

# RESTLESS DEVELOPMENT

## Restless Development

### Minutes of Trustee Meeting 1st December 2021

Minutes of Trustee Meeting, 1st December 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 Matt Beard and Kate Muhwezi.

| Meeting Dates      | 28 Jan | 26 Mar | 4 Apr | 28 Apr | 28 Jul | 15 Sep | 24 Nov | 26 Jan | 5 May | 4 Aug | 25 Aug | 15 Sep | 01 Dec | Meeting Dates    | 28 Jan | 26 Mar | 4 Apr | 28 Apr | 28 Jul | 15 Sep | 24 Nov | 26 Jan | 5 May | 4 Aug | 25 Aug | 15 Sep | 01 Dec |   |
|--------------------|--------|--------|-------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|------------------|--------|--------|-------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|---|
| 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    | ⊗      | ⊗      | ⊗     | *      | ⊗      | ⊗      | ⊗      | ⊗      | ⊗     | ⊗     | ⊗      | ⊗      | ⊗      |   |

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| Anand Aithal      | * | * | * | * | ○ | * | * | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | Alex Stewart    | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ | ☒ |   |   |
| Candie Casabalian |   |   |   |   |   |   |   |   |   |   |   |   | * | Ed Francis      | * | ○ | ○ | * | * | * | * | ☒ | ☒ | ☒ | ☒ |   |   |
|                   |   |   |   |   |   |   |   |   |   |   |   |   |   | Christina Lewis | ● | ○ | ○ | * | * | * | * | ○ | ○ | ☒ | ☒ | ☒ | ☒ |

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

\* Via Phone/Skype

**1. Welcome.** Minutes approved from the last meeting. All actions completed and only one outstanding re. youth collective commercial models. Charlotte has some governance items for the end of the meeting - will aim to cover in AOB.

**2. Youth Spotlight and COP.** Charles shared update on COP26 and research he shared at the meeting. Felix shared his own experiences as a young person, of climate change and the impacts on local communities. He shared how young people are planning to mitigate climate change and fighting to ensure young people have a voice and are involved in decision making processes. Poonam shared her experience as a climate representative. She spoke about a report she was involved in preparing and suggested she could share these. She thanked Restless for the platform Restless had given her and how important this was.

Jenny asked what plans the young people had next and what things they want to focus on in their local communities? Poonam responded she had recently graduated so is planning to serve as a public official in Nepal and enable grassroots organisations to connect with the policy makers and be the bridge between the two. She wants to ensure young people across Nepal have access to policies and to share their voices. Her long term goal is to be involved in the UN.

Inés explained that COP26 was a difficult space to have conversations - it is a place for campaigns and networking but the interaction need to happen afterwards to generate change. There was a lot of media engagement which was good, but it was difficult to give young people exposure to leaders and decision makers in these spaces. Alex reflected that at COP26 at least we were able to access all of the different spaces and have different conversations so this was a positive.

Charlotte thanked everyone for their comments and the vibrancy of this session.

**3. State of the Agency Report.** Alex notes she had shared the report and this was a collective effort with RLT contribution. It was a busy but successful quarter in terms of fundraising. The State of Youth Civil society report first draft is now ready and this really works with our youth power principles. We have a launch date set for 30th March and so far all on track. A number of strategy product launches are planned in the coming months too which is exciting.

Alex shared that the whole agency will be closing between christmas and new year to thank everyone for hard work and enable everyone to take a break.

Charlotte noted the reports she had seen were all positive and thanked Alex for the update. Charlotte asked if there were any questions for Alex. Paul had a question about strategy and asked how we keep the strategy nimble, agile and active - rather than so focussed on thematic areas? Alex noted we need to focus on youth leadership, youth strengthening and restoring power. This enables the young people to then focus on climate, education, or whatever their priorities are. We are moving towards focusing on strategic priority areas so we can flex and respond to change more quickly.

**4. Resource Mobilisation Committee Report.** Gemma shared a presentation on income headlines, Really positive quarter 4. The win rate is up to 66% - an increase on 19/20 year - this is impressive and we should be proud of this. And the new financial year is off to a good start.

End of year review - not finalised yet. Need to look at this in more detail and understand how this can inform future planning etc. 20/21 was an experimental year with different ways of working, different donor focuses etc. Emerging analysis presented but still underway - suggest we have won longer, multi year funding and also seen increases in the amounts we have won. Unrestricted funding was largely met, apart from corporate funding and we have now looked at this and adapted how this will work moving forward.

Paul asked a question regarding the bids we are submitting with new funders, and asked what does it feel like? Is it a very competitive process or are there some propositional proposals where there is more of a conversation - what's the mix? Gem will look at that in the analysis - but feels it is a mix. Good number (25%?) where we have been invited to apply for something as a result of relationship building.

Charlotte said the papers represented a really good picture especially during the last year which was exceptionally difficult. We are in a strong position to move into the next year. Amelia echoed the view and asked if there was any similarity in the feedback for the proposals we didn't win - what are 2 or 3 of the key themes/feedback points. Gem said we don't have much feedback, not a lot to go on. But we will look at the themes. Kellogs provided a lot of feedback which was brilliant and very valuable.

**5. Year End Budget.** Segun shared the latest budget position and year end figures in detail, covering projections, reserve levels and cash flow picture.

**6. Risk.** Candie talked through the key risks and the Quality Assurance Framework.

- Risk movements: this quarter, we have :
  - decreased:
    - Donor Diversity (we have less reliance on a small number of donors and have 20% new funders)
    - Senior Leadership (the appointment of interim Co-CEOs has brought stability) and
    - Flexible Income (reduced likelihood as we are forecasting a bigger amount to be raised)
  - increased: Cashflow
- top risks:
  - Planning for Growth & Change: Remains high
  - Major Incidents & Disasters: Remains high - continuous waves of Covid still impacting staff teams and volunteers across multiple Hubs

As we enter a transition period for both our global strategy and agency modelling, the high scores reflected in this Quality Assurance Framework should be celebrated as a demonstration that our approach to driving performance and change simultaneously has been successful over the past 5 years. It also

indicates that the agency is outgrowing its current model, with the need for a more ambitious model moving forward. A new Quality Assurance Framework will be developed once the new Agency Plan is finalised in 2022.

Charlotte asked if we can make the QAF as simple as possible - if we don't need to go to a fully fledged new framework let's not - maybe we can just change one or two things. Lucinda noted we had also looked at the risk policy and the risk appetite document and we are looking to bring this to the board in a more detailed way for review following the new strategy/agency plan etc. Charlotte suggested we are looking to do this and take deeper dives into things in the future - particularly in the new year.

**7. Finance Committee Report.** Segun noted we have covered most of this in the budget section of the meeting. Lucinda said they have reviewed the TOR for the Committee and need to think about the future and need to think about the new members etc. Looking to get an advert out this side of Christmas.

**8. Resource Mobilisation Committee Report.** Gem suggested nothing else further to add at this stage.

**9. External Engagement Committee.** Jenny noted that a lot of external engagement areas have already been covered. 900 new signed up members to the youth collective.

Strategy update is another big focus for the team, but seems to be going very well and the strategy reference group is very positive and inclusive.

Some changes in team - decision to bring external engagement and programmes together under the strategy lens is a recent discussion. There were no questions for the committee.

**10. Programmes, Policy & Practice Committee Report.** Kieth shared a presentation on a report that has been put together on 'youth led change-what works?' - focus on 10 years of evidence and learning in Restless Developments work which highlighted some really positive and impactful work.

Paul reflected that the last point on programming and ensuring it is connected to a bigger picture was important, but that even if we connect things to the SDGs this doesn't always mean we are connected. Always need to think about local views too and where we link in.

Charlotte also said that coherence is important but also need to be opportunistic when we can be. Really interesting insights in the report and we should be highlighting this as often as possible.

**11. People Committee Report.** Provided update as per the paper.

**12. Security and Safeguarding Update.** Provided update as per the paper. Notable points are that we now have a new insurance provider due to the significant increase in re quote from AIG, which was not due to significant claims from Restless it was due to an increase in costs across the industry as a result of the pandemic.

**13. AOB.** Lucinda - asking for a list of everyone on the board and what committee they are in and who is vacant. Charlotte confirmed this would be looked at and actioned as required. Charlotte wanted to discuss CEO recruitment confidentially and also deputy chair of the board so the meeting was closed at this point.