



**MINUTES**

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**Subject:** Active Essex Q2 Board Meeting  
**Date & Time:** Thursday 27<sup>th</sup> November 2025 09:30 to 15:00  
**Location:** The Garden Room, The Heron Club, Herongate  
**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	Full meeting
DD	Dan Doherty	Board Member	Morning
CR	Caroline Russell	Board Member	Full meeting
SL	Scott Logan	Board Member	Full meeting
FB	Fiona Bool	Board Member	Till 14:00
LB	Lee Bailey	Board Member	Apologies
AWS	Anne Wafula-Strike	Board Member	Full Meeting
EL	Emma Lewis	Board Member	Full Meeting
DS	David Sollis	Board Member	Full Meeting
AH	Angela Hutchings	Board Member	Full Meeting
	Active Essex Staff Name	Job Title	
HA	Holly Adams	Marketing and Communications Lead	Apologies
JF	Jason Fergus	Director	Full meeting
HC	Hayley Chapman	Relationship Development Lead	Full meeting
AS	Amelia Slemmings	Intelligence Manager	Full meeting
HW	Hollie Wood	Relationship Development Lead	For agenda item
RH	Rob Hayne	Strategic Lead Business Operations	Full meeting
SH	Sally Hoyle	Assistant Project Manager (minutes)	Full meeting
LV	Louise Voyce	Relationship Development Lead	Full meeting

**MINUTES**

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Item	
2	<p><b>Welcome</b></p> <p><b>Apologies</b></p> <ul style="list-style-type: none"> <li>Welcome to new board member Angela Hutchins.</li> <li>Apologies were noted from Lee Bailey and Holly Adams.</li> </ul> <p><b>Conflicts of interest declared by the board as follows:</b></p> <p>WB – Founder &amp; CEO of Intelligent Health. As a regular public speaker, WB makes a declaration before each event.</p> <p>AH – Chief Executive of Castle Point Borough Council.</p> <p>BM – Daughter who is employed by Active Essex.</p> <p>SL – Consultancy around Devolution and Local Government Reform (LGR). Employed by the Active Partnership Network. Will start work with Essex Cricket Club in 2026.</p> <p>CR – Chief Executive of Parkinson’s UK, Trustee Farleigh Hospice, Trustee &amp; Chair University of</p>

London, trustee at Richmond Group of Charities.

DS - Chief Executive South East & Central Essex Mind of Mind and Partnerships Coordinator at Faith Action.

AWS – Associate Non-Executive Director at princess Alexandra Hospitals NHS Trust, Non-Executive Director at British Paralympic Association.

FB - Run CIC and works for a dance charity, The Dandelion Project.

EL – National Aquatics Manager and Board Member at GLL.

DD - Chairman of Maldon Rugby Club.

JF - Board Member at Sport England.

No further declarations from other members of the board.

**3** **Matters arising:**  
No matters were mentioned by the Board.

**Approval of minutes & actions from meeting held on 22 July 2025.**

All Board members agreed the minutes are accurate and signed off.

Actions taken from the previous minutes:

Item No./ Agenda item No.	Action	Lead/s	Progress
3	WB to appraise the current skills set of board which will be shared with the board members to help inform recruitment.	WB	In progress
3	HA to share current board member recruitment application link with board members.	HA	Complete
4	Suzanne and Jim from AEF to share any information on savings to the system with the board.	AEF	Included in minutes
5	HC to share staff survey results from the quarter with board.	HC	Complete
7	RH to draft an options appraisal detailing hosting options and risks to inform future decision making.	RH	To discuss in meeting
8	RH to update risk register.	RH	Complete
14	NC to send a doodle poll to all board members to agree date for an online LGR/Devolution task and finish group to be set up for early October.	NC	Complete
	Jason to send calendar invitation for future Active Essex Board meetings until April 2026	JF	Complete

3 - JF - not going to go back to market yet to see what will happen with political landscape and devolution/LGR.

4 - AS - The Active Essex Foundation Sport and Youth Crime Prevention programme has been aiming to reduce youth crime since 2022, through a range of targeted projects. Since then, the programme has supported over 6,000 young people across Greater Essex, many of whom were identified as vulnerable to exploitation and criminality. We have estimated potential cost avoidance savings based on data from the programme and assumptions estimated with the project team.

For youth offending, we estimate the cost avoidance to the youth justice system at around £18,000,000. This calculation assumes that 60% of participants were at risk of offending before intervention, and that the programme prevented offending for approximately 50% of this group, resulting in 1,800 avoided convictions. Using a conservative unit cost of £10,000 per conviction (covering police, courts, and probation costs) we calculate this is around £18,000,000. These are preliminary initial calculations, and we are working to refine these assumptions through engagement with the Youth Offending Service to gain access to actual number of offences and reoffences of this cohort.

This figure excludes NEET-related costs and custody costs (significantly higher than the estimate), making it a conservative estimate focused solely on youth justice system savings. We are hoping to model the nuances between these and how they overlap to produce more accurate cost savings going forward.

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## LGR/Devolution (JF/RH)

- **Task & Finish Group meeting – Update**

JF – Key headlines from Tom Walkers presentation:

- 1) Active Essex should focus on USP. Emphasis on place-based work as Active Essex's core strength and define a clear role within the new combined authority, focusing on Health and Economic Growth.
- 2) Surrey has had the first decision from government for a two unitary model but doesn't yet have a mayoral journey map.
- 3) The mayoral office has appointed Tom Walker as interim CEO of the new Greater Essex Combined Authority (LGR/Devolution).
- 4) All major parties have announced their candidate for mayoral candidates except the Reform party.

- **Mayoral Combined Authority (MCA)/LGR progress – Update**

WB asked AH to give an overview/update on LGR and Devolution.

AH – It is important to remember that LGR and Devolution are two separate things. Devolution is much further ahead; the Mayoral order will be laid before parliament will take place soon and allow a Mayoral candidate to be elected in May 2026. Consultation is open until 11<sup>th</sup> January 2026. Pre-election period to start around March 2026.

MCA work is currently taking place (laying foundations ready for MCA to take effect). MCA will form before mayoral candidate is elected. Mayor will become Police and Fire Commissioner but not the Fire Commissioner. An Endowment Fund will be in the region of £40 million to kickstart MCA.

In 2027, the statutory instrument will be agreed. A constitution will be formed, Senior Officers and an Implementation Plan for elections set out. Election day will be on 6<sup>th</sup> May 2027. No new business will be done in this period.

From May 2027, the unitary councils will become the constituents of the combined authority.

Come 2028, there will be a Mayor, Combined Authority and Unitary Authorities.

WB asked SL to give an overview of the National Picture.

SL – Surrey's unitary decision has already happened, and it was agreed they will have a two unitary model. Joint committees will be set up and key decisions representatives will start from March 2026. Contracts are being reviewed as any contract that is currently in place can now be void. It is great to have the expertise of Angela on the board, to utilise and learn from her knowledge.

Discussion followed on how the Active Partnerships Network can be used to further build and strengthen the Active Essex network. A key point raised was making strong connections with mayoral candidate to align Sport England priorities (as AE's largest funder) with the mayoral priorities.

WB - Manchester is an example of where the mayor is almost hosted by and working 'in' the organisation. We have created a diagnostic tool and put AE in a good position.

- **Options paper – Discussion**

RH - Lots has happened in the last two weeks and continues to change.

To summarise, the paper explores the implications of Greater Essex Devolution and LGR on the future hosting and operating model of Active Essex, currently hosted by Essex County Council (ECC). With ECC and other local authorities set to dissolve by April 2028, a new hosting arrangement is required.  
Key Points

Active Essex is the strategic lead for sport and physical activity in Essex, Southend, and Thurrock, funded mainly by Sport England and ECC.

ECC provides hosting, HR, IT, and governance support. Active Essex manages £9M annual turnover and 43 staff.

Challenges that are currently being considered include TUPE, pensions, governance, and funding streams (with Sport England being Active Essex's largest funder).

Options Considered:

Mayoral Combined Authority (Preferred) – Strong system connections, but political priorities uncertain.

Unitary Authority – Local connections, but delayed timelines and political risks.

University – Discounted due to poor alignment and financial risks.

Health Sector (ICB) – Potential alignment with health outcomes, but no precedent and NHS funding pressures.

Active Essex Foundation – Greater control, but costly and complex transition.

Prefer hosting within Greater Essex Combined Authority, fallback to Unitary Authority.  
Explore hybrid model using Active Essex Foundation for project delivery.  
Discount university option.  
If no system host emerges, consider full transfer to Active Essex Foundation.  
Independence option will be very difficult with pension logistics.

AH – In the last couple of weeks, a number of workstreams have been set up in preparation for MCA. One of those is System Collaboration that exists across the patch and is a place where all cross boarder working gets captured. This a is a place for this kind of work (options paper) to take place.

RH – The discussion is around the ways-of-working rather than how workstreams are delivered at project level. We in AE are not selling services as our value is the placed based work we do.

Discussion followed.

CR – For clarification, how much are we masters of our own destiny? Who is the decision maker?

RH – The AE board get a strong say on what they would like to do. We are not asking ECC to release us. Sport England will also have a vested interest as they are our creator. Sports England and the AE Board have a power of influence but not a power of decision.

AH – A solution may be in place on day one of LGR, but this is not necessarily on fixed. The key is to have the preferences ready.

CR – If we 'jump first', then are we not the decision makers? Is the issue around of ECC and Public Health funding – we need to be mindful of this as a group. As a board member, should I be more worried about where we are hosted or the funding streams?

SL – In response to 'jumping first' we need to come up with an AE pitch/business case.

DD – Essex Cares Limited is similar to AE – what is happening with them?

RH – Most other arm's length organisations such as Essex Cares Limited are not an option. We haven't found anything similar to our current hosting arrangement.

CR - In the paper, the bit on universities, "it would be a cold conversation..." is it better to have those conversations sooner rather than later? There might be more opportunities with a university partnership. Rather than it be cold, could this be exploratory?

AWS – We could in AE be the solution to many issues that arise from the new model. Sport cuts through so many areas and when the areas start to lose their identity, they may come running to us for help. How are we going to put our best foot forward?

JF – I have sat with London South Bank University and University of East London; the opportunities are there but the organisations are so difficult to navigate due to the structure of the organisations. Student numbers of going down, Russel Group universities are now lowering their intake requirements to attract students. Combined with this, students are not our only target audience.

**ACTION:** Rob and Jason to update options paper with updates to university section to balance out document.

CR – University of Essex is looking for something and this could provide a solution to the challenges around pensions. The university sector has a comfortable landing position for staff.

WB – it is worth noting the values of a university may be completely different to a council.

SL – What is it that AE are bringing? Before having a conversation with university or any MCA etc. we need to work on our USP. Where is the evidence and data for the outcomes on skills, health and economic growth. That's what we need to present to mayoral candidates.

Emma – Thank you for the updates and paper – both very helpful. What problems can AE provide a solution to and how do we best communicate this? How do we remain flexible and agile and pivot our message about what we do, so we continue to talk to the problems that will be raised next 3-5 years as LGR and Devolution are rolled out.

	<p><b>ACTION:</b> Rob to create an options pitch which can be presented to mayoral candidates. Needs to take into consideration who the mayoral candidate will be and how best to pitch to them.</p>
<p><b>5</b></p>	<p><b>The Ambition for Sport &amp; physical Activity in Greater Essex (LV)</b></p> <p>LV spoke to following slide and activity: <a href="#">7 Priority Areas for LGR/Devolution</a></p> <p>Board asked to complete activity on flipchart paper. Summary and discussion will take place at the next board meeting on 11<sup>th</sup> December 2025.</p>
<p><b>6</b></p>	<p><b>Skills Deep Dive Report (HW)</b></p> <ul style="list-style-type: none"> <li>• <b>Overview on changes to Skills Landscape</b> HW introduced to board and spoke to following presentation: <a href="#">People, Culture, Skills Review - AE Board 27/11/25</a></li> <li>• <b>Board check &amp; challenge</b> HW asked board for immediate reflections.</li> </ul> <p>EL – This presentation gives a completely different given the conversations on mayoral structure this week.</p> <ul style="list-style-type: none"> <li>- DWP seem to be considering sport and physical activity much more.</li> <li>- Clearly communication is our mission and purpose in year 1 is key</li> <li>- The activity we are providing: what cost savings are we making? E.g. time lost to sickness – data on this would be useful etc.</li> </ul> <p>SL – If reference to the 5 pillars slide. In my option, the 3 year look ahead plan is too long, needs to be moved forward. ‘Evidence’ has been spoken about, but we need to see the data for employability and economic growth. Needs to be more than a statement.</p> <p>HW – I agree, we need to get the indicators right to articulate them best.</p> <p>CR – Thank you for a great presentation and Emma for her input also.</p> <p>This sector is about People based services along with AI. There are opportunities that could be included into an offer built for the future.</p> <p>Could there be linkage between physios and sport organisation brought into the conversation here? Getting people active will get people off benefits which is a wider DWP problem.</p> <p>HW - The sixth pillar of health was discussed between Jason and I, but that is rather a golden thread than a sixth pillar.</p> <p>AWS – Thank you for the thought-provoking presentation. How would disability be represented inclusively on AI? Be mindful of this when using/considering its usage.</p> <p>The point Caroline raised re physical activity and benefits, this is a point we have raised with ministers, that when people become active, they lose their entitlement. We need to encourage disabled people to get active but not lose their benefits. People can still be healthy with the illness they have.</p> <p>WB – It would be useful to have a list of the audiences we are sharing this with. What are we actually doing and the impact? Impact in data and narrative is key.</p> <p><b>ACTION:</b> Jason to share list of audiences the People, Culture, Skills Review document will be shared with.</p> <p>AWS – We also need to have consideration for where we are headed to. Are we laying a foundation or a steppingstone?</p> <p>CR – The Active Essex Awards has an Employability Award – nominees real life stories could be this could be utilised.</p> <p>JF – Hearing a clear example of a West Midlands skills example at the conference this week reminded me of the importance of us having this discussion. Hollie has got us to the table which is really important, and we must continue to forge the path.</p>

	<p>EL – Do we need to look at a new stakeholder analysis? This will have to remain a live piece to stay relevant in the changing political landscape.</p> <p><b>ACTION:</b> New stakeholder analysis to be undertaken by Hollie Wood and team.</p> <p>WB – This area is widespread, and we only have limit resource so need to be very focused on our work here.</p> <p>HW – There are so many different audiences and in the planning for this the focus were getting blurred hence the use of the pillars. There is work still to be done to refine the pillars.</p>
<b>Business as Usual</b>	
7	<p><b>Finance</b></p> <p><b>Budget report (RH)</b></p> <p>Sport England income is on track.</p> <p>Spend is on track; no overspend reported.</p> <p>LMF – Spend is now being spent and is on track. Current conversations are being had with LMF on a continuation of strategic partnership.</p> <p>EL – It is noted in the report that there will be a possible reduction in HAF Funding by 10-20%. Was is the impact?</p> <p>RH – DfE agreed that the program will continue but there is no further detailed update yet.</p> <p>LV – We can top slice 10% of staffing costs with no impact on project delivery.</p> <p>WB – Is there any further mention of Ride London?</p> <p>RH – The strategic partnership is still referred to but no mention of Ride London.</p> <p>WB – Finance is always so well run in Active Essex, well done to all involved.</p> <p><b>Audit Committee Report (CR)</b></p> <p>Audit Committee Meeting took place two weeks ago; nothing further to report.</p> <p><b>Risk register</b></p> <ul style="list-style-type: none"> <li>- Reflections are this document will continue to be a live document, especially considering everything discussed this week in relation to LGR and Devolution.</li> <li>- We have taken off the restructure of AE team.</li> <li>- Must make sure that BAU risk register is also included in conversations.</li> </ul> <p>No other concerns to raise.</p>
8	<p><b>Directors Report – Q2 Review (JF)</b></p> <p><b>ACTION:</b> Jason to share a list of the people he has connected with in the last quarter.</p> <p>Upcoming meetings with Ian Davidson from Tendring DC and Dan Gascoigne from Braintree.</p> <p>On Monday I had a meeting with Chief Executive of Essex County Council (ECC), Nicole Wood and shared some of the narrative that we have discussed today. From this I am going to attend a meeting in January 2026. She said that everywhere she goes she hears positive things about AE.</p> <p>The next critical conversation is with Tom Walker, interim CEO of the new Greater Essex Combined Authority (LGR/Devolution). Need a better connection with Colin at Southend.</p> <p>WB – Thank you Jason for doing all this networking.</p> <p><b>Health</b></p> <p>WB - Shared the hot air balloon slide at a recent lottery meeting, was asked what was most challenging and this is health. Lots of good people (and friends) have left the Health sector recently. James Halden is a new appointment and will be attending the AE Activity Awards. Need to rebuild the</p>

relationships with health quickly.

**ACTION:** Board Members to help make these connections with James Halden.

WB – We need to learn from other Active Partnerships e.g. Active Lancashire

JF - I need help with making connections with Beverley Flower, Caroline.

**ACTION:** For Caroline to make connection with Beverley Flower.

Agreed by all that, for future meetings, the directors update will be used to provide updates on stakeholder relationships and boards input/progress on this.

HC – This is the first time we have been able to provide board with a full Directors Report. Place reporting at hub level provides a snapshot across the four outcomes across the quarter. We have had great feedback from hub teams on how this is received at place level with organisations.

LV – The report demonstrates the work we do is a lot wider than sport and physical activity. The VCS was challenging at the start of the year, but the team have done such a great job to get to the point that we are now at e.g. delivering workshops to over 100 LTOs.

WB – We now know we must get the positioning right in order for physical activity to take off i.e. creating the conditions.

At the Active Partnership Network conference this week which took place in Birmingham, the new Chief Executive of Sport England, Simon Hayes set out his 6 strategic priorities and focused on doing things 'good enough'. This network has matured and is a force now.

Scott delivered a presentation on Devolution.

**ACTION:** Scott to share his Devolution presentation with board.

EL – Did you get a sense of what you thought they might stop doing?

JF – The government has a target of getting 1 million more people active. Return on investment and who is best places to land the 6 Sport England priorities were the other focus areas.

SL – By March 2026 they will be likely to know where their direction on travel will go. The buzz word/phrase is 'moving' and 'Placed Based Partnerships.'

**9 Communications Update (AS)**

AS provided a Communications update to the Board, highlighting:

Last quarter we launched the next phase of Find Your Active, with a focus on mental health. This phase of the campaign came because of Public Health funding. They gave us £200k as part of their overarching campaign budget which they're focusing on mental health. We positioned ourselves to showcase the role of sport and physical activity on mental health, and as a result backed the Find Your Active campaign refresh.

The campaign message is now 'Find Your Active: Move for your Mind'. A range of campaign methods are being utilised, from ITV paus ads to train station ads.

An exciting new partnership will launch in January and will be announced at the awards next week. This partnership is with Mind in Essex.

A part of the Place Partnership program, we have pulled together a marketing delivery plan to ensure we are closely joined up with our locality comms, ensuring we can all amplify the messaging and impact of this funding.

Q2 saw the Essex Activity Awards nomination period launch, as well as the voting period. We have new categories this year to reflect the changing landscape in Essex and align more closely with our outcomes. We produced social ads and 2 press releases which helped gain 711 nominations - the highest we've ever had, and 2000 votes. The awards are of course taking place next week, and we look forward to seeing you there, where we have a few speakers taking part in the ceremony.

An ambition document is in the pipeline (which you all fed into today), which we hope to launch at the end of Q3/beginning of next year. As soon as a draft is pulled together, Holly will share this with you all, for your review, as well as several of our key stakeholders.

	<p>DS – We will be soft launching Move with Your Mind. Over the next two year this will grow. Thank you for the opportunity.</p> <p>AS – Thank you for the boards input on the AE Ambition document.</p> <p>CR – What are the conclusions we are drawing from the drop social media engagement and disintermediation?</p> <p><b>ACTION:</b> Holly Adams to address at the next board on 11<sup>th</sup> December.</p> <p>FB – Instagram is going through a change at the moment where it is feeding influencers and the parameters around filters and views on content is always changing.</p> <p>BM – There was mentioned at the previous board that there was a change in the AE comms strategy so this may explain the change in engagement.</p>
10	<p><b>Safeguarding Update (DS)</b></p> <p>The Welfare Officers, Wayne and Marianne, have been putting on training. Thank you to them for hosting and to those who attended.</p> <p>Well done to the team for the recent green outcome on the CPSU annual review and feedback.</p> <p>New Safeguarding report agreed and signed off by board.</p> <p>SL – The Safeguarding Deep Dive session training was really good. Do we have any example that be part of the agenda in next time.</p> <p><b>ACTION:</b> David to provide a Safeguarding example to be included as part of the agenda for the January 2026 online Board Meeting.</p> <p>BM – Reflected on a case in the past linked to child safeguarding and the review that is being undertaken. It has been upsetting and eye opening, but it demonstrates how this can happen in plain sight. Demonstrates how difficult it can be for organisations to deal with.</p> <p>WB - Thank you to David and the team for their roles in Safeguarding.</p> <p>Cheryl is now the Safeguarding Lead for AE and has done a great job in picking up this role.</p>
11	<p><b>Active Essex Foundation Update (BM)</b></p> <p>BM provided an Active Essex Foundation update to the Board, highlighting:</p> <p>AEF meeting took place on 7<sup>th</sup> Nov. A good, well attended meeting.</p> <p>Discussed LGR/Devolution:</p> <ul style="list-style-type: none"> <li>- Report on AE shared by BM.</li> <li>- AEF Conference took place 16<sup>th</sup> Sep. Will be looking for a repeat in 2026 and also another on the Mental Health Project.</li> <li>- Ray Gooding, Chairman of ECC has made AEF one his charities.</li> <li>- Project work updates from LV: <ol style="list-style-type: none"> <li>1) ABCD training continues</li> <li>2) Conference 200 different organisations attended.</li> <li>3) Finance Officer, Lisa Cutting has been recruited and Mia, AE intern has also joined the team.</li> <li>4) Sport &amp; Youth Mental Health going well</li> <li>5) Sport &amp; Youth Crime: <ul style="list-style-type: none"> <li>- Charity audit has come to an end and no issues raised. Well done to Jamie for leading on this.</li> <li>- Contract renewal for Jamie, Suzanne and Jim secured for another two years.</li> <li>- Jamie has just become a father, congratulations.</li> </ul> </li> </ol> </li> </ul> <p>JF – All board members have been invited to the Active Essex and Active Essex Foundation Engagement meeting taking place on 11<sup>th</sup> December.</p>
12	<p><b>Equality Diversity &amp; Inclusion (HC)</b></p> <p>HC provided an update on Equality Diversity &amp; Inclusion and thanked the board for feedback in the last session which has fed into the DIAP.</p> <p>Active Essex continues to advance its Equality, Diversity, and Inclusion (EDI) agenda through targeted</p>

	<p>initiatives, staff engagement, and strategic partnerships. This quarter focused on anti-racism education, demographic analysis, and embedding inclusion frameworks across operations.</p> <p>Race Equality session proved a huge success and were well received by all in AE. Nationally roughly 300 people first session, with 250 people attending the second and third sessions</p> <p>Recordings are available. AE team have an internal reflection at the next team check in.</p> <p>Staff demographic survey – 100% completion rate with the following key themes:</p> <ul style="list-style-type: none"> <li>- Social Mobility</li> <li>- 20% neurodiverse</li> <li>- Strong representation from women in leadership</li> <li>- LGBTQ+ inclusion</li> <li>- Under representation in colleagues from ethnic minorities and disability or long-term health conditions.</li> </ul> <p>Working through the above in our employee journey huddle.</p> <p>Moving to Inclusion whole team session delivered at a recent AE away day:</p> <ul style="list-style-type: none"> <li>- The team scored highlight on culture and diversity</li> <li>- Experience pillar and we continue to work on this e.g. with young ambassadors</li> <li>- Relationship pillar – influencing other on their EDI journey.</li> </ul> <p>We have an ongoing connection with the Activity Alliance, a focus is creating inclusive learning environments.</p> <p>RH – Thanks to Jason and Hayley for leading on this workstream and the Race Equality workshops AWS seconded this.</p> <p><b>ACTION:</b> Hayley to share links to Race Equality workshops with board.</p>
<p><b>13</b></p>	<p><b>Any Other Business</b></p> <p>AWS – Raised the prevalence of ethnic minority discrimination in sport participation. How do we support organisations to be more inclusive? How is racial abuse reported to a Welfare Officer? Can we be the role models through Sport and Physical Activity?</p> <p>WB – This is a really important point. When there is polarisation, it is when everyone is feeling unsafe and is a much wider issue.</p> <p>EL – Thank you for bringing this up.</p> <p>HC – Creating the spaces where people can come together e.g. Stuart at ATF offering support.</p> <p>WB – Safety should run through everything. As a country our feeling of safety has drop year on year. Through sport we can create safety sanctuaries.</p> <p>SL – Is there any other learning we can take from other areas that will help?</p> <p><b>ACTION:</b> Hayley to reach out to the Active Partnership Network to see if there are any learnings that can be shared with the Board on racial equality.</p> <p>DS – The Board send their congratulations to ATF for winning the Kings Award.</p> <p>Agreed that the agenda format works well for future meetings.</p> <p>Agreed that next meeting, Active Essex and Active Essex Foundation Engagement meeting, will now be a face-to-face, taking place on Thursday 11 December 2025 at County Hall, Chelmsford.</p>
<p><b>15</b></p>	<p><b>Close</b></p> <p>Meeting was closed at 14:40.</p>

Item No./ Agenda item No.	Action	Lead/s	Progress
4	Rob and Jason to update options paper with updates to university section to balance out document.	RH/JF	Completed
4	Rob to create an options pitch which can be presented to mayoral candidates. Needs to take into consideration who the mayoral candidate will be and how best to pitch to them.	RH	N/A
6	Jason to share list of audiences the People, Culture, Skills Review document will be shared with.	JF	To be shared ahead of meeting
6	New stakeholder analysis to be undertaken by Hollie Wood	HW	Progress to be shared in meeting
8	Jason to share a list of the people he has connected with in the last quarter.	JF	Referenced in Directors report
8	For Caroline to make connection with Beverly Flower.	CR	Update to be shared in meeting
8	Scott to share his Devolution presentation with board.	SL	To be shared
9	Holly Adams to address at the next board on 11 <sup>th</sup> December.	HA	Completed
10	A Safeguarding example to be included as part of the agenda for the January 2026 online Board Meeting.	DS	To be shared in meeting
12	Hayley to share links to Race Equality workshops with board.	HC	Completed
13	Hayley to reach out to the Active Partnership Network to see if there are any learnings that can be shared with the Board on racial equality.	HC	Progress to be shared in meeting

#### Upcoming scheduled meetings

Date	Time	Title	Face to Face/Online	Status
Thursday 11th December 25 (incl. Christmas Lunch)	10:00 – 15:00	Active Essex Board Charity Engagement Session	Face to Face, County Hall, Chelmsford	TBC
Tuesday 27th January 26	10:00 – 12:00	Active Essex Board	Online	TBC
Thursday 23rd April 26	09:30 – 16:00	Active Essex Board	Face to Face (venue TBC)	TBC