



CHANGING **1 MILLION** LIVES

## MINUTES

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**Subject:** Active Essex Board  
**Date & Time:** 6<sup>th</sup> May 2021, 13:00 to 16:00  
**Location:** Zoom Online  
**Chair:** Azeem Akhtar

### Attendance

#### Board Members:

AA	Azeem Akhtar	Chair
BM	Bob McIntock	Senior Independent Board Member
SM	Steve Mitchell	Board Member
DS	David Sollis	Board Member
CR	Caroline Russell	Board Member
AC	Adrian Coggins	Board Member
JW	John Wood	Board Member
BRM	Billy Ray Mansell	Youth Board Member

#### Active Essex Staff:

JF	Jason Fergus	Director
RH	Rob Hayne	Strategic Lead for Business Operations
RL	Rachel Lewis	Relationship Manager
MH	Melissa Huggins	Minute Taker

Item No.	Agenda Item, Notes and Actions
1	<p><b>Welcome</b></p> <ul style="list-style-type: none"><li>JF updated the Board that Sophie Mikala has decided to step down from her Youth Board Member role due to her current work commitments. Sophie has also been appointed on the Coach Core Board.</li></ul> <p><b>Apologies</b></p> <ul style="list-style-type: none"><li>Apologies noted from Anne Wafula-Strike</li></ul> <p><b>Any Conflict of Interest on agenda</b></p> <ul style="list-style-type: none"><li>None</li></ul> <p><b>Opening remarks from the Chair</b></p> <ul style="list-style-type: none"><li>AA informed the group that Nick Bitel will be leaving the Sports England Board soon and his appointment replacement is still to be confirmed. He also updated the group that the work around the LDP has been highly regarded with Sport England. AA advised that in a closed</li></ul>

	<p>session he attended he was taken aback around how much concern there is around how the government is going to continue to support the work they are doing and what the Active Partnerships are doing across the county.</p> <p><b>Departing Board Members</b></p> <ul style="list-style-type: none"> <li>AA informed the group that due to four Board Members coming to the end of their term they will be stepping down from the Board. He then took the opportunity to say a few words about each Board Members time on the Board and thanked them for their passion and enthusiasm through championing the work of Active Essex to ensure they can succeed in everything that they do.</li> <li>AA then shared details of the three new Board Members who will be joining from May and informed that their Induction meetings are taking place this week with JF.</li> <li>AA advised that he is waiting to hear back from Sport England with regards to the Senior Independent Board Member role and will update the Board when he has a response.</li> </ul> <p><b>ACTION: AA to circulate an update to the Board when Sport England have made a decision regarding how they will fill the Senior Independent Board Member role.</b></p>
2	<p><b>Approval of minutes &amp; actions from meeting held on 22<sup>nd</sup> January 2021</b></p> <ul style="list-style-type: none"> <li>JF gave an update on the actions from the last meeting confirming the items which have now been completed.</li> <li>With regards to Digital Transformation JF advised that they have been able to secure an expert in the field to support and shape their digital transformational journey. They will have two consultants working with them which was coordinated by their Exec Director, Mark Carrol to provide Active Essex with a resource to help us shape their Digital Transformation plan. JF expressed that he felt the first meeting they had was extremely positive.</li> <li>In relation to Digital Transformation, AA suggested that the group need a clear scope with regards to deliverables and a timeline plan. He suggested to include things such as; where they could deploy technology for their governance and generally across our eco system and to think about what Digital Transformation could mean for Active Essex and also what they will be looking for moving forward. AA offered his support for the work in relation to the Digital Transformation plan and it was agreed for a meeting to be set up ahead of the next internal meeting to agree the scope.</li> </ul> <p><b>ACTION: AA, JF &amp; RH to meet to discuss the scope for Digital Transformation ahead of the next internal meeting which JF is due to attend.</b></p> <ul style="list-style-type: none"> <li>RL addressed the query from the previous meeting around the high number of green RAG ratings on the Delivery Plan, RL advised that the team undertook an extensive progress check and challenge during Covid which resulted in deciding which projects and programmes would be either continued, paused or stopped. Some projects were also adapted or moved online. Following those decisions the Delivery Plan was updated accordingly and only projects which were continuing were included during Covid adherence. They had to reflect and report on the currently climate they were working in so that is why many projects could be given a green status.</li> <li>The Terms of Reference items have been amended under item 11.</li> </ul> <p><b>ACTION: MH to schedule the upcoming Board Meetings for the next 12 months.</b></p> <ul style="list-style-type: none"> <li>JF informed the group that today is Election Day and advised that he is keeping close to the conversation. JF advised that he had a meeting with Cllr Gooding who has been extremely active in his campaigning. JF hopes to have more information on appointments next week.</li> </ul> <p><b>Matters arising</b></p> <ul style="list-style-type: none"> <li>It was advised that previous Board Minutes can be read in various ways depending on the</li> </ul>

	<p>reader so it was suggested for the minutes to be taken in a more verbatim manner. CR offered her support in checking over minutes prior to their circulation. JF confirmed that he is happy to look at the depth of what we include in the minutes. AA advised that it is important to keep an accurate record of what was said and discussed at previous meetings.</p> <p><b>ACTION: MH/JF to take on board and action the feedback prior to circulation of Board minutes.</b></p>
3	<p><b>Active Essex Foundation (AEF)</b></p> <ul style="list-style-type: none"> <li>BM gave a verbal update on the last Active Essex Foundation Meeting. He advised that the group discussed what more they could do to increase the profile of the Foundation. They acknowledged that the pandemic has been a difficult period and a number of initiatives which the Charity were to be involved with were cancelled or put on pause. All of the AEF Trustees agreed the profile needs to be improved and they also agreed that the link between the Active Essex Board and AEF Trustees needs to be clearer.</li> <li>Presentations took place to update the AEF Trustees on both the Fit for the Future campaign and the Essex ActivAte programme. BM offered his view that the work of the Essex ActivAte touched so many people and he was very proud everything the team had achieved throughout the programme.</li> <li>BM advised that the AEF Trustees were tasked with completing their Declaration of Interest forms.</li> </ul>
4	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>RH gave verbal update on the end of year expenditure in accordance with the previously circulated papers, he confirmed that all budget codes are now wrapped up.</li> <li>The Board were informed that in one area they have carried over considerable funds and the team will continue to utilise that funding going forward.</li> </ul> <p><b>Budget Report</b></p> <ul style="list-style-type: none"> <li>RH advised that the biggest challenge will be the spending of the Opening School Facilities fund as that need to be used by August 2021 so the team will be working on that.</li> <li>There is a new Children and Young People (CYP) budget code due to changes with how Sport England have allowed them to use their funds as they have made the allocations for various projects more flexible depending on the needs of the Active Partnership.</li> <li>RH advised that in relation to ECC funding they expected no changes which was the case so this will continue to be a good resource to use throughout the year.</li> <li>The group were informed that Essex ActivAte funding isn't included in the budget spreadsheet as that money sits elsewhere in the ECC finance system.</li> </ul> <p><b>ACTION: RH to include Essex ActivAte expenditure in Board Reports to keep them up to speed.</b></p> <p><b>Audit Committee Report</b></p> <ul style="list-style-type: none"> <li>A successful meeting took place on 24<sup>th</sup> March.</li> </ul> <p><b>Minutes from previous meeting</b></p> <ul style="list-style-type: none"> <li>The meeting minutes have been circulated with the Audit Committee group.</li> </ul> <p><b>Risk register</b></p> <ul style="list-style-type: none"> <li>CR informed the group that the Risk Register has been divided into four key areas;</li> </ul>

	<p>Strategy, Funding, Delivery, Governance. CR advised that they discussed adding a fifth key area for Reputational Risk but that was not confirmed in the meeting.</p> <ul style="list-style-type: none"> <li>• It was advised that each risk should be allocated with a Board sponsor and following the circulation of the Skills Matrix they hope to use that to start to align Board Members against risks according to their skills and expertise identified.</li> <li>• CR opened the floor for comments and questions which included: <ul style="list-style-type: none"> <li>➤ There was a consensus that the fifth key area for Reputational Risk was to be added as the Board would like to have governance and a process behind guarding this factor.</li> <li>➤ A discussion took place around how they can incorporate a risk which incorporates something around harm to participants in Essex. It was felt that they should be more proactive on taking responsibility to what happens to participants and athletes across Essex during the work Active Essex have potentially funded or called a trusted partner. This risk was said to go above the headline of Safeguarding. It was suggested for a Duty of Care Lead to take ownership, responsibility and accountability for this risk. It was agreed for this risk to be included on the Risk Register. It was suggested that this may already come under one of the key areas indicated and it would be looked into further at the next Audit Committee meeting. SM also informed the group that he is leading a project called Workforce Governance. It was suggested to allocate a Duty of Care Lead to take ownership, responsibility and accountability for this risk.</li> </ul> </li> </ul> <p><b>ACTION: CR to discuss ‘Harm to Participants’ risk, as an item at the next Audit Committee and ensure it has a prominence on the Risk Register.</b></p> <p><b>ACTION: CR to discuss at the next Audit Committee as to what could be the scope for the Duty of Care role and also what types of risks would need to be captured.</b></p>
5	<p><b>Communications Update</b></p> <ul style="list-style-type: none"> <li>• JF gave a verbal update to the Board relating to the previously circulated Communications Report.</li> <li>• JF brought to the groups attention that the social media comparison page has produced valuable findings. He advised that Active Essex are doing really well with our followers, especially relating to Twitter and that the internal Communications team plan to take learnings from other areas using the data sourced.</li> <li>• It was suggested that now the Social Media comparison has been created could the following questions be explored; <ul style="list-style-type: none"> <li>➤ Can we link this around what these people do for us?</li> <li>➤ What influence do the people who follow us have?</li> <li>➤ How many streams are unique?</li> <li>➤ What can we use our audience and followers for?</li> <li>➤ What are the levers that they provide us with and what can we use them for?</li> </ul> </li> <li>• CR expressed that she is interested to take this to the next phase and shared her thanks for this piece of work which she felt was brilliant.</li> <li>• AA offered the use of his own LinkedIn to be a vehicle to support the Active Essex messaging going out online.</li> <li>• JF confirmed with the group that Active Essex have been gifted a new staff member by Essex County Council to help them manage the Fit For Future campaign.</li> <li>• AA suggested that the internal Communications Team (Holly Adams and Grace Hilton) should attend a Board meeting to present their report.</li> </ul> <p><b>ACTION: Holly Adams and Grace Hilton to be invited to a future Board meeting to present their Communications Report. JF/MH to coordinate.</b></p>

6	<p><b>Safeguarding Update</b></p> <ul style="list-style-type: none"> <li>• JW gave a verbal update to the Board on Safeguarding.</li> <li>• JW advised that Active Essex Safeguarding team have completed their evidence gathering and made the submission for their Safeguarding Adults Framework. They are now waiting for their date of their external review which is likely to be late May/ early June. Once the review has been finalised the internal team will put together the 2021-2022 Action Plan. The Board were informed that following earlier discussions regarding the Duty of Care role this may slightly change the shape of the plan going forward.</li> <li>• JW suggested he is happy to sit in on the review if the Board have not allocated a representative to Safeguarding prior to the meeting and also offered to schedule a handover with the Board Member once they are appointed.</li> <li>• JF thanked JW for his role as Safeguarding Champion of the Board and expressed that safeguarding is extremely important so a handover meeting with JW and the internal Safeguarding team will be vital.</li> <li>• The work to update the Skills Matrix is currently in hand and will be shared with AA and BM once plans are made with regards to new Board Member skills to shape and create a full picture. JF informed the Board that Anton expressed an interest in joining the Audit Committee.</li> </ul>
7	<p><b>Directors Report – Q4 Review</b></p> <ul style="list-style-type: none"> <li>• JF gave a verbal update to the Board in relation to his previously circulated Directors Report.</li> <li>• JF advised that on the LDP slide progress is visible and one big element of that involved the legal process to confirm £1.9M to allow them to re-procure their evaluation process and also confirm staff capacity until 2025. RH advised that these funds are a vital to the infrastructure of the project and that the conversion will be moving from reward to in principle.</li> <li>• JF expressed that the Essex ActivAte project is a positive example for them as they have been entrusted by ECC to be the lead for this project and these funds so he feels it is important that they are seen to deliver. JF advised that there will be a new challenge for the Summer clubs as Cllr McKinley has given them a strong aspiration that she wants the programme to be the biggest yet and wants to increase the reach. They received attendance from over 100 partners on the first Essex ActivAte webinar which described the work which is currently undergoing and the shaping of the Summer programme. This programme is unearthing an array of partners and relationships. The £4M funds associated with the project is Government funding and sits within the Department for Education.</li> <li>• BM highlighted a point that some parents attended the first couple of session with their children but by the end of the week the parents felt comfortable to leave children alone at the clubs throughout the day which BM expressed he feels is massively commendable. BM highlighted that he feels the opportunity and support from local leaders is unique.</li> <li>• JF updated the Board on the development of new strategy and RL shared her screen to show a slide which gave a comparison of the Active Essex and Sport England underlying themes of their strategies. It was advised that Sport England have much bigger remit and the Essex strategy was identified using local sources. It was advised that Active Essex don't want to deviate too far away from national leaders but want to ensure the strategy resonates with their local needs.</li> <li>• A discussion took place around the use of the word 'Fit' in public facing campaigns and messaging and there was a consensus that the word can be unengaging and off-putting. Thoughts were shared that Active Essex are here to make the people of Essex more active rather than to make them fitter. It was suggested to use more inclusive language when going out to speak to people and for our online presence.</li> </ul>

	<ul style="list-style-type: none"> <li>• JF shared there has been huge a momentum over the last few weeks in understanding exactly the aspiration around their strategic priorities and informed the group that they have taken feedback on board and feels that they are now in an exciting position.</li> <li>• JF advised that Dr Ronan Fenton from South Care Partnership, joined him for his agenda item at the recent Essex Health and Wellbeing Board. During his presentation Dr Fenton simply advised the group that now is the time to really embed the importance of physical activity and sport in everything that we do due to seeing so many residents across the county becoming deconditioned in the last 14 months.</li> </ul>
8	<p><b>Fit for the Future Campaign</b></p> <ul style="list-style-type: none"> <li>• CA expressed that is was interesting to hear the thoughts from the Board Members during the previous agenda item and then went on to give an update using presentation slides to the Board about the upcoming Fit for the Future campaign.</li> <li>• CA informed that they have undertaken a lot of research to ensure they are using the correct language that will appeal to their audiences. They have been working with Britain Thinks who have helped them to reach out to their target audiences. The title 'Find your Active' resonated with our audiences and will be the campaign name going forward. The thought behind the campaign name is for people to find their own personal choice of physical activity which suits them and which they find achievable. CA confirmed that inclusivity will be vital throughout the entire campaign.</li> <li>• They know that being active is a personal thing so the key message behind the campaign is to find the activity that suits the individual. CA advised that is people don't enjoy the first activity they try then they are encouraged to try another because when you find the right one that suits you then you will reap the benefits.</li> <li>• The campaign will target those who have been deconditioned, children and young people will be part of the phase two of the campaign. They are not planning to exclude people who are already active so they are keen to use these individuals as local ambassadors to activate their communities. CA suggested that the idea of being active for other people can potentially be more inspirational then just being active for yourself.</li> <li>• CA advised that this campaign will be something that effects the whole system and they have had high level of support due to wider benefits of sport and physical activity e.g. climate change, mental health.</li> <li>• They will be looking to launch in July focusing on fun and free activities and targeted approaches to ensure they can be effective as possible. They want to create habits in peoples lives including things that people can build into their daily routine and keep doing.</li> <li>• "People like me message" is a key message for the campaign as they feel people can associate with and be inspired by.</li> <li>• CA opened the floor for questions and comments which included: <ul style="list-style-type: none"> <li>➤ A view was shared that they feel this campaign is the best yet due to the depth of insight and how that has been reflected in the key messages for the campaign.</li> <li>➤ It was expressed that all of the outcomes highlighted on the slide were around doing exercise so they suggested it would be valuable to include options for doing things like walking to the shops.</li> <li>➤ A suggestion was raised to link with housing associations as they often have access to the most vulnerable groups of people and are responsible for younger families who are struggling so using their links may enable further reach.</li> <li>➤ It was suggested that it would be valuable to get some data behind who we have been engaging with to check that we are getting views from different people to ensure they aren't involved in any activity already.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ It was suggested that sharing the harsh consequences of not being active could grab people's attention. This point was followed on by advising that most people are aware of the consequences but sometimes this doesn't have an impact on them. A suggestion was then raised to personalise the benefits and create relationships with people who are currently inactive as this has been proven to have a better impact on individuals.</li> <li>➤ CR offered her support to marry up her work with the Health Select Group which she is happy to have a conversation offline about.</li> </ul> <p><b>ACTION: CR and CA to speak about linking up their work streams (Health Select Group) in relation to Fit for the Future.</b></p> <ul style="list-style-type: none"> <li>➤ A view was shared that this is a great opportunity for everyone to champion this in their own way. A feeling was expressed that there may be some cross over with Find your Active and Find your Power and there are some links there that could be made.</li> <li>➤ It was suggested that it may be worth connecting CA to the Parkplay team in relation to #MeetMovePlay</li> </ul>
9	<p><b>Future Board Recruitment</b></p> <ul style="list-style-type: none"> <li>• JF informed the Board that they have been looking at the Skills Matrix and have recruited three new board members through the process. They have been able to identify where there are some gaps as a Board and shared that the two obvious ones standing out are; education and business.</li> <li>• A view was shared that it is difficult to complete these types of matrix reports and that is a general issue that they are going to face.</li> <li>• A question was raised in terms of gaps, if they have people in mind and also if they are looking for a business representative are they looking for someone in the physical activity sector. It was suggested if someone is able to contribute for their specific areas they could potentially be asked to contribute on an advisory basis.</li> <li>• It was suggested to have someone on the Board to support the work taking place around influencing decisions of spending for housing developments. It was then agreed that there is a lot of work in that field to get involved in and a suggestion was made as to if they may need to create some working groups including some sector experts.</li> <li>• It was suggested that elements which need to be added to the Skills Matrix should include; Safeguarding/Duty of Care and Digital Transformation.</li> <li>• A view was shared that they need to be clear on their contribution as a Board Member both inside and outside of the Board. They advised it will be really important to understand the scope that as Board Members they sit with and their expectations as this may have shaped how people completed the Skills Matrix. The view was shared that the internal Active Essex team led by JF do the work on the ground and the Board have a responsibility of governance and ambassadorial role.</li> </ul>
10	<p><b>Race Equality Code</b></p> <ul style="list-style-type: none"> <li>• HC shared some slides to inform the Board on the work to date involved in the Race Equality Code and highlighted some key statics.</li> <li>• HC covered the outstanding steps which have been taken to date including a review, a team survey and a facilitated survey. She highlighted that they have identified some areas for improvement.</li> <li>• The Race Code have identified eighteen actions for Active Essex to work on and work has already started since receiving the plan two weeks ago. The Board were informed that six of the actions have already been completed, some of which include: <ul style="list-style-type: none"> <li>➤ Creation of an Antiracism Statement</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ Making it clear who the Chair is on the website</li> <li>➤ Updated their four year Impact Report to include reporting on our current diversity on the board and that is an ongoing requirement</li> <li>➤ Looked at creating a task and finish group.</li> </ul> <ul style="list-style-type: none"> <li>• HC spoke through the next steps and identified that there is a key push to ensure there is a golden thread throughout Active Essex.</li> <li>• HC informed the Board that there are two larger projects emerging around developing pipeline talent and leading from the front and influencing.</li> <li>• SM gave credit to HC for providing the update and also credit to JF for getting them onto this journey. He shared his view that he feels there is something really important they need to be doing such as making sure the people they are being seen to fund and support are also living and breathing these values. SM informed the group that they are one of the new organisations and Active Partnerships who have undertaken this programme so he is keen for Active Essex to be seen as a leader and to be accountable. SM suggested for the Board Members to continue to support HC and JF but also to ensure this work is embedded into projects such as the LDP in order to champion the cause. SM advised that the framework gives you the support you may need but it will require involvement and addressing things if they aren't up to standards.</li> <li>• A question was raised as to why the report stated black focus and then following suggestions it was amended to address all races. This question was answered by advising that the problems were highlighted from the Black community as all statistical data was showing the Black community at the bottom of rankings so that is why there is a focus. However, it was advised that the work will not exclude or alienate any race.</li> <li>• A point was raised around the terminology of using the word 'Black' and it was then confirmed that Active Essex will not be using the term 'BAME' going forward, instead they will state 'ethnic diverse communities' and we will use specific references for communities.</li> <li>• The Board were informed that the work they are doing is embedded across the business and what they are trying to do is to show tangible actions following the movement following the George Floyd tragedy. It was confirmed that at no point Active Essex would want to portray that one race is more important than another.</li> </ul>
11	<p><b>Active Essex Improvement Journey 2020/21</b></p> <ul style="list-style-type: none"> <li>• It was discussed and agreed to move this item over to the next Board meeting due to meeting overrunning.</li> <li>• The group shared their thanks to Simon King for his paper and commended that the reach they have been able to achieve is huge.</li> </ul> <p><b>ACTION: Simon King to be invited to the next Board Meeting to cover his agenda item: Active Essex Improvement Journey 2020/21</b></p>
12	<p><b>Any Other Business</b></p> <p>JF reiterated the opening remarks and shared a massive thank you to the departing Board Members for their time on the Board and for their contributions to all that they have achieved collectively. JF advised that this will not be goodbye as they will be continually called upon to collaborate in the future.</p> <p>RH shared his thanks to the departing Board Members for their support and guidance throughout their time on the Board.</p> <p>AA echoed his words from the beginning of the Board Meeting and advised that there will be a huge gap left to fill within the organisation and he hopes to stay in touch and welcomes their involvement in steering the Active Essex agenda going forward.</p>



<b>13</b>	<p><b>Close &amp; date of next meetings:</b></p> <p>In the diary:</p> <ul style="list-style-type: none"> <li>Active Essex Board Virtual Planning Away Day: Thursday 13<sup>th</sup> May 2020 9:30-12:00</li> <li>Q1 Board Meeting: Friday 9th July 2021 10:00-13:00</li> </ul> <p>TBC:</p> <ul style="list-style-type: none"> <li>Q2 Board Meeting: Tuesday 5th October 2021 09:30-12:30</li> <li>Q3 Board Meeting: Tuesday 18th January 2022 13:00-16:00</li> <li>Q4 Board Meeting: Wednesday 27th April 2022 09:30-12:30</li> <li>Q1 Board Meeting: Wednesday 13th July 2022 09:30-12:30</li> </ul>
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## ACTIONS

Item No.	Action	Owner	Progress
1	AA to circulate an update to the Board when Sport England have made a decision regarding how they will fill the Senior Independent Board Member role.	AA	Achieved
2	AA, JF & RH to meet to discuss the scope for Digital Transformation ahead of the next internal meeting which JF is due to attend.	AA/JF/RH	Ongoing
2	MH to schedule the upcoming Board Meetings for the next 12 months.	MH	Achieved – Board to approve above dates by return of email
2	MH/JF to take on board and action the feedback prior to circulation of Board minutes.	MH/JF	Achieved
4	RH to include Essex ActivAte expenditure in Board Reports to keep them up to speed.	RH	Achieved
4	CR to discuss 'Harm to Participants' risk, as an item at the next Audit Committee and ensure it has a prominence on the Risk Register.	CR	Achieved
4	CR to discuss at the next Audit Committee as to what could be the scope for the Duty of Care role and also what types of risks would need to be captured.	CR	Achieved
5	Holly Adams and Grace Hilton to be invited to a future Board meeting to present their Communications Report. JF/MH to coordinate.	JF/MH	Achieved
8	CR and CA to speak about linking up their work streams (Health Select Group) in relation to Fit for the Future.	CR/CA	Achieved
11	Simon King to be invited to the next Board Meeting to cover his agenda item: Active Essex Improvement Journey 2020/21	SK	Achieved