

## Restless Development Minutes of Trustee Meeting

<b>Attendance:</b> See table at end of document		<b>Date:</b> 05/02/2025	<b>Recorder:</b> Richa Sinha
<b>Location:</b> Zoom		<b>Time:</b> 12.00pm - 3.00pm GMT	<b>Approved:</b> Kate Muhwezi

<b>Agenda</b>	1. Welcome and Approval of Previous Members 2. Trustee Spotlight 3. State of the Agency Report	4. Resource Mobilisation Update <b>Break</b> 5. Financial Position - Emerging Year End position, Reserves and Cash flow Q1 Forecast	6. People Committee 7. Strategy Committee 8. Business Committee 9. Youth Spotlight 10. AOB	
<b>Actions Updates</b>	<b>Actions from Meeting(s)</b>	<b>Lead</b>	<b>Status update/timeline</b>	<b>Progress</b>
1.	Schedule an away session for Trustees on Wednesday 26th March - 11am (GMT) to 2pm (GMT)	RS		
2.	<b>Re-forecasting</b> of triathlon income and costs, adjust the budget for the reduction in the number of events from 13 to 12 -Collected and <b>submitted due by the following Friday.</b>	GS		
3.	Determine whether to give contractual notice to staff and assess the impact on support staff and Reforecast next year's budget in	KM		

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	response to potential funding loss.			
4	Update the Theory of Change based on the recommendations by the Trustees	NA & NK		
5.	For future reports provide contextual explanation of eNPS surveys and how scoring is done. Also to provide a comparative of previous scores.	CB		
6.	Trustees to share any further comments on 40yr anniversary doc and Theory of Change.	Trustees		

Agenda	Minutes
Welcome (JW)	JW welcomed all the trustees to the meeting and announced that this would be PW's final meeting with the group. All other trustees unanimously approved the appointment of WO as a global trustee. JW formally introduced and congratulated WO on her appointment as the new global trustee. She also approved the last minutes.

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Trustee Spotlight (PW)	<p>PW shared his long journey with Restless Development, starting as a country manager in Nepal in 1995, his short term trustee role in 2011 shortly after the rebranding to Restless Development and finally his return to the board in 2018, and his contributions to the organization's growth. He highlighted key moments, such as introducing local volunteers, shifting away from a gap-year organization to a credible development agency, and his admiration for the organization's innovative approach to risk management and power shifting. He also reflected on his personal connection to the organization, the lessons learned, and the importance of continuous change for success.</p>
State of Agency Report (AK and KM)	<p>KM discussed the impact of the US government's executive orders on the agency's global programs, particularly those focusing on gender and sexual rights, climate justice, and democracy. Seven programs were affected, resulting in a significant financial loss of £580,000. This loss was most felt by the communities and young leaders supported by these programs. As the programs were implemented through intermediary partners rather than direct USAID contracts, the agency faced challenges in interpreting and applying the new orders. The agency's response involved understanding how the orders were being interpreted by different USAID missions, and efforts were made to secure alternative funding to fill the financial gaps.</p> <p>She further added that the agency engaged with both existing and new donors to address the funding shortfall. The agency identified a need for £30,000 a month to bridge the funding gaps and focused on applying for emergency funding opportunities. Efforts were made to ensure continuity across Hubs, with the team closely monitoring the situation and forecasting the financial impact for the rest of the year.</p> <p>KM updated the team on the staff-related challenges, explaining that the agency had been working through legal complexities around redundancy and termination, which varied by region. No staff had been given notice yet, as the final numbers and forecasts were still being compiled, with a deadline set for Friday. The team had also been assessing the impact on support staff, where some contributions might be lost but not entirely. KM emphasized that while these challenges were significant, the agency was determined to handle them effectively and remain resilient.</p>
Resource Mobilisation Update (AK)	<p>The main thing discussed by AK was the upcoming 40th anniversary of Restless Development, which marks a significant milestone in the organization's history. The focus was on how to celebrate this achievement and re-engage with alumni and other stakeholders, such as volunteers, funders, and former leaders. There was emphasis on using the opportunity to showcase the impact Restless has had on the world and its network of youth leaders. The conversation also touched on leveraging Salesforce to capture and manage data for better engagement. The goal was to find ways to keep people connected for the long term, not just for a one-time event. AK encouraged creative input and asked the group for their reflections on how to re-engage people effectively, what would make them personally take action, and whose story they would like to hear. Breakout rooms were set up for small group discussions to gather these ideas.</p>

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	<p>AK then asked each group to share a key remark or highlight from their discussion-</p> <p>NP shared several key ideas during the discussion. She suggested creating a social media strategy with pre-set messages for board members to share, encouraging alumni to join the network. Additionally, she proposed the concept of <i>40 Years, 40 Stories</i>, focusing on impactful stories that highlight Restless Development's reach to 10 million young people. These stories should be engaging, using humor and short formats like TikTok. NP also recommended using prompt questions to ensure consistency across the stories and ensure they are aligned. Lastly, she emphasized the importance of featuring a diverse range of voices, including young people, donors, and other stakeholders, to showcase the broad impact Restless has had.</p> <p>CC pointed out the importance of balancing the celebration of Restless Development's past with showcasing its future. She emphasized focusing on volunteers from the majority world and sharing stories of young people whose lives have been positively impacted. She also suggested that each hub could organize a symbolic event, like planting trees, to inspire and energize staff. Lastly, she highlighted the need for a clear fundraising objective as part of the celebration.</p> <p>NA's group discussed shifting the focus from celebrating 40 years to highlighting the achievement of reaching 10 million young people, with an emphasis on engaging alumni in the mission to reach the next 10 million. They suggested using animations, photos, and LinkedIn to connect with alumni and emphasized leveraging people power to set this up quickly and cost-effectively.</p> <p>NA discussed the progress on the Theory of Change, mentioning that the strategy and impact committee had previously worked on it, and a key focus was to simplify how Restless Development articulates its role in youth-led change. She highlighted that the team had made improvements to the document, making it more visually appealing and easier to understand (Version 4), though it still needed some tweaks. NA asked the trustees for their initial feedback on the revised version, inviting reflections on its clarity, whether it effectively represents the organization's work, and if it would be useful for sharing with others. Some reflections were-</p> <ul style="list-style-type: none"><li>• JW pointed out that the Theory of Change should have a clearer and more straightforward presentation. She suggested simplifying the language and focusing more on how Restless Development adapts its approach to meet the needs of young people, emphasizing flexibility. She also recommended incorporating a stronger, more measurable goal that highlights the impact on young people, particularly tying it back to the 10 million young leaders Restless has reached.</li><li>• ND appreciated the progress on the Theory of Change and the visual of the loudspeaker but mentioned that the positioning of the four themes at the end needs some adjustment. She also noted that the flow of some words, especially the "harness" section, doesn't feel quite right, as it doesn't seem to clearly convey the end goal. Despite this, she praised the middle part of the content, finding it much clearer, and also liked the new visuals.</li><li>• TA agreed with NDs points and suggested that youth power should be the central focus coming out of the megaphone, emphasizing its impact on issues like climate justice and democracy. He also recommended changing "harness" to "unleash" or "supercharge," as it better conveys the idea of empowerment rather than control. TA further proposed having two versions of the document: one with sector-specific language and a more dynamic, simplified version for wider audiences, while keeping the clear visual. He praised the progress made since the last discussion.</li></ul>
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	<p>NA thanked everyone for their feedback, acknowledged the progress made, and noted that some points from the strategy committee still needed to be incorporated. She compared the process to solving a puzzle, and mentioned they would likely receive further updates as they continued refining the work.</p>
<p>Financial Position-Emerging year End Position , Reserves and Cash Flow (GS )</p>	<p>GS provided a detailed financial update, beginning with a report of 8.1 million in secured income, which represented a 20% increase over the budgeted amount. This growth was largely driven by strong performances in program fundraising and successful conversions of pipeline opportunities. Despite this positive income growth, there were still some financial pressures. The total pre-pipeline deficit was reduced by 29%, and the post-pipeline deficit stood at 59k, which reflected a 57% reduction from the initial deficit. The organization faced several cost challenges, including a National Insurance increase costing 18k, a downgrade in the US pipeline by 40k, and higher-than-expected event supplier costs. However, growth in Sierra Leone and Tanzania hubs helped to absorb some of these costs, and the organization remained in a strong position, with a solid 12-month cash flow forecast.</p> <p>GS also highlighted a few critical risks and changes that would require adjustments in the upcoming re-forecast. The most significant of these was the suspension of a key USAID projects, which will result in a loss of income and additional support cost pressures. Additionally, the number of planned triathlon events for the year had been reduced from 13 to 12, leading to a necessary adjustment in the expected income and costs from these events. On a positive note, the organization saw considerable progress in its global project pipelines, with substantial funding opportunities close to conversion. These opportunities helped to offset some of the challenges, but a revised forecast would be required to accommodate the changes and risks moving forward.</p> <p>GS also discussed the <b>current reserve policy and the approach for building and maintaining reserves</b>. She explained that there was a <b>gap of 113k</b> between the current position and the reserve benchmark, based on the latest risk register. GS highlighted that the business committee had reviewed the <b>calculation method and the adequacy of the policy</b>, and they decided that both were <b>appropriate at that time</b>. The main focus had been on finding <b>measures to protect the organization from financial shocks</b>, and the discussion was centered on how to address this in both the <b>short and long term</b>.</p> <p>KM discussed the challenge of balancing building reserves with protecting staff numbers amidst rising costs and ongoing financial pressures.</p> <p>JD emphasized that building reserves was a key responsibility for trustees to ensure the organization could handle significant shocks, and it required working towards an agreed-upon reserves policy over time.</p> <p>EJ suggested offering flexible work options, like reduced hours or job shares, to cut costs without losing staff, while providing employees with desired flexibility.</p>

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	<p>KM emphasized that the organization's ability to manage financial shocks and balance reserves with staff costs depends on determining the optimal size and flexible funding.</p> <p>En added that the organization shouldn't be afraid to ask staff about adjusting their roles or work structures after each shock, as people may want more flexibility based on their experiences, like they did during COVID.</p>
People Committee (EJ)	EJ provided an update on staffing, noting a slight reduction in staff numbers mainly due to contract completions, discussed progress on employee engagement with 90% of employees showing high engagement, highlighted efforts to improve goal setting and the use of Bamboo HR, and shared updates on safety management, DEI reporting, and staff development initiatives.
Strategy Committee (NK)	PS shared that during the latest strategy committee meeting, the main topics discussed were the sector scan and theory of change, both of which had already been sufficiently covered by KM and NA.
Business Committee (LM)	JD updated the business committee update. Justin congratulated the team for their progress at both hub and global levels, especially given the challenges they are facing, and mentioned that the discussion around reserves would continue in March during the away day.
Youth Spotlight –	SG and the communications team discussed several key initiatives and plans for 2025. They have formed a <b>Global Comms Community of Practice</b> , which brings together people from communications, programs, and fundraising teams to streamline efforts and focus on capacity building. For 2025, they are targeting major global advocacy moments, like the <b>Commission on the Status of Women (CSW)</b> in March, to spotlight <b>Restless's</b> work. Social media strategies are focusing on <b>Instagram</b> and <b>LinkedIn</b> , with a push for more video content and collaborations, particularly involving youth. The team is also enhancing blog output and using newsletters to highlight opportunities and young people's achievements. Key projects include supporting <b>Youth Power Champions</b> who amplify youth voices globally, and developing a resource hub for grantees. Plans for the <b>40th anniversary</b> and the <b>annual report</b> were also discussed, with a focus on showcasing impact. Finally, SG acknowledged the great work done by <b>Abigail</b> , <b>Eglah</b> , and <b>Jacob</b> , who joined recently and have been instrumental to the team's success.
AOB (JW)	<b>JW</b> shared a few key points. She asked RS to send out a calendar invite for the away day on <b>Wednesday, the 26th</b> . She also reminded everyone to review the <b>board evaluation feedback document</b> that she had previously shared, noting that the committee chairs should keep an eye on it for any necessary follow-ups. Additionally, JW encouraged <b>UK-based members</b> to sign up for the upcoming <b>triathlons</b> , mentioning that she had already signed up for the <b>Royal Russell triathlon</b> and inviting others to join her. Lastly, she brought up the need to find sponsors for the triathlon invited suggestions. She concluded by asking if anyone had further AOBs to raise.

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Attendance: Trustees	5th February 2025	30th April 2025	30th July 2025	10th Sep 2025	Attendance: Staff	05th February 2025	30th April 2025	30th July 2025	10th Sep 2025
Bella Mosselmans	•				Candie Cassabalian	•			
Jenny Wilson	•				Alex Kent	•			
Paul Wafer	•				Natalie Agboeze	•			
Mafipe Chunga	•				Kate Muhwezi	•			
Winnie Owako	•				Sunil Mahawar	○			
Tom Allen	•				Genevieve Seddon	•			
Lucinda Moore	○				Nikita Khanna	○			
Diwakar Uprety	•				Nalini Paul	•			
Amisa Rashid	•				Farida Makame	•			
Edleen John	•				Richa Sinha	•			
Pooja Singh	•								
Nicola Dean	•								
Justin Derbyshire	•								
Francesca Bowen	○								
Eshban Kwesiga	○								

• In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

\* Via Zoom

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