



## MINUTES

**Subject:** Active Essex Board  
**Date & Time:** Thursday 22<sup>nd</sup> July 2021, 16:00 to 18:30  
**Location:** Zoom online  
**Chair:** Azeem Akhtar

## ATTENDANCE

Acronyms	Board Member Name	Board Position
AA	Azeem Akhtar	Chairman
AWS	Anne Wafula Strike	Board Member
AN	Anton Ferdinand	Board Member
BRM	Billy Ray Mansell	Youth Board Member
BM	Bob McIntock	Senior Independent Board Member
DD	Dan Doherty	Board Member
DS	David Sollis	Board Member
EL	Emma Lewis	Board Member
	Active Essex Staff Name	Job Title
CA	Caroline Adlem	Communications and Marketing Manager
HW	Hollie Wood	Assistant Relationship Manager
HA	Holly Adams	Marketing and Communications Officer
JF	Jason Fergus	Director
LV	Louise Voyce	Relationship Manager
MH	Melissa Huggins	Sports and Physical Activity Operations Advisor
RL	Rachel Lewis	Relationship Manager
RH	Rob Hayne	Strategic Lead Business Operations

## MINUTES

Item	
1	<p><b><u>Welcome</u></b></p> <p><b>Apologies</b></p> <ul style="list-style-type: none"><li>• Apologies noted from Caroline Russell.</li></ul> <p><b>Any Conflict of Interest on agenda</b></p> <ul style="list-style-type: none"><li>• BM informed the Board that his daughter is working for Active Essex on the Essex ActivAte project.</li><li>• AF informed the Board that he has a Soccer School that is going to be running camps throughout the Summer Holidays.</li><li>• DS informed the Board that he is the Chairman of ATF Community who is a partner in the</li></ul>

	<p>Essex ActivAte project.</p> <p><b>Opening remarks from the Chair</b></p> <ul style="list-style-type: none"> <li>AA informed the group that Sport England have appointed a new Chairman, Chris Boardman. He has a strong sporting background and has been involved in a number of initiatives, AA shared that he is keen to build a strong relationship with him from both an Active Essex Chair and Sport England Board point of view.</li> <li>AA expressed that he wants to ensure the great work of Active Essex is recognised throughout Sport England colleagues. He wants to share how they have used the Essex LDP to supercharge people getting more active and to optimise the lessons which can be learnt especially from other Active Partnerships. AA suggested they should continue to trailblaze and continue to make sure that they are at the top table and used as an exemplar as the leading Active Partnership in the country.</li> </ul> <p><b>Action: AA to invite the new Sport England chair to Essex for a visit when he has settled into his new role.</b></p> <ul style="list-style-type: none"> <li>A discussion took place around the creation of a contact plan/strategy which can map the ecosystem. They would like to think about how they would map against those organisations and then how they can use the Board Members to progress those relationships. They are keen to also leverage insight from relationships Board Members have at the moment. This piece of work would also ensure the Board are more visible to help navigate those partnerships.</li> </ul> <p><b>Action: AA and JF to brainstorm what their contact strategy is and to ensure the Board are more visible to help navigate partnerships.</b></p> <ul style="list-style-type: none"> <li>AWS suggested having a networking event as an opportunity to build relationships with partners.</li> </ul>
2	<p><b>Approval of minutes &amp; actions from meeting held on 6<sup>th</sup> May 2021 and 11<sup>th</sup> June 2021</b></p> <ul style="list-style-type: none"> <li>Board Members confirmed their approval of previous Board meeting minutes.</li> <li>JF gave an update on one action highlighted: A meeting has taken place with the Marketing Relationships Manager at Hadleigh Park, they were introduced to the London Marathon Events Team who were keen to talk about hosting the 2022 World Cycle Cross World Cup at the venue. Next steps include a site visit next Wednesday (28<sup>th</sup> July).</li> <li>The Board were informed that there was an aspiration for the meeting to take place face to face but logistically that proved quite difficult. It was considered but when taking into account travel time for guest speakers it wasn't a feasible option.</li> <li>All other actions achieved.</li> </ul> <p><b>Matters arising</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>
3	<p><b>Active Essex Foundation</b></p> <ul style="list-style-type: none"> <li>BM gave a verbal update on the recent Active Essex Foundation meeting. He expressed it was a good meeting which overran due to substantial discussion.</li> <li>An extremely good discussion took place around the lottery bid that Active Essex Foundation have submitted for a sport and youth initiative to reduce violence in young people, this project will bring together lots of voluntary and other organisations who have a similar interest in the initiative. As part of the bid they would obtain funding to appoint two members of staff to the project.</li> </ul>

	<ul style="list-style-type: none"> <li>• The AEF finance accounts are currently with auditors and are being approved in due course.</li> <li>• Some background information about AEF was shared with the group, they were advised that following a conversation in 2015 the Active Essex Board decided it would be advantageous to source a vehicle for applying for funds which the council are unable too, this would enable Active Essex some longevity for future funding beyond government funding. AEF now have seven trustees. In regard to governance the AEF and Active Essex are completely different entities.</li> <li>• A discussion took place around the potential of organising a football tournament to share the awareness of Active Essex and AEF and also as an opportunity to leverage in funding. It was mentioned that income generation was a vital part of the charity and any ideas for ways to bring in funding to make the charity self sustaining would be valuable.</li> </ul> <p><b>ACTION: To set up a separate session with AA, AF, BM, JF, RL and Simon King to discuss the opportunity for a combined Active Essex and AEF football tournament to leverage in funding.</b></p> <ul style="list-style-type: none"> <li>• It was discussed that there is a multitude of ways that people can get involved with AEF and raise the profile of the charity as well as obtaining income and using football and other sports would be a great vessel to get our message out. It was suggested that by communicating that the funding raised at the event will be invested directly back into Essex that would encourage more local involvement.</li> </ul>
4	<p><b><u>Finance</u></b></p> <p><b>Budget report</b></p> <ul style="list-style-type: none"> <li>• RH advised that a brief finance report was circulated which was due to being in the early stages of this financial year. The board's attention was drawn to the Opening Schools Facility funding which needs to be spent so they are working with schools to process this. They are also starting to spend their Find Your Active funding too. There were no risks associated to highlight at the time.</li> <li>• A discussion on future budgets has taken place at the recent Audit Committee meeting.</li> <li>• The grant reconciliations are complete for the previous year and all of the Tackling Inequalities fund has been received.</li> <li>• Discussions are taking place within ECC around the funding envelope for 2022-23, details of which will be shared in August.</li> <li>• There is a big piece of working being undertaken with Active Partnerships nationally around core funding for 3-4 years and an update will be provided in future meetings once those conversations have taken place. They are expecting a structured award letter that allows 3-5 years of funding.</li> </ul> <p><b>ACTION: JF to share funding award letter with Board members once received.</b></p> <p><b><u>Audit Committee Report</u></b></p> <p><b>Minutes from previous meeting</b></p> <ul style="list-style-type: none"> <li>• Approved.</li> </ul> <p><b>Risk register</b></p> <ul style="list-style-type: none"> <li>• A number of Board members have been allocated responsibilities in the previously circulated Risk Register. These have been allocated as recommendations from the audit committee but are not set in stone.</li> <li>• Board Members signed off the Risk Register.</li> </ul>

5	<p><b>Communications Update</b></p> <ul style="list-style-type: none"> <li>HA attended to give an update on communications within Active Essex. The Board were advised that there has been a slight dip in the numbers from the last quarter and this may be due to ultimately focusing on plans for Find Your Active and the new Active Essex website, with new campaign and strategy now launched numbers are likely to increase online again.</li> <li>Essex Pedal Power launch event has taken place and was a successful event. There was some issues getting the bikes as they are in high demand. It was evident that the community were excited by the prospect Essex Pedal Power. Grace Hilton at Active Essex is working hard to create the website content and to embed this new initiative. They are planning for their new bike giveaway to take place next autumn which is hoped to take place with more people at the event.</li> </ul> <p><b>ACTION: AA suggested getting board members along for some photos on the Essex Pedal Power bikes, HA will pass this idea onto Grace Hilton.</b></p> <ul style="list-style-type: none"> <li>Back in April, Laura Dickinson joined Active Essex to manage communications and marketing for Essex ActivAte, she has been busy designing activity packs which go alongside the project for both the club and online offer. She will be organising a YouTube takeover on the Find Your Active channel for each school holiday period showcasing ways to get active as a family, they will also be hosting cooking classes online. Also, a Media Launch event is due to take place this coming Monday at Briscoe to launch the biggest holiday club programme in Essex going live this Summer.</li> <li>The strategy has received 323 downloads to date as well as lots of partners have been sharing on social media. 90 individuals joined for the virtual strategy launch webinar. The team have been sharing the strategy across the system.</li> <li>The new website and activity finder has landed really well and lots of really good feedback from partners have been received. New content is being used and the top performing pages are Essex Activate summer booking page, the activity finder, the Find Your Active page and the About Us page which holds the strategy.</li> </ul> <p><b>ACTION: HA to share the strategy video with the Board.</b></p>
6	<p><b>Safeguarding Update</b></p> <ul style="list-style-type: none"> <li>HW joined to give an update to the Board. Internal safeguarding colleagues had a subgroup meeting last Friday look at internal processes, the action plan and to discuss what their role is as an Active Partnership. They also discussed if there is anything they can do better or need support with. In terms of their role HW confirmed that Active Essex operate under ECC safeguarding policies and they are also reviewed externally by CPSU annually to ensure they are meeting the advanced level of safeguarding standards and are embedded this national framework.</li> <li>The Anne Craft trust are experts in safeguarding adults and they have voluntarily taken part in their framework, they are now waiting to hear back on actions and on how they performed. This feedback will then be embed into their overall action plan.</li> <li>NGBs have a massive role for sports clubs and the role for Active Essex is to signpost, share intel and give advice to clubs.</li> <li>The Children and Adult Safeguarding Board are a multiagency partner and they they come together to ensure that everything in regards to safeguarding is processed, their link to that board is through their LADO contact, Louise, who they have meeting with every six months to ensure they have the correct and up to date information.</li> <li>Active Essex work with partners to agree a minimum safeguarding standards and to offer good practice guidance and relevant training.</li> <li>An internal team meeting has taken place where everyone had the opportunity to attend</li> </ul>

	<p>refreshers training on how to deal with a safeguarding concern. They were given and scenario to deal with and a discussion took place on the relevant actions to be carried out. The team have also been invited to complete Unbiased Conscious training.</p> <ul style="list-style-type: none"> <li>• They are looking at expanding their internal safeguarding team so they have five members of staff involved, this will ensure that safeguarding processes are always considered in everything that they do.</li> <li>• A discussion took place around reputational risks and what they are doing to mitigate that. It was suggested to look at safeguarding as concentric circles in order to analyse the risk and to determine what we need to do in order to protect our brand and mitigate the risks. There was a suggestion to learn from a consultant in this field.</li> <li>• A discussion took place around the use of the word 'Welfare' in relation to the safeguarding work we are doing. It was then agreed to include the word 'Welfare' in the language on safeguarding policies and procedures to ensure they are using the same language across the sector.</li> </ul> <p><b>ACTION: HW to include the word 'Welfare' in the language on safeguarding policies and procedures to ensure they are using the same language across the sector</b></p> <ul style="list-style-type: none"> <li>• It was suggested that the potential reputational damage and duty of care in regards to a safeguarding issue sits with the organisation itself who receive the funding from us and suggested to adopt a vetting system that is a prerequisite of all funding. The Board were advised that this is in place and they work to ensure that all eight points in the plan are actioned for funding, they are also working to ensure there is a consistent message across the team.</li> <li>• A question was raised around safeguarding on social media and the Board were informed that there is a section in the action plan however more work can be done on this, especially around online delivery.</li> </ul> <p><b>ACTION: HW to look into further work with regards to safeguarding and social media.</b></p> <ul style="list-style-type: none"> <li>• It was highlighted that in relation to an earlier conversation around the opportunity to host a football tournament there would also be an opportunity to endorse messages around safeguarding.</li> <li>• The Board applauded the work by Active Essex, although Active Essex has always taken this subject seriously they highlighted that they can see the investment which is now being put in. There was a suggestion to include some lived experience stories of what it feels like to be safeguarded and to push out messages of people being aware of risk factors.</li> </ul>
7	<p><b>Roles and Responsibilities Review</b></p> <ul style="list-style-type: none"> <li>• The Board were informed that since the last meeting the Board Sponsors document has been updated and circulated in the pack. It was reaffirmed what the role of the sponsors are and also the group were advised that a positive attempt to allocate Board members to roles has now taken place.</li> <li>• They will be engaging with a consultant around the Duty of Care role.</li> <li>• Some gaps in the skillset may be filled in future recruitment down the line.</li> <li>• It was agreed to add a section on politics/government and to allocate AA and BM.</li> </ul> <p><b>ACTION: In the Board Sponsors document, RL to add politics/government and to allocate AA and BM.</b></p> <ul style="list-style-type: none"> <li>• A question was raised as to how the Board bring this document to life and to move forward with this support. The Board were advised that the Active Essex team member who is allocated to that workstream will be in touch, the Board Sponsor role will support the</li> </ul>

	<p>workstream from a strategic priority point of view and the detail will sit within the delivery plan. There is an aim for a symbiotic relationship between both Relationship Managers and Board Sponsors to collaborate and proactively drive this forward.</p> <p><b>ACTION: RL to contact Relationship Managers so they can get in touch with their allocated Board Sponsor to create the connection piece so communication can go both ways.</b></p> <ul style="list-style-type: none"> <li>Children and Young People theme is really important and it was agreed to allocate DD as the Board Sponsor in the interim period so they can utilise his expertise as someone who is able to cultivate the mindset of all the age groups.</li> </ul> <p><b>ACTION: RL to add DD as Board Sponsor for Children and Young People theme.</b></p>
8	<p><b>Directors Report – Q4 Review</b></p> <ul style="list-style-type: none"> <li>The board were directed to the recent staff satisfaction survey which showed that even after a difficult twelve months the team have been positive and feel confident in the organisation they work within.</li> <li>Conversations are currently taking place around a new hybrid model way of working, this is an ongoing project with ECC where it will be discussed and agreed the best approach for Active Essex to take in the coming months.</li> <li>Sport England are keen to start to create the dialogue for the future and will be speaking to all 43 Active Partnerships around their shared ambitions, their systematic approaches and their delivery role. Funding for up to five years has been reassured to Active Partnerships which was described as very exciting for the organisation. Active Essex are looking at these conversations in a positive light and will discuss the identified three tracks of how they will get to the point of when funding will be available to Active Partnerships. The 1<sup>st</sup> track has started now. AA has supported the decision that as there is so much going on within the team it wouldn't be right to land at this moment in time so they will be involved from the 2<sup>nd</sup> track of the process which will involve a decision by the Active Essex Board in October. By the end of October 2021 they should have details of the funding commitment for the Active Partnership and this will enable us to plan and align our budgets across the next 5 years. The team expressed that they are looking forward to their journey as they look to articulate this going forward.</li> <li>July saw the launch of the Code of Governance for Active Essex which was a extremely important milestone and requirement to them.</li> <li>The breaking down of five new strategic priorities has been highlighted and will link back to the group as Board Members so they can utilise their advocacy role and to support and shape substantive items for the future to ensure they can truly land Fit for the Future.</li> </ul>
9	<p><b>Tackling Holiday Hunger and Inactivity Through Holiday Activity and Food Programmes</b></p> <ul style="list-style-type: none"> <li>Slides attached.</li> <li>LV attended to give an update on various Sport for Development projects which use physical activity to engage people at risk across the county. This work stream has been developing over last two years over.</li> <li>2 years ago Active Essex and Active Essex Foundation wanted to drive forward the agenda for holiday provision as this is a pressure point nationally for children not getting their exercise and nutritional requirements. They went on to deliver test and learn project, which was one of the first LDP projects.</li> <li>Numbers of children in low income families is now growing due to furlough and people being out of work due to the pandemic.</li> <li>Active Essex were asked to lead the Essex ActivAte, the Summer programme launched last</li> </ul>

	<p>week. They started with the Easter holiday programme which put them in a good position to shape what the programme will look like in coming months for Summer. For Easter they were able to deliver 62 face to face clubs offering 24,365 places.</p> <ul style="list-style-type: none"> <li>• They have leveraged in £7.5million into the project.</li> <li>• A suggestion was raised to link Essex ActivAte with sun awareness due to activity outside leading to children getting sunburnt which then could increase the risk of skin cancer. It was suggested that there may be a potential to leverage in some funding for this and then the opportunity to include sun cream in food parcels.</li> </ul> <p><b>ACTION: DD and LV to link up around collaborating Essex ActivAte and sun awareness.</b></p> <ul style="list-style-type: none"> <li>• The Board fully endorsed the programme and congratulated LV and the team on a great initiative.</li> </ul> <p><b>ACTION: If any Board members would like to attend a Summer Essex ActivAte club to let MH know so she can share local venue details.</b></p> <ul style="list-style-type: none"> <li>• The Board were informed that there is 20 SEN specific clubs but all 200 clubs have ensured that they have an inclusion ambassador and mental wellbeing ambassador so that if someone doesn't want to go to a SEN specific club their disability doesn't hold them back. They have levered in the funding to support children so that no matter their ability they can support them financially to attend a club.</li> <li>• It was suggested that the group can learn from LV as to how to efficiently leverage in funding.</li> <li>• As water safety is a hot topic at the moment following tragedies in public facilities due to hot weather resulting in people jumping into canals, there is now a lot of information out there that EL is happy to share with LV so it can be shared with families.</li> </ul> <p><b>ACTION: EL to share details around water safety to LV who will circulate to Essex ActivAte clubs for signposting.</b></p>
10	<p><b>Find Your Active Campaign – Phase 2 Update</b></p> <ul style="list-style-type: none"> <li>• Slides attached.</li> <li>• CR explained that the past three weeks have flown by and social media has seen lots of traction.</li> <li>• Just over 100 applications have been received for the Find Your Active Fund which is a £1.5million envelope.</li> <li>• Substantially the video content is seeing a lot of traction online too.</li> <li>• The paid for social media posts on Facebook are performing really well and enables them to be able to drill down their target audiences.</li> <li>• It will be a challenge to maintain the momentum and sustain the campaign throughout the whole of the next of the year but they are working on activation such as taking over Parkrun's in Basildon and Chelmsford. They are trying to get involved with organisations already out there and are adapting the messaging depending on the type of partnership they are targeting e.g. messaging around Parkrun is 'come walk with us at Parkrun' for those who have been disengaged from the expectation of needing to run.</li> <li>• There are plans to link FYA with the Olympics.</li> <li>• It is showing that the 'people like me' is associable and there will be a challenge trying to find a range of individuals throughout the whole year.</li> </ul>

	<ul style="list-style-type: none"> <li>Two videos were played for the Board in the meeting. There has been 6,000 views on Malcolm's video and with £100 of Facebook advertising they were able to achieve 12,000 video plays for the Sport for Confidence video.</li> <li>They have 37 ambassadors currently on board and are offering the opportunity to train them up in specific areas for what they would like to do. For example the Townsend Twins have been funded to obtain training to be able to teach classes in care homes.</li> </ul>
11	<p><b>Active Essex Improvement Journey 2020/21</b></p> <ul style="list-style-type: none"> <li>Slides attached.</li> <li>HW informed the Board that Active Essex started a process called Quest in 2019 which is a performance management framework. The team undertook self assessment's on loads of areas of the business in regards to what they deliver both internally and externally. After a two day assessment they received a report including areas for improvement. They then thought as a team it would be great if they could drive these improvements internally so they compiled three Quest Improvement groups, each group have a Chair and they swap that role annually to drive the groups actions. The team chose the areas they felt they could contribute to and which they felt they had the skills to drive those agenda's going forward.</li> <li>A good example was shared that from following feedback from the team space day the meeting structures weren't right, the Team Effectiveness Chair then undertook 1:1 meetings with all team members to get their views and take individual feedback on board. From that the team meeting structure were updates to now include full team meetings, short update meetings and knowledge share sessions. On the next staff survey it showed that communication was improved and the team felt listened too.</li> <li>The groups have been reviewed again to ensure that they align with the work of Active Essex and to ensure they support delivery going forward for big pieces of work but keeping it being driven internally.</li> <li>It was shared that a danger with Quest is that it can become a tick a box exercise but the team were commended as it was evident that the review was and acted upon. It was shared that it is real testament to see Quest being used for what it was created for.</li> </ul>
12	<p><b>Any Other Business</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>
13	<p><b>Close</b></p> <ul style="list-style-type: none"> <li>Meeting closed: 18:48</li> <li>Dates of upcoming Board Meetings:</li> </ul> <p>Q2 Board Meeting: Tuesday 5th October 2021 09:30-12:30  Q3 Board Meeting: Tuesday 18th January 2022 13:00-16:00  Q4 Board Meeting: Wednesday 27th April 2022 09:30-12:30  Q1 Board Meeting: Wednesday 13th July 2022 09:30-12:30</p>



## ACTIONS

Item No.	Action	Lead	Progress
1	AA to invite the new Sport England chair to Essex for a visit when he has settled into his new role.	AA	Ongoing
1	AA and JF to brainstorm what their contact strategy is and to ensure the Board are more visible to help navigate partnerships.	AA/JF	Ongoing Stakeholder mapping exercise taking place working with Essex Partners secretariat.
3	To set up a separate session with AA, AF, BM, JF, RL and Simon King to discuss the opportunity for a combined Active Essex and AEF football tournament to leverage in funding.	AA/JF/AF	Ongoing Doodle poll circulated to attendees.
4	JF to share funding award letter with Board members once received.	JF	Ongoing Active Essex solicited application will be submitted on 1 <sup>st</sup> October.
5	AA suggested getting board members along for some photos on the Essex Pedal Power (EPP) bikes, HA will pass this idea onto Grace Hilton.	HA	Ongoing As Covid restrictions are easing, plans are to progress EPP to the next phase in which Board Members will be invited.
5	HA to share the strategy video with the Board.	HA	Achieved
6	HW to include the word 'Welfare' in the language on safeguarding policies and procedures to ensure they are using the same language across the sector.	HW	Achieved
6	HW to look into further work with regards to safeguarding and social media.	HW	Achieved
7	In the Board Sponsors document, RL to add politics/government and to allocate AA and BM.	RL	Achieved
7	RL to contact Relationship Managers so they can get in touch with their allocated Board Sponsor to create the connection piece so communication can go both ways.	RL	Achieved
7	RL to add DD as Board Sponsor for Children and Young People theme.	RL	Achieved
9	DD and LV to link up around collaborating Essex ActivAte and sun awareness.	DD/LV	Achieved
9	If any Board members would like to attend a Summer Essex ActivAte club to let MH know so she can share local venue details.	All	Achieved
9	EL to share details around water safety to LV who will circulate to Essex ActivAte clubs for signposting.	EL/LV	Achieved