



## MINUTES

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**Subject:** Active Essex Q2 Board Meeting- Developmental/ Business as Usual  
**Date & Time:** Tuesday 15<sup>th</sup> Oct 2024, 10:00 to 15:30  
**Location:** Harlow Rugby Club - Latton Park, CM20 3FD  
**Chair:** William Bird

## ATTENDANCE

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Acronyms	Board Member Name	Board Position	Meeting attendance
WB	William Bird	Chairman	Full meeting
BM	Bob McClintock	Board Member	Items 1-8
DD	Dan Doherty	Board Member	Full meeting
CR	Caroline Russell	Board Member	Full meeting
DS	David Sollis	Board Member	Items 1- 12
FB	Fiona Bool	Board Member	Items 2-6- joined remotely
LB	Lee Bailey	Board Member	Full meeting
SL	Scott Logan	Board Member	Full meeting
AWS	Anne Wafula- Strike	Board Member	Full meeting
	<b>Active Essex Staff Name</b>	<b>Job Title</b>	
HA	Holly Adams	Marketing and Communications Lead	Item 8
JF	Jason Fergus	Director	Full meeting
DC	Danielle Crawford	Sports and Physical Operations Advisor/ Minute taker	Full meeting
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting
	<b>External Member Name</b>	<b>Job Title</b>	
MP	Mike Perls MBE	Chair of Greater Manchester Moving	Full meeting

## MINUTES

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Item	
2	<p><b><u>Welcome</u></b></p> <p><b>Apologies</b></p> <ul style="list-style-type: none"><li>Apologies were noted from Anton Ferdinand and Emma Lewis</li></ul> <p><b>Any Conflict of Interest on agenda</b></p> <p>CR mentioned she is now on the Audit Committee of the university of London.</p>

	ACTION- RH will send doc to update conflict of interests ahead of the December Board meeting.																																														
<b>3</b>	<p><b>Matters arising:</b></p> <p>No matters were mentioned by the Board.</p> <p><b>Approval of minutes &amp; actions from meeting held on 23<sup>rd</sup> July 24</b></p> <p>All Board members agreed the minutes are efficient to sign off.</p> <p>Actions taken from the previous minutes-</p> <table border="1"> <thead> <tr> <th>Item No./ Agenda item No.</th><th>Action</th><th>Lead/s</th><th>Progress</th></tr> </thead> <tbody> <tr> <td>1/6</td><td>Share the Equillity, Diveristy and inclusion update slides</td><td>JF/HC</td><td>Completed- shared 30/07/24</td></tr> <tr> <td>2/6</td><td>Share the Demographic Infographics report</td><td>JF</td><td>Completed- shared 30/07/24</td></tr> <tr> <td>3/ 5</td><td>Essex athletes going to the Olympics and the Paralympic updates to be shared and Active Essex's social media to shine a spotlight on the athletes</td><td>HA</td><td>Completed- date passed</td></tr> <tr> <td>4/6</td><td>Board members to please complete the annual demographic survey by 6<sup>th</sup> August</td><td>ALL</td><td>Completed- date passed</td></tr> <tr> <td>5/6</td><td>AWS asked how can the month of Disability end of a high (July)? Ideas from Board members to be sent through to AWS</td><td>AWS/ ALL</td><td>Completed- date passed</td></tr> <tr> <td>6/8</td><td>Share the completed Report on HAF evaluation with Board members</td><td>JF</td><td>Shared with the Board</td></tr> <tr> <td>7/5</td><td>Research to be gathered on the social media reach geography</td><td>JF/ Comms</td><td>Completed and shared</td></tr> <tr> <td>8/9</td><td>Agenda item on Understanding the political and strategic trends for Active Essex</td><td>FORWARD PLAN</td><td>Agenda item</td></tr> <tr> <td>9/9</td><td>Board members to share to JF RH their comments on the political and strategic trends for Active Essex paper.</td><td>ALL</td><td>Date passed</td></tr> <tr> <td>10/10</td><td>October meeting to look at current Board vacancies.</td><td>FORWARD PLAN</td><td>FORWARD PLAN</td></tr> </tbody> </table>			Item No./ Agenda item No.	Action	Lead/s	Progress	1/6	Share the Equillity, Diveristy and inclusion update slides	JF/HC	Completed- shared 30/07/24	2/6	Share the Demographic Infographics report	JF	Completed- shared 30/07/24	3/ 5	Essex athletes going to the Olympics and the Paralympic updates to be shared and Active Essex's social media to shine a spotlight on the athletes	HA	Completed- date passed	4/6	Board members to please complete the annual demographic survey by 6 <sup>th</sup> August	ALL	Completed- date passed	5/6	AWS asked how can the month of Disability end of a high (July)? Ideas from Board members to be sent through to AWS	AWS/ ALL	Completed- date passed	6/8	Share the completed Report on HAF evaluation with Board members	JF	Shared with the Board	7/5	Research to be gathered on the social media reach geography	JF/ Comms	Completed and shared	8/9	Agenda item on Understanding the political and strategic trends for Active Essex	FORWARD PLAN	Agenda item	9/9	Board members to share to JF RH their comments on the political and strategic trends for Active Essex paper.	ALL	Date passed	10/10	October meeting to look at current Board vacancies.	FORWARD PLAN	FORWARD PLAN
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<b>4</b>	<p><b>Understanding the political and strategic trends that may impact Active Essex</b></p> <p>JF picked up this item highlighting that there are 2 key things to address. The National and Local impact of the political changes that have occurred. JF asked for this to be a discussion item to get thoughts from the Board members and the below was shared-</p> <p>JF began by highlighting how recently Hollie Wood met with the DCMRS Sports Minister and furthermore she wants to come and meet with Active Essex in the near future this is to cement their understanding of the sport and physical activity sector in Essex.</p> <p>CR also mentioned how it should be look at how the narrative of Sport and being active and how it plays into DCMRS and its funding to stop any reductions being made.</p> <p>SL also mentioned how due to the National changes that the government are suggesting, he is hoping to be on the National Skills Board in the future. SL believes that the Government are not focusing on the elderly but focusing on the young. The government is linking this to making them healthy and how they will in the future apply for future roles to grow the economy. SL believes if we promote this idea we will get response from Government.</p>																																														

MP answered to SL's point and mentioned how he believes if the Active Network partnerships were to collate all the data and have the same evaluation moving forward this would gain a bigger response from the MP's.

AWS mentioned how the current political situation is very frustrating and the constant word of 'prevention' is a good point, but it doesn't make sense to deny the elderly as these are the people that will put the pressure on the NHS to boost economy. AWS believes that as an organisation we should make it clear we are not going to ignore one demographic but will serve a 'package' to help all.

CR arose the point how if the example of looking at the Boxer Lewis Richardson, who become successful with having a lifelong condition (Parkinson) should be used as an example to share how inactivity is not linked to inequality. CR believes that we should be looking at making people more active as we cannot solve inequalities and this message needs to be made clear.

BM agreed with CR and then shared how the work of the LTO's should really be recognised and the great examples and stories that come from them.

Both DS and DD agreed that as an organisation there are lots of positive examples of how activity can help inequality that can be shared but this is not always listened to from a higher level as the result is not in the close future but in the longer term.

BM added in that the right example of a good impact needs to be used at the right time to really emphasis the impact sport has had for them.

RH highlighted how the effects needs to keep being captured to show the good effects that are happening in relation to physical activity rather than to 'sport'.

DS highlighted how if we keep going further then physical activity then we would need to look at our identity and is it still purely around sport and more about wellness.

JF shared an update around the Local impacts-

- 1- Chief Executive at ECC is retiring from his role, which will create some change in leadership.
- 2- ECC and Southend Council submitted expression of interest around devolution and awaiting the bill to come out around December time.

SL agrees there will be big changes in ECC in the future and believes that the biggest issue for Active Essex is that the focus from ECC won't be on our organisation but on the political change. SL therefore believes the sooner Active Essex are not tied into ECC's budgets, the better it will be.

**ACTION- briefing note to be prepared for Board members to view an impact note that will be shared to Political leaders by JF and team.**

JF then highlighted how William has been invited to join the Essex Climate Commission as a member and Stuart has created a pledge which articulates the commitments and principles that Active Essex hold in relation to Environmental and Sustainability and therefore asked the Board members to-

- 1- Appoint a Board Champion
- 2- Sign off the Policy.

DS said the policy looks very strong but asked JF if there is capacity for the Board to do this with everything else that is currently going on now and in the near future.

CR agreed with DS and said the targets seem very ambitious and is worried about the capacity the Board holds.

	<p>SL said to JF that there is no Policy and believes this should be deferred sign off until there is a policy to be presented with it.</p> <p>AWS followed on by saying she believes is something is not achievable then there isn't any point, and this should be accounted for the very ambitious targets in the timeline presented.</p> <p>Therefore, after conversations from the Board it was agreed that the policy, actions, and timeline is very ambitious and not to be signed off at the moment. The direction is correct, but the timeline presented needs to be cut down and it needs to be more looked at linking it to what does the success look like and what is the strategy behind it. This strategy should reflect where we currently are and have, we move forward from it.</p> <p>Additionally, no Board Champion was agreed.</p> <p><b>ACTION- Environmental and sustainability policy to be reviewed and represented at the Board meeting in January</b></p>
5	<p><b>Form and Function</b></p> <p>JF picked up this item sharing a slide show which looked at the below in relation to form and function in Active Essex-</p> <ul style="list-style-type: none"> <li>- The key point of the operating model for Active Essex needs to be reviewed in order to deliver its strategy. Meet funders expectations and operate within new funding levels.</li> <li>- The process which involves the new design challenge, the key future of the proposal, nine test assessment and a decision required which therefore looks at the value, service, internal process and learning/ growth.</li> <li>- More detail around Harlow, Thurrock and Castlepoint around growing with more answers coming for the Decembers Board meeting.</li> <li>- More leadership opportunity within Active Essex to relive pressure on JF and RH to be looked at.</li> <li>- The design methodology from responses collated, analysed and key themed which emerged.</li> <li>- The current structure within Active Essex and how to create more growth within the team.</li> <li>- The response from team about the current workload and time establishing relationships with partnerships.</li> </ul> <p>JF emphasised the key point how there needs to be flexibility around the model to grow and shrink to reflect the funding available.</p> <ul style="list-style-type: none"> <li>- JF also shared Actives Essex's organisational habits and practices that enable a high-performance environment.</li> <li>- The question asked to the team 'what does good line management look like' and the responses which were around not consistent and transparent.</li> <li>- An operating model which has started to be created from all these responses on what works well in Active Essex, what could do with being changed and what to do to keep improving as a strong workforce.</li> <li>- The summary of findings from the Active Essex team- clear about an operating model, clear about career and development, evaluation, communication and team engagement and technology including social media</li> <li>- The team engagement questions asked to the team which were used to reflect on</li> </ul> <p>JF then asked the Board members for any questions or points of the form and function points he shared above. The below were arisen-</p> <ul style="list-style-type: none"> <li>- CR asked for the slides JF shared to be shared with the Board members. She also believes the review shared is more on ways of working rather than the form and function. CR believes the review that needs to be done to look at form and function is more looking</li> </ul>

	<p>at what Active Essex are here to do and what is the work done to support this. Then looking at what is the form required to be to do that and that how it wants to be moving forward. Therefore, less looking at the 'people' and more the methods and structures behind this.</p> <p>JF answered CR by saying in this review it was to look at what are the key headwinds and what is the structure behind this.</p> <p>WB summarised that the leadership within Active Essex needs to be looked at and how there needs to be more senior members of staff.</p> <p>BM also added that Active Essex are passionate and very loyal which was demonstrated within COVID and how the team stepped up to help ECC providing support for areas. This therefore gained Active Essex the respect from ECC.</p> <p><b>ACTION- Form and Function slides to be shared with Board members- JF.</b></p>
7	<p><b>Board Effectiveness Review Actions</b></p> <p>WB picked up this item reminding the Board members of the Board Effectiveness review created by Collaborate that occurred in May 2024. The key actions were noted as below-</p> <ul style="list-style-type: none"> <li>- Board members to get to know each other better.</li> </ul> <p>WB said to the Board that conversations before the Board meetings are really supported.</p> <ul style="list-style-type: none"> <li>- Surface differences in understandings about the role and purpose of the Board</li> </ul> <p>WB mentioned how it will be useful to go back to the ToR for the Board frequently and be aware of what are function is. To also be aware that ECC are the 'hosts' for Active Essex and this needs to be considered when making key decisions.</p> <ul style="list-style-type: none"> <li>- Focus on inclusion.</li> </ul> <p>WB highlighted how FB and AWS have been leading this and have seen strong progress. AWS suggested that inclusion should be embedded in all work that all Board members do rather than it just being brought to life in meetings. Also, AWS emphasised how positive it is that EDI is now a standing item.</p> <ul style="list-style-type: none"> <li>- Consider 4-year terms of office.</li> </ul> <p>WB shared how this is not in the ToR currently. CR and SL both agreed that it was suggest in the review before that it is not transparent on where this point come from and nor does any board member agree with it.</p> <ul style="list-style-type: none"> <li>- Fill the two spaces on the Board.</li> </ul> <p>WB shared that the idea was that there are no young people representative on the Board. JF also mentioned that Move with Us have a Young Person Working Group, and both agreed that work could be done in correlation with this group to get representation from young people on the Board.</p> <p>SL asked WB if he has any idea of who will fill the 2 spaces on the Board.</p> <p>JF answered that Collaborate was responding from the Governance code that there are 2 spare spaces on the Board and as good as a youth voice will be good it would also be good to have someone from Education.</p> <p>CR asked WB is there also a space coming up from AF lack of attendance to the Board meetings and WB agreed this is the case and therefore a recruitment draft plan needs to be created and shared with the Board.</p> <p><b>ACTION- A Board member recruitment draft plan needs to be created and shared with the Board to fill the 3 spaces on the Board.</b></p>

	<p>AWS told the Board that she is going to begin mentoring some Paralympians and to help to get them on different Boards and CR mentioned how Rachel Lewis could support with this in her new role which supports athletes finishing their career and moving forward.</p> <ul style="list-style-type: none"> <li>- Think the unthinkable</li> </ul> <p>WB highlighted how it needs to be looked at as the Board of the possible fact of JF leaving. It was agreed that BM has the Foundation efficiently covered and WB and CR would have to work together to work out what the organisation needs in the event of JF leaving with RH factoring in. DS emphasised how as a Board maximum support needs to be provided for JF so that he doesn't leave and the 'unthinkable' doesn't happen.</p> <p><b>ACTION- Planning on succession growth to support JF- WB</b></p>
<b>Business as Usual</b>	
<b>8</b>	<p><b>Communications Update</b></p> <p>HA joined the meeting at Harlow and shared the below updates for Comms in Active Essex-</p> <ul style="list-style-type: none"> <li>- Summer of Sport campaign is building on the momentum of mass participation events taking place.</li> <li>- Essex activity award nominations went live, and 606 nominations come forward which beat the target of 600.</li> <li>- AEF Power of Sport conference went very well, and the power of youth voice was really emphasised.</li> <li>- There has been a change in social media for Active Essex as the limits are coming in for businesses using social media.</li> <li>- The social media uses that have been working are- Engaging videos, gallery of images with a link, a photo with relatable content, live content and building on an international day/month.</li> <li>- LinkedIn is really taking over from X, HA showed a post is getting double the likes on LinkedIn therefore the team is limiting the posts created on X.</li> <li>- The top 3 platforms for Active Essex are Active Essex Facebook, JF reflections and his social channels and Essex Activate Facebook</li> <li>- A new scheduling calendar for all the social media channels for Active Essex has been created.</li> </ul> <p>CR asked HA to look at the power of pets and social media as there is a good response to posts regarding dogs.</p> <p><b>ACTION- HA is going to review the Social Media Strategy and bring draft back to the Board.</b></p> <p><b>ACTION- HA to look at the 'power of pets' in regard to social media.</b></p> <p><b>ACTION- HA to share slides presented in the Board meeting.</b></p>
<b>9</b>	<p><b>Directors Report – Q2 Review</b></p> <p>JF picked up this item and shared the below points in relation to the Board pack.</p> <ul style="list-style-type: none"> <li>- The Local delivery pilot and the leverage which has been achieved from the system and the projects going on.</li> <li>- The results from the HAF programme</li> <li>- The work in quarter 2 going on in the Foundation.</li> <li>- the Power and Sport Youth Crime Prevention conference on 18<sup>th</sup> Sep 24 went very well.</li> <li>- the last foundation meeting was on 11<sup>th</sup> Oct 24</li> <li>- London Marathon Foundation- the quarter two report showing the progress of the small grants programme.</li> </ul>

	<ul style="list-style-type: none"> <li>- Place partnership following the success of the Sport England Development Phase Bid to work with Harlow, Castlepoint and Thurrock</li> </ul>
11	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Budget report</li> </ul> <p>RH picked up this item sharing the following updates-</p> <ul style="list-style-type: none"> <li>- Audit committee met on 20<sup>th</sup> Sep.</li> <li>- Governance code, 1 piece left and back with Sport England</li> <li>- P6 no reds to report under expenditure and it under control</li> <li>- Sport England have been paying budgets.</li> <li>- £1.9 million of funding from public health coming in the next 2 years.</li> <li>- Mental health piece is going to be funded through the charity.</li> <li>- Future planning with place partnership going in.</li> <li>- Red risk of HAF</li> <li>- LMF team meeting in November to talk about strategic partnership with us and RH to keep Board members update of results.</li> <li>- 24 million of cash or system leverage coming in in relation to place partnerships.</li> </ul> <p><b>Audit Committee Report</b></p> <ul style="list-style-type: none"> <li>• Risk register.</li> <li>• Governance code</li> </ul> <p>CR mentioned that the risk register is a working progress and told the board that a lot of risks are ongoing as they happen every year. CR suggested that the Risk Register could do with an update and a new section needs to be added in which looks at the future.</p> <p>CR then shared some notes on the current risks noted on the register-</p> <ul style="list-style-type: none"> <li>- Conversation needed on 2 updates from Emma on 2 risks.</li> </ul> <p>CR and RH agreed to bring a paper in the December meeting consolidation some of the risks on the register.</p> <p><b>ACTION- conversation with Emma on 2 risks on the register.</b>  <b>ACTION- CR and RH agreed to bring a paper in the December meeting consolidation some of the risks on the register.</b></p>
12	<p><b>Safeguarding Update</b></p> <p>DS picked up this item and shared the below update-</p> <ul style="list-style-type: none"> <li>- 5 safeguarding cases reported this quarter which are being managed.</li> <li>- The annual review safeguarding model is no longer used and there is now an action plan from Oct 24- Sep 25 which the Board agrees approved this plan and agreed to sign off.</li> <li>- Essex police and other partners have had a meeting to review British Gymnastic and the progress of where it is going following the safeguarding complaints made.</li> </ul> <p>LB asked DS how severe the cases reported are. DS answered the first 4 are low level and through HAF and the fifth is through the Foundation and is being managed currently through Active Essex.</p>
13	<p><b>Equality, Diversity and Inclusion Update</b></p> <p>JF picked up this item and shared the update for the new standing item sharing the key points from the stretch group that meets around Equality, Diversity and Inclusion-</p>

	<ul style="list-style-type: none"> <li>- October is Active Essex Inclusion Month and the team have put together a series of internal staff learning opportunities including resources, upskilling opportunities and staff members with lived experience sharing their stories. Externally, we are sharing inclusion communication toolkits to wider system partners to implement, and we have filmed key Inclusion focused delivery partners to share good practice throughout our comms channels in October.</li> <li>- Staff from the Inclusion Stretch Group have tested 2 different bystander awareness training courses, and a preferred course has been identified to roll out to the team from November onwards to support our White Ribbon aims.</li> <li>- Hayley Chapman has joined the Active Partnership Network EDI COP</li> <li>- JF has been appointed EDI lead on the Sport England Board</li> </ul> <p>A new Inclusion and Wellness Passport has been created for all staff members in Active Essex to use along side their line mangers. CR said to JF that Active Essex should go for an Award for it due to how excellent this idea is.</p>
<b>14</b>	<p><b>People, Culture, Skills Progress</b></p> <p>JF picked up this item and shared the update-</p> <ul style="list-style-type: none"> <li>- Refreshed skill board on 26<sup>th</sup> Sep 24 took place- a very useful meeting that took place at Chelmsford College</li> <li>- Learning huddle has been created in Active Essex that has taking on the learning within the teams and steering the planning of events and away days.</li> </ul> <p><b>ACTION- EL to provide more detail on internal learning in Januarys Board meeting.</b></p>
<b>15</b>	<p><b>Any Other Business</b></p> <p>No other business was shared.</p> <p>MP thanked all Board members for allowing him to join the meeting and for the insightful conversations.</p>
	<p><b>Close</b></p> <p>Meeting was closed at 15:25</p>

**Next meeting dates-**

- **11<sup>th</sup> Dec 24 9:30am-2pm Xmas Meeting/ Lunch- Venue TBC**
- **21<sup>ST</sup> Jan 24 9:30-11am via Teams**

Item No./ Agenda item No.	Action	Lead/s	Progress
1/1	RH will share the conflict of interests list in the January's Board meeting.	RH	To be shared in January's meeting
2/4	Briefing note to be prepared for Board members to view an impact note that will be shared to Political leaders by JF and team	JF	To be shared in January's meeting
3/4	Environmental and sustainability policy to be reviewed and represented at the Board meeting in January.	SL/ JF	To be shared in January's meeting
4/5	Form and Functions slides to be shared with Board members	JF	
5/7	A Board member recruitment draft plan needs to be created and shared with the Board to fill the 3 spaces on the Board.	RH/ JF	To be shared in January's meeting
6/7	Planning on succession growth to support JF	WB	
7/8	HA is going to review the Social Media Strategy and bring draft back to the Board	HA	Slides shared by HA
8/ 8	HA to look at the 'power of pets' in regards to social media.	HA	HA has incorporated 'power of pets' into our future social media schedule
9/9	HA to share the Comms update slides presented in the Board meeting.	HA	ongoing, but should be completed by the end of the year.
10/11	Conversation with Emma on 2 risks on the register.  CR and RH agreed to bring a paper in the January meeting consolidation some of the risks on the register.	RH  RH	To be shared in meeting on 11 <sup>th</sup> Dec  To be shared in January's meeting
11/14	EL to provide more detail on internal learning in January's Board meeting	EL	To be shared in January's meeting