



CHANGING 1 MILLION LIVES

MINUTES

Subject: Active Essex Board
Date & Time: Thursday 12th November 2020, 9.30 to 12.30
Location: Zoom Online
Chair: Azeem Akhtar

Attendance

Board Members:

AA	Azeem Akhtar	Chair (Away 11:00 – 12:00)
BM	Bob McIntock	Vice Chair
SM	Steve Mitchell	Board Member
DS	David Sollis	Board Member
CR	Caroline Russell	Board Member (attended 9:30 – 11:50)
JW	John Wood	Board Member
AWS	Anne Wafula-Strike	Board Member
BRM	Billy Ray Mansell	Youth Board Member
SMK	Sophie Michala	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	Agenda Item & Notes	Action
1	<p>Welcome:</p> <p>AA thanked everyone for joining and shared that he hoped that everyone's families were well during these difficult times.</p> <ul style="list-style-type: none"> Apologies <p>Adrian Coggins.</p> <ul style="list-style-type: none"> Any Conflict of Interest on agenda <p>CR has just become a trustee of Farleigh Hospice. She does not feel it is a conflict of interest but wanted it to be noted anyway.</p> <ul style="list-style-type: none"> Opening remarks from the Chair <p>AA explained that since we last spoke, he has been involved in a strategy session with Sport England Board Members and they are currently reviewing draft content. AA feels we (Active Essex) have a sophisticated approach to our new strategy with a more holistic and specific view.</p> <p>AA advised the group that he needs to leave the meeting at 11:00 today and BM will chair in his absence.</p>	

	<p>AA explained that the Board is currently in transition and everyone will have seen that Elizabeth Cornish has taken the decision to step down from the Board.</p> <p>AA confirmed that this is a skills-based board and we were keen to ensure we have a full skillset across our Members. He reminded the Board that we will be having members of the Board coming to the end of their term soon and that we will be recruiting. AA assured the group that this is a forum for everyone to all talk so that everyone's voice can be heard and whilst we have a set agenda, if anyone wants to bring anything to this forum, the group should feel free to raise any issues and feel free to speak openly. AA encouraged the board to bring thought leadership. AA explained that the agenda is there to give us structure and shape and we will cover those items but if there are items the Board feel should be brought up then do let him know so he can ensure they are covered.</p> <p>A discussion took place around how the Board can support Elizabeth following her decision to step down from the Board. DS expressed a commitment to contact Elizabeth and reach out as a friend to see if she was okay and needed any help. All Board Members agreed that this was a very good idea. JF confirmed that Elizabeth has agreed to continue to be an advocate of physical activity and sport and the work Active Essex does.</p>	<p>Board to inform AA if they have any items they would like to raise during a Board meeting.</p>
2	<p>Approval of minutes & actions from meeting held on 20th July 2020</p> <p>JF updated the board on the progress of the actions from the last Board meeting. Updates included:</p> <ul style="list-style-type: none"> • JF is meeting with the ecda project where he can give a live update on the Open Data platform. • The Roles and Responsibilities document is ongoing • We have an item to cover the Risk Register later in the agenda. • JF recently had a meeting with Essex Local Authorities who have responsibility for their leisure centres. Sport England and government are now working with treasury to access the £100 million funding that will be available to support local authorities with funding shortfalls in relation to Leisure Centre operations. The funding doesn't currently have an open date on their timeline. Active Essex Relationship Managers have been tasked with having conversations in their areas to understand Local Authorities challenges and make sure that Essex is in a strong position to access the funding when it becomes available. <ul style="list-style-type: none"> ➤ A question was raised around ensuring the funds are inclusive for all. • A couple of the Education actions are now paused. <p>Matters arising</p> <p>None.</p>	<p>JF to email Sport England to ensure there is criteria which ensures funding is available for centres supporting inclusivity.</p>
3	<p>Board Recruitment</p> <p>JF expressed his thanks to the Board for their time to speak with Jeff</p>	

	<p>from Collaborate, he feels it was a good opportunity to see where we are now and to also to seek the views of the Board for the future of the Board moving forward.</p> <p>The Board were informed that the aim of the item was to discuss with them today a timeline for the recruitment of new Board Members. JF explained that he also wants to discuss the recommendations.</p> <p>JF asked the Board for their comments back on the timeline:</p> <ul style="list-style-type: none"> • Feel the timeline looks okay, pleased we are giving ourselves plenty of time. Feels ambitious to get the advert out next week but happy for that to take place. Want to ensure we are joining up with any other board recruitment e.g. Perrett Laver etc. • Agree that the timeline looks realistic. Need more details for the plans in line with advertising and reach. What makes us unique so that we get the right applicants. Are we looking at phasing new members onto the board or is the expectation that 5 go and 5 arrive at the same time as that may feel quite chaotic? • Feels that the timeline looks good and should we stagger the arrival and departure of board members. <ul style="list-style-type: none"> ➤ In response to the Board Member phasing query: Recommendation number 3 states we could phase board member roles. This has been suggested in the past but proven difficult as all board members are keen to stay on and continue to contribute for the duration of their membership. We want to ensure we have business continuity but will need to ensure we have individual conversations to ensure that. We want to ensure we have the skills outlined that we are lacking and then think about the type of people who can bring that to the table. • Reflecting on the proposed timeline, there is a two month window to extend the advert if needed. • We may need to extend the advertising timeline, so people have an opportunity to apply later into January. • Will a long application window lose momentum? If so, should we delay the open date. • If we are concerned about Christmas should we launch in January and have the advert open for the whole of January. • Channels for advertisement is something which needs to be explored to ensure we can get a wider range of diverse skills. • We need to bear in mind that January may be a busy time and some people may not want to take on any other commitments so we may need to convince people that this is still a good opportunity. • A question was raised around where the advert will be promoted. <ul style="list-style-type: none"> ➤ Rob advised that we will be sharing across the usual channels such as Sport and Recreation Alliance, Sport England, UK Active etc. ➤ It was then suggested for the Board to input into the list of platforms of advertisement. • Need to ensure the people who are on the interview panel are available. <p>AA invited the Board for comments on the priorities listed in the document:</p> <ul style="list-style-type: none"> • Skills development suggested to sit within the top priorities 	<p>JF will share a list of platforms where the Board Recruitment will be advertised.</p> <p>Board to share any additional platforms they feel the Board Recruitment can be advertised.</p>
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	<ul style="list-style-type: none"> • Jeff has made priorities for top and secondary skill sets, so if we are saying they are just as important - this is the exact guidance we will take from the Board and this will then create the blueprint to move forward with the Board recruitment process. • Marketing and communications are still really important about how we get our brand out there. • Digital, depends what we mean by digital, if digital transformation then that is paramount and will be a key requirement as this sits across everything and how we operate • Business sector should sit in the top priorities • It was suggested to reach out to Essex Chambers of Commerce directly to see if they feel they could nominate someone from their sector to the Board. • Is there room for moving up the elite sport profile up into top priorities as this can support with campaigns. • Feel that both top and secondary priorities are valued and we should try to recruit for all • Important to augment how we reach out to people though the sporting icons that we already have like AWS <p>A decision was made to combine both the top and secondary priorities.</p> <p>It was agreed for the Board Recruitment Pack to be updated and circulated to the board before it goes live. It was suggested that we must be clear in the pack that you do not need to have all of these priorities so we need to craft the job specification to reassure people that we recognise that successful applicants may only have a few of them and that is fine.</p> <p>A point was raised to ensure that the Board Pack was fully inclusive. It was agreed that we need to make sure we recruit on a level playing field irrespective of gender, ability, religion and that the role is accessible for all. The advertisement needs to be written to ensure that the decisions will be based on nothing but the ability to do the role and the applicants skillsets.</p>	<p>JF to reach out to Essex Chambers of Commerce to see if they could nominate someone from their Board to be on ours.</p> <p>JF to combine both the top and secondary priorities.</p> <p>JF/RH to update the Board Recruitment Pack and circulate with Board Members for their feedback before it goes out publicly.</p>
4	<p>Strategy Update</p> <p>AA was invited to share any insight from the previous Sport England meeting that he felt was fair and relevant to share.</p> <p>AA informed the Board that they had a special session to discuss strategy and a discussion paper was put forward. AA suggested that one of the key areas we need to dwell on is the learnings from the LDP. We have given a lot more thought to digital transformation than Sport England. KPIs including what we measure and how we measure it is key as well, we have given that a lot of thought on this previously.</p> <p>JF advised that Britain Thinks has been appointed to work on the Sport England consultation process and they are encouraging people to take part in that survey.</p> <p>JF reminded the Board that we had a session and we recognise the importance of the engagement plan so the team are currently working through the various aspects of the consultation process using Slido. Trust Impact came in to help measure how we are doing and JF went</p>	

	<p>on to speak through some of the headline points which came through from the session.</p> <p>With regards to the timescale, the Board were informed that where we are now is in October onwards around consultation. In Shaping our Future there are ten emerging themes and we have now got a top five following feedback.</p> <p>Jason invited the Board for their comments on the long-term vision for Active Essex:</p> <ul style="list-style-type: none"> • I really like the current vision. • If our moon shot is talking about participation as a broader thing it needs to be referencing those who are non-traditional or those who we have been unable to reach. Making specific commitments around Ethnicity Diversity Inclusion (EDI) Language – about physical activity and sport, we can't just say that, we do inequalities, holiday hunger so at the moment we are sitting well between the word wellbeing – but we don't want it to be a loose statement • KPIs for us as an organisation must be really tight. The county keeps growing • Suggestion: <i>Active Essex at the heart of improving your health and wellbeing</i> – the word 'your' is really important, we need to try and be as inclusive as possible. We don't want to put too much into the statement as it will be too crowded. We need the people to know that we are there for everyone • From the slide; <i>Making Essex, More healthy, More equal</i> is my favourite and agree with the one just suggested • I like the long-term approach for where we stand for our major commitment • Suggestion: <i>A more Active Essex to improve your health and wellbeing</i> • The word wellbeing would sway people towards it • We want to tie ourselves to inclusion, not sure if that sits within vision or mission • <i>We want to get Essex Active</i> – will enable us to not discriminate as we are stating Essex • Who is this strategy, the vision and the mission aimed at? • Sport England said they are strict on the vision and flexible with how we get there. <p>The Board were then invited to give their thoughts on the Active Essex Mission:</p> <ul style="list-style-type: none"> • The suggested mission statement isn't very understandable to the public • I do not like the word hardwiring • The mission is more difficult to write • Audiences such as inequalities and inclusion should sit within the mission • Embed instead of hardwiring • Is the mission aimed at our system partners rather than the community – if so, we need to use the language for our target audience • We need to decide who the strategy is being aimed at • The strategy should be for the system partners and the campaigns are for the customers • Sport England's main customer is the government – we need to turn our strategy so we play the game • This is why some things don't happen in society because we think about the game rather than the need 	
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	<ul style="list-style-type: none"> We need to play to the different systems which we work with. 	
5	<p>Directors Report – Q2 Review</p> <p>JF spoke through his slides previously circulated in the Board Pack.</p> <p>The work with Supporting our Sector continues. We have done some prerecording's around Return to Play which are available. Work has also taken place to find, support and secure some more local funding opportunities.</p> <p>A query was raised as to support for NGBs and it was discussed and suggested to work up a package of support and be ready to implement that in 2021.</p> <p>Relaunched our Keep Essex Active YouTube channel and we want to encourage people locally and in workplaces to keep active during this time and to recognise the importance of it.</p> <p>We led the Summer Holiday Programme which was visited by AA. This programme has now snowballed as we are now in conversations on how to spend the wellbeing funds Essex County Council (ECC) have received over the winter. It brings back the conversation of B2B and B2C, various community groups were able to deliver because we have those relationships. The Board were informed that a video was created about the programme.</p> <p>Feedback from a Board member informed the group that the turnaround for the Holiday Hunger programme was three weeks and Active Essex had some key people like Priti Patel come down to visit. Board Members expressed their thanks and respect to the team for their hard work on that programme.</p> <p>JF continued his updated advising that ECC wants to use its Covid funding to support the Holiday Hunger agenda.</p> <p>The last quarter has had a strong Covid lens but we were able to ensure that the light of physical activity has been woven through. The system has been recognising the work that Active Essex is doing and this has been critical.</p> <p>There was a Violence and Vulnerabilities Roundtable recently and the first point raised was the importance of engaging with Active Essex to provide diverse opportunities. We weren't in the room but you can see the work we are doing and this is now being recognised.</p> <p>A note was given from the Board as a well done to JF and the team on demonstration of the positive impact the Active Essex work is having on different system settings.</p>	<p>MH to send the Holiday Hunger video link to board members.</p>
6	<p>Active Essex Foundation</p> <p>BM gave a verbal update on the Active Essex Foundation (AEF). He advised they had a meeting on 21st October where a number of items were covered, accounts for period ending March 2020 were discussed which led on to the projects that AEF has been involved in.</p> <p>As a Foundation they have also established a reserve of £10K as unrestricted funds.</p>	

	<p>With the figures JF mentioned earlier, the figures for the charity were hugely boosted by the Holiday Hunger Programme, the Tackling Inequalities fund and ECC funds to Holiday Hunger.</p> <p>Some funding is suspended and will start again in the new year.</p> <p>We discussed the potential of holding another 3030 campaign in 2021.</p> <p>BM invited the board for any questions and comments:</p> <ul style="list-style-type: none"> • People are being encouraged to give their Christmas party money to charities, perhaps we can promote this and use as a vehicle to raise funds for the Charity • A fund has opened up which may be of interest. The pot is £2M and is support for small youth organisations. <p>BRM explained that from 5th November his and fellow Essex All Together Ambassadors are taking part in a Super Hero campaign powered by Marvel, he explained that a team has been created and are all members are taking on personal challenges. It was also explained that it is a new movement for this year which is an adaption of the Super Hero Series. BRM shared that his challenge is covering 800K throughout November. AWS is going to be pulling a car tyre behind her wheelchair for 800M. The campaign's mission is to encourage others to find their power and become more active by doing so.</p> <p>Board members suggested that if BRM sends some details across and the Board can discuss how they can get involved.</p> <p>BRM informed the group that he has a team meeting coming up later this month so he will discuss Board Member involvement then and circulate an idea.</p>	<p>BRM take the Board Member involvement opportunity to his Essex All Together Group and then feedback to Board Members on how they can get involved in his Super Hero campaign.</p>
7	<p>Finance:</p> <ul style="list-style-type: none"> • Budget Report <p>RH gave an update on the budget report. He advised that we were able to carry forward our education budget funding and that we are not doing top down programmes anymore. The last bit of paperwork has now been sent to draw down our satellite club funding.</p> <p>The Board were advised that our budget remains the same as last year.</p> <ul style="list-style-type: none"> • Risk Register <p>Risks were updated following comments at the previous meeting.</p> <p>Audit Committee</p> <p>CR gave an update on the Audit committee, she advised that the meeting took place in October and we are playing particular attention on the budgets where if we don't spend in 2020 we lose the funds. RH has done some work with the team to ensure we can optimise our resource. We want to ensure with Sport England that we have flexibility with funds.</p> <p>CR informed the Board that the Audit Committee would like to</p>	

	<p>propose that they take responsibility for Risk Register in their meetings and that they will bring back to the Board the items which would be valuable for discussion.</p> <p>The Board agreed that they are happy for the Audit Committee to lead the Risk Register going forward.</p>	
8	<p>Communications Update</p> <p>JF gave an update to the Board on internal communications, he advised that we have gone through some staff changes and we are really pleased with the outcomes thus far, we now have an additional member of the team who works alongside our other Communications Officer. We have been working hard to pull together the three work strands; Active Essex, AEF and Local Delivery Pilot, under one brand and it is proving positive from having a more streamlined approach.</p> <p>JF informed the Board that Weekly Comms Operational meetings take place now take place internally and also CR has joined our Strategic Communications Group meetings which take place monthly.</p>	
9	<p>Safeguarding</p> <p>JW gave an update on Safeguarding, he advised that the policies were agreed at the last meeting so no approval was required. He expressed his view that the work that the safeguarding staff have done around groups who are tackling inequalities is quite an achievement.</p> <p>JW informed that they are trying to create an audio video for Safeguarding to get the message across.</p> <p>All Board Members were asked to sign the safeguarding declaration if they have not done so already.</p> <p>JW shared a note of thanks to Jim who has stepped up and picked up the conversation as to how we can influence moving forward.</p>	<p>JW to ask Jim to resend out the Safeguarding declaration to be signed by Board Members who haven't already done so.</p>
10	<p>Any Other Business</p> <p>In relation to the Delivery Plan circulated with the Board Pack a suggestion was raised for BAME and Faith to move so they sit in separate brackets as faith is taking a more active part with regards to social cohesion.</p> <p>The Board were informed that the Delivery Plan has been included in the Board Pack however it will have some more relevance at the next meeting due to the content being finalised.</p> <p>A question was raised as to previously we have spent a lot of time dedicated to digital transformation but has it disappeared or has it been delayed? An update was then requested.</p> <p>Comments forming a response included:</p> <ul style="list-style-type: none"> ➤ Digital Transformation has taken a momentary pause linked to the strategy conversation because what is emerging as a priority or the new strategy is the whole digital piece and we need to work out how we better link the two together. The focus of the session was operational not strategic, but we 	<p>RL to initiate the conversation. DS to have a conversation with Hayley Chapman to discuss if faith should be a standalone for a reporting point of view.</p>

	<p>need to link the two together. JF confirmed that he is currently trying to work out who is best placed to come into the team to support on this.</p> <p>➤ Digital Transformation affects three parts:</p> <ul style="list-style-type: none"> ○ Our ecosystem, how we reach out, how we can use technology ○ How we can use technology within our organisation to function more efficiently, what do we need within our organisation so we are more scalable or flexible ○ Thinking about how we can use digital transformation on how we host ourselves in terms of what messages we want to be going out for how digitally enabled we are. <p>This needs to be more central as it will be a cornerstone of our strategy moving forward.</p> <p>JF informed the Board that we would usually host a Christmas dinner for Board Members but obviously we cannot do that this year but have full intentions to be able to meet at some point next year.</p>	An agreed priority for Digital Transformation to be progressed.
11	<p>Close</p> <p>Meeting closed: 12:29</p> <p>Meeting dates in the diary for 2021 meetings:</p> <p>Q3 Board: Friday 22nd January 2021 Q4 Board: Wednesday 14th April 2021 Q1 Board: Friday 9th July 2021</p>	

Item No.	Action	Lead	Progress
1	Board to inform AA if they have any items they would like to raise during a Board meeting.	All	Ongoing
2	JF to email Sport England to ensure there is criteria which ensures funding is available for centres supporting inclusivity.	JF	Completed
3	JF will share a list of platforms where the Board Recruitment will be advertised.	JF	Completed
3	Board to share any additional platforms they feel the Board Recruitment can be advertised.	All	Completed
3	JF to reach out to Essex Chambers of Commerce to see if they could nominate someone from their Board to be on ours.	JF	Completed
3	JF to combine both the top and secondary prioritises.	JF	Completed
3	JF/RH to update the Board Recruitment Pack and circulate with Board Members for their feedback before it goes out publicly.	JF/ RH/ All	Completed
5	MH to send the Holiday Hunger video link to board members.	MH	Completed
6	BRM take the Board Member involvement opportunity to his Essex All Together Group and then feedback to Board Members on how they can get involved in his Super Hero campaign.	BRM	Completed

9	JW to ask Jim to resend out the Safeguarding declaration to be signed by Board Members who haven't already done so.	JW	Completed
10	RL to initiate the conversation. DS to have a conversation with Hayley Chapman to discuss if faith should be a standalone for a reporting point of view.	RL/ DS	Completed
10	An agreed priority for Digital Transformation to be progressed.	AA/ JF	Ongoing