## AGENDA

**Subject:** Active Essex Board Minutes  
**Date & Time:** Thursday 19th April, 9.30am to 12.30pm  
**Location:** Essex County Council, C418, County Hall, Chelmsford, CM1 1QH  
**Chair:** Azeem Akhtar  

### Attendees:
- AA – Azeem Akhtar  
- JF – Jason Fergus  
- SM – Steve Mitchell  
- MF – Mark Farmer  
- BM – Bob McIntock  
- DC – Denise Carter  
- JW – John Wood  
- AC – Adrian Coggins  
- AWS – Anne Wafula-Strike  
- RH – Rob Hayne  
- MH – Melissa Huggins  

### Apologies:
- DJ – Cllr Derek Jarvis  
- JB – Cllr Joanne Beavis  
- CH – Chris Holmes

### Item 1: Welcome:

- **Apologies**  
  JB, DJ, CH

- **Any Conflict of Interest on agenda**  
  Clare has become a trustee of Uttlesford CVS

- **Opening remarks from the Chair**  
  AA has taken on more responsibility in his day job. Has met with all Board members except CH and MF. AA is happy with content of meetings so far and is keen to use as an opportunity to ensure we have the right skills on the board to achieve our one million active goal. Need to be clear on what we want to measure and how. AA wants all board members to feel there is a degree of accountability and responsibility for them and to have a theme to champion on behalf of the board and conflicts of interest recognised.

**Action - AA/ MH to set up board reviews which haven’t yet taken place**

Essex Assembly update – Adam from Sport England came and reported on Essex LDP. We are pleased to be around that table (a lot of good outcomes and really resonated with the group). Good voluntary and university representation.

JF and CM sit on the Essex strategic group (ESCG)

Suggestion for further board meetings – keep track of Board attendance at events to communicate at meetings
It was highlighted that the agenda has been updated and separated into two sections 'Business as Usual' and 'Development Business' – AA hopes this resonates and opened for questions.

Discussion around at which point during the Board meeting to ask questions and when to find out more details about matters arising. We all need to be clear and agree on what we are bringing to the Board meetings.

Hadleigh Park matter is now closed and has moved back to Country Parks. Board feel we need to monitor what is happening/ gather information to ensure all is going well. We still have the ability to influence and also to ensure what we have created is not lost. Hadleigh Park manager role no longer exists. Rob has been appointed to Green Spaces manager for three Country Parks, we are pleased for him. JF met with Dee O'Rourke, ‘Head of County Parks’ who is very keen to work with Active Essex. Opportunity to have influence on all ECC Green Space.

### Approval of minutes & actions from meeting held on 31st January 2018

PE Strategy Group conference call – Had a meeting to discuss, the main concern is around who to get around the table. All of the old School networks are changing and Sports Colleague’s are losing their specialisms, schools do not see sport and PA as a priority.

AWS: Have they considered using athletes/senior coaches? MF Answer: We would love to but it is trying to get MF the buy in from the board and the schools as they are not seeing this as a priority due to the pressures on the outcomes set on other subjects. Part of our job will need to be around how S&PA can have a holistic and wellbeing effects on the pupils. We need to find a group who will be able to co-ordinate and lead the group.

AWS – has written to the Select committee and has had a response to potentially have a meeting.

Dawn Catley as Relationship Manager with Thematic Lead for Education, is speaking with Steve Bish, Rob Groves, and Alison Fiala to discuss the role and how to embed the role and wider outcomes and to be better aligned. Comment around the new structure fitting nicely into the wider Education sector.

Active Lives – Learnt from the low response rate of Brian’s letter to schools. Letters we are sending are best sent from ECC with Active Essex support to ensure impact shown and responses received. We need to maximise our ability on the education route by identifying and using the links we have from the Board.

**Action ongoing, rolled forward to new actions for Dawn Catley to pick up with SM - Conference call to be set up with MF, SM, BS and JF to discuss the costs involved and ensuring maximum benefit to the approach**

- **Matters arising**

  None

### Directors Report:

Thank you to BM for being on the interview panel. We have allocated 12 roles and have 3 vacancies. There will be internal and external promotion to fill them.

We had a team session before the interviews to set the context of the journey and to input and shape the delivery plan going forward. We had our first SMT and have another this afternoon; we have agreed to have weekly SMT and are having 1:1 with Jason to discuss their RM roles. 100 day plan, delivery plan, KPI (AC), Stakeholder mapping, AN, Trello, Localising.

Krishna has now moved to Southend for a 6 month secondment as PH Director and Jason will be covering his role with support from AC. The process of local priorities needs to be decided to ensure we are doing in a joined up way. We are looking to align the work with PH practitioners to the work RM through projects such as weight management.

(The work we have been doing with Creative Sport and Leisure to create the Strategy) apprenticeship levy, we have strong aspiration to use the levy through our sector and how we move forward that work (one of 3 CSPs who have been able to do this). Benefits around resources and funding.

We are undertaking a recruitment process to create a 6th RM post to pick up Active Essex work streams as a request of JF and RH work on LDP. This is funded by LDP.
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<tr>
<th>4</th>
<th><strong>Local Delivery Pilot:</strong></th>
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<tr>
<td>Initial Development Grant application to be submitted to Sport England 13th April. First phase action on preparations for whole system change and diagnostics are being done at tier 1 and tier 2 level with Collaborate CiC. Sport England hasn’t defined a model for whole system which they would like all LDP to follow but we are all expected to create one and will issue Collaborate work.</td>
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<td>Sport England have not outlined specific KPI’s but ECC and Active Essex will soon have a set to present following the Outcomes Workshop being held on 1st May which is being led by AC and Dr William Bird. We hope to have positive comments from all as we will create greater clarity on what we are measuring.</td>
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<td>Suggestion around LDP updates being communicated to the Board to ensure we remain a part of this.</td>
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<td>CM comment: The LDP looks as though we are only talking to local government where as it is much wider than that as it is service user level so we need to ensure we are outlining this and making it clear. (JF – We are creating the methodology on what work we want to do around KPI and then will look to create the contracts for external partners). JF would like to use CM knowledge to pick up this. We want to learn on this journey to own it in the future so we do not need to bring in external partners each time. There is learning around keeping knowledge in system and then how we have meaningful conversations. Route to engagements have changed as the world has gone very digital so we need to be using both conversations with super users and then the digital platforms to drive.</td>
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<td><strong>Action</strong> - CM will send JF the evaluation report around working with Older People.</td>
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<td>Governance is extremely important, JF gave an update at the last project group meeting, we will have a representative for the AE team as well as links with CVS. We need to turn the message to the community to ensure they feel they are part of this.</td>
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<td>We will be creating some capacity around project management and three tier 2 officers which our tier 2 have asked us to employ but deploy them locally. LDP is adding resource and impact to the strategy. We will be looking for the governance lead to share the risk log to the Board. The 10 work streams came from the template from Sport England but we have bespoke it by adding the action research for example. We have a MAX amount decided by Sport England which we can draw down at this moment in time for the strategic thinking and planning and then look to draw down the further money for delivery afterwards.</td>
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<td>Current work – we have the core project team which is run internally which is responsibility for driving project, process and documentation then we have a further project team including the three boroughs and other partners. We have been running this project on top of our strategy so when the project manager comes into post we can allocate the project leads aligned to the work streams. Our work will be collaborative two-way process rather than a push-down process. We need to ensure that our 10 outcomes are intuitive and cover everything as there isn’t a blue print. Fundamentally this is about behaviour change and we need to establish the system and behaviours initially. Report?</td>
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<th><strong>Finance Report &amp; Risk Register:</strong></th>
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<td>Satellite bid: secured £193K</td>
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<td>Workforce bid: secured £40K</td>
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<td>Successfully utilised Active Essex budgets this year. School forum money was reduced by £8K down to academy conversations.</td>
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<td>Primary School Sport money to spend by August this year, further money is unconfirmed as yet. SGO are in place for next year. Reduction in physical activity funding from Public Health, money lost was around LGM programme as the way we do this has evolved. Pleased we have maintained budgets from other streams.</td>
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<td>Public Health grant reduced as Lets Get Moving contract ended. SM asked why this was case? AC: We are looking at a different and much more fit for purpose delivery model for people in the community this is why LGM is no longer working for us so the funding stream and the programme has ceased. We need to do more with what we have got. There is some legacy work being done around the county. KH picking this up for Active Essex.</td>
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<td><strong>Action</strong> – Kelly Harman to circulate the LGM evaluation</td>
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### 6 Active Essex Foundation:

Foundation meeting on Tuesday 17th, communications work on going developing the website and improving the trustee’s profile. We need to ensure we are highlighting AEF to give projects recognition.

Successful grant working with partner’s achievement through football.

£69K income in first year, spent £17 of that so far. £30K of funding has been secured for this year.

30:30 campaign has moved on; website, assets, social media, calendar, t-shirt, social media card, is all in operation. Next steps are with regional managers this afternoon. We have mapped out the 4 weeks of June. Just Giving page has been set up. We have sent a communication to schools on Monday 16th. We want the projects already happening to tag 30:30 on their social platforms. It is being supported and driven by Livewell.

**Action – DC to share the briefing pack with 30:30 to ensure Board is involved with the campaign including using t-shirts are their social media platforms.**

**Action – DC to ensure we have Vicky Ford and James in loop**

### 7 Communications Report:

Justine’s video was shown to Board members – ECC Music team have asked Justine to do a live version at SEND conference. Looking at getting Justine to go around to schools to tell her story. EFDS want to do a blog with her. We will be reaching out to disability. Has been on Quilters TV.

**Action – DC to share video link**

**Action – AWS will give contact to DC for television**

**Action – SM to share contact with Sue Mott when she meets Sport for Confidence group**

Concerns around people not knowing about All Together like they know about TGC campaign. CM is doing some work around disability so will link this in. How do we maximise Justine’s work? Perhaps inviting to festivals?

### 8 Board member Review Process:

AA has met with most of the Board members and will meet with the ones he has not met with.

### 9 Business Relationships and Income Generation:

AEF is generating grant income (see item 6) has been set up to support us to become more self-sustaining. AEF is an independent CIO and separate from Active Essex, but benefits from the publicity, track record and partnerships of Active Essex. AEF core work is in the sector of disadvantaged communities and groups.

‘AEF Trading Arm’ within the independent charity was an idea suggested in order for the charity to broaden its scope outside of grant income and into other areas. Request for Board to think about revenue streams and how we can generate income if this was to happen. AA: Do we feel we need to have someone on the Board who has skills in entrepreneur. Chair opened the board for suggestions:

- SM - are looking for a sports business partner – basic level of market penetration and need support
- Network and data are valuable – what are we selling? Use this to show we are impacting on the communities health
- Schools are struggling to spend their Primary Sport Premium so if we had an bid we could spend for them
- Workplace productivity driven by physical activity
- Using digital platforms – web developers, housing test areas
- There is a difference between system benefits and income generation. Lots of skills within the board we could offer at a consultancy basis
• Creating an offer to commercialise ourselves which we can use to sell – using our profile and success to be appealing to partners eg councillors
• Maximise the links to ECC
• Other ideas:
  • Put some AEF money towards external partner to create the commercial offer
  • Using Essex LDP for commercial benefits – ideas incubator
  • Adopting interventions and sharing in other areas
  • Athlete fund
  • List of brokers – be the trusted voice
  • Loyalty card scheme
  • Finder’s fee

Discussions need to move on around income generation to give Active Essex more financial support in the future, key is the ability to secure the funding and income which needs to be via AEF.

Discussion around to capacity of AEF to do this current (and the need to set up a trading arm) AE Board would need to support AEF to do this and provide funding for any development work / staffing that could take place with a commercial focus.

Examples to learn from: West Ham & Health Watch Essex.

Question around the way forward? **Action – BM to raise trading arm suggestion to AEF Trustees**

Potentially then creating a role within AEF tasked with income generation, This needs to be communicated to the AEF Trustees.

**10 Board Member Development Items:**

Opportunity to voice any specific items they would like to see included on the agenda moving forward.

• Team and Board Away Day
• Board workshop on KPI’s
• Elite performers – Reception/ Letter for Commonwealth Games

**Action – MH to send Doodle Poll to Board for Team and Board Away Day**

**Action – MH to set up meeting between, AA, AC, RH, JF to discuss AC paper he circulated**

**11 Any Other Business:**

• Board meeting venues – include a half hour intro with the community?
• SM invited to sit on ‘National FA Mental Health Working Group’ – convened by Dianne Parker, independent (Matt Fossie also sits on it and has some research around Mental Health)
• Board to bring names to meetings for stake holder lists
• Away Day in June and combine with 30:30?
• AA invited to do a Ted Talk Global – wants ideas from team on what to speak about
  ➢ Diversity, Sport, All Together, Whole system change
• AA invited to the BT Sport Gala Ball

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<td>Action for all: When roles are external please use the Networks to promote</td>
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