



MINUTES

Subject: Active Essex Board
Date & Time: Tuesday 18th January 2022, 13:00 to 16:00
Location: Zoom
Chair: Azeem Akhtar

ATTENDANCE

Acronyms	Board Member Name	Board Position	Meeting attendance
AA	Azeem Akhtar	Chairman	Full meeting
AWS	Anne Wafula-Strike	Board Member	Full meeting
AF	Anton Ferdinand	Board Member	Attendance until 3pm
BM	Bob McIntock	Senior Independent Board Member	Full meeting
CR	Caroline Russell	Board Member	Full meeting
DD	Dan Doherty	Board Member	Full meeting
DS	David Sollis	Board Member	Full meeting
EL	Emma Lewis	Board Member	Full meeting
	Active Essex Staff Name	Job Title	
GH	Grace Hilton	Marketing and Communications Officer	Item 5
HW	Hollie Wood	Assistant Relationship Manager	Item 8
HA	Holly Adams	Marketing and Communications Officer	Item 5
JF	Jason Fergus	Director	Full meeting
MH	Melissa Huggins	Sports and Physical Activity Operations Advisor	Full meeting
RL	Rachel Lewis	Relationship Manager	Full meeting
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting

MINUTES

Item	
1	<p><u>Welcome</u></p> <p>Apologies</p> <ul style="list-style-type: none"> Apologies were noted from Billy Ray Mansell <p>Any Conflict of Interest on agenda</p> <ul style="list-style-type: none"> None <p>Opening remarks from the Chair</p> <ul style="list-style-type: none"> AA welcomed the Board to the meeting and advised that he felt like it had been a long time since they Board last met. AA shared that numerous things have happened since their last meeting on 5th October. With the recent developments in the sport of Cricket, AA informed the Board that he has personally spoken to the former Yorkshire player Azeem Rafiq, who will be attending Sport England to discuss this challenging issue. AA also confirmed that a meeting has been set up to discuss racial equality

with Essex Cricket CEO.

- AWS suggested that they need to enforce the resolution of the Essex Cricket issue and get behind the agenda to support so that they can see results.
- AA suggested that racial equality needs to be educated early on, in school age and he thinks it should be part of the government strategy so it can be addressed at grassroots level. AA feels strongly that racial abuse can be just as damaging as other types of abuse so solutions for this need to be enforced and addressed. AA suggested that it should be a problem that everyone looks to resolve together, AA explained that he doesn't want to use the 'us' and 'them' terminology. They need to be clear of what the problem is, the root causes and make sure they are putting things in place to make things different.
- AF asked if there was an opportunity for him to attend future meetings with Essex Cricket Board and Sport England to share his own experience and to inform people how to deal with these issues. AA assured AF that he has already put AF forward to speak at future meetings due to his past experiences.
- JF informed the group that he and other Active Partnership staff have been working with the Active Partnership Directors and they have a commitment nationally in the form of a Charter across the network, they have had 5 different events with a focus on the subject of racial equality. They are trying to translate these conversations into tangible actions. AF was a guest speaker at the last Active Partnership national event and brought to life his own personal lived experiences. The learning is driving change. The next event will take place in March 2022 and the aim will be for people to start to put some tangible actions into practice within their Active Partnerships.
- With the possible uncertainty in public office, AA suggested that as a Board it would be useful for them to think about scenario planning, what is important to them, what they want to protect and also how they will look to mitigate the risks.
- AA opened the floor for comments on the racial equality agenda, feedback included:
 - We are looking through the lens of professional sport and there are clear issues, however the majority of the public engage with sport on a non-professional level. Not only do we need to nudge where there are clear inequalities in national sport as people look up to them, but we also need to ensure that everyone has voice at grassroots level. We want everyone to be active but need to understand what responsibilities and roles we have. We need to influence both national and local level to remove the barriers and challenges that different people face. What can we do for childhood upwards.
 - Enforcing JF's point around the need to create tangible actions.
 - There isn't communication from ECB as to how we will address these issues.
 - To coach you need to have a DBS and safeguarding training. However, you do not require equality or inclusion training to be a coach.
 - Some Board Members have been involved in the launch of the ECC Levelling up agenda and there was a thought that this should be an element to fall into this.
 - Grassroots is trying to imitate the top level so dealing with the bottom up is more difficult than the top down.
 - Drinking culture has an impact on some racial equality issues.
 - A point was raised that there can be a strength in speaking out from those from non-ethnic backgrounds. A view was shared that there can be concerns for those people that their view may not be respected as they haven't had any lived experience. A view was shared that when someone speaks up on someone's behalf without having the lived experience it can be quite powerful.
 - Suggested that we need to enforce that we have a zero tolerance on any negativities on protected characteristics.
 - There have been a lot of points that can be built on and suggested that we do something to record our ideas and thoughts, something more practical than a policy document.
 - Suggestion to make this a live risk on the register and something to be discussed at every meeting to ensure that they can make an impact and make change within clubs etc.

Action: CR to update the risk register with scenario planning for potential government changes.

Action: CR/RH to update the risk register with racial equality.

	<p>Action: AA to discuss with AF how he can feed into future meetings with Essex Cricket Board and Sport England to discuss dealing with issues around racial equality.</p> <p>Departing Board Member</p> <ul style="list-style-type: none"> Billy Ray Mansell has come to the end of his term, AA informed the group that he has been in touch with Billy to share his thanks and shared that he feels that he has been a fantastic member of the Board as their Junior Board Member, he always contributed and the Board wish him well in his next endeavours. JF informed the Board that he is happy to contact the Youth Council's to offer the opportunity to recruit a new Junior Board Member, the Board agreed for this to take place. <p>Action: JF to contact the Youth Council's to look at how we appoint a Junior Board Member.</p>
2	<p>Approval of minutes & actions from meetings held on 5th October 2021 and 12th November</p> <ul style="list-style-type: none"> The Board approved the minutes circulated in the Board pack. JF updated the group that the Transgender in Sport session took place. The slides and recommendations have been shared in the Board pack. The Board agreed with the recommendations circulated in the Board pack. JF informed the group that they have a AEF meeting tomorrow and he will discuss how they can build a strong relationship with the Ferdinand Football Group. A stakeholder management plan has been circulated in the Board pack and has split our key contacts into four sections. They have given some thought as to the channels they will use to keep the contact strategy in place. The remaining actions were approved by the chair. <p>Matters arising</p> <ul style="list-style-type: none"> None
3	<p>Active Essex Foundation</p> <ul style="list-style-type: none"> BM informed the group that they had a meeting on 3rd November. They have another meeting tomorrow. They discussed recruiting new Trustees, they will be looking for experience in Comms, Legal, Business and the Justice System. They spent a lot of time speaking about their new bid for £455K award to work with the Police and their V&V Board. They have now appointed the two new full-time members of staff for this project. Kick off at 3 will continue to run in 2022.
4	<p><u>Finance</u></p> <p>Budget report</p> <ul style="list-style-type: none"> RH informed the Board that expenditure has been circulated linked with budgets for this year. They are well on track for spending. They are predicting an underspend on some codes on purpose at this stage due to Sport England changing their core funding agreement so they are looking to future proof next years work. Regarding ECC budgets they still have some work to do around spending FYA budgets through grants and more projects are being shortlisted.

	<ul style="list-style-type: none"> • Their next financial year budget is being drafted and they are finalising their Together Fund from Tackling Inequalities Fund. They are hoping to also get some funding for Opening School Facilities this year too. • Next year they hope their ECC budgets will be protected as they look to build good relationships with the new Director of Public Health. <p><u>Audit Committee Report</u></p> <p>Risk register</p> <ul style="list-style-type: none"> • Updated risk register circulated. <p>Governance</p> <ul style="list-style-type: none"> • RH informed that they will be looking at their Covid governance and also updating their Terms of Reference. • CR informed the group that Sport England are pushing that anyone who received funding from them to have a plan on diversity and inclusion so there is a broad range of requirements.
5	<p>Communications Update</p> <ul style="list-style-type: none"> • HA and GH attended to give an update on communications - <i>slides attached</i> • The Comms team have grown by two; Laura Dickinson who is supporting both HAF and other work streams and Miranda Edwards who is supporting all workstreams. • For the FYA campaign they are testing new marketing methods. Their TV ads went out in Nov for 4 weeks which were targeted. They saw a huge spike in the website during this time so they feel it was from the ads. Therefore, they are looking to do another round of TV ads in 2022. Worked with Essex Live and have ads in stations which are reported to have a combined footfall of 10 million people. They are hoping as people start going out more that it will encourage people to see the ads. • Tried to tie in family elements of being active over Christmas period. • Relaunched YouTube channel in November so people can get active from home during the colder months, 50% of people coming through the channel are searching for FYA on YouTube. 76-140 average views on videos each day. Unusual workouts are getting more interest. They will be doing competitions to drive more traffic to the channel. • Workplace Health has become more prevalent for both employees and employers. They will be doing a real drive on their FYA Workplace Edition. They had a big launch in January and now have 16 workplaces signed up currently. • They are working with evaluation partners to learn about FYA programme to learn and develop throughout as they would like to learn from what they are doing as they go rather than at the end of the campaign. It was suggested that it is important to showcase the channel and the case studies. • The Essex Activity Awards was a success. They have secured Danny and Zoe as hosts for 2022 as felt they were a great duo. They have been working with Baker Labels who is the Workplace of the Year winner on their Workplace programme and they spoke at the launch Webinar. They have also been working with the Essex Activity Hero award winner to film videos for the FYA channel. • Essex Activate have created an infographic with key statistics. They sent out 10,000 recipe cards during the winter holidays. SEND clubs linked with Wellbeing Hubs and children's mental health is a big steer this year. • They are using the strategy and implementation plans to shape the activity throughout the year, they want to ensure they continue the legacy beyond FYA. They have a clear structure of things they want to achieve and try throughout 2022 and will keep the Board up to date.

	<ul style="list-style-type: none"> Comms have been working with the hubs to create the locality snapshots to show the depth and breadth of their work and to show how they are managing to hardwire physical activity far and wide across many system settings. The Board were invited for questions and comments, these included: <ul style="list-style-type: none"> ➤ AF would like to have an active role in the children's mental health piece of work and is keen to push out the messages and sound bites on his social media. ➤ DD offered to support with the young people's agenda. <p>Action: GH to set up a meeting with AF, Lee Monk and HA to discuss work with young people's mental health.</p> <p>Action: Comms to share snapshots to be shared with the Board once they are finalised with hubs.</p>
6	<p>Safeguarding Update</p> <ul style="list-style-type: none"> DS gave a verbal update on Safeguarding. They have been working with the Child Protection in Sport Unit through Sport England. They have received confirmation that they have met all the standards and they want to make sure they stay at those standards at grassroots level. DS expressed his view that he feels racial equality is a safeguarding issue. There were no safeguarding issues raised throughout 2021 and they are in a good position and will keep you updated.
7	<p>Directors Report – Q3 Review</p> <ul style="list-style-type: none"> Jason touched upon some structural changes within Essex County Council: <ul style="list-style-type: none"> ➤ Gavin Jones will be part time seconded to Slough Borough Council to support Slough. ➤ Dr Mike Gogarty is retiring, and the new Director for Public Health will be Lucy Wightman. Lucy is currently Joint Director of Public Health for North and West Northamptonshire Councils. In this role she has overseen public health aspects of local government reform, redesigned the councils' in-house public health provider arm and created a multi-million, five-year system-wide social prescribing programme. ➤ There are two more appointments within the ECC Public Health Team who are Mark Ash, the new Executive Director, Climate, Environment and Tom Walker, and the new Executive Director, Economy, Investment and Public Health. Cllr John Spence has also recently shared the draft Joint Health and Wellbeing Strategy and the Board were informed that physical activity is still a priority in there. <p>Action: JF to share the link to Mike Gogarty's online leaving card with the Board.</p> <ul style="list-style-type: none"> JF informed that a big driver for Active Essex recently was the Essex ActivAte programme and Cllr McKinlay has expressed that she was pleased with the connections and great deliverers we were able to secure. ECC are trying to implement this approach with their new Levelling Up agenda which is being headed up by their Policy team. Before Christmas a LDP Sponsors meeting took place, Tim Hollingsworth attended and he expressed during the meeting that he was very pleased with the Talking Heads video and the narrative of what they were saying. Tim also shared that he wants principles of the LDP to be replicated across the county and JF informed they are looking to have discussions in the near future. The FYA campaign continues to grow and JF commended the hard work of the team and partners involved. The Relationship Managers have been working hard and spending a lot of time finalising their Implementation Plans as well as taking the opportunity to RAG rate all elements of the plan which

	<p>have been shared with the Board in the pack.</p> <ul style="list-style-type: none"> JF informed that the HAF team have been on temporary contracts but following the agreement of three years of funding the contracts are now going to move across to fixed term and the plan is to appoint five Assistant Relationship Managers, one Marketing and Communications Officer and one Sport and Physical Activity Operations Advisor.
8	<p>People, Culture, Skills Progress</p> <ul style="list-style-type: none"> RL and HW presented to the group. The Board were reminded that at their last meeting Relationship Managers attended to give an overview of their Implementation Plans. Since then the workforce workstream has changed to 'People, Culture, Skills'. In 2018 Active Essex launched a new sector skills strategy which was a first for the sector. Following a review of gaps in the sector, they came up with three objectives: 'Training, jobs & skills', 'Partnership and awareness' and 'Funding and finance'. From workshops and consultations they learnt from partners that there were obvious skills gaps within the sector including; issues with apprenticeships, issues with recruitment and retention etc. In 2020 they agreed the need to refresh their strategy using what they had learnt and from feedback from CIMPSA. They felt that this was a sector-wide problem rather than just a Essex problem so they asked CIMPSA if there was an opportunity for collaborative working. This agreement took around a year to set up and resulted in the creation of the East Region Skills Partnership Group. Positively, Sport England have also allowed CIMPSA to realign some of their budget towards this project. Following their first meeting they realised that all Active Partnerships were in a different place with regards to workforce and this caused delays however it gave them time to keep learning. In October 2021 Active Essex secured external partners to further their thinking but the data wasn't telling them anything new. They shared the data with local partners to test their thinking and similar issues were discussed around difficulty recruiting due to; unsociable coaching hours, paid and unpaid opportunities, low paid roles. A suggestion was posed from consultants to pause on writing of the plan and to hold focus groups with students and apprenticeships. This steered the creation of the Essex Skills Advisory Panel which includes 12 members from across the sport and physical activity sector. The group has an independent Chair. They used this group as a sounding board to test their thinking. In addition, Active Essex continued to collate research including reading and attending webinars to find out what other sectors are doing. It was suggested that organisations are going to have to change with this movement and they Active Essex are looking at the work they are doing internally to ensure they are supporting this rather than having a negative effect e.g. by not providing enough funding to enable projects to pay their staff appropriately. They have been doing some work around Careers and Louise from the LEP has introduced them to the six monthly careers magazine that is shared widely across the whole of the South East. Sport and physical activity has been spotlighted in the magazine as the previous content was very out of date and not a true reflection of the sector. They are keen to create videos of the sector to show the opportunities that are available and have also agreed to look lower than FE at some point and will build these elements into the action plan. EL is the Board Champion and is feeding in. RL informed that they will share the updated 'People, Culture and Skills' plan ahead of the next Q4 Board meeting. Comments and questions: <ul style="list-style-type: none"> ➤ The way this is being approached is incredibly refreshing. Brexit has had an impact. We have

	<p>experienced restarting physical activity as the labour market has completely changed.</p> <ul style="list-style-type: none"> ➤ The innovative bit is how they are looking at organisational development to change cultures within the organisation. They wouldn't have people coming to swim classes if they don't have the coaches so the people are at the heart of what we do. ➤ Want to ensure we can leverage and check the plan with the council and the schools. ➤ What thought has been given to the importance of succession planning for the wider organisation, finding the right skills and having an organisation that is fit for purpose now since Covid as a lot of organisations are moving into hybrid working? The board were informed that this work is underway and in progress. ➤ They want to have an ambition which works and aligns with the Fit For The Future strategy. They also want to have something embedded so they can update their action plans annually. They have a fluid timeline but an ambition that runs alongside the organisation strategy. <p>Action: RL to send the slides to the group.</p> <p>Action: RL to send the updated People, Culture and Skills plan with the group. First draft looking to be shared, late march, early April.</p>
9	<p>RideLondon – Activation</p> <ul style="list-style-type: none"> • JF gave a verbal update. • ECC are working with London Marathon Events to plan the RideLondon cycle event. They are looking to activate at a local level and also a system wide level. They have set up a project group who are currently looking to produce and work on a comms toolkits, local activation, small grants pots, collaboration with Parish Councils etc. • JF spoke with a colleague regarding the Tour De Yorkshire to get some intel on their approach to their activation so they are learning from what they did for example around their school engagement, fan zones etc. • This workstream is a priority and they will be working closely with ECC to really activate this event. They hope to embed some of the principles ECC have around supporting climate change, active travel etc. ➤ This event is planning out very different to Velo Essex, there will be an opportunity to get guaranteed places and they have some spaces which they can offer out to get some fundraising raised for AEF. <p>Action: If any Board Member is interested in wanting to ride for AEF in RideLondon then please let JF know.</p> <ul style="list-style-type: none"> • A question was raised as to if there are any other links for fundraising and if this discussion has already happened. The question was answered to advise that London Marathon Event have their own charity so by ECC entering in partnership it means every postcode in Essex can apply for funding from London Marathon Charitable Trust. As a partnership they need to socialise this throughout the ecosystem as there is a new funding opportunity that partners can now apply for.
10	<p>Any Other Business</p> <ul style="list-style-type: none"> • A question was posed following the national news involving the tragedy of a female runner, what is the view of what Active Essex are doing to encourage people to exercise safely. The question was answered to inform that thought is being put into how we work with partners and what communication and promotion we do to really support safety of people taking part in physical activity. <p>Action: JF to ask Hayley Chapman to get in touch with EL to update her on their work with Women's Safety Group.</p> <p>Action: MH to share the date for the belated Board and AEF trustee Christmas lunch for Thursday 10th Feb 12.30pm.</p>

11	Close: 15:45
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ACTIONS

Item No.	Action	Lead	Progress
1	CR to update the risk register with scenario planning for potential government changes. .	CR	In progress
1	CR/RH to update the risk register with racial equality.	CR/RH	In progress
1	AA to discuss with AF how he can feed into future meetings with Essex Cricket Board and Sport England to discuss dealing with issues around racial equality	AA/AF	In progress
1	JF to contact the Youth Council's to look at how we appoint a Junior Board Member.	JF	Complete
5	GH to set up a meeting with AF, Lee Monk and HA to discuss work with young people's mental health.	GH	Complete
5	Comms to share snapshots to be shared with the Board once they are finalised with hubs.	Comms	Complete
7	JF to share the link to Mike Gogarty's online leaving card with the Board.	JF	Complete
8	RL to send the slides to the group.	RL	Complete
8	RL to send the updated People, Culture and Skills plan with the group. First draft looking to be shared, late march, early April	RL	Complete
9	If any Board Member is interested in wanting to ride for AEF in Ride London then please let JF know.	All	Ongoing
10	JF to ask Hayley Chapman to get in touch with EL to update her on their work with Women's Safety Group.	JF	Ongoing
10	MH to share the date for the belated Board and AEF trustee Christmas lunch for Thursday 10th Feb 12.30pm.	MH	Complete