

## Restless Development Minutes of Trustee Meeting

<b>Attendance:</b> See table at end of document		<b>Date:</b> 04/12/2024	<b>Recorder:</b> Richa Sinha
<b>Location:</b> Zoom		<b>Time:</b> 12.00pm - 3.00pm GMT	<b>Approved:</b> K Muhwezi

<b>Agenda</b>	1. Welcome and Approval of Previous Members 2. Trustee Spotlight 3. State of the Agency Report	4. Conference Accountability <b>Break</b> 5. Financial Position - Emerging Year End position, Reserves and Cash flow	6. Board Evaluation Feedback 7. People Committee 8. Strategy Committee 9. Business Committee 10. Youth Spotlight 11. AOB	
<b>Actions Updates</b>	<b>Actions from Meeting(s)</b>	<b>Lead</b>	<b>Status update/timeline</b>	<b>Progress</b>
1.	Share the accountability updates of Conference with all staff on a quarterly basis,	KM / RS		
2.	Collaborate with AK and KM to gather and organize the suggestions received by all trustees to improve board function and decide what to move forward with, trial, and how to implement them.	JW	Done	
3.	Host informal discussions with board members (ongoing)	All	Ongoing	

<b>Agenda</b>	<b>Minutes</b>
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04th Dec 2024

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Welcome (JW)	<p>JW welcomed all the trustees and announced that this would be LM's final meeting with us as Chair of the Business Committee (she will remain on the board). JD would take over the role from February.</p> <p>JW welcomed BS (US board chair) to the meeting, who will be joining as an observer for the next few meetings in order to improve connection between the US board and the global agency.</p> <p>She also approved the last minutes.</p>
Trustee Spotlight (AR)	<p>AR shared her work with the Nivishe Foundation, which focuses on community-based mental health interventions in Kenya, emphasizing the importance of localizing mental health services by learning from local communities. She highlighted various initiatives, such as their mental health fellowship program, which trains young people from 15 African countries to provide grassroots mental health support in local languages. Additionally, she talked about launching the foundation's first mental health comic book in local languages in Kenya. AR also mentioned the construction of a local mental health center, which would offer various therapeutic interventions, including narrative therapy. She updated the members on the foundation's work on policy development for mental health in Nairobi and Kenya, advocating for the inclusion of marginalized communities. Lastly, AR noted that the foundation collaborates with partners to provide technical support for mental health initiatives in Sub-Saharan Africa.</p>
State of Agency Report (AK and KM)	<p>AK reflected on Restless' key achievements and future plans. Further highlighted the <b>Youth Power Summit</b> held during the UN General Assembly in September, showcasing the collective efforts of Restless. AK then turned to the <b>Ending Violence Against Children Ministerial</b> held in Colombia, where Restless played a crucial role in youth mobilization, emphasizing the impact despite limited resources. The event featured an innovative <b>Safe Photography project</b>, where young people captured images that represented what safety meant to them. AK also shared the launch of the <b>second round of funding</b> for the <b>Young Game Changers Fund</b>, alongside showcasing the positive impacts from the first round, including inspiring stories of young people determining how to allocate resources.</p> <p>AK emphasized the launch of the <b>State of Youth Civil Society research</b>, which focused on funding youth power. The research made a significant impact, presenting <b>10 principles for youth-led funding</b>, which Restless began incorporating into their work. These principles also served as a foundation for ongoing conversations and proposals, further positioning Restless as a thought leader in the field. Additionally, they provided a major internal update on the progress of <b>Restless' theory of change and governance</b>. The organization had been working on defining participatory processes, and AK mentioned that the final version of the theory of change was expected to be completed soon and shared on the website.</p> <p>AK highlighted that <b>2025</b> would be a pivotal year for Restless, marking its <b>40th anniversary</b>. With the goal of emphasizing the impact on over <b>10 million young people</b>, then stressed the importance of using this milestone not only as a retrospective achievement but also as a forward-looking catalyst to amplify the power of Restless' work. This included new initiatives, such as migrating to <b>Salesforce</b> to better capture and manage alumni connections. AK also shared plans to move the <b>UK office</b> to <b>Somerset House</b>, and announced that a <b>strategic reset</b> was planned for <b>January</b> to refine goals and align the organization's efforts moving forward.</p>

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	<p>KM discussed a review of the Global Leadership Group (GLG) in our annual conference and how the organization functions at the management level across the agency. She mentioned that the feedback and learnings from this review are being taken into account, with a subcommittee of the GLG working on a proposal to improve efficiency in the organization's operations. KM provided an update on the organization's financial situation, highlighting a shift from an expected surplus to a small deficit due to delayed funding from multi-country programs and lower-than-expected fundraising in the U.S. While these issues mostly represent delays rather than losses, they have caused concerns about vulnerability. She explained that external factors, such as increased national insurance costs and changes in UK tax, have impacted their operations, particularly reducing profits from triathlons. In response, the organization has implemented cost-cutting measures, including reducing its core salary bill by the equivalent of a quarter of a million pounds a year. And minimizing reliance on uncertain income sources. While she added that reserves had not grown as anticipated, they had stabilized, and the team would review the reserves policy to ensure it aligns with future growth. Despite the challenges, KM emphasized that the situation is not as dire as it initially appears, with a more positive underlying outlook.</p>
Conference Accountability (JW)	<p>JW reflected on her experience at the leadership conference, highlighting the rare opportunity it provided for team members, especially those who don't typically travel to the hubs, to come together and engage in meaningful discussions. JW provided a day-by-day update on the leadership conference, starting with the initial two days focused on hub directors. She added that the event emphasized transparency through dynamic accountability, ensuring that decisions were shared openly with all teams and national boards. The feminist leadership approach adopted at the conference stood out, as it created a supportive and energizing environment, fostering connections and well-being among participants. JW also noted the positive feedback from hub directors, who appreciated the dedicated time for reflection and collaboration. A significant focus was on governance, with discussions around a "trans-local network" model and co-creating policies with all stakeholders, which set the stage for further strategic development.</p> <p>Further on the third day, the Uganda team hosted a Youth Impact Expo. This event showcased youth civil society organizations and Restless Development's role in Uganda, highlighting its convening power. JW was thrilled to see old friends and alumni, as well as witness the Uganda team launching their new strategic plan. On the following day, the conference transitioned into a more traditional setting, where the global context was discussed, but framed positively in terms of how young people are reframing challenges as opportunities. The event culminated in a discussion on fundraising strategies and aligning the organization's mission with funding opportunities. The conference also emphasized leadership development and succession planning as key priorities for the organization's long-term success. JW also appreciated the deep dives into specific programs, which clarified Restless Development's value proposition and the importance of youth empowerment. In her final reflections, JW praised the positive, people-centered atmosphere of the conference, underscoring the collective effort to strengthen diversity, equity, and inclusion. She expressed pride in the progress made and looked forward to continued discussions on leadership development to ensure Restless Development's future resilience and adaptability.</p> <p>LM asked how conference follow-up is managed and also asked about the planning and timeline for Restless Development's 40th anniversary celebrations, specifically regarding the coordination of events and the scheduling of activities.</p>

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	<ul style="list-style-type: none"> <li>o KM responded by explaining that the actions from the conference are collated and assigned to different groups within the GLG. These groups will have operational plans with key milestones for each quarter, and accountability is ensured through regular reviews. She also acknowledged the need to improve sharing this accountability with all staff on a quarterly basis.</li> <li>o Alex explained that the 40th anniversary focus would be on re-engaging alumni rather than organizing multiple events. The idea is to invite people to the Youth Power Expo and use platforms like email, LinkedIn, and WhatsApp to reconnect, with alumni leading the efforts. While events in the UK and Zimbabwe might happen, the goal is for alumni to design and host their own events, such as galas, to maintain momentum without overburdening Restless Development.</li> </ul>
Financial Position-Emerging year End Position , Reserves and Cash Flow (GS, SM)	<p>AF shared an update on business development and fundraising progress. He highlighted the strong performance in Q4, with improvements in program funding, particularly the increase in the average value of proposals. They raised this figure to around £250K, doubling previous amounts that were as low as £50K. AF mentioned submitting a record 34 proposals, with eight already won, bringing in over £1 million. The unrestricted income in the UK exceeded targets, contributing £1.7 million, with plans to further grow events like triathlons. However, performance in the US fell short of the target.</p> <p>AF also discussed notable wins, such as a £400K grant in Zambia and funding from strategic partners like Ford Foundation, Aga Khan Foundation, Grand Challenges Canada, and GIZ. The current proposal pipeline is valued at £8.1 million, with more large opportunities awaiting decisions, including bids for USAID, EU, and youth collective projects. He also touched on the importance of in-person engagement, citing successful events like the Youth Power Summit and the ministerial meeting on ending violence against children in Bogota. These interactions have unlocked new funding opportunities and deepened relationships with funders.</p> <p>Looking forward, AF mentioned upcoming initiatives, including ongoing collaborations with existing funders, as well as potential new partnerships. He also referenced the Children's Investment Fund Foundation's commitment to £125 million for ending violence against children, with discussions underway for further funding.</p> <p>AF wrapped up by announcing several significant wins since the end of Q4, including a potential £3.7 million USAID grant, a new Ford Foundation grant, and a £900K win in Sierra Leone with UNFPA. He emphasized the success of their communication strategy, which helped secure new funding from the Stone Family Foundation.</p> <p>GS discussed the Q4 financial position, highlighting:</p> <ol style="list-style-type: none"> <li>1. <b>Improved Cash Flow:</b> Cash forecast is above the £200K minimum, with the COVID loan repaid. There's a potential plan for managing increasing event costs with suppliers.</li> <li>2. <b>Income Delays:</b> The actual income for Q4 is £7.31 million, slightly below the £8.1 million forecast, due to program delays, leading to a £14K potential deficit.</li> <li>3. <b>Fundraising Overperformance:</b> The unrestricted fundraising team exceeded expectations by £27K, but higher costs and lower gift aid recovery reduced the net contribution.</li> </ol>

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	<p>4. <b>Reserves:</b> Reserves decreased slightly from 83% to 81%, but the trend is stabilizing.</p> <p>5. <b>Budget and Risks:</b> The opening budget had a £113K deficit, with controllable costs and emerging risks, such as UK National Insurance changes and potential funding shifts from the US election. Secured income will help offset some of the pressure. A detailed report will be provided in Q1.</p> <p>LM reflected on the organization's financial position, highlighting both positive and challenging aspects. First, LM praised the ongoing improvements in cash flow, which have been managed proactively and are now in a much better position compared to previous years. Despite a small deficit in the provisional year-end figures, LM pointed out that there are positive aspects, such as strong performance in unrestricted fundraising and some hubs, which should not be overshadowed by the negatives. However, LM also acknowledged a gap between the current reserves and the desired benchmark, emphasizing the need for a detailed discussion on how to rebuild these reserves over time, possibly over a 5-10 years period. While no immediate action regarding reserves is necessary for the Q1 reforecast, LM stressed the importance of developing a plan for reserves rebuilding and integrating this into operational strategies. She further added that this discussion would be a focus in January, with recommendations to be presented to the committee in February.</p> <p>JW confirmed that JD would review the reserves policy in the January committee meeting and present it in February and also thanked LM for all the support to the committee.</p> <p>TA asked if the business group had discussed creative ways to mitigate the financial pressures from private school taxations, higher salaries, and additional national insurance/social security payments.</p> <ul style="list-style-type: none"> <li>o LM explained that while the committee hadn't specifically discussed risk mitigations, there are ongoing conversations about financial pressures. She added that GS and SM often would present effective ideas, and the committee would work on better collaboration between functions, particularly in income and contributions.</li> </ul>
Board Evaluation Feedback (JW)	<p>JW discussed the results of the board evaluation, which had been conducted via a questionnaire sent a few months earlier, highlighting:</p> <ul style="list-style-type: none"> <li>o <b>Board Functioning:</b> Positive feedback but suggestions to streamline meetings by shifting some content to committees or papers.</li> <li>o <b>Board Structure:</b> Generally positive feedback, especially on committees.</li> <li>o <b>Information:</b> Board papers were well-received, but there was a request for more targeted communication between meetings.</li> <li>o <b>Collaboration:</b> Strong within committees but could improve cross-committee collaboration and engagement with national boards.</li> <li>o <b>Strengths:</b> Diversity of trustees, leadership engagement, and the youth spotlight were praised.</li> <li>o <b>Improvements Needed:</b> More deep-dive discussions, better engagement from all trustees, and addressing governance issues with national boards.</li> </ul>

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	<p>JW encouraged further feedback and ongoing discussions. Later she asked board members to share one concrete suggestion to improve the functioning of the global board.</p> <ul style="list-style-type: none"><li>o JW suggested <b>For Trustees</b> to become champions for Restless by promoting its events, sharing appeals, or introducing potential funders. And <b>For Staff</b> to provide clearer instructions in committee papers, specifying what is needed from trustees for better focus and effectiveness.</li><li>o ND suggested making meeting papers more structured by clearly outlining their purpose, such as indicating whether they require a decision, sign-off, or discussion and emphasized the importance of confirming committee meeting dates earlier to avoid scheduling conflicts.</li><li>o LM suggested having a yearly skeleton agenda plan to ensure balanced coverage of topics across committees, allowing for deep dives into all areas at least once a year. They also proposed creating or sharing access to a centralized folder for key documents, such as strategies and pitches, to improve knowledge management. Additionally, LM suggested exploring a communication platform, like a social media or comms channel, to foster informal connections and sharing among committee members, especially given the geographical spread.</li><li>o JD suggested making meetings more engaging by incorporating subject-specific discussions in small groups early in the meeting. This approach could encourage board members to interact more, build relationships, and delve deeper into key topics. After group discussions, key points could be shared with the larger group, potentially improving overall participation and meeting flow. JD proposed trialing this format to assess its effectiveness.</li><li>o AR suggested clarifying the rights and boundaries of trustees in engaging with events or opportunities supported by Restless. They requested guidance on how trustees can participate in such events, whether they should apply like others or directly reach out to the team. AR also sought clarification on the proper protocol when approached for speaking engagements as a trustee to ensure alignment with Restless policies.</li><li>o TA agreed with most of the points raised by others and suggested using Slack or similar platforms for more informal collaboration between meetings, as he found email stifling creativity. He reflected on how cultural norms might have impacted who stepped forward in the group and wondered if current processes allowed for inclusive participation. Additionally, he emphasized the need for a better way to address complex problems by bringing together the right people informally, without bypassing the committee structure, to improve collaboration on tricky issues.</li><li>o AK suggested structuring individual, two-way conversations through committees to encourage regular connections without bottlenecking through a few people. Ak further recommended having quarterly touchpoints for everyone to foster informal communication.</li><li>o LM added to TA's suggestion by proposing that bios be created for internal use, which would highlight what individuals can help with, capturing their skills and experience beyond the specific committee scope.</li></ul> <p>JW emphasized the importance of feedback to strengthen the global borders and planned to gather it annually, with a more formal structure. They also expressed interest in an external evaluation and requested support for this.</p>
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People Committee (EJ)	EJ provided updates on several key areas, including a planned rethink of the people committee to ensure members have the time and capacity to participate. They discussed a review of diversity and inclusion data collection, with a potential localized campaign. EJ also highlighted the appointment of a new safeguarding manager and updates on safeguarding risk, noting that the risk score was adjusted downward. Additionally, a new working group has been established in the UK to oversee safeguarding issues. EJ mentioned the ongoing FCRA appeal with no timeline for resolution and emphasized the need to improve the completion rates of end-of-year assessments, with a quarter of staff yet to start.
Strategy Committee (NK)	NK provided an update on the recent Strategy and Impact Committee meeting, where discussions focused on the changing funding landscape, including political shifts in the UK and the US. The committee reviewed the risk register and reflected on Restless Development's involvement in the Summit of the Future and the EVAC conference in Bogota, emphasizing youth leadership and engagement. They highlighted the need for an internal analysis of current programs to assess potential impacts from these developments and stressed the importance of building a talent pipeline for future strategic engagements. The meeting also included a brief overview of the draft theory of change, with a more detailed version expected in January and February.
Business Committee (LM)	LM provided updates from the Business committee (see above).
Youth Spotlight –	M discussed her experience as a Youth Mobilizer for Ending Violence Against Children (EVAC), sharing her background as a refugee from the Democratic Republic of Congo and her passion for addressing violence. She highlighted the challenges and successes of her six months in the role, including participating in the global ministerial conference in Bogota, where she and other youth mobilizers presented a global call to action. She discussed the difficulties in inter-organizational collaboration, safeguarding issues, and navigating team dynamics. M emphasized the need for more resources and opportunities for youth-led events, greater collaboration with the Youth Collective, and continued momentum post-conference.
AOB (JW)	JW mentioned that the away day has been postponed to March due to the February meeting. The business development strategy will be discussed in the February meeting, and if anyone hasn't filled out the doodle poll, it's not urgent.

Attendance: Trustees	30 Jan 2024	8 May 2024	24 July 2024	04 Dec 2024	Attendance: Staff	30 Jan 2024	8 May 2024	24 July 2024	04 Dec 2024
Bella Mosselmans	●	●	○	○	Candie Cassabalian	●	○	○	○

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Jenny Wilson	●	●	●	●	Alex Kent	●	●	●	●
Paul Wafer	●	●	●	○	Natalie Agboeze	●	○	●	○
Mafipe Chunga	●	●	●	●	Kate Muhwezi	●	●	●	●
Barbara Spitzer (guest)				●	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

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