



MINUTES

Subject: Active Essex Board Meeting
Date & Time: Wednesday 27th April 2022, 09:30 to 12:30
Location: Harlow LeisureZone
Chair: Bob McIntock (in Azeem's absence)

ATTENDANCE

Acronyms	Board Member Name	Board Position	Meeting attendance
AA	Azeem Akhtar	Chairman	Absent
AF	Anton Ferdinand	Board Member	Full meeting
BM	Bob McIntock	Senior Independent 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	
HA	Holly Adams	Marketing and Communications Officer	Item 6 & 10
GH	Grace Hilton	Marketing and Communications Officer	Item 6 & 10
JF	Jason Fergus	Director	Full meeting
JB	John Bromley	National Social Marketing Centre	Item 10
KC	Kelly-Anne Chambers	Sports and Physical Operations Advisor	Full meeting
RL	Rachel Lewis	Relationship Manager	Full meeting
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting

MINUTES

Item	
1	Arrival and networking <ul style="list-style-type: none"> Board members arrived
2	<u>Welcome</u> Apologies <ul style="list-style-type: none"> Apologies were noted from Azeem Akhtar, Caroline Russell and Anne Wafula-Strike. Any Conflict of Interest on agenda <ul style="list-style-type: none"> DS informed the group that he is a Chairman for both the Youth Enquiry Service and ATF. RL advised she has is now Chair of Essex Cricket in the Community and also sits on the Main Essex Cricket Club Committee. Opening remarks from the Chair <ul style="list-style-type: none"> BM advised he would chair due to Azeem being unwell and not able to attend.

3	<p>Approval of minutes & actions from meeting held on Tuesday 18th January 2022</p> <p><i>Decision Required - Approval of minutes:</i></p> <ul style="list-style-type: none"> • The Board approved the minutes circulated in the Board Pack. <p>Matters arising</p> <ul style="list-style-type: none"> • None <p>JF shared updates on previous actions:</p> <ul style="list-style-type: none"> ➤ JF advised the Audit Committee took place on Monday where the Risk Register was looked at especially regarding Government changes and the update is still in progress. ➤ JF confirmed that a meeting with John Stevenson at Essex Cricket Board regarding racial inequality challenges has been requested but they are still awaiting a response. ➤ JF reminded the board to let him know if they are interested in participating in Ride London. ➤ JF advised that Hayley Chapman is in the process of giving them an update around the Women's Safety Group
4	<p>Active Essex Foundation</p> <ul style="list-style-type: none"> • BM informed the Board that the Active Essex Foundation meeting took place on 19th January where a number of issues were discussed particularly regarding governance. • BM advised we now have two new members of staff appointed: Suzanne who started in March and Jim due to start in May. • BM advised there was a discussion regarding the Violence and Vulnerability Board where Louise provided an update on the Youth Offending Services project and it was for RH, JF and LV to create a plan moving forward. • RH advised that since the AEF meeting, Louise has led on a large procurement activity for the HAF programme. The Foundation was successful in receiving HAF programme funding.
5	<p><u>Finance</u></p> <p>Budget report</p> <ul style="list-style-type: none"> • In reference to next year's budget, RH explained that there is a change in the way the cost centres have been structured to reflect our changing Sport England funding pattern. 2022 – 2023 year means our Active Partnership system budget grant comes into effect, which will provide £634,035 a year towards core staffing costs and £109,500 towards delivery of Active Lives and School Games. • RH stressed we need to consider what happens post 2023 with our CYP resource as this will reduce. • RH reminded the Board we have a £621,307 ECC core budget for this year with DoFE HAF funding currently for the next three years at £4.2 million. The team have done a good job of leveraging in Levelling Up funding at over half a million pounds currently for this year. <p>2021-2022 end of year</p> <ul style="list-style-type: none"> • RH explained it has been a busy time for the finance team, very important we maximise the use of our resources and where we can, move budgets forward. • Small underspend on FYA and ECC cost centres against a combined budget of £2,621,307 million.

- Sport England grant agreement cycle has come to an end this year so next year we are only getting £109,000 for CYP, however our CYP budget allows carry forward and £67,827 (draft figure – subject to ECC year end process) will be taken into the next financial year.
- RH asked Board if there were any questions regarding budgets - none raised.

Audit Committee Report

Risk Register

- RH advised the Risk Register has been amended and will be sent around with further additions for the next Audit Committee. RH advised he will be discussing the Risk Register with CR regarding potential government changes.
- RH advised the Chair Recruitment Process was discussed at the last Audit Committee meeting.

Decision required - Chair Recruitment timeline:

- BM advised Azeem's period as Chair comes to end this July and they need to commence a recruitment process. BM confirmed this is also his last meeting as a Board Member, but he will still be involved in appointing the new Chair.
- JF pointed out the recruitment timeline in the Board Pack which has been shared with Azeem and agreed at the Audit Committee meeting who requested it comes to the Board today for approval.
- JF explained we are looking to circulate an advert on 9th May and the shortlisting process will involve BM, Sport England, host agency and ECC. The Deputy Leader of ECC has accepted and is keen to be part of the appointment of the new chair.
- RH confirmed the recruitment timeline follows governance guidelines and that all members of the Board form the nominations committee and have the final decision.
- JF asked the Board what type of individual they are looking for as Azeem's replacement and opened the floor for discussion:
 - Discussion centred around how it would be detrimental to have someone come in wanting to make big changes for the sake of making their mark and it was suggested that it needs to be a figurehead who people will look up to and respect.
 - JF confirmed that AA will remain on the Sport England board.
 - RH advised that appointment of a new Senior Independent Board Member would ideally happen after the new Chair is in place, but an existing Board member will have to pick up interim Chair and Senior Independent Board Member posts while they finish the recruitment process.
 - JF advised he will be inviting a Sport England representative to join the meeting.

Action: RH/CR to circulate the updated Risk Register.

Action: The Board agreed the Chair Recruitment Timeline and for BM to lead the process with support from the team.

Action: JF to set up a meeting with BM, Sport England and LM to discuss the recruitment process.

Board Member Recruitment:

JF advised that last week BM, AA and DS joined the panel for the recruitment of three new board members – JF handed over to BM and DS to feedback to the Board:

- BM advised first candidate they interviewed was Scott Logan, Chief Executive of Basildon District Council and Chairman of Essex Chief Executives with a vast experience of Basildon LDP. BM's recommendation is that he would be a good acquisition for his role both in Basildon and Essex.
- Second candidate Fiona Bool runs an event company, is a dance specialist and has worked with Active Essex in the past. Impressed both BM and AA with her answer to a question regarding

	<p>digital transformation.</p> <ul style="list-style-type: none"> • Third candidate was Lee Bailey who works for the County Council in North Essex and is CYP partnership guide for Northeast Essex. BM recommended Lee due to providing the Board with a close link to education and his previous work in partnership with Active Essex. <p>After discussion, the Board agreed to appoint three new Board members: Scott Logan, Fiona Bool and Lee Bailey.</p> <p>Decision: BM asked if the Board were in agreement to invite DS and CR to serve a further 3 years on the Board – all agreed.</p>
6	<p><u>Communications Update</u></p> <ul style="list-style-type: none"> • HA and GH presented the comms update which was part of the board pack. • Highlights mentioned: <ul style="list-style-type: none"> ➤ After the success of the Children's Mental Health Week 'Walk and Talk' they are looking to try and run the event again in May. ➤ Social Media reach and engagement is up from last year and the engagement rate is higher than the national average. ➤ They are currently working on the local activation side of comms and have signed up to Vuelio to establish our own PR database and are also working on a new concept for June to replace 30:30 and increase inclusivity. ➤ They have been working with the sport and physical activity thematic leads to put together the People, Culture and Skills document and welcome the Board's thoughts. • BM opened the floor to questions: <ul style="list-style-type: none"> ➤ AF asked if they can put something together around the activity of the Foundation for him to push out on his social media. ➤ AF suggested his involvement in 'Stars Link' and possible opportunities with Amazon which could assist with PR and increasing reach for Active Essex and welcomed a conversation outside of the meeting. He also offered assistance with any filming comms require via the football agency media company. <p>Action: Comms to share LDP Talking Heads video with the Board so they can retweet and share.</p> <p>Action: Comms to push out Drowning Prevention Week campaign 18th -25th June via ActivAte network as requested by EL.</p>
7	<p><u>Safeguarding Update</u></p> <ul style="list-style-type: none"> • DS advised there are currently no active safeguarding issues. During the HAF programme a couple of issues came up which were addressed well by comms and Jim Messenger. • With Hollie Wood's work behind the Safe To Play national campaign rolled out by Sport England, based in Thurrock and Southend, it looks like we will be able to get Sport England to work with Active Essex to roll it out as a pilot. • Hollie Wood presented to SACPA who praised us on our safeguarding abilities. • DS advised that they are still working through the action plan that was agreed last year.

8	<p>People, Culture, Skills Progress</p> <ul style="list-style-type: none"> • RL expressed, following feedback from the last board meeting, it was mentioned that we would like to have a standing item going forward and one of the previous actions was to ensure the Board see inside the People, Culture and Skills document before we publish. • RL asked the Board if it is pitched right and for approval that they are going in the right direction. RL explained they have already received feedback from Sport England and the Sport and Physical Activity Advisory Panel have also seen the document. • RL highlighted the branding fits really well with Fit For The Future and we are currently speaking to the volunteering professional workforce but making sure that it applies to the paid workforce also. • RL welcomed EL's thoughts on how she received it and any suggestions going forward: <ul style="list-style-type: none"> ➤ EL stated it is both innovative and tangible and acknowledged the challenges faced in getting it to the final version. It addresses that the landscape has changed and that to have an impact we need to go further than we have gone before. EL emphasised it is about looking at culture and providing support within the organisations that we want to provide physical activity with and in light of the sixty percent turnover of sports coaches and instructors, it is important that we look at retention as well a recruitment. • Discussion followed regarding the way that coaches are paid having a huge impact on retention and AF asked if we could look at helping finance small organisations to support their coaches. EL advised that this work will dig into looking at workplace culture and the way in which you employ and develop people and the training opportunities you offer them is part of that retention piece. AF explained that coaching consistency is also key to quickly becoming sustainable. • RL expressed that the document is focused on long term and a growing movement and if approved today, will digitally launch on 5th May, followed by a F2F launch with partners joining to talk on our behalf. • RL noted that the Essex Provider Network courses are not currently fit for purpose and that a guided discovery is needed as to what it is about the courses that need to be changed versus the opportunities that exist. • RL advised that Simon has been working with Essex Opportunities - The ECC skills team have platforms where different sectors have got all the different skills apprenticeship and job opportunities under one roof. Simon is asking them where the Sport and Physical Activity sector is – if we can increase the profile of what is existing here then we might have the opportunity to start changing those courses from the bottom up so that we can create roles that are more fit for purpose as opposed to tackling the challenges that we have. • EL advised that CIMSPA have professional standards for each role and that all the qualification providers must match their qualifications to meet that framework. <p>Decision required: Approving process:</p> <p>RL asked the Board to approve the whole document (pages 23-28 of the board pack) – This was approved.</p> <p>Action: RL to ensure all Board members have the latest version of the document.</p>
9	<p>Directors Report – Q4 Review</p> <ul style="list-style-type: none"> • JF highlighted the growth of the organisation over the last two years and mentioned that we will endeavour to keep the team structure as provided in the Board Pack updated which will form part of the induction pack for new Board members. • RH explained how the structure is broken down in terms of funding and cost centres and explained the creation of ASR roles in each hub. In relation to DD's concerns over loss of funding and liability over staff structure, RH explained how this would work in terms of reducing the Active

	<p>Essex headcount and that we have a budget that would cover any redundancy, at Active Essex expenses, not ECC.</p> <ul style="list-style-type: none"> • JF advised that he has his first meeting with new DPH, Lucy Wightman next week. • RL gave an update in relation to staff changes: Kelly has taken over from Mel and Mel will be moving into an ARM role for Thurrock. • JF emphasised the importance of ensuring that the team are crystal clear about everyone's roles and contribution to the business and ensuring a team feel whilst staff working remotely. Simon and Hollie are looking at training needs and analysis, understanding where the gaps are, getting work programmes back and ensuring we are clear about our delivery. • Essex ActivAte continues to grow from strength to strength and there is strong support from Cllr McKinlay and ECC so much so that ECC are paying for the programme to continue over the May half term. JF advised videos of the ActivAte programme with real life examples have been produced by Comms and included in the Board Pack and urged the Board to view these. • DD raised a point that we should source a high factor sun cream and get it into the boxes as this is something the low income families who the programme is aimed at will struggle to afford. • JF pointed out that leverage has been key to the LDP and emphasised that in the longer term we want the LDP to be the catalyst to get us to the point where physical activity is embedded and is the norm. The LDP has positioned us front and centre and now we are having conversations in other parts of the county to cement this way of working. The conversation is not necessarily about the finances but about creating the conditions in that place to be able to position sport and physical activity. We have learnt so much over last 3 years around how Cllr Spence and Cllr McKinlay want to make a difference to place based working but that place needs to commit. • DD raised a point that so often we focus on deprivation, but we also need to look at affluent areas that are miles apart with no infrastructure in-between. • JF explained that the team across the thematic leads have produced a Q4 Report which has been appropriately rated and now connects to Fit For The Future.
10	<p><u>Find Your Active – Update</u></p> <p>Activation/ Evaluation</p> <ul style="list-style-type: none"> • JB stressed that every pound spent should have an impact in changing people's lives. • JB suggested there are elements we need to work more effectively at especially around social prescribing – We need to do this more strategically going forward, putting together the public health budgets and funding we have with people who have been socially prescribed and the CCG's and the primary care networks who are effectively prescribing people into the system where there is nothing there. • JB expressed his surprise that some of the smallest grants have had some of the biggest impacts e.g. cold water dipping - as a result of their small grant lots of other projects have started up in other areas and it has had great impact. What we need to be aiming for with our projects is the same level of life transformation that people he spoke to expressed. • JB stressed the most important thing is that we have managed to get to people who are interested in helping other people - we have done this by inspiring people who are inspiring themselves to inspire other people. • JB gave some examples of projects that have been successful: <ul style="list-style-type: none"> ➢ Move It or Lose It in Benfleet – started with 5/6 people after Covid-19 and have since expanded and created a community and social element where they meet before and after the group. We need to really get into the communities like we have done with FYA. ➢ JB talked about a ground breaking project which has found that by taking people with early

stage dementia out of their environment and putting them in gym environment it stirs memories and they become clinically more active.

- SNAP who support parents who have children with disabilities – Young people were able to create a network to sustain themselves for the whole year through Covid-19 and now they have come back to lead on training. We need to do more of this.
- Essex Bowling Club is an example of where we are going slightly wrong - we have managed to give them the funding but are not building relationships with the people we have given the funding too. Suggested we need to go back and help these people with support for things like social media.

- Going forward we need to be in the community, building on existing relationships and mapping what works well and what doesn't, ensuring we are identifying gaps, ensuring sustainability and that we continue to support the people on the ground that we have found.
- Big challenge for public health everywhere is concerning issues and barriers around older men becoming active and taking part in group exercise. A lot of people JB has spoken to have found difficulty in keeping programmes for older men going. Would be good as a Board to think how we can get through to this group.

The Board discussion regarding this included:

- Suggestion that it may be a case of we are not actually asking men what they want to do - we need to get out and ask the right questions and look at the pockets where it is going well and see what we can learn. Also need to reach the drinking and gambling 30-60 male age group.
 - JB suggested we may be able to get Drs through social prescribing to direct men to certain activities. It is also important to support the people the social prescribers signpost to and ensure they have the resources.
 - Creating a social element to physical activity has a huge impact in getting men involved e.g. 'Sixes Social Cricket Pub' and 'TOCA Social' in London - finding something for the appropriate male age group that mirrors these younger activities could work.
 - Also about giving men the opportunity to volunteer and important for men to feel like they are adding value to a project.
- DD stressed the importance of making people more aware of the impact of giving these micro grants to promote physical activity.
 - JF suggested the idea of having a mini summit in July once we have finessed our narrative.

Comms:

- FYA Workplace Edition launched in January – 12 month mini campaign focusing on getting workplaces active – Just over 100 workplaces signed up. 73 teams signed up to the Big Team Challenge in March. Looking to do a similar event and team challenge in May involving cycling.
- Partnered with Heart Essex Radio in March – Mark Wright endorsed the campaign promoting FYA and how people can get involved on his social media channels. They also ran a competition, had two radio commercials along with two newsletters from their database. Currently waiting on report from our media agency on this but can see this has really helped drive traffic to the website.
- FYA YouTube channel launched in November – had over 19,000 residents take part and found that the less traditional activities were the most popular.
- Comms have gone through feedback from the Activity Finder and found that it needed to be more user friendly. It has since been refreshed with new filters to help make it easier for people to find activities local to them. Over 3000 activities currently on the finder in Essex alone which has over doubled since August. Analytics show the refresh was successful.
- Videos are doing really well for us as always. We have commissioned 14 new videos since January and over 22,000 views on social media alone.
- HA and GH have analysed FYA analytics to help shape their aims for this financial year and found that everything they have done across FYA has had a CTA to our website – this helped them understand what has worked well and what hasn't. The scale of the budget for FYA allowed them

	<p>to do things they have not done before.</p> <ul style="list-style-type: none"> • HA and GH talked through the FYA Graph showing the peaks and troughs in traffic to the website which has helped them to identify what activity we had going out at that time and if it relates to where that traffic has come from. They will continue analysing this data month by month. • In October they ran a massive campaign with print ads in all local newspapers and took over the Essex Explore Magazine - from the data they can see that this did not have the desired effect and can learn from this. • In November they had four weeks of TV ads on ITV and six weeks on Sky and can see that this had a huge effect. They have another six weeks on Sky coming in May. • HA opened the floor to questions: <ul style="list-style-type: none"> ➢ HA explained they were able to target their audiences with Sky and ITV and the frequency of the adverts helped to remind the audience and in relation to whether there is a mechanism to measure the number of people with a sensory requirement accessing the website, HA explained that Google analytics doesn't allow them to go that deep without payment. ➢ DS offered to connect comms to 'Purple' - a disability charity who get people with disabilities to look at websites to see if they are accessible to their needs. ➢ AF asked if the Foundation receives any funding from YouTube as his page is active for this already and it may be something that he can transfer. AF will speak to someone he knows who could help in getting the channel activated. ➢ AF highlighted a new social media app called 'WeAre8' launched last week where a percentage of advertising payment goes to charities and foundations - suggested could be an opportunity for the Foundation to monetize further projects.
11	<p><u>Ride London – Update</u></p> <ul style="list-style-type: none"> • Ride London has proven challenging in terms of ongoing community engagement. Team members have been seconded to get involved and it has become a number one priority. A series of engagement events have been set up over the next few weeks for the community to assist them with access. • We've always tried to be mindful of the benefits of what the event can bring to the county and JF will be sharing this conversation with Cllr Scott and Cllr Bentley next week. <p>LME Charitable Trust</p> <ul style="list-style-type: none"> • JF highlighted another important benefit has been the ability to partner with London Marathon Charitable Trust who Rob and Kerry have been in conversation with regarding what this means for Essex. • RH confirmed that Active Essex hope to secure a £935,000 envelope and that this grant will fund projects promoting active travel, a new small grants programme, the scaling up of Essex Pedal Power and capacity building for the Active Essex Foundation charity. We have proposed the grant will be split between AEF and Active Essex.
12	<p>Any Other Business</p> <ul style="list-style-type: none"> • DS raised LGBT training in relation to discussion a few board meetings previous. • EL suggested we need to look at increased costs and utilities and the impact it will have on hirers, operators etc and subsequent knock-on effect of schools not taking part in activities. <p>Action: JF to agree a date with Hayley Chapman for LGBT training.</p>
13	<p>Close</p> <ul style="list-style-type: none"> • Meeting closed at 13:30.

ACTIONS

Item No.	Action	Lead	Progress
5	Risk Register will be amended and circulate with further comments	CR / RH	
5	The Board agreed the Chair Recruitment Timeline and for BM to lead the process with support from the team.	BM / JF	
5	JF to set up a meeting with BM, Sport England and Cllr McKinlay to ensure the panel is briefed on the interview process.	JF	
6	Comms to share LDP Talking Heads video with the Board so they can retweet and share.	GH	
6	Comms to push out Drowning Prevention Week campaign 18 th -25 th June via ActivAte network as requested by EL.	HA	
8	RL to ensure all Board members have a latest version of the People, Culture & Skills document.	RL	
12	JF to agree a date with Hayley Chapman for LGBT training	JF/ HC	