

Restless Development

Minutes of Trustee Meeting 2nd February 2022

Minutes of Trustee Meeting, 2nd February 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 Edleen John, Diwakar Uprety, Matt Beard, Tom Allen, Gemma Graham, Farai Muronzi, Caleb Masusu.

Meeting Dates	1st Dec 2021	2nd Feb 2022	4th May 2022	3rd Aug 2022	14th Sept 2022	Meeting Dates	1st Dec 2021	2nd Feb 2022	4th May 2022	3rd Aug 2022	14th Sept 2022
Charlotte Eaton	*	*				Candie Casabalian	*	*			
Hannah Bronwin	*	*				Alex Kent	●	●			
Jon Gorrie	*	*				Gemma Graham	*	○			
Bella Mosellmans	☒	*				Kate Muhwezi	○	*			
Jenny Wilson	*	●				Segun Olowookere	*	*			
Paul Wafer	*	*				Keith Short	*	*			
Amelia Pan	*	*				Nikita Khanna	*	*			
Matt Beard	○	○				Caleb Masusu	*	○			
Tom Allen	*	○				Inés Yábar	●	●			
Lucinda Moore	*	*				Nalini Paul	*	*			
Edleen John	*	○				Jen Codman	*	*			
Diwakar Uprety	*	○				Farai Muronzi	*	○			
Amisa Rashid	*	*				Megan Mckinnon	○	●			

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Phone/Skype

1. Welcome. Apologies received from MB, TA, EJ, DU, GG, CM, FM. Minutes approved from the last meeting. All actions completed and only one outstanding re. Youth Collective commercial models session. CE encouraged members of the board to step forward and volunteer to be her co-chair.

2. Youth Spotlight and RewirED. We heard from Alice Mukashyaka, the International Research & Learning Manager, about how she came to be part of Restless Development and her involvement in the #MakeEducationWork campaign and RewirED Summit, which supported meaningful youth engagement in research, advocacy and decision-making on education.

JW asked where Alice saw herself in ten years time, and Alice replied that she wanted to keep advocating for young people and in education and livelihoods.

JG asked what Alice saw as being next for Restless Development. Alice highlighted the learning, opportunities, and funding gained from the RewirED Summit as providing critical momentum for an ongoing education campaign, including the upcoming UN Education Summit.

AK commended Alice for successfully organising the logistics of this trip to Dubai in the middle of a pandemic, which enabled Restless Development to interact with and impress some major institutional players.

CE thanked everyone for their comments.

3. State of the Agency Report. AK provided a brief overview of the RLT State of Agency Report, reassuring the Board that the agency is generally doing well. After an agency-wide shut down for one week in the run up to the New Year, staff are feeling well rested and reset to launch the new strategy and agency model.

AK also noted that in terms of financial wellbeing, the agency is in a better position than previously expected, with total income increasing from £6.9m to £8.2m. This reflects an increasingly strategic, diverse and sustainable funding base.

CE noted the reports she had seen were all positive and thanked AK for the update. CE asked if there were any questions. PW was pleased to hear that revenue was more in a more positive position than expected, and asked why this was the case.

AK responded that she thought we were reaping the benefits of our new global resourcing team that has been chasing strategic funding, diversifying our funding base, writing more proposals and taking a long-term perspective.

CC concurred that long discussions and relationship building over the course of months and even years was coming to fruition.

KM emphasised the role that CC and NP played in their mission over two years to relight longevity into the life cycle of our revenue streams. KM also reflected on the positive impact of our recent restructure in the International Hub, as roles have been relocated from the UK to the most appropriate and more cost-efficient locations.

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CE commented that there has been an extraordinary diversification of funding streams over the past years, and this move beyond traditional institutional donors is clearly paying off.

4. Q1 reforecast and cashflow

SO shared a presentation on income headlines. Strong first quarter with total income increasing from £6.9m opening budget to £8.2m at Q1, reflecting a 19% increase. Expected growth was initially set at £8.5m by Q3 but it may now be possible to get close to £9m, returning to pre-pandemic levels.

The Global Resourcing Strategy has moved from development to implementation phase. Meetings with Hub Directors are currently underway to come up with specific plans for each Hub. Q1 resourcing targets are on track with income targets met and projected across all streams.

Conversation rate on track:

- £1.8m secured from 10 successful proposals.
- 11 proposals submitted worth £3.4m.
- £11.8m pending from 31 proposals.

AP congratulated our tremendous success in proposal-to-conversation rate, and asked why this might be the case. She also asked what our success rate was as a percentage and if we have received feedback from unsuccessful proposals.

SO responded that our new resourcing strategy has been successful at looking at a more diverse base of funders, shifting focus away from the bigger institutional partners towards shorter and smaller funding sources which can lead to larger multi-year funding if the pilots are successful. In addition, SO highlighted how the new resourcing strategy brings together our work and learning from previously successful bids.

IY also added that our win rate for last quarter was 66%, which is high for our sector.

Our opening global unrestricted reserves for 21/22 based on draft 20/21 accounts were £743k. Representing 82% of 3 month core cost benchmark and 97% of risk based benchmark. Our forecast reserves at September 2022 based on Q1 reforecast £668k.

CE asked if it is possible for us to get back to a position where we don't have to dip into our reserves, with the view to rebuild these. SO replied that we will definitely be in a position to balance our reserves by next quarter. CE expressed that she was keen for this to happen.

Action: End next quarter with global unrestricted reserves in a balanced position.

5. Our Hubs and International team

KS provided a short overview for each of our Hubs, with the following key highlights:

1. India: lots of success and growth as now operational in North and South, with substantial programmatic, research & advocacy reach (e.g. tech, education, gender, climate)
2. Nepal: our smallest hub at the moment, having seen a reduction in size but remained financially viable, with a strong COVID response and

- expertise on marginalised communities (e.g. LGBT & disability)
3. Sierra Leone: our largest hub in terms of reach with substantial programming (e.g. community led action on COVID/ebola and female empowerment)
 4. Tanzania: at a critical junction since strategic funding from SIDA is set to finish and is in negotiation for grant renewal
 5. Uganda: reduction in size, staff and budget over last few years due to shrinking civil society
 6. US: a hybrid hub which contributes to resource mobilisation with donors and at institutional level (e.g. USAID), thematic leadership on gender, and influencing meaningful youth engagement policies with only 4 members of staff
 7. Zambia: 8 active programmes and 4 starting soon, with focus on positioning the hub as a thought leader on youth
 8. Zimbabwe: upward trajectory with increasing focus on research on climate and advocacy on HIV/AIDs

KS observed that education and gender are becoming increasingly important priorities, and noted that Hubs are increasingly sharing expertise and cross-collaborating.

AK provided an overview of the current state of the Youth Collective and gave a strategy update, explaining that all products are in the final stage and due to launch on 20th March. AK said that the strategy has Youth Power at the centre with the Youth Power Principles, Restless Approach and Impact Priorities also included.

KM presented the International Hub staff structure, noting it has become much more representative as a result of intentional restructures and hiring practises. UK staff has reduced from 80% to 50%, with significant movement to Asia, Africa and Latin America. However, she also noted that the top roles remain predominantly UK-based at this point in time.

AP asked whether there have been any unintended consequences of moving power out of Europe. KM replied that there has, particularly in terms of the increasing challenges posed to meeting face-to-face, such as at the Directors Meetings and QSWs. Therefore, it is important that our new agency model considers what infrastructure we should invest in to remain connected.

PW commented that he really liked the Hub-by-Hub slides and suggested adding who the single biggest funding stream is and who the Hub director is alongside a photo for each slide. KM agreed to add the suggestions before sending out the finalised slides to trustees.

Action: Add the single biggest funding stream and name/photo of each director to the Hub overview slides

PW also acknowledged the difficulties that his organisation and others have faced in terms of the pandemic and face-to-face connection, asking what the future role of face-to-face time would play in the agency. KM replied that our alternative this year was to close the entire agency down for one week over the Christmas period to reset. KM also mentioned that we would be testing the logistics of in-person meetings by organising the Restless Leadership Team meeting in (possibly) India in July if COVID permits. She also added that we are increasingly moving in a direction where the International team is dispersed across non-Hub countries. It will be important to reflect on this during our agency modelling process, in addition to considerations of cost and the environmental burden associated with international flights.

6. Our risk register now

CC gave an overview of our ten risks on the Risk Register for this quarter.

In terms of the Quality Assurance Framework, this quarter saw a dip, however this is a common occurrence in the first quarter of the year as registrations, policies, essential standards, all need to be re-established for the year.

CC noted that our new agency model will dictate the new Quality Assurance Framework. She also gave an overview of the plan for the upcoming Internal Audit which we aim to complete by July. Reviewing last year's virtual internal audit, benefits included that it was cost-effective, safe, easy to arrange and flexible. Challenges included technology, lack of meaningful conversation, scanning & sending.

7. Horizon scan for risks and opportunities

AK's Priorities: finalise and roll out an updated strategy that gives us clarity and sets us up for success, as well as looking for the next big thing.

KM's Priorities: build and launch new agency model and agency re-set responding to the 'wear and tear' experienced over the last 2 years.

Joint Priorities: strengthen youth leadership pathways and make the agency more sustainable and power-restoring.

The Board then broke into 4 smaller groups to take a deeper dive into the opportunities and risks facing the agency over the next 12-24 months. Summaries from these discussions were captured and will be shared with the Board, and the Restless Leadership Team will consider this input at their next meeting.

CE closed by applauding the slides, and asked for them to be shared with Trustees.

Action: Board presentation slides to be shared.

8. Finance Committee

SO noted we covered most of this in the Q1 reforecast and cashflow presentation. Lucinda supported this, highlighting cashflow as the predominant focus of the F&A Committee meeting.

9. Resource Mobilisation Committee

No comments to add at this stage.

10. People Committee

Notable points are changed people goals and measures (e.g. DEI, stronger feedback & accountability), final candidates for the Chair of People & Culture Committee being interviewed by CE. A paper to be shared on global salary scale review in the coming months.

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11. Security and Safeguarding update

No safeguarding incidents and one security incident: bombings in Kampala but no serious impact or injury on staff. New safeguarding staff in Tanzania, Sierra Leone and Zambia.

Other updates that the Committee signed the revised Safeguarding Policy which they aim to do every 6 months. We also received positive feedback on FDCO Enhanced Due Diligence.

12. Programmes, Policy & Practice Committee

New RAG programme reporting system seems to provide a more insightful and accurate snapshot of progress. PW noted that more work needs to be done with Hubs to raise awareness of possible problems.

13. External Engagements Committee

Highlights included digital engagement and social media increase, a new Youth Power Panel, Leadership Labs and further growth in the size/ strength of the Youth Collective. The focus for the next quarter will be the strategy conference, ensuring continuity for some programmes coming to an end, and how to strengthen cross-hub collaboration between EE and Comms.

14. AOB

The Board agreed to re-appoint CE as Chair for a period of 4 years.

Action: JC to issue CE a re-appointment letter as Chair for a further 4 year term.

A discussion was also had on whether as part of the re-appointment there should be a review of CE's performance and a Board review in general. The board agreed this should be looked into and a review should be undertaken.

Action: JC agreed to review what documents/evidence was available in regards to Chair and Board review and would liaise with CE, AK and KM as required.

Meeting closed.