme design stages. She feeds into the quarterly accountability cycle through the Strategy report which contains her work on DevResults and MEL. Additionally, NK works to ensure that Hubs have regular touch points with volunteers. NK has worked with the US Satellite to provide data on having young people in advisory and key positions, to be used by other organisations.

As MEL Manager, she documents youth power and impact. This enables her to express her own youth power so that youth are genuinely put at the core of the strategy and Restless Development's work. In her first year she felt that she was finding her feet but in the second year she feels that she has flourished into a young leader - following the senior leadership meetings in India and Zambia. NK believes that if you have young people in roles which are genuinely integral to the organisation they will change how that space operates.

NK's key responsibilities moving forward are to finalise the results framework to measure the impact of power shifting as well as having a continual cycle of evidence and learning. NK is interested in working with the larger GLG to see how we utilise power shifting and how we internally measure it. Her personal goal for this year is to support the leadership journey of one young person within the organisation.

JW: Where do you see yourself in 5 years time? In 5 years time, NK sees herself as leading this organisation or another.

CE: Most important leadership learnings recently? Firstly, the need for constant mentorship. Secondly, you need people to put trust and faith in you to try and fail at new things (okay to fail).

3. State of the Agency (AK and KM)

AK:

- We had our House of Lords event last week, hosted by Baroness Helene Hayman and attended by NG and YK (from India and Zambia) and have subsequently seen some strong donations.
- We now have a complete GLG having welcomed YK and AF and as a result of the Lusaka conference, a strong and united team .

Restless Development

Minutes of Trustee Meeting

- The board shared highlights from the latest State of the Agency - these included the growth of the Youth Collective, COP, the India Hub's Go Nisha Go app and Bamboo HR

4. India and Nepal Hubs deep dive (NG and NP)

NKG - India Hub deep dive (using a quiz):

- Annual budget for India Hub is GBP 512,149.
- Holds 5 Pod roles employed through the regional office (ROSA).
- India Hub established a microsite on GoNishaGo in 2022.
- The Hub is currently working on Contextualising Global Strategy and they are also putting together a Youth Engagement Strategy in order to help grow engagement with young people in India.
- Reserves in India stand at GBP 125, 197. Their current ambition is to raise this sum to GBP 250, 000 by 2025.
- They are currently in the process of moving all their People data over to BambooHR.

PW: Brand standing - how does Restless Development feature in a country of a billion people, amongst the development community etc? What are you doing that you are most proud of?

- Growing brand as a leading organisation for youth leadership - both with government networks and partners - which is gaining recognition and has room to grow further e.g. have been increasingly invited to provide technical expertise in setting up youth advisory boards and the like.
- The Hub prioritises Indian states which are recognised as being some of the poorest, with much of the work being with slum and informal communities. The work of the India Hub aligns itself with the priorities identified by Indian youth.
- NKG is most proud of the programmes they have which relate to skills. India has the largest population of young people. NKG gave the example of the GoNishaGo app - designed with young people, with over 400,000 downloads. Through a game, the app explores consent and sexual rights in India. The Hub is seeking partnerships which will enable 2 million more young people in India to access it and it will also be translated into local languages and possibly, be taken to other countries. He is also proud of the Climate Action Lab in Bangalore - Restless Development's first major project under our Climate Justice Impact Priority Area - which could be extended elsewhere.

DU: How we are doing advocacy as Restless India was in the broader concept on Delhi Learning Lab. How's the impact ?

- Climate Action Lab, Bangalore - one of several cities selected to fulfil the programme but as a point of context, Bangalore has recently experienced severe flooding. This programme seeks to improve waste management. The function of the Climate Action Lab is to help encourage young people to express how climate change is affecting their communities, understand what it is so that they can relate to the issues and to generate peer-to-peer conversations.
- Delhi Learning Lab -is another crucial programme in which their partners have big influence.

NP: Nepal Hub Deep Dive

- It has been a tough period but working closely with the Nepal team has given her some different insights enabling the development of strategies

Restless Development Minutes of Trustee Meeting

to positively enhance Nepal's outcomes.

- Investment in terms of time and effort should turn the situation around.
- There is a great legacy of brilliant work that we have done there e.g. responding to humanitarian crisis, gender and sexual work etc. Nepal Hub also has a good reputation for its work domestically. So this can be built on and leveraged to grow Nepal into the strong Hub it has previously been.
- NP is confident that there are funding opportunities on the landscape and feels that it will be built up fairly quickly.

CE: Trustees feel assured regarding the Nepal Hub situation.

Action: NKG to send TA some details on the Climate Action Lab to see if there are any collaboration spaces.

6. Finance & Fundraising (KM, AK, NA, SM, AF)

NA shared an update on the current financial status. Normally Q1 helps resolve pipeline outlook. Unfortunately, the usual pattern of conversions has not happened - harder to fundraise at the moment and especially relationship cultivation and looking for new donors to work with. Further to this, it is an entirely new programme funding team. Q2 pipeline is looking more positive. Unrestricted fundraising does not have a significant outlook for Q2 but they are readying themselves for the Schools Triathlons and have done some great work at the Virtual1 quiz night and the House of Lords event.

The resource mobilisation team has compiled a pipeline of £32 million. They have spent time analysing their work, time to convert proposals and their effectiveness in different types of consortia. The team has focussed on cultivating and prospecting, prioritisation, planning and responding to lead to conversion - especially for flexible income. They have also developed their "All or Nothing" pitch. Additionally, they have acknowledged the need to go out and attend events and meet people directly to have success.

Looking forward, the programme and strategic funding team are approaching warm contacts, focussing on low hanging fruit and developing their strategic pitches for larger funding. Restless Experts will be another key area of development. A BOND blog is being released to raise awareness of Restless Experts and we are considering consultancy services. Unrestricted income will be focusing on the School Triathlons and recruiting volunteers for this, they have 3 prospective meetings with Rotary Clubs and will be following up on the recent House of Lords event.

SM on the Q1 Reforecast:

Our total income for 22/23 is expected to be £8,056,000, an increase of 13% since the original budget in September 2022. Pre-pipeline deficit is £490k and the post-pipeline deficit is currently £153k. Sierra Leone has a respective post-pipeline deficit of GBP 15,000. 4 of 6 Hubs have balanced pre-pipeline and 6 of 7 Hubs have a balanced post-pipeline position.

The upward risk is that we convert a good proportion of the remaining Hub Pipeline, providing in £85-100,000 in agency contribution. The Pod's level 3

Restless Development

Minutes of Trustee Meeting

pipeline has converted leading to £21,000 income, in addition to the anticipated £70,000 surplus from 2021/2022. On the other hand, in terms of downward risk there are the possibilities that there is no further Agency contribution from Hubs, only some of the Pod pipeline is converted or only £20,000 is brought forward from 2021-2022. In this case, a staff restructure would be immediately necessary, saving £50,000 for this current year.

Cash flow forecast is looking low at the moment and critically low in April 2023 but there are cash reserves which can be utilised if need be.

AF's thoughts as a newcomer:

It doesn't appear to be all negative. While Q1 hasn't been great the forward outlook is looking positive. There has been a focus on more reactive programme funding but this doesn't enable us to be flexible and grow into the Agency we want to be, instead this can lead to the feeling that we are on the back foot. AF thinks we need to continue the shift started in Q1. AF believes that this is a great list of warm contacts who are the right sort of funders. He believes our ongoing approach should be selling Restless Development as an Agency, "the All or Nothing" pitch - who we are, our power shifting policy and our youth leadership. AF has been blown away by our School Triathlons programme, so questions whether we can look at this blueprint elsewhere.

KM's opinion on the financial situation:

Slightly uneasy but not significantly. The shifts towards our new agency model have been delayed until October, however they could bring this back in should the financial situation improve. If there is a surplus from 2021/22, KM proposed that we invest this into this year so we can start focussing on next year.

7. Our Risks and Compliance (SS)

SS shared an update on each of the Hubs.. The risk related to governance, income generation and cash flow has increased - mainly due to the financial status. Safeguarding, fraud and bribery, programme performance, negative publicity and growth and change have remained balanced. Our risk has reduced in terms of Senior Leadership (with the new GLG, AI and Yande in place) and Safety Incidents and Disasters. Governance has increased because of the changes we are proposing related to our emerging global collective governance vision.

8. Business Committee (LM / SM & NA)

LM - Following the deep dive on Finance, LM was confident that all key areas of Business were covered.

9. Strategy Committee (PW / AK & KS)

Restless Development

Minutes of Trustee Meeting

FS - new reporting structure led to key Restless Development functions coming together e.g. Comms, Impact, Strategy and Influencing. Discussions involved having longer-term oversight over strategy and the need to commit to our unique offer. It was acknowledged that there had been a strong impact since releasing the new strategy last year.

Other highlights included the Big Idea which brought approximately 250 young people together to strategise solutions in climate change and education. An upcoming update is our State of Youth Civil Society report on fearless feminism. They have recruited a feminist researcher in Tanzania who will lead this work. They are currently recruiting a Voice and Democracy Manager to work alongside Democracy Moves. Overall, there has been an increase in engagement with our youth groups across the board.

PW questioned how we make our reporting more efficient. On climate, PW was reminded that there are a lot of knowledgeable voices in this area beyond the Strategy Committee, so it may be worth having a meeting on this. Further to this, they are keen to have more engagement with Hub Directors. Both CE and PW found the Hub deep dives valuable in providing key on-the-ground insights from our Hubs.

Action: KM to invite Hub Directors to committee meetings.

Action: FS to schedule a meeting in order to engage the wider board (beyond the strategy committee) on our climate work.

10. People Committee (OJ / JC)

JC - This was the first committee with some new staff members e.g. SS, NP and the Zimbabwe Hub Director. JC spoke about how BambooHR has been rolled out across the Agency and that the People team have started testing it for performance management and hiring. The system has given us access to real-time data and reporting tools. On the GSS, a key action is to bring together a group of trustees to present the package prior to the next Global Board meeting to enable full sign off from national boards in the coming quarter.

We conducted our quarterly wellbeing survey for the Pod but will be extending this via a 'wellbeing pulse survey' to be distributed across the Agency. In addition, we spoke about the safeguarding incidents - none of which were categorised as necessary to report to the Charities Commission. YK (former Safeguarding and Security Manager) has moved into her Power Shifting role, so Restless Development is recruiting for her replacement. The annual review of our Safeguarding policy was also discussed and the committee agreed to approve this.

Other discussions involved looking ahead at the introduction of a Power Shifting Trustee alongside YK informing JC that she will be looking into reevaluating our current DEI strategy.

11. AOB (CE)

Restless Development Minutes of Trustee Meeting

There was no other business to discuss.

CE closed the meeting.