

RESTLESS DEVELOPMENT

Restless Development

Minutes of Trustee Meeting 4th August 2021

Minutes of Trustee Meeting, 4th August 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 Amelia Pan.

Meeting Dates	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	4 Aug		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	4 Aug		
Charlotte Eaton	●	●	○	●	●	●	●	*	*	*	*	*	*	*	*	*	Perry Maddox	●	●	●	●	●	●	●	*	○	*	*	*	*	*	*	*		
Hannah Bronwin	●	●	○	*	●	●	●	○	*	*	*	*	○	*	*	*	Alex Kent	○	●	●	○	●	●	○	○	○	*	*	*	*	*	*	*		
Jon Gorrie	●	●	○	●	●	●	●	*	*	*	*	*	*	*	*	*	Gemma Graham	●	*	●	●	●	●	●	*	*	*	*	○	*	*	*			
Bella Mosellmans	●	●	●	○	●	●	●	○	○	*	*	*	*	*	*	*	Kate Muhwezi	*	●	●	●	●	●	●	*	*	*	*	○	*	*	*			
Jenny Wilson	●	●	●	*	*	●	*	○	*	○	*	*	*	○	*	*	Segun Olowookere	☒	☒	☒	☒	☒	☒	☒	☒	*	*	*	*	*	*	*	*		
Mark Dickinson	●	○	●	○	●	●	●	*	*	*	*	○	*	*	*	*	Keith Short	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒		
Paul Wafer	●	●	●	*	●	●	●	*	*	*	*	*	*	*	*	*	Nikita Khanna	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒		
Amelia Pan	●	●	○	○	●	○	●	*	○	*	*	*	○	*	*	○	Caleb Masusu	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒		
Matt Beard	*	○	○	○	○	●	○	○	*	*	○	*	*	*	*	*	Inés Yábar	☒	☒	☒	☒	☒			☒	☒	☒	☒	☒	☒	☒	☒	*	*	
Tom Allen	●	●	●	●	●	●	●	○	*	*	*	*	*	*	*	*	Nalini Paul	☒	☒	☒	☒	☒	☒	☒		☒	☒	☒	☒	☒	☒	☒	☒	*	*
Lucinda Moore	☒	☒	●	○	●	●	●	*	*	*	*	*	*	*	*	*	Jen Codman	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	
Edleen John	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	*	*	*	*	*	Katie Rowberry	●	○	●	●	●	●	○	○	*	○	○	☒	☒	☒	☒	☒		
Diwakar Uprety	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	*	Farai Muronzi	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒		
Amisa Rashid	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	*	Laura Barker	☒	☒	☒	☒	☒	☒	☒	*	○	*	*	*	*	*	*			
Antoinette Boateng	●	●	*	●	●	●	○	○	☒	☒	☒	☒	☒	☒	☒	☒	James Sole	●	○	●	●	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒			

Affan Cheema	●	●	●	●	*	●	●	*	○	*	*	*	*	*	☒	☒	Klara Schmitz	☒	☒	☒	☒	☒	☒	☒	☒	☒	*	☒	☒	☒	☒	☒	☒
Anand Aithal	●	*	●	●	●	●	*	*	*	*	○	*	*	☒	☒	☒	Alex Stewart	●	●	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
																	Ed Francis	●	*	*	*	*	*	*	○	○	*	*	*	*	☒	☒	☒
																	Christina Lewis	●	●	●	●	●	●	●	○	○	*	*	*	*	○	○	☒

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

- Welcome.** Charlotte Eaton, Board Chair, welcomed everyone to the meeting and wished everyone well. Charlotte shared it is Perry’s last meeting. Everyone approved the minutes from the last minute on 5th May 2021. Charlotte spoke through the actions where we have one outstanding session on Youth Collective Commercial Models. Alex shared that we are awaiting feedback from the Youth Collective before running that session.
- Youth Spotlight.** Ines welcomed Njung’e Wanjiru to the call who is part of the Youth Power Hacks. Njung’e introduced himself as an activist from Nairobi, Kenya, who is a visual artist and uses art as a way for change. He has worked with Unicef and as an illustrator he has created art for modules. He is currently working with young people on Youth Power Hacks to solve unemployment among young people by providing apprenticeships, mentoring and funding.

Charlotte asked how did your artist talent develop and evolve over time? Njung’e replied that he has always been an artist since he was young but the most artist experience has come from his surroundings. Njung’e taught himself in illustration and he is always thinking about how he can use art to portray issues. Njung’e noted that art is available and relatable to all people from different backgrounds, religions etc.

Jon noted that there must be a diverse range of platforms and spaces that Njung’e has been in and asked from those that you have used which ones were memorable or impactful for you? Njung’e answered that the video he made last year was about giving people an equal chance and inclusiveness for young people and that short film went to film festivals and it was in that moment he learnt that was what he wanted to continue to do.

Hannah asked what are you most proud of recently and what could change to make it easier to make more impact? Njung’e answered that youth make up the largest section of the population and are most affected by conflicts, climate change and poverty. However, there are so many areas where young people are excluded and their participation is hindered. Njung’e believes they should be involved in many approaches and in areas where it can reach more people. Njung’e shared he is most proud of this art when he was working with young people and getting mentorship from the Youth Power Hacks and implementing in communities.

Diwakar asked if Njung’e has used art for education? Njung’e answered that generally not yet and he worked on a module about data but education is a whole new experience. Njung’e wants to emphasize more on skills and it took him a long time to discover his art and mentorship helped.

Mark asked if there are more people out there using forms of art as change makers and how we might inspire more young people to use art to drive change? Njung’e replied, Yes, there are so many people out there making change through protests and using platforms like TikTok which we saw

during the Black Lives Matter protests. We need a way to use platforms like TikTok to engage them.

Farai asked what is your experience in expressing yourself in art, working with other people and the reaction from governments? What challenges have you faced and what do you do in spite of challenges to solve them? Njung'e replied that he has not seen a positive reaction from governments when asking for accountability. When he took his firm to a government festival they never took it because it was a huge topic focusing on corruption. However, there have been more positive reactions than negative.

Lucinda commented that it is great to hear you had a positive experience from Youth Hacks and asked If we are talking to partner founders about getting art into their areas, what are your top tips on how to sell it and the most impactful areas to target? Njung'e replied that most young people are using short video formats and using modules which have illustrations make it an easier format to engage them in. We should be bringing young people in through short video formats.

Charlotte thanked everyone for their questions and answers from Njung'e. It is fascinating to hear about bringing big issues from young people to life.

- 3. CEO Report.** Perry thanked Njung'e for joining the call. Perry shared his top highlights from his CEO Report, beginning with a strong Q3 position. He explained that with a balanced Q3 position, we are likely to remain balanced by year end. The fundraising position is strong and we have a good pipeline. Leadership is in good shape and we had a good Directors Conference where we all came together. We have pushed back the timeline on strategy as we want more young people to feed into the process and we also have new timelines for the financial model and business strategy. We are feeling good strategically and vision wise but want to take more time to get it right. We are thrilled about where our leadership is and how strong they all are. Perry noted we had the pleasure of interviewing six amazing candidates for the Interim CEO roles and Alex and Kate are now in position.

Perry thanked the board for all their support and for asking the right questions. This is the best board he has ever worked with.

Edleen asked if you had one thing that you wanted us all to keep remembering and keeping as the key priority for the next 12 months, what would it be? Perry answered, youth leadership and making that the main thing. Restless is as good as it is guided by young people. We need to continue to shift and restore power in the agency, keep youth at the heart and keep pushing ourselves. We sent out a survey to staff on what you want your next CEO to be and top qualities were strategic leadership and second was youth.

Lucinda noted it is not surprising what Restless is doing and the next trajectory but is there anything more that we could be doing? Should we show what we are doing with the Interim and permanent CEO process and explain why we are putting youth in power? Perry replied that he thinks it is a big story that we should be telling and it is natural in our next direction. We should explain what we are doing in an honest and candid way and we should not ignore the influence we have on the sector.

- 4. CEO Transition.** Charlotte noted she has been here for five years and Perry was hugely impressive from day one. We took on our leadership roles together and it has been an interesting and exciting journey. Charlotte shared it has been a joy to work alongside Perry and she has taken what she has learned here into her corporate life. What Perry has brought here will lead on in Restless and when one door closes another door opens. Charlotte shared a big thank you from her to Perry and she will treasure the moments and memories. Charlotte noted it has been a joy so far working with Alex and Kate and congratulations to them for the Interim CEO role.

- 5. Strategic Products & Timeline to Feb.** Alex noted we started talking about strategy a year ago and we created the GS3 in 2016 which still stands so whilst that strategy does stand, lots of things have changed. The world has changed, Restless has also changed and we are a different organisation and more progressive in many ways. We have been grappling with power - shifting the power and restoring the power. Our history is working with young people in marginalised areas to lead and is at the heart of what we do which puts us in a powerful position. The Development Alternative, power shifting philanthropy model and we have so many initiatives where we have been shifting the power. Recognising the role Restless plays away from shifting the power to restore and being better and bolder. We have recruited a Strategy Reference Group who has worked with Restless in the past year and we are excited for them to guide us in our strategy. Alex spoke through the timeline; we will take this to all staff on International Youth Day and look at the progress in the next Directors Meeting and we will create products from this. The strategy products are: Research - State of the Youth Civil Society, Restless Model, Youth Collective 2.0, Youth Power Principles and Strategy on a Page.

Gemma noted under resourcing there is one product which is the Global Resourcing Strategy and she is working on a draft to go to the Resourcing leadership team and final version to go to the Director Meeting. It is about mobilising resources and fundraising and we are mobilising £36million over the next 3 years.

Through the Agency lense we are looking at 6 different products which will be staggered behind Strategy and Business. The agency model and accompanying business plan will look at the 6 characteristics from Restless leaders. In the financial model there are two phases; how do we finance ourselves and how do we challenge ourselves with bigger ambitions. Restless Leaders will be ready by end of this year as an internal product ready to deliver amongst young people and staff in 2022. We are taking next year to commercialise RestlessLeaders. Jen is working on the two year Diversity Equity and Inclusion plan with the support of Edleen. We will also be reworking the results framework and QA frameworks. These products are a way for the board to hold us accountable for the next 6 months and next year.

- 6. Finance Committee Report.** Jon shared two points from their committee meeting. Firstly, they have taken the risk policy on how risk is managed overall in the organisation and kicked it off and asked to look at the risk policy at board level. Charlotte agreed we can add this to the agenda for future board meetings. Secondly we have been planning for Lucinda to take over as the chair for the F&A committee. All board members approved for Lucinda to step up as the F&A committee chair.
- 7. Resource Mobilisation Committee Report.** Matt shared they had a full house in the committee meeting and it was really great to have everyone around the table and feeding in. The headlines are that the global income at Q3 has increased and this is despite covid restrictions. There is an importance to keep focusing on proposal submission and this is paying off for next year. Balanced year end position being projected and in terms of 2021/22 we are looking at opening positions of £7million on october 1st. Matt shared his congratulations to Giulia and the team for securing Deborah Meaden for the Radio 4 appeal and the major donor who will match the funding. Gemma noted the appeal is on at 7:55am BST on Sunday 5th September and the website is open for a week. Giulia will be sending more details closer to the time to promote it.

Charlotte asked how the appeal came about? Gemma replied that we have applied for the past 2 years and this is the first time we have won and we are absolutely delighted to have got Deborah Meaden. The topic we got her on is young female entrepreneurs.

- 8. External Engagement Committee.** Alex noted that during her position as Interim CEO the priority is the strategy and will invite Freya, Head of Strategy, into the committee.
- 9. Programmes Policy & Practise Committee Report.** Keith reflected on the past few months and there has been disruption across the world and we have had hubs in multiple lockdowns. We are not planning on how to be proactive with programmes with them being disrupted through lockdowns. There have also been challenges with governments; Uganda governments stopping programmes, funding cuts from the FCDO and some challenges in Sierra Leone. They held a session in the committee looking at programme plans in hubs. The number of livelihoods programmes has decreased and a request from hubs to strengthen the livelihoods model. Natalie, Programme Partnership Director, is leading the vaccine rollout and looking at how we apply community led engagement. We have a consultant conducting an evidence review for Youth Leadership and our models to kick start our evidence and learning strategy which is exciting. One of our global programmes, WeLead, has started and we are performing well. The Development Alternative is coming to an end and the exit is as good as planned for and in terms of sustainability a lot of opportunities from now until december.

Paul commented that the livelihoods point is important and in sub saharan Africa, statistically of those entering the labour market evidence is poor and there is a gap that Restless could step into. The evidence review that Keith just mentioned is a fundamental approach and we need to support our strategy with robust evidence.

- 10. People Committee Report.** Charlotte welcomed Jen to the meeting. Jen introduced herself and shared her experience at the British Red Cross and noted she is really excited to be in this role and wants to consider not just staff but volunteers too. Mark acknowledged the succession strength and people in the organisation to make that movement possible. Given so much is internal the candidates can hit the ground running which mitigates risks. Acknowledged that Kate and Alex already have big jobs and operationally and what this means and who they manage in their Interim CEO roles.

Jen added that we looked at a Covid update on staff welfare and the situation in hubs and what this means for staff. We are restarting the Global Salary Scale and we have an update call with directors in September. We will then agree on a final proposal and we will share it with the board early next year. Most of the salaries are at the 50th percentile so we need to look at market data and decide if that is where we still want to be. Jen explained she is picking up the Diversity Equity and Inclusion work and she has upcoming calls with Directors to get an update. In Sierra Leone they have a Women's Empowerment Policy in place and she is looking at the makeup of national boards and we diversify those. The Restless for Racial Justice group will be sharing external reports in the next quarterly staff workshops and are drafting an agency-wide Anti- Racial Policy and using Edleens support.

Charlotte noted that it is great to see the GSS is progressing. Tom asked about the anti- racism policy and a lot of organisations are making external commitments and if Restless is doing the same? Jen replied that we have made commitments on our website but the group felt that we felt we needed to have an internal policy.

- 11. Quality Assurance.** Kate shared we are reporting two incidents to the Charity Commission this quarter. They replied that they don't believe any regulatory breaches have been made but thanked us for letting them know. We will work around safeguarding and our duty of care to young leaders, families of triathletes, donors etc and bring to the away day. We now have a wide range of people which represents all our areas of work in the Internal Safeguarding Working Group. Hub Directors lead safeguarding in their hubs so appointing the new directors gives us an opportunity to reinduct them on their responsibilities and incident management.

12. AOB. Paul asked Perry to keep doing Just Opens Leaders Blog going forward. Perry replied he would and would love anyone on the board to write a blog.

13. Close of meeting. The meeting ended at 14:41.