



MINUTES

Subject: Active Essex Board
Date & Time: Thursday 20th April 2023, 09:30 to 12:30
Location: Central Baptist Church, Chelmsford
Chair: Dr William Bird

ATTENDANCE

Acronyms	Board Member Name	Board Position	Meeting attendance
WB	William Bird	Chairman	Full meeting
AF	Anton Ferdinand	Board Member	Full meeting
BM	Bob McClintock	Board Member	Left after item 11
CR	Caroline Russell	Board Member	Full meeting
DD	Dan Doherty	Board Member	Left after item 12
DS	David Sollis	Board Member	Full meeting
EL	Emma Lewis	Board Member	Full meeting
LB	Lee Bailey	Board Member	Full meeting
SL	Scott Logan	Board Member	Full meeting
	Active Essex Staff Name	Job Title	
JF	Jason Fergus	Director	Full meeting
SF	Sarah Fry	Sports and Physical Activity Operations Advisor	Full Meeting
GH	Grace Hilton	Marketing and Communications Officer	Item 6 & Item 12
HA	Holly Adams	Marketing and Communications Officer	Item 6 & Item 12
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting
RL	Rachel Lewis	Relationship Manager	Full meeting

MINUTES

Item	
1	<u>Arrival, networking and welcome</u> <ul style="list-style-type: none"> Board members arrived
2	Apologies <ul style="list-style-type: none"> Apologies were noted from Anne Wafula and Fiona Ball. Any Conflict of Interest on agenda <ul style="list-style-type: none"> DS is Chief Executive for the Youth Enquiry Service and Chairman of ATF. JF Sport England board member. SL supports DS as a trustee of ATF. RL is the Chair of Essex Cricket in the Community. WB is the CEO of Intelligent Health. Governance <ul style="list-style-type: none"> JF noted a new web page for secure information regarding board meeting documents and minutes Collating dates for away day at Wat Tyler in Basildon, all required attendance. Action: <ul style="list-style-type: none"> JF to send Away Day invite all Board to attend.

3	<p><u>Approval of minutes & actions from meeting held on Thursday 19th January</u></p> <p>Matters Arising</p> <ul style="list-style-type: none"> • The Board approved the minutes circulated in the Board Pack. • JF sent details of the away day to the board and currently setting a date for a joint away day. • CR applied changes to the current register and added 2 new risks. • The FYA logo has been approved for Trademarking. • All other actions have been completed.
4	<p><u>Active Essex Foundation</u></p> <ul style="list-style-type: none"> • BM informed the board AEF all is going well • A HAF club was featured on BBC North news, • 3 self-employed staff due to start in April each have been awarded full time contracts, two of which have been possible by funding that has been sourced by Suzanne and Jim. • Jamie Rhodes post was made possible by LMT funding, this post provides further relief to the team and support in driving the ABCD training into a viable offering. • Youth offending team and VVU relationships are developing well, including an upcoming youth football tournament. • Would like some more security from RLE, to secure a longer contract going forward if we can achieve this. • Very interesting discussions were had at the AEF Trustee meeting regarding our placement within the community and large discussions were had around consultancy and possible limitations AEF could have around AE placement within ECC. • Over £300k in funding opportunities have been shared amongst our LTOs to deliver projects within our local communities, which is the confirmed total spend for 2022/23. • EL noted it would be advantageous to evidence these Metrix and keep a close eye on its growth. • WB noted we need to ensure clarity and not have the consultancy muddled with AE and the charity crossing links.
5	<p><u>Finance</u></p> <p>Budget Report</p> <ul style="list-style-type: none"> • RH reported EOY papers have been published; Staff did a great job at ensuring payments were made well within the timeline and we're happy to account every penny has been spent and is accounted for, with no funds to be returned to ECC. • No significant changes to the previous forecasted figures for this financial year's budget. • DD enquired if there are guidelines, we must follow to confirm funding. RH went on to explain each pot comes with its own guidelines and contractual clauses which we ensure we adhere to each point closely. • One year remains in our grant agreement (up to June 2024) with LMF, If event goes well and ECC cabinet extend the agreement for a further 3 years, we will be able to secure a 3 year grant agreement with LMF. • SL mentioned Basildon council have not set their budgets, but risk losing at least half a million pound. We'd need to risk manage how this may impact one ECC staff salaries. • RH confirmed 4% pay increase issued by ECC all funding pots have been factored in for these additional costs and forecasts. RH went on to say staff are on Essex Pay grades, our long term funding agreements don't increase their costings to match staff increases so there is a risk factor there to consider from 2025. • DofE funding for HAF programme remains our biggest concern, we'll be marking that as a red flag as the current funding ends in March 2025. With elections before this period uncertainty exists. • JF expressed if funding doesn't evolve and grow on its own, we need to start looking at our sources and our form and function, to ensure we're ahead of the curve. • JF expressed uncertainty regarding elections and the impact if a new government was selected, this could change their funding allocations and agreements / HAF is funded by ECC during half term delivery so that would remain unimpacted. • EL expressed the impact of HAF and importance of engagement and keeping this funding as it has a huge impact on communities. <p><u>Audit Committee</u></p> <p>Risk register</p> <ul style="list-style-type: none"> • CR would like to highlight two new risks that were added (AE 26/27) • AE25 addresses what role AE has in supporting the sport sector

	<ul style="list-style-type: none"> JF emphasized we're actively engaging public sector with all locally authorities to secure the future of public leisure, with plans to activate a wellbeing service; we're present toing 14 authorities in June at the public sector leisure conference to identify the importance of the sector. JF continued an Essex leisure steering group is being set up with a leading member, who will act as a leading voice to ensure we have an active part to play in bringing key partners together and delivering the change the community wants/needs RH expressed the split between Essex leisure is more future focused EL agreed it's important to highlight and feels it's right to split this and, offered her support towards this. Would love to see more connectivity nationally and working with a more joined up approach – feel a total disconnect. AF discussed HPL - High performance learning, it's about teaching children how to learn in a unique way that is taught within schools, we incorporate this style of delivery to incorporate this into the sector, teaching YP to learn while engaging in sport. Changing from teaching facts rather than teaching how to learn. Allowing children to be self-sufficient delivering soft skills, believe this gets more funding. LB how do we link community assets and community-based assets to deliver these outcomes. Removed some items from the RR removed as the date has been exceeded and some new points have been updated and added. Risk register was granted approval <p>Terms of Service</p> <ul style="list-style-type: none"> Updated terms of service of the management board Terms of policy and risk policy in place, process of staff dismissal processed all board approved. <p>Governance Review</p> <ul style="list-style-type: none"> Fact checks questionnaire and compliance in line with sport governance code Governance code need minutes evidence of the board meeting minutes (uploaded by 30th April) these must be signed by the chair – board approval. <p>ACTION:</p> <ul style="list-style-type: none"> RH to produce forecast costings for AE RH to research contingency plans regarding HAF / DoF funding RH to upload all policy governance to AE board webpage RH to upload meeting minutes which have been signed and approval by board and Chair
6	<p><u>Communications Update</u></p> <ul style="list-style-type: none"> HA provided an update on the FYA campaign budget approved to fund snapchat adverts and this created a huge success as a youth platform since March we've had 5.3M impressions on snapchat where the average audience ranges between 11-16, click through was an impressive 11.3% - the average is 3.96% Facebook ads had a 4.9% clickthrough rate over with 55+ age group being the most engaged. Google targeting created an engaging offer with 10.4K impressions 132K page views on the FYA page views on AE website. We tested YouTube videos and discovered these methods didn't work with a 0.04% clickthrough rate. Officially achieved trademark status for the FYA logo, currently being updated to reflect the change. Q4 Board comms report slide was shared and EL enquired about the top stats for 2023 suggest social media engagement is down have insight to why that is GH explained there was some initial struggles with the algorithm change, but we feel we've understood this now and engagement has improved with those stats trending up into the most recent months. GH The marketing meets regularly to compare social posts reviewing the best and worst performing posts and used that insight to improve out social posts for each season and posting run. WB asked if we could we identify these details by post code HA advised we cannot report by post code, but this can be done by district. WB then commented that is a great tool to use as we target posts most to engage the most deprived areas. A conversation was had around TikTok and the regulations and setbacks we may face being positioned in a county council HA confirmed the comms teams are in conversation about this making a decision regarding implementing this especially after the success of snapchat. The board all meet this idea with positivity and agreed it was a positive action to pursue. <p>Update on the forward plan</p> <ul style="list-style-type: none"> HAF Celebration Event 18th May Cressing Temple Barns. RLE 28th May - engagement packs are being delivered to schools that are on, along and near the route. Additional resources will be available to download on the website including a "Spots to

	<p>Watch” page on the website to increase engagement at activation points.</p> <ul style="list-style-type: none"> • 70% of schools in Essex taking up the daily mile • Impact report launch is due to launch 2nd of June. • Essex Pedal Power expansion – 14 partners attended a LDP session in Jaywick yesterday it was a great day to celebrate the success we’ve achieved to far as well as getting an opportunity to collaborate and ensure our offer is improved. • Planning for FYA campaign rebrand, had a conversation with all 14 local active networks regarding the branding a positive meeting was had and actions in progress. • Planning ‘Share, Connect and Collaborate’ event we hope to launch this by July. • WB asked about 2 new staff, previous marketing assistant post was split between the marketing role and the graduate role was split into two – RH noted the budget implication wasn’t large. • SL asked how do we ensure our message isn’t diluted? RH We are leading the way and FYA is a brand that the public can easily recognise as an opportunity for communities to act and find their active. SL commented it would be advantageous to achieve national prestige. • JF is there is something to achieve in the FYA zone HA Live in spot and active Suffolk are in close engagement and we have had conversations with other colleagues across the country but is a good idea to link up this working to strengthen the support and engagement, we’re finding that these companies and organisations are starting to approach us as they can see the offer, we have is strong. • HA have had conversations with Kate at Sport England, would be key to have the support of JF to bring these to the attention of the Sport England board. • Essex Ambassadors / This Girl Can ambassadors if we engage in Essex Undefeated campaign, not yet come to conclusions but active conversations. <p>Action:</p> <ul style="list-style-type: none"> • HA to share district split and share with the board the engagement split
7	<p><u>Safeguarding</u></p> <ul style="list-style-type: none"> • DS concern was raised regarding one of our coaches in delivery, a parent collected a young person early from holiday activity club but was pick up by a different person. • School games event some aggressive behaviour between parents at this event, conversations around AE staff on how we manage this going forward. • Checking that the board has safeguarding (HASCO) and DBS checks • DS and LB will be doing safeguarding inspections at HAF clubs over the summer. • JF noted that DBS checks are not a requirement for AE staff unless they are involved in direct delivery, however we made the decision to make it standard all AE staff are DBS checked. We did incur a cost for this but rather have prevention to protect us from any safeguarding events during any of our event delivery. <p>Action:</p> <ul style="list-style-type: none"> • DS to work with the safeguarding team to find a place to store safeguarding certificated and DBS forms
8	<p><u>People, Culture, Skills Progress</u></p> <ul style="list-style-type: none"> • Organisational Development: <ul style="list-style-type: none"> ➢ The Support Programme aids several LTOs to improve their structures and provide action plan to fix the skills gaps within these organisations, deeper dive into the structure of the organisations: our target was to work with 12 LTOs, but we ended up with 10. ➢ This opened a space for mature conversations to ensure their improvements are evidenced and builds a relationship so we can support each other better. A summary report has been embedded into the board pack. ➢ This was worked well and have since agreed phase 2 with further LTOs already asking for support after hearing the success of the first model. ➢ HAF providers have been through a light version of this and have engaged with 92 of their providers which is set to take place in June. • Careers and skills: <ul style="list-style-type: none"> ➢ Great level of influence from education and college to support the industry success ➢ CIMSPA have been active in looking at skills hub managers ➢ Aligning the leisure health and wellbeing agendas • Active Essex people plan is being pulled together, considerations from recruitment right the way through to the end of their cycle as a member of staff all with the intention of keeping retention.

	<ul style="list-style-type: none"> • 5 stretch groups were set up across all the organisation these include: Employee Journey, Inclusion, Share & Learn, Team Wellbeing and Ways of Working. • Continual progress against these working groups and making sure they're engaging together and we're pushing our progression and development going forward. • DS noted ATF where part of the first LTOs to engage in the people culture skills working model and it has been very successful at delivering the intended outcomes. • EL is this an opportunity for consultancy to outsource this opportunity, RL commented are we able to source part funding or match funding once we have value added evidence the longer-term sustainability of this offering. <p>ACTION:</p> <ul style="list-style-type: none"> • RL Ensure AE Stretch groups are shared on the AE Board website • WB Noted would be advantageous to discuss stretch groups at the next away day
9	Break
10	<p>Directors Report – Q4 Review</p> <ul style="list-style-type: none"> • Devolution was well received by ECC and Southend, central government are pleased and would like to accelerate this information ahead of summer recess (20th July) • Would want to announce and realised the DCMS offer for Sport Strategy. • Lessons learnt around active communities and active travel; suggestion was to share some of that learning at the next away day. • MRU with west mid great authority and sport England to work through on sport development and devolution. • Will be counting on the continue support and skills of our board members. • Lucy Wightman is keen to support and use these knowledge and ambition to ensure this work is being escalated to a positive effect. • East midlands would like to see Essex see a deal as it is a complex issue but, less confident with that being approved a head of summer recess, think it would likely be October. SL Believes Essex may receive a limited active fund and would be unlikely this may impact for a year, and added, if we had mayors across Essex would there be a need for a Sport England offer? • AF if we're producing leaders across Essex and improving consultancy work and putting HCL in Essex based schools before it is delivered anywhere else will be important to place us ahead of the curve • SL keen to have business leading this rather than just organisations or schools – children targeted to be taught just to chase grades rather than life skills and learning (work readiness)
11	<p>Implementation Plan Review</p> <ul style="list-style-type: none"> • AH presented findings across 5 strategic priorities, what does the theory of change look like? • AH (page 68 of board pack) How we measure Impact? 4 Metrix used (increasing PH, reducing physical inactivity, narrowing inequalities, improving children's attitudes to physical activities) • Active lives data may differ from the picture that has been shared here but we can use this as a comparison for future opportunities. • We have broken down each strategic priority into forward planning, action plans and this helps to shape how we are going to improve our offering within each of these themes. • Theory of change to be developed for each thematic priority, focused on results outputs outcomes. Ensuring medium term outcomes are met to ensure we are aligning with our longer-term goals. • Working closely with thematic leads to capture content and events to evidence and strengthen monitoring and evaluation. • Monitoring and evaluation framework will be used to streamline quarterly reporting so information can be reflected more accurately. • JF noted this is very important work to evidence to the board. • LB wanted to note this could be the cornerstone to develop wider system support and how this may be able to change the mindset of where we place energies and resources. Livewell conversations showed strong need and this piece of work will show strong success and help to push forward and evidence this model for system wide change. • WB agreed an exciting and important piece of work. • DD work on the ICS is very similar in this model and wonder how this work is closely link and how we can ensure these models or joined us, JF noted stakeholder mapping and getting to the right people together in collaborative working would prove very successful. <p>Action:</p>

	<ul style="list-style-type: none"> • AH to share implementation plan with the board once the final version is complete
12	Stakeholder Mapping Exercise <ul style="list-style-type: none"> • HA and GH presented the stakeholder mapping exercise session to develop and understanding of relationships we can identify within Essex of who we need to Satisfy, Manage, Influence, and Inform. • SL map out who are we already working with who are we working with who we need to keep satisfied and where do we want to be in 2-3years and who do we need to engage with. Build off current working relationships. • A discussion was had around contacts and how we share these contacts how we work with them, who we want to work with and how we can share these together and engage and work groups to ensure we're making the right relationships in the right areas (what is missing, what do we need) CR suggested stakeholder management plans to be split down thematic leads JF agreed needs to be narrowed down, what do these approaches look like and who on the AE board can drive this change. • All agreed sense checking with population (M&E Data collection has achieved this) <p>Action:</p> <ul style="list-style-type: none"> • HA and GH will take framework away and rework this framework to achieve clearer outcome with the board LB happy to support with previous documentation. • AE Board webpage will be updated with the ability to comment on the uploaded documents.
13	Board Forward Plan Ideas <ul style="list-style-type: none"> • HPL to be reviewed as a community asset • Sustainability of LTOs - AE board to visit LTOs sites and, or events. • EL brought up a desire to get to know all board members better and working together more regularly. • SL agreed and mentioned the away day will be a good chance to network and get to know each other. • JF shared the Sport England meetings are structured from 10 – 4pm, the morning is reserved for topics of discussion and the afternoon would be spent working through these agendas. JF went on to suggest keeping 4 x Quarterly meetings but by adding in additional virtual meetings to check in or create working actions. SL agreed with a hybrid approach with two meetings being virtual and two being in person. WB noted getting the best skills out of board member is a key priority, lets reflect on this and use the away day to decide on meeting structures and joined up working going forward. <p>Action:</p> <ul style="list-style-type: none"> • Set future board meeting structure.
14	Any Other Business <ul style="list-style-type: none"> • Please get in touch with RL if you have any accessibility issues in getting onto the AE board webpage.
15	Close

ACTIONS

Item No.	Action	Lead	Progress
2	Away Day at Wat Tyler invite to be circulated (2 nd June)	JF	Completed
5	Produce forecast costings for AE	RH	Ongoing
5	Contingency planning HAF / DofE funding	RH	Ongoing
5	Upload all policy governance to AE board webpage	RH	Completed
5	Upload meeting minutes which have been signed and approved by board and Chair	RH	Completed
6	Share district and engagement split with the board	HA	Completed
7	Work with the safeguarding team to find a place to store safeguarding certificated and DBS forms	DS	Ongoing
8	AE Stretch group details to be added to AE Board website	RL	Completed
11	Share implementation plan with the board once the final version is complete	AH	Completed
12	Rework contacts framework to achieve clearer outcome	HA / GH	Completed
12	AE Board webpage will be updated with the ability to comment on the uploaded documents.	HA / GH	Completed
13	Set future board meeting structure.	WB	Completed