

Restless Development Minutes of Trustee Meeting

Attendance: See table at end of document

Date: 08/05/2024

Recorder: Richa Sinha

Location: Zoom

Time: 12.00pm - 3.00pm GMT

Approved:

Agenda	1. Welcome and Approval of Previous Members 2. Trustee Spotlight 3. State of the Agency Report	4. Strengthening Brand & Visibility Break 5. Year end position, Q2 Reforecast, Reserve and Cash Flow	6. Risks 7. People Committee 8. Strategy Committee 9. Business Committee 10. Youth Spotlight 11. AOB	
Actions Updates	Actions from Meeting(s)	Lead	Status update/timeline	Progress
1.	Share different win rates (and analysis) across different funding sizes for full Board	Al	August meeting	
2.	Share the 3 asks from Trustees	Al	End of May	
3.	Share Trustee commitments	Alex	End of May	
4.				

Restless Development Minutes of Trustee Meeting

Agenda	Minutes
Welcome (JW)	JW welcomed everyone and welcomed Charity in the space Apologies sent by JD (Trustee). The minutes of the previous meeting were agreed and adopted.
Trustee Spotlight (ND)	<p>ND discussed her journey with Restless Development, the organisation's evolution, and its ongoing commitment to its values and mission. She started with the early days of SPW (Students Partnership Worldwide) when she worked as part of a small team led by founder Jim Cogan, focusing on recruiting UK-based volunteers for international programmes. Further added that she was involved in setting up SPW in Zambia before rejoining the UK organisation around the time that the ICS programme was introduced (funded by DfID). ND talked about the shifts in strategy towards more diversified work beyond traditional volunteering - with increasing focus on campaigning and advocacy especially in the UK. She added that while volunteering was initially the primary focus, the importance of campaigning and advocacy work grew over time and is now central to Restless Development's mission. She highlighted the importance of Restless Development's values, transparency, and accountability, which have remained consistent throughout its evolution. She also reflected on Jim Cogan's dedication to young people and staff, emphasising his boldness and caring nature, which continue to influence Restless Development's ethos. At last she expressed pride in Restless Development's growth and suggested embracing its boldness and global reach as it celebrates its 40th anniversary.</p>
State of Agency Report (AK and KM)	<p>AK provided a comprehensive overview of the agency's recent activities, successes, and areas of focus moving forward. Some recent wins and conversations on Power Shifting. Tomorrow we're having a call with FCDO focusing on sharing experiences with 'localisation' and power shifting. AK provided insights into the agency's current initiatives, including efforts towards becoming a feminist agency, positioning for the UN summit of the future and participation in various forums including CSO summit in Nairobi.</p> <p>AK outlined the agency's involvement in new programmes, such as the Youth Action Labs, digital rights work, and climate and green jobs initiatives. Provided positive news regarding balanced budgets in certain hubs and strong fundraising efforts. Triathlon season progress was also noted, with successful targets achieved. Discussion regarding the challenges of balancing performance management and feminist leadership approaches. The importance of focusing on doing less but better was emphasised, along with efforts to address areas of improvement.</p> <p>KM provided insights into the agency's financial position, noting that while margins are tight, there has been significant progress over the last two years. She emphasised that the agency is now in a better position compared to previous years, with a focus on long-term sustainability. KM highlighted the importance of understanding these developments beyond just the numbers.</p> <p>KM discussed the significance of storytelling in conveying the agency's journey, particularly regarding power shifting. She mentioned the challenge issued six months ago to tell the internal power shifting story more intentionally. She noted an increase in interest from</p>

Restless Development Minutes of Trustee Meeting

	<p>various stakeholders in learning about the agency's experiences and highlighted upcoming opportunities to share this narrative - with the FCDO and at the Fair Share festival in Berlin.</p>
<p>Strengthening Brand & Visibility (AK)</p>	<p>AK expressed enthusiasm about the progress the agency has made and highlighted the increasing relevance of our visibility in various conversations. AK initiated the presentation by sharing slides showcasing the agency's efforts to enhance visibility. The importance of these changes and how they contribute to the agency's goals was emphasised.</p> <p>AF emphasized the importance of enhancing the agency's visibility to attract the right type of funding. He highlighted the need to introduce more flexible funding models and ensure that the agency stands out in a competitive landscape. Further outlined strategies for increasing visibility, including participation in events, conferences, webinars, and speaking engagements. He emphasised the importance of leveraging opportunities to showcase the agency's work and engage with key stakeholders. The discussion highlighted the importance of targeting both sector-facing funders and young changemakers as key audiences. Strategies for effective communication and engagement with these groups were discussed. AF introduced future initiatives, such as the ambassador network and the 40th-year celebration, as opportunities to further enhance visibility and fundraising efforts.</p> <p>Trustees were encouraged to contribute ideas and suggestions for these initiatives.</p> <p>AK facilitated group discussions to brainstorm individual and collective actions to enhance visibility. Group members were encouraged to explore ways they could contribute to the agency's visibility goals, both individually and as a group of global trustees. The group discussed challenges and opportunities related to visibility enhancement, including the need for strategic planning and coordination across different initiatives.</p> <p>JW discussed various topics related to knowledge sharing, skill development, mentoring, and visibility within a group or organisation. JW mentioned that Tom conducted a training session, implying a focus on knowledge sharing among staff. There's an emphasis on utilising skills within the group for fundraising and visibility, possibly through indirect means. Additionally, there was a mention of one-to-one mentoring and support from trustees, with the identification of a potential trustee to provide such support. The discussion also touched on the importance of regular sharing of content packages on social platforms and before key events like international conferences, to ensure advocacy messages and resources are readily available.</p> <p>KM explored two different approaches to engagement and coordination within an organization.</p> <ul style="list-style-type: none"> • The first approach involves considering engagement strategies for younger members, specifically those aged 7 to 13, such as alumni who may not yet have social media accounts. There's a focus on not missing the opportunity to keep them engaged and involved, potentially leveraging their influence in the future. The discussion also touched on coordinating messaging at the national level to demonstrate the impact the organisation is having, especially with school leavers or those who may not currently have significant influence but could in the future.

Restless Development Minutes of Trustee Meeting

	<ul style="list-style-type: none"> The second approach revolved around coordinating with larger multilateral organizations like UNICEF. There's an emphasis on consolidating messaging at both national and global levels to showcase the organisation's impact and align with the goals of these larger entities. By demonstrating mutual benefit and credibility, the organisation aims to increase its visibility and impact on a global scale. <p>TA discusses the challenge of catering to different audiences, such as reaching young people on platforms like TikTok while also maintaining a level of seriousness that resonates with researchers like Mackenzie Scott. Ultimately, the goal is to create content that is exciting and engaging for one audience while also maintaining credibility and relevance for another, ultimately benefiting the organisation's overall objectives.</p>
Financial Position (SM and AF)	<p>SM provided an overview of the audit process for the year 2223, noting that the global audit is nearly completed. A meeting was held with the business committee to discuss the draft audit reports and findings. The audit report was unqualified, indicating no adverse findings from the auditors. The committee approved the report in principle, acknowledging concerns about a 10% decrease in income compared to the previous year, largely due to the closure of major programmes and funding drops. Despite this, there was an increase in unrestricted funding due to new initiatives. SM discussed the organisation's reserve position, noting a decrease. The reserve fell short of benchmarks, indicating a need to rebuild. Cash flow projections were presented, indicating a drop in March but a secure position for the next year. SM mentioned awaiting final reports and suggestions from auditors, aiming to finalize the report for signing. JW requested approval of the accounts in principle from the Board and this was given, enabling LM to sign the accounts on the Board's behalf once they have been finalised.</p> <p>SM further discussed Q2 forecasts, highlighting progress and updates since the circulation of previous figures. The total secure income is reported to be over £8.3 million, indicating a 10.67% increase from the previous quarter. The pre-pipeline deficit is noted to be £154K, which is around 1.84% of the income. He concluded with a focus on rebuilding the reserve and maintaining a balanced position. Also elaborated on the risk with revised targets and cost savings, particularly in the context of the US. Cash flow was discussed, with a 12-month horizon and considerations for loan repayment and potential investments. At last he concluded with an overview of projected income for the next year, indicating a positive start but emphasizing the need for detailed annual budgeting in July for clarity on expenditure.</p> <p>AF discussed the financial snapshot for Q2. It was noted that the organization secured just under £400K, slightly below the target. Concerns were raised regarding the decrease in the average value of successful proposals, indicating a shift in the market. The submission of 24 proposals worth about £16m was highlighted, almost double the total value of Q1 submissions. The pipeline for future proposals was reported to be healthy, with planned proposals valued at £9.7 million. The win rate for restricted funding was discussed. Several big-ticket proposals for Q3 were mentioned, including opportunities with the Wellcome Trust and USAID projects in Sierra Leone.</p>

Restless Development Minutes of Trustee Meeting

	<p>On fundraising performance AF added that unrestricted income continues to perform well, surpassing targets for two consecutive quarters. The success of recent triathlon events in fundraising was highlighted, with projections on track to generate £630K net profit. A new triathlon sponsor was secured, providing additional income for three years. Plans to relaunch the restless go further and virtual distance challenge were discussed. A fundraising appeal with £40K match funding secured was announced, along with plans to launch on May 27th. AI also mentioned the launch of the state of civil society research, with plans for a donor dialogue webinar on June 11th.</p>
Risks (KM)	<p>The main point discussed by KM in risks are-</p> <ol style="list-style-type: none"> 1. We have transitioned to a new approach to risk conversations, focusing on integrating risk discussions into ongoing strategy / business development / people focussed conversations rather than through separate risk discussions. 2. Acknowledgment of the need to update the risk paper for the next quarter to streamline it. 3. Identification of current top risks including dependence on unrestricted income and pipeline, and attention to people management and succession planning. 4. Recognition of the importance of investing in second-tier leadership to retain talent. 5. Positive developments in governance relationships, with increased involvement of national boards in key discussions. 6. Noted cashflow and incident management risks have reduced due to a strong 12-month horizon for cash and proactive measures taken for incident management. 7. Natural scanning of emerging risks, particularly in the strategy group, with plans to incorporate this practice into other committees.
People Committee (KM)	<p>KM provided an overview of recent discussions regarding the role of the people function within the organisation. Recognition of the need to reassess the focus and value of the people function and on the role of the committee in developing a vision for the people function's focus were discussed. She also mentioned the plan for Charity to present her goals at the next meeting, aligning them with the committee's vision. Emphasis on improving communication with the board regarding the people function's activities and strategic alignment was made.</p>
Strategy Committee (PW)	<p>PW gave updates from strategy committee that were-</p> <ul style="list-style-type: none"> • Alignment of committee discussions with ongoing organisational conversations, particularly regarding the elevator pitch and systems change thinking. • Recognition of the need to define distinct storylines to show our expertise while maintaining a common, holistic perspective that cuts across them. • Evolution of committee focus from traditional programme areas to broader systemic approaches, reflecting on implications for organisational understanding and adaptability.

Restless Development Minutes of Trustee Meeting

	<ul style="list-style-type: none"> • Evaluation of data collection efforts, emphasising the need for data to be useful and meaningful for management purposes, particularly in tracking trends and focus areas.
Business Committee (MC)	<p>MC highlighted Restless Development's going concern, stressing the importance of enhancing its financial position, particularly considering the lower reserves compared to the set benchmark. Concerns were also raised regarding unrestricted fundraising targets, with questions arising about the feasibility of ambitions. MC delved into inquiries about potential tax benefits for donors in the US, recognizing the potential impact on donation levels and seeking feedback on tax deductibility or other incentives. Additionally, discussions revolved around the account balance for the current year and the persistent long-term deficits, with a clear desire to eliminate deficits and ensure sustainable financial management. The meeting also saw clarification on the organisation's financial model, with efforts emphasised to sensitise hubs about their role within this framework. Overall, the meeting underscored the importance of addressing financial challenges while exploring avenues for potential growth and sustainability.</p>
Youth Spotlight – Sithembile Sakala	<p>SS Shared personal background and journey with Restless Development. She discussed the She Soar Project's focus on adolescent girls' sexual and reproductive health and economic empowerment. SS also highlighted the project's impact and community-led approaches, including gender-transformative initiatives and intergenerational dialogues.</p>
AOB (JW)	<ul style="list-style-type: none"> • Alex expressed excitement about two upcoming weddings within the board, congratulating JW and FB and extending well wishes for their special occasions. • JW will be serving as the safeguarding lead on behalf of the global board. However, there is a need for a volunteer to serve as deputy. • A reminder was issued about the debrief meeting scheduled for tomorrow with trustees. The purpose of the meeting is to catch up and discuss any matters that need attention in an informal setting. All members available to join were encouraged to participate.

Restless Development Minutes of Trustee Meeting

Attendance: Trustees	30 Jan 2024	8 May 2024	24 July 2024	11 Sep 2024	Attendance: Staff	30 Jan 2024	8 May 2024	24 July 2024	11 Sep 2024
Bella Mosselmans	●	●			Candie Cassabalian	●	○		
Jenny Wilson	●	●			Alex Kent	●	●		
Paul Wafer	●	●			Natalie Agboeze	●	○		
Mafipe Chunga	●	●			Kate Muhwezi	●	●		
Oyindamola Johnson	●	○			Sunil Mahawar	○	●		
Tom Allen	●	●			Genevieve Seddon	●	○		
Lucinda Moore	●	●			Nikita Khanna	○	●		
Diwakar Uprety	●	○			Nalini Paul	●	●		
Amisa Rashid	●	○			Yande Kalengo	●	○		
Edleen John	○	●			Al Farrington	●	●		
Pooja Singh	●	●			Richa Sinha	●	●		
Nicola Dean	●	●							
Justin Derbyshire	●	○							
Francesca Bowen	●	●							
Eshban Kwesiga	●	○							

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom

08th May 2024