



## MINUTES

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**Subject:** Active Essex Board Meeting  
**Date & Time:** Tuesday 23<sup>rd</sup> April 2024, 09:30 to 15:00  
**Location:** Central Baptist Church, Chelmsford  
**Chair:** William Bird

## ATTENDANCE

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Acronyms	Board Member Name	Board Position	Meeting attendance
WB	William Bird	Chairman	Full meeting
BM	Bob McIntock	Board Member	Full meeting
DD	Dan Doherty	Board Member	Full meeting
CR	Caroline Russell	Board Member	Full meeting
DS	David Sollis	Board Member	Full meeting
FB	Fiona Bool	Board Member	Full meeting
SL	Scott Logan	Board Member	9:00- 13:05
EL	Emma Lewis	Board Member	Full meeting
AWS	Anne Wafula- Strike	Board Member	Full meeting
	Active Essex Staff Name	Job Title	
HA	Holly Adams	Marketing and Communications Officer	Item 6
JF	Jason Fergus	Director	Full meeting
DC	Danielle Crawford	Sports and Physical Operations Advisor/ Minute taker	Full meeting
RL	Rachel Lewis	Relationship Manager	Full meeting
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting
LM	Lee Monk	Relationship Manager	Item 14
LV	Louise Voyce	Relationship Manager	Item 13
AH	Amelia Hall	Intelligence Manager	Item 13
JR	Juliette Raison	Relationship Manager	Item 14

## MINUTES

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Item	
1	<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 Lee Bailey</li></ul> <p><b>Any Conflict of Interest on agenda</b></p> <p>RL states she is the chair of Essex Cricket.</p>

	<p>CR shared on this point that at the recent Audit Committee it was agreed to over share rather than hold back connections that Board members have to be safe.</p> <p><b>Independent Board Effectiveness Review</b> RH picked this up by stating that Jeff Master's will be carrying out another Board Effectiveness Review. The Board members will be seeing interviews be booked in with Jeff or Emma regarding this.</p> <p>WB also shared that the Appraisals are underway at the moment and any that aren't booked in currently will be sorted imminently.</p> <p>RH also highlighted that Emma, Anton and Dans 3-year review is due to be completed.</p>
<b>2</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> January 2024</b></p> <p>All Board members agreed the minutes are efficient to sign off.</p> <p>Actions taken from the previous minutes-</p> <ul style="list-style-type: none"> <li>- Director of Public Health has now left and has been added to the risk register. The new interim Director is starting imminently who is in post for 6 months.</li> </ul> <p>BM highlighted another risk that even though Active Essex is part of the Council, the company also stands on its own as well. He added this should be taken into consideration when the elections occur for the Councils MP's.</p> <ul style="list-style-type: none"> <li>- Comms plan review- an update will be provided in the meeting being held today.</li> <li>- New passwords are going to be sent out to the Board members to use on the document portal by HA.</li> </ul>
<b>3</b>	<p><b>Active Essex Foundation</b></p> <p>BM picked this item up and stated the last Foundation meeting was the 19<sup>th</sup> of April 2024. He mentioned the following points was discussed-</p> <ul style="list-style-type: none"> <li>- The Health and Safety policy were shared, and feedback is being shared back to Jamie.</li> <li>- Luke and Sian have started in their new roles in the Foundation and have both begun getting involved in working groups. BM mentioned that new staffing in the foundation is really efficient and there is really positive work being completed.</li> <li>- ABCD, led by Jamie, is organising sessions for other organisations. The first paid external workshop took place, and the organisation was Mencap. BM mentioned there has also been some ECC bookings as well as Colchester city council.</li> <li>- A vid has been submitted to post code lottery.</li> <li>- A report from Ride London- there are 24 riders riding for the foundation.</li> <li>- A Financial report- a useful pie chart was shared that shared the income sources for the Foundation.</li> <li>- A reminder that Mental health week is the W/C 19<sup>th</sup> may.</li> <li>- A reminder that the Sport and crime conference is the 18<sup>th</sup> of September at Colchester united.</li> <li>- Foundation staff new salaries were agreed.</li> <li>- BM commented that it is nice to see that Jamie has picked up a lot of work off Louise, taking the strain off her.</li> </ul>

<b>Business as Usual</b>	
<b>4</b>	<p><b>Finance</b></p> <p><b>Budget report-</b> RH picked this item up by sharing that the end of the financial year has come and that all of ECC's budget has been spent and that staffing cost come in on target.</p> <p>RH shared that there have been 2 Welfare officers appointed and are going through references and checks.</p> <p>RH then went on to tell the Board that LMF is a current risk. This is due to funding starting at 1 million, went down to 750k and now at 500k for year 3. RH and JF had a conversation with the LMF chair, and it were shared that this was the intention to reduce funding, which RH told the Board how was not known and If events are not generating as much money, there isn't as much to award. RH believes there is 500k of funding on the table for the next 2 years.</p> <p>RH said to the chair that a report will be shared in June with more answers about up-to-date funding.</p> <p>SL added that landscape is rapidly changing- the current model won't be around in a few years. Government, council are both changed. SL asked the chair what our plan is as awaiting the change to come isn't the right way to go.</p> <p><b>Audit Committee Report-</b> CR picked this item up by sharing the below-</p> <p>In the Audit Committee meeting the previous week it was shared-</p> <ul style="list-style-type: none"> <li>- The Governance code- Sport England have now said that have met 4 out of 7 milestones.</li> <li>- Conflicts of interests- it was agreed that it should be looked at what contracts Active Essex are awarding and also the Annual statement showing the organisation that have been awarded funding. CR told the Board that this will be successful to see any other conflicts of interests that the Board wasn't aware of.</li> <li>- CR shared that it was asked what the biggest risk at the moment for Active Essex is? – it was agreed that it is the political uncertainty nationally and locally and more so the funding and where Public Health will sit after the election.</li> <li>- How much of the costs are staff and how much are grants? – it was said that it is easier to turn off grants rather than reducing employment.</li> <li>- RH added that AE/ AEF funding is different as the allocated money is used differently for grants/ employment.</li> <li>- RH shared 25% of staff costs wrapped up in HAF.</li> <li>- CR shared it is about what risks come from each budget and how we deal with that.</li> <li>- JF added the main risk is if a different party takes over after the election as the ECC money comes from the Public Health funding.</li> <li>- SL added he thinks it should be more what works for Active Essex and where do we want to go regardless of the political landscape.</li> </ul>
<b>6</b>	<p><b>Communications Update</b></p> <p>HA joined the meeting and shared a presentation and addressed the following points-</p> <p>The Q4 Board report was shared, and HA told the Board there has been a slight change to the report so that the key points are shown more clearly. HA added she wants to add a part of the report that shows why are the engagement levels the way they are, to help to understand the current trends.</p> <p>CR asked HA how we do know we are not just hitting the same people every time? HA replied saying website views show who are unique. HA told the Board she is going to find out how many views was unique on the website last year and report back to them.</p>

	<p>HA also shared that Tik Tok was launched in November which has helped to hit younger platforms but is still currently a working progress.</p> <p><b>Marketing delivery plan-</b></p> <p>HA shared that there was a Marketing team restructure in November. HA is now the lead and has created the delivery plan to show where AE marketing needs to go in the near future.</p> <p>The Key points in this plan shared were below-</p> <ul style="list-style-type: none"> <li>- All the marketing methods used by the team.</li> <li>- The Metrics/ indicators- HA shared that the newsletter distribution is to be cut down as there are currently 14 different ones being release. HA also told the Board she wishes to increase website traffic and also increase stakeholder engagement.</li> <li>- The Current outlook.</li> <li>- The Goals and objectives – the teams short, medium and long-term goals</li> <li>- The Marketing channels- HA shared it should be looked at what is available to us, and channel and methods can be utilised.</li> <li>- The Lines of dissemination – how does audience interact with the business.</li> <li>- The Roles and responsibilities- how can the team share the workload and using the comms teams strengths.</li> </ul> <p>Other progress HA shared was-</p> <ul style="list-style-type: none"> <li>- HA shared to the Board the timelines of how long it takes to create different pieces of comms work and how this is useful to know how much work can be completed.</li> <li>- HA agreed to share the whole Marketing delivery plan with the Board members as it was too long a document to present.</li> <li>- HA now has regular catch ups with Business ops and Data operations team as these 2 teams work hand in hand together with the Comms team.</li> <li>- AWS asked HA how we start to look at AI and how we can use the data that is being created right to reach the audience.</li> </ul> <p>HA answered that she is going on a course next month about how to use the data.</p>
8	<p><b>Safeguarding Update</b></p> <p>DS picked up this item and mentioned that was no safeguarding to update.</p> <p>He then stated there has been 2 welfare officers recruited- Wayne and Marianne starting end of May.</p>
9	<p><b>Equality, Diversity, and Inclusion Update</b></p> <p>RL highlighted how due to the Race equality code this agenda item is now a standing item on the Board.</p> <p>AWS mentioned how in the EDI Stretch group she attended the previous day it was really efficient, and it was useful to see what departments provided what information.</p> <p>AWS shared the below information she took from the stretch group-</p> <ul style="list-style-type: none"> <li>- The Black intern programme is due to be starting soon.</li> <li>- The 2024 staff survey is going to be being used to capture the demographic data – AWS mentioned that they are hoping for 100% Board member submissions.</li> <li>- New interview process to improve getting a diverse workforce.</li> </ul> <p>FB added that the work will continue to happen with marketing and comms to make sure this all correlates.</p>

10	<p><b>People, Culture, Skills Progress</b></p> <p>EL picked up this item and shared the following-</p> <ul style="list-style-type: none"> <li>- That CIMPSA have released a new strategy about the power of profession.</li> <li>- There is a new skills hub manager around Essex.</li> <li>- Tara from CIMPA come to visit Essex which she had dinner and then went out to see things first hand. EL shared this was a really positive 2 days and feedback from Tara was positive.</li> <li>- The Leadership workshop that happened resulted in 11 organisations to apply for funding.</li> </ul> <p>JF then picked this item up and shared that the stretch groups within Active Essex are used very well and much action is taken from them. Every member of the team sits on one of these teams and is required to complete work to improve the area on which they are focusing.</p> <p>RL added that these stretch groups are now due for their annual review to understand if they are still fit for purpose. RL shared that a new 'Learning Huddle' has been created to help understand what teams do and what can be done to move them forward.</p> <p>RL also shared to the Board that the employee journey is being looked at and improved and there is currently a piece of work being completed that is making a new employee process document.</p> <p>JF then mentioned to the Board that there is a very low turnover of staff because the team get to feedback into their stretch groups and then these ideas get brought into the workplace.</p>
11	<p><b>Directors Report</b></p> <p>JF picked this item up and referred to the Directors report in the Board pack. He mentioned it includes the following documents for the Board to read the current progress-</p> <ul style="list-style-type: none"> <li>- Strategic Priority Report</li> <li>- HAF Programme</li> <li>- Local Delivery Pilot Summary</li> <li>- Levelling Up Report</li> <li>- London Marathon Foundation Funding Update</li> <li>- 24-25 Implementation Plan</li> </ul> <p>Some further points were then shared as below-</p> <ul style="list-style-type: none"> <li>- SL shared that team have celebrated the Park Play anniversary on the previous weekend. Which saw how this is a great opportunity for all people of all communities and abilities.</li> <li>- JF then mentioned that there is no place completing deepening in the same way as Essex however there was a comment made to just 'get active Essex in to do it'. JF mentioned this will gather resources and income however ruffles feathers.</li> </ul> <p>SL said he would be happy to join JF in these conversations and thinks Active Essex should be seen as the leading pilot and be used.</p> <p>FB added that this could be used more in a way of being a cooperate offering rather than going in to help, she added this could help with the possible departure of current funding.</p> <ul style="list-style-type: none"> <li>- JF added how he is being paid to present the 2-day Facilitator Course. This could be used going forward.</li> </ul> <p>JF also shared the – Our plan on a page which show the 5 strategic priorities which will get reported back quarterly of its progress.</p>
<b>Developmental Business- Discussion items</b>	

## The Future of HAF

LV and AH joined the meeting and shared the current HAF update. The following points were made to the Board-

- Current funding is agreed until March 2025
- This funding was instructed to be used to provide free holiday clubs, enrichment activities, 60 min sport a day, nutritious school meals and signposting support for families.
- LV added that the journey with the LTO's has been essential to enable them to support each other and engage with each other.
- LV added that it is about getting people to help themselves rather than relying on help- therefore these clubs are setting them up for the future.
- LV shared the impact of the 2021 programme showing the good work it has done so far- 600,000 free spaces at holiday clubs, facilitated training for 250 people, provided over 100 different activities, provided over 850,000 nutritious meals, young leader programme support over 50 young people (took them to Paris to celebrate)
- LV added that its given ECC a good opportunity to access people through the programme which they might not be able to access before
- The HAF team within AE are currently out at the clubs getting feedback on what works and doesn't work.
- LV added that it is important the impact that HAF has had starts getting shared due to the funding having under a year left and with the uncertainty of this being extended. LV shared some of the key impacts HAF has had as below-
- Improving mental health for young people and providing skills and life support
- Families now more aware of other local services they may have not known about and also receiving free respite.
- Delivery partners have received an increased income to help provide the services.
- Local communities have been able to strengthen, and also local businesses have gained from it due to their spaces being hired for the clubs.

AH then picked this item up to show the evaluations that her team have completed on the HAF outcomes. The key points shared to the Board were-

- AH and her team looked at 3 different aspects which will be brought together into 1 report- economic impact, children, young people and families and organisational impact.
- AH shared that lots of data has been completed from the Easter break through surveys and additionally other surveys that have been collated over the last 3 years. This data has been given to the data and insight team and the evaluation will be available June 2024

AH then opened the discussion up asking how can the programme be sustained?

- CR asked what the cost per child and LV is answered it is very different across the programmes, but a lot are very good and will take more children than what they have been paid for as they don't want to turn anyone away.
- LV added that a lot of children are returning therefore building a relationship up with the families and helping the people really in need.
- EL asked is there any other work around the country going on similar to this? LV answered that share and learned, and evaluation happens every month with other authorities to sharing the information each authority has.
- BM added that is easy to justify the programme to ourselves, but this now needs to be shown to the labour party to be able to carry on.
- EL said to the Board that we need to be clear on what Active Essex's role is in supporting HAF and getting more funding.
- It was also suggested that influential figures could be used e.g., Anton Ferdinand and Jamie Oliver for the to promote how essential HAF has been.

JF added that in his previous conversation with Cllr McKinlay he suggested she takes this conversation about HAF forward and suggested the next time JF meets with her, WB attends to help really push this.

14	<p><b>Place Partnership Expansion</b></p> <p>JR and LM joined the meeting to share the key points on Thurrock and Castlepoint along with RL for Harlow.</p> <p>RH picked this item up by saying in 2017 the LDP was created. In the past few years, it has been about condensing this down. The next 5 years £250m will be used in 80-100 additional places. RH mentioned there is no number per place to be spent.</p> <p>RL shared the timeline and the past 6 months show how much has been completed already. The 3 place partnerships areas were met with, workshops with Place Partnerships across the 3 areas were booked in, working groups were created to get ready to submit the final submission.</p> <p>RH added that if this expansion pays off this time next year the places would have generated £6-8m. It is important to note this is not for Active Essex, this is for place.</p> <p>AWS shared that she believes there is a lot do disconnect in Harlow and asked what can we do to help this? RL replied to Anne saying there was a Stakeholder Workshop and it showed that networking opportunities is really needed in Harlow due to this disconnect.</p> <p><b>Key updates from the 3 areas were shared below-</b></p> <p>JR mentioned that she is surprised from the engagement from Thurrock. There is enthusiasm in the room from everyone brought together. There is strong partners and good health colleagues in Thurrock to help drive this. She mentioned the challenges are the financial position, political position, high turnover of staff and lots of people in interim roles and the wider system investment opportunities in Thurrock. JR also stated the relationship with the Chief Executive needs to be improved. JR referred to the budgets for Thurrock highlighting that £229,700 will be available.</p> <p>AWS asked what is the engagement with the schools? JR answered that there is good engagement with a headteacher from Treetops which will enable the team to be able to be able to get into other schools.</p> <p>WB sated that the new working has adapted so quickly in the last 5 years, and it would be helpful to see this, and JR replied that yes, they can do this.</p> <p>LM then added that in Castlepoint and Canvey there is a very island vs mainland mentality. There are good relationships with people from Castlepoint to help push this however there hasn't been many actions from the positive feedback being received in meetings.</p> <p>LM shared that one of the biggest barriers in Canvey/ Castlepoint is transport. Access is very poor in both areas.</p> <p>AWS asked what short-term ideas could be brought forward to help people with disabilities access sport in these areas. LM replied asking Anne that if she has any insight to this to contact him to get a discussion going. AWS and LM to have a conversation outside of the meeting.</p> <p>RL then picked up the feedback from Harlow saying that they have very good enthusiasm. They have over 30 miles of cycle tracks but the quality of these isn't the best showing the challenges of Harlow. There is a big change at Harlow showing 4 vacancies for Directors. Harlow has the biggest Health inequalities and very diverse audiences.</p>
15	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>- BM suggested that the Board should have a future discussion about Active Essex Plus</li> <li>- EL asked for an update post-election</li> </ul>

	<ul style="list-style-type: none"> <li>- AWS shared that there is Paralympians in a Clacton Care home that are proving minimal support. DS asked Anne to contact him outside the meeting to take this conversation further.</li> <li>- JR asked the Board about inviting Mike to the Board Away Day in May – the Board agreed this is a good idea and for him to be invited.</li> <li>- DS asked for a future agenda item on Health and inequalities.</li> </ul> <p>The Board collectively thanked Rachel for all her work and wished her the best in her new role.</p>
16	<p><b>Close</b></p> <p><b>The meeting closed at 15:02</b></p>