

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. Apologies sent by MM, RPW (RD staff) and PW, HB, OJ, AR (trustees). CE arrived at 12.10pm and chaired the meeting. MC (trustee) arrived at 1pm.

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	●	●			Rebecca Cox	●	●		
Diwakar Uprety	●	●			Nalini Paul	●	●		
Amisa Rashid	○	○			Jen Codman	●	●		
Edleen John	●	●			Yande Kalengo	○	●		
Al Farrington	●	●			Sachin Saini	●	●		

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom

3rd May 2023

Restless Development Minutes of Trustee Meeting

Agenda	1. Welcome 2. Youth Spotlight (NA) 3. State of the Agency Report (AK and KM)	4. Zimbabwe Hub (FM) 5. Big Bets and Growth (AF) 6. Break 7. Financial Position - Q2 and year end (SM) 8. Risks Discussion - Data, Online and Cyber Security (SS and JC)	9. People Committee (OJ / JC) 10. Strategy Committee (PW, FS, KS) 11. Business Committee (LM / SM & NA) 12. AOB (CE)
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1. Welcome

Minutes were moved to the end of the meeting, when the meeting would be quorum.

2. Youth Spotlight (NA)

NA: Introduced herself as a MEL Coordinator in the Uganda Hub, who recently attended a Wilton park conference with Restless.

NA started as a volunteer on a youth employment programme - supporting young people through internship placements. NA worked really hard so that she could continue working beyond this programme. Three months later, she successfully got a job in MEL with Restless and has been promoted to her current position as MEL Coordinator.

NA was invited to the Wilton Park conference on women's economic empowerment, where she met with representatives from the World Bank, FCDO and other organisations. NA brought a youth perspective to the conversation and was able to cultivate relationships with other attendees whilst there. For example, a meeting has been set up between the World Bank and Restless Development to help synchronise work between the two organisations.

NA shared that she felt that attending this event has added a lot to her development and experience at Restless Development. She asked trustees and GLG members to think about how we can increasingly engage young leaders across our different programmes.

LM: Asked what peers and colleagues take away from your experiences such as NA's conference attendance. **NA** shared that (1) we need to be gender transformative and to have data in this area (2) what helps and hinders young women with economic empowerment.

JW liked that Restless Development supported staff within the organisation to progress. JW asked if NA thought that Restless Development was doing enough to support young people who don't work for Restless Development. NA shared that where we are doing our best to help young people become changemakers, we try to engage them on programmes and monitor them. NA felt that where we need to do more, is to be intentional in project design to locate enough resources to support young leaders throughout their volunteering journey.

Restless Development Minutes of Trustee Meeting

3. State of the Agency (AK and KM)

AK: Opened with an introduction into the context faced globally by youth civil society and the challenges that are currently presenting themselves. AK felt it was this context that demonstrates the need for Restless Development even more and is when we come into our own. However, our State of Youth Civil Society Research, Young, Feminist and Fearless is gaining traction globally and will be key to informing our work, and influencing the sector.

We are going through the second quarterly cycle with our new Global Leadership Group and are enjoying real collaboration and growing cohesion amongst ourselves. Additionally, we have been utilising BambooHR. BambooHR has provided real-time insights on staff and this has evidenced that they are generally happy.

Continued with a finance update, sharing that we started the year with a secured income of over £7 million. This has grown to £8.5m, and we have balanced the Q2 reforecast post-pipeline. AK was optimistic about the Resource Mobilisation team - which has many opportunities in the pipeline and has been applying for bigger opportunities than usual. Moreover, AK was enthusiastic regarding the recent grants won across the Agency.

AK questioned if, based on the State of the Agency report, it would be better to look at reflections or opportunities.

CE: Asked if Restless Development will ever get to a higher degree of stability? Currently, there seems to be a culture of “plastering the cracks”.

KM: Prior to this meeting, AL, SM and KM were working on the new financial model. Based on their discussions, they believe that a sustainable-sized Restless Development would be a £16.5 million organisation. Prior to the pandemic, this was being achieved and they felt that they could return to this level but the balance of funding sources would need to shift further - complimenting our institutional funding with a larger proportion of core or strategic funding. KM shared that the GLG will be agreeing a new financial model and resource allocation policy in July.

CE: Confirmed that she was looking forward to hearing about the ‘Next Big Thing’ and monetisation of the Youth Collective.

JW: Excited by the ambitious work and plans and shared that she believes Restless Development is moving in the right direction.

4. Zimbabwe Hub deep dive (FM)

FM: conducted his deep dive into the Zimbabwe Hub by using a quiz. The quiz was on their Climate Change and Health programme which is funded by the Wellcome Trust. It is currently in the researching and design phase for the next 9 months, where they are considering what this programme would be like in the Zimbabwean context. To conceptualise the programme, some of the questions that they are asking are (a) what role can young people play when it comes to climate change and health? (b) How can we get many young voices to come into a coalition and make genuine impact and hold governments to account, but also to hold the global community to account?; and (c) What geographical region with Zimbabwe should the programme focus on?. Within this current phase, they want to confirm funding and ensure that the programme is responsive to the needs of the communities - hence, they are going directly to communities to capture their opinions on climate gaps in Zimbabwe.

5. Our Big Bets & Growth (AF)

Restless Development Minutes of Trustee Meeting

AF: Presented "Restless Development and the changing funding landscape".

Restless Development receives two types of funding - restricted (institutional donors, trusts and foundations) and unrestricted (Schools Triathlons, Choose a Challenge, major donors and appeals). There are lots of changes happening in the funding landscape in order to help change traditional power dynamics e.g. rise of participatory grantmaking, shift towards trust-based philanthropy and generally increased flexibility in spending. However, this means that it is becoming harder to win traditional grant funding.

What this means for Restless Development is that (1) Our power shifting work aligns with the way funders are moving and what they want to see, (2) It gives us the opportunity to think big and pitch ideas that are beyond our traditional programmes; (3) We shouldn't be afraid to be more direct with funders - share with them our ambitions and what we need from them. Our plans to do this involve growing our relationship-based fundraising.

CE: Asked how much relationship-based fundraising we have done to date?

AF: Said that the Resource Mobilisation team has been doing a lot more of this in the last 6 months.

LM: Asked what has been the relationship to 'selling the Strategy' so far?

AF: Confirmed that the team is looking at multi-year core funding. Thus far, organisations seem to be very receptive.

AF - continued presentation:

The team has 6 big ideas to help fund:

1. Youth Collective - the vehicle for the other 5 ideas and much more.
2. Our Power Shifting Approach
3. Climate Change Education
4. Supercharge Youth Power
5. Futures and Foresights
6. Community Mobilisation

The Global Leadership Group are looking at the Youth Collective's growth and financially, it is considered that the Youth Collective could become a £15 million network within itself.

AF: ended his presentation with a call to action for trustees to help by refining the pitch, providing introductions to funders and getting the Youth Collective into key spaces.

CE: AF has made a strong start.

6. Financial Position - Q2 and Year End (NA and SM)

Restless Development Minutes of Trustee Meeting

NA: Resource Mobilisation and Fundraising

There has been good progress in Q2 with wins across India, Tanzania and the Pod which have brought in £1.3 million for this financial year. There has been a strong focus on the cultivation of our priority funders. We have had success on larger consortium pieces, especially when partnered with big partners. Programme funding has been rated as 'amber' for this quarter and we feel confident in the prospects in our pipeline. Currently, the School Triathlons are taking place and they are on track to exceed their target. An individual donor has provided £80,000 which will be used on two grants.

SM: Finance

Our total income is £8.521million, a 6% increase on Q1. Our pre-pipeline deficit is £181, 000 and our post-pipeline position is balanced. 4 out of 7 Hubs are balanced pre-pipeline and all Hubs are balanced post-pipeline. There has been a 19% growth from annual budgeting and the target income for 22/23 of £9 million is likely to be reached. Currently, our key risks are the Nepal and Uganda Hubs who are still relying on their pipelines to balance their budgets. CE: Highlighted that she does not want the immediate defer to be to cut Pod roles but to become a more sustainable Agency where these measures are extraordinary.

SM: Income growth in Hubs is around 18% and in the Pod it is around 16%. Cash flow now provides a 6 month cash horizon from April 2023 until September 2023, based on secured income.

SM: Shared the 21/22 draft year end position with the Board. The annual accounts are due to be signed off by the end of the month.

7. Risks Discussion - Data, Online and Cyber Security (SS and JC)

JC: Presented "Data Protection, Online and Cyber Security".

We conduct training for cyber security. However, across the Agency our resources are limited. There are only 3 super-admins for our Google suite and BambooHR. The UK, Zimbabwe and Uganda outsource IT support, only in Tanzania do they have an IT and Operations Officer.

EJ: Asked how regularly the training is on these cyber risks/online safety rolled out to all employees but also to all those who might have access to Restless data through partnerships? How do we record/measure what/how much people understand from any training?

KM: Annually.

CE: Asked if we do any assessments to check for understanding?

KM: Confirmed that we don't currently do any exercises.

JC: Felt confident about the data being held in systems such as Financial Force, DevResults and BambooHR.

Restless Development Minutes of Trustee Meeting

Future plans in this remit include utilising cyber peace builders, digital safeguarding policy in development, enhanced safeguarding training, adding a section on data protection into the Restless Way, review of Google Drive as the best way to manage the business, yearly data audit, Google v. Microsoft suite for security and features, build budget for data and cyber security.

CE: It is useful to think about what our approach would be to a large-scale cyber attack and to reflect this in our Business Continuity plan.

LM: It would be essential to delineate levels of responsibility where our systems providers are concerned e.g. what is BambooHR's responsibility v. Restless Development's responsibility.

Action: JC to share a survey with Trustees (and GLG) regarding a SWOT analysis of our data, cyber and online security processes.

8. People Committee (OJ / JC)

JC:

- Discussed safeguarding and had 4 causes for concerns, none of which were of the threshold to report to the Charities Commission.
- Discussed the advantages and disadvantages of bringing our DEI statements together.
- YK shared some updates on her first quarter in the Power Shifting Director position.
- Diversity Metrics: with Bamboo HR, we can now obtain easy access to live diversity statistics across the Agency.
 - Based on this looking to increase the 18-25 age group.
 - Looking to do a big internal push to encourage staff members to add in their diversity data.
- FairShare Monitor: rank 19 out of 73 organisations. Anything under 15 is seen as a positive score and we were between 6-7, so this is really positive and shows we are moving in the right direction.
- Mid-term reviews: 90% of employees completed these and 86% of managers completed summary notes for the meetings.

EJ: Thought we should be getting the DEI data but should not be sharing for instances of groups smaller than 10 to ensure people are not identifiable.

JC:

- eNPS survey: We ran our first ever ENPS survey and received a "good" score of 47.
- Wellbeing Pulse Survey: Generally good responses over 4, 3.8 for "Company Motivators".
- GSS: CE has confirmed that they would like to approve and move forward with the GSS. EJ has seconded the approval of the GSS. There were no refusals against this motion.

9. Strategy Committee (FS & KS)

JW:

- Joined by GI, Uganda Hub Director, who provided insight on context in Uganda. In light of the recently proposed legislation against LGBTQI rights,

Restless Development Minutes of Trustee Meeting

there is an informal list of NGOs being circulated which are perceived to be supporting LGBTQI rights and are therefore at risk of being deregistered. Restless Development isn't currently on this list.

- Undertook a sector scan and discussed Andrew Mitchell's speech on UK Aid. There were interesting updates on the SDGs and being at this halfway point and increasing fundraising through partnerships and recommencing a voluntary citizen service.
- Discussed that our global reach is declining but this is not necessarily a bad thing based on the new direction we are looking at moving in.

10. Business Committee (LM / SM & NA)

LM:

- Looked at the new Anti-Terrorism and Anti- Money-Laundering Policy, which has now been improved as a global policy by the Committee. LM to be Board-level lead for this policy. They have decided to incorporate Fraud and Bribery into this.
- Looking to close the accounts for FY 21/22 this month, and have the audited accounts signed

NA:

- Questions posed in advance of the Committee meeting helped the committee session flow well.

11. AOB (CE)

CE: Trustee Vacancies

- 4 strong candidates for Business Development Trustee role and the Fundraising trustee role, still looking for a Power Shifting Trustee.

KM: Global Governance

- In the next few weeks, Kate will circulate a paper on future global governance which will also be shared with national boards. The paper will invite members of all Boards to convene for a series of discussions to explore possible future governance structures for the agency.

KM: Articles of Association

- KM wants to instruct the solicitors to amend the Articles of Association so the wording reflects Restless Development's current strategy. KM to share proposed wording with the Trustees.

Action: KM to host a meeting on global governance to include Mafipe.

Action: KM to share the proposed wording of the Articles of Association which we would like to reflect Restless Development's current strategy.

CE:

Minutes from the previous meeting were approved and all actions were closed.

Restless Development Minutes of Trustee Meeting

There was no other business to discuss.

CE closed the meeting.