



**MINUTES**

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**Subject:** Active Essex Q4 Board Meeting  
**Date & Time:** Thursday 23<sup>rd</sup> April 09:00-16:00  
**Location:** Executive Box, Essex County Cricket Club, Ambassador Cruise Line Ground, New Writtle Street, Chelmsford, CM2 0PG

**Chair:** Dr William Bird

**ATTENDANCE**

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Acronyms	Board Member Name	Board Position	Meeting attendance
WB	Dr William Bird	Chairman	Full meeting
BM	Bob McClintock	Board Member	Full meeting
DD	Dan Doherty	Board Member	Full meeting
CR	Caroline Russell	Board Member	Full meeting
SL	Scott Logan	Board Member	Full meeting
FB	Fiona Bool	Board Member	Apologies
LB	Lee Bailey	Board Member	Full meeting
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	Full meeting
JF	Jason Fergus	Director of Active Essex	Full meeting
HC	Hayley Chapman	Relationship Development Lead	Full meeting
AS	Amelia Slemmings	Intelligence Manager	Full meeting
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
AL	Alexa Cadwallader	Project Manager	For agenda item

**MINUTES**

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Item	
2	<p><b>Welcome</b></p> <p><b>Apologies</b></p> <p>Apologies were noted from Fiona Bool.</p> <p><b>Conflicts of interest declared by the board as follows:</b></p> <p>WB – Founder &amp; CEO of Intelligent Health and a regular public speaker for Active Essex Foundation on the Beat the Street Project.</p> <p>JF – Chair of Investment Committee, Board Member and EDI Champion at Sport England.</p> <p>SL – Consultant Support for LGR/Devolution of APNO.</p> <p>DS – Chair of the Board at Achieve Thrive Flourish (ATF).</p>

No further declarations from other members of the board.

**Board Recruitment Update**

JF – Eight applications received. The LinkedIn advert proved successful with lots of interest. There were also two direct applications. Applications are currently being reviewed.

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

**Approval of minutes & actions from meeting held on 29<sup>th</sup> January 2026.**

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
2	SH to update to AH's job title on previous minutes.	SH	Complete
2	JF will share updated email for Beverly Flowers with CR.	JF	Complete
5	Board members to provide Holly with comments on Ambition Document by Friday 30th January.	HA	Complete
5	HA to send EL Ambition document.	HA	Complete
5	HA to send out short summary of the Share Connect Collaborate Event to share with senior leaders.	HA	Complete
5	AC to talk to Nathan about getting Share Connect Collaborate summary on the next Essex Chief Executive agenda.	AC	N/A
7	HC to circulate final skills document to board when ready.	HC	Complete – included in January minutes
8	RH to create a recruitment pack and advert to bring to next board meeting for approval before advert goes live.	RH	Complete

**4** **LGR/Devolution/Local Elections (AH/SL)**

Current timelines

AH – Essex County Council elections will take place on Thursday 7<sup>th</sup> May 2026. The Minded to Decision (Central Government’s decision on its preferred model of LRG) for Greater Essex was announced at the end of last month (March 2026) – a five unitary model will be implemented. Central Government have requested a document to be submitted by ECC at end of May 2026, outlining the plan for the next year. The timelines for this turnaround are extremely tight. The public timeline remains the same as follows:

- May 2027 – Elections for new unitary councils will take place.
- After the elections a Shadow Council (otherwise known as a Joint Committee) will be set up (shadow council will be the temporary body made up of newly elected councillors) to action the following:
  1. Prepare for official launch of new councils
  2. Agree budgets, policies and governance but not control these elements.
  3. Ensure all is in place for transfer of services from 1<sup>st</sup> April 2028.
- 1<sup>st</sup> April 2028 – new unitary councils will begin to align services, systems and ways of working. Intention is for changes to be gradually implemented over time.

The primary bill is yet to get royal ascent, so this is currently making its way through parliament. There is a strong focus on larger, higher risk services such as Social Care. There is concern about how the changes will be delivered in the current timeframes set by Central Government.

Devolution is still notionally on the table but is currently paused. The plan for a Mayoral Combined Authority is still on the table but for the time being the Interim Chief has been relieved of this role.

WB – Could we have a situation where there are unitary authorities in operation but no mayoral figure?

AH – Shadow councils make decisions for the safe transitions of the newly elected unitary council and put the mechanisms in place for the successful launch of the newly elected council on 1<sup>st</sup> April 2028. They do not control budgets or run services.

CR – Could it be decided that Devolution will not go ahead?

AH – There is a legal process to make the mechanism of Mayoral election viable. There will be a process of

negotiating with the newly elected authorities on the mayoral elections and the process.

CR – What will happen if the newly elected five unitarities do not agree on the Mayoral combined authority approach?

AH – There will be a mandate that will take place ahead of time to ensure that there is an agreed approach. ECC have so far worked very effectively together.

CR – Is there a risk that Active Essex will need to find a temporary new home?

AH – Yes, there is a risk of this.

DD – Is there any risk that the five unitary model could be abolished?

AH – No, this decision is not likely to be overturned.

SL shared a draft presentation with the Board membership that covered not just a Greater Essex perspective but also other areas of relatable interest.

There will be roughly 90 councilors per unitary.

AH – The ratio of one member to 3,000 voters will be used and the member will serve five-year term. Councilors are likely to stand in their geography. Area Committees will be part of the infrastructure – currently no further guidance on this.

CR – Does every ward change boundary?

AH – Yes, unless the ratio of one member to 3,000 already exists, in which case no change will take place.

CR – What happens to Parish councils?

AH – Parish councils will remain unaffected.

CR – Thank you both really help. I am not only thinking about our host but also where we get our funding from. There is a lot of relationship building that will need to take place between the five leaders (of the new unitary authorities), let alone the hosting.

SL – We are not alone in the process of LGR and there are number of Active Partnerships that are going through this same process currently. Despite this obviously being challenging, I am still optimistic we will be able to build relationships quickly.

LB – Angela, in practical terms, where the Joint Committees being stood up at the same time, is there an expectation that all move (make decisions) at the same time?

AH – The Joint Committees that are set up before June 2027, have a limited set of responsibilities there are likely to only meet three times with a highly specific set of outcomes. The key point is disaggregation, and all committees must finish at end point at same time.

EL – Where are we in terms of current position for various risks, such as hosting/finances etc.?

JF – Thank you Angela and Scott. There are several strands to this. Firstly, we have prepared a short narrative for the newly elected council which focuses on the quick wins and new wins Active Essex can offer.

Secondly, we have strong key advocates such as our Board Chairs in Bob (AEF) and William (AE). Both will be joining me next month to meet Nick Presmeg, Chief Executive of Adult Social Care at ECC.

Noted that Angela is a key advocate for us in building our narrative with key decision makers and stakeholders also.

Thirdly, our relationships with Chief Executives is essential. A key focus is how we continue to remain at the fore front of relevant in conversations with these individuals. We regularly meet with the Chiefs to maintain this narrative.

For the members awareness, Nicole Wood, Chief Executive is the Senior Responsible Officer of ECC. At unitary level, AE will be able to influence and shape.

In terms of the national picture, AE were fortunate enough to be visited by Emma Ward, Chief Executive of the Department of Culture, Media and Sport (DCMS) in February, impressed by the infrastructure that AE have put in place. The key sentiments were we are positive about LGR, connected to place and we take a collegiate collaborative approach to system change.

	<p>CR – Is there the right level of expertise (in and around ECC) to carry out this process?</p> <p>AH – Yes, there is a wealth of skilled people in Essex to get the job done.</p> <p>CR – There needs to be two risk registers, one for what is in our control and then one for what is out of our control. How much of this will need to be supported by the Members?</p> <p>AH – The Joint Committees are Members.</p> <p>SL – On a positive there will be Officers who are still in post; it is only after 2027 that these individuals will change. We must continue to be close to Sport England, DCMS etc. Well done to everyone on having the foresight to restructure when we did.</p> <p>RH – We have a Board Away Day in June (scheduled and invite sent to all Board members and AEF members) to reflect our approach moving forward.</p>
5	<p><b>Implementation Plan 2026-28 (SLT) – (HA/AS/HC)</b>  An overview of the Active Essex Implementation Plan &amp; Strategic Priorities for 2026-28 was presented to the membership for information.</p> <p><b>Action:</b> HA to share Implementation Plan with Board.</p> <p>Noted that ‘Baseline’ means at the start of ‘Implementation Plan’ and not the start of Active Lives surveys.</p> <p>CR – Is all data reported on in the Implementation Plan at a general AE aggregated level, or do you have data at a district authority level also?</p> <p>AS – Yes, there is a mixture of both Greater Essex and district level data.</p> <p>HC - North Essex Pathfinder data has been fed into this Implementation Plan.</p> <p>AS – We can share the insight pack we have created.</p> <p><b>Action:</b> HA to share insight packs with Board.</p> <p>AWS – How have you collected the data that is used to create the implementation Plan? How deep was the data dive?</p> <p>AS – There is variation of data used each year but the Active Lives Survey which is the main source of information surveys roughly 500-600 people per district.</p> <p>AWS – With this in mind, I am wondering if there is a more detailed way we can collect our own data to inform our decisions moving forward?</p> <p>AS – We do utilise many different data sources throughout our reporting in Active Essex. The Essex Residences Survey is one example of this.</p> <p>WB – Anne, you have made a great point, it can be difficult to get a full picture of what is happening at place level. Amelia and her team have been working hard to build the data picture and also the narrative surrounding all the work we do in Active Essex.</p> <p>AWS – It should be noted that employability and apprentice are areas that are failing disabled people, as the sector does not seem willing to invest in disability.</p> <p>HC – We are planning to launch The Employability Partnership in the next year and we are really focusing on this in our Implementation Plan. Coach Core is another programme we support in the last year that enables disabled people through the Coach Core apprenticeship.</p> <p>AWS – How many disabled people are there in the AE staff?</p> <p>HC – We have the demographic information in our Staff Annual Survey which we can share with you.</p> <p><b>Action:</b> HC to share most recent demographic full data 2025 with board – can be <a href="#">accessed here</a>.</p> <p>LB – Brilliant update, thank you. I think there is an opportunity to align our work between Active Essex and in my day job.</p> <p>CR – I echo this, well done. How many children and young people are there in Essex? This would be good</p>

	<p>to establish and layout at the start of the Implementation Plan.</p> <p>It is great to understand who you are already reaching but is it the same people we are continuing to reach? What do we do about those ‘missing thousands’? There is something about the size of the opportunity and how do we find these people?</p> <p>AS – The ‘current state of play slide’ can be tweaked to provide a percentage to illustrate the size of the opportunity.</p> <p>LV – The Sport for Development arm of Active Essex is set up exactly to continue to reach the right audiences. We work with over 200 Locally Trusted Organisations (LTOs) through AEF.</p> <p>CR – It would be great to have a map of these LTOs as a visual.</p> <p><b>Action:</b> Active Essex to include a visual map of the LTOs currently being worked with.</p> <p>JF – This goes back to our mission of creating the conditions to communities to thrive.</p> <p>HC – Your Essex Community (YEC) has also provided us with a base to engage with many non-traditional sporting organisations</p> <p>RH – It is worth reflecting on how we articulate the fact that we probably work with 600 plus organisation? How do we reflect this depth and breadth in the Implementation Plan.</p> <p>DD – Something we did in Health (NHS) was look at community assets. Are there any geographies or demographics that are under served for physical activity? This was called the Community Needs Index in the NHS. Often it is the coastal organisation who suffer the most.</p>
6	<p><b>Youth Voice (LB)</b></p> <p>The following presentation was presented to the membership for information: <a href="#">Move with Us Ambassador Q4 Update</a></p> <p>Thanks to Louise, Tom and team for bringing this presentation together. Noted what a joy and privilege it is to be part of this team and I am happy to continue this work on behalf of the Board.</p> <p>The next Ambassador Get Together Session is taking place 26<sup>th</sup>-29<sup>th</sup> May 2026 and thank you to those of you who came back to me with suggestions for this session.</p> <p>HA – Three of the ambassadors brought friends last year and these individuals have now joined to become ambassadors themselves.</p> <p>LV – A massive thank you to Lee who gives up his own time to come to these events and makes the participants at ease. The next step for us to consider is how these young people can influence the work we are doing in Active Essex.</p> <p>AWS – I really like how the workshops are engaging these young people not only in the session but the communities.</p> <p>WB – Excellent. The ambition is evident, so please feel free to continue to feedback back to Lee on this.</p>
7	<p><b>Essex Events (AC/SH)</b></p> <p>Shaping the Future of Sporting Events in Essex JF gave introduction.</p> <p>AC presented the following presentation to the membership for information and discussion: <a href="#">Shaping the Future of Sporting Events in Essex</a>.</p> <p>The membership were asked for feedback on the following points:</p> <ul style="list-style-type: none"> <li>• What does a thriving events landscape look like for Greater Essex in 5 years’ time?</li> <li>• What does an Active Essex Role in this look like?</li> <li>• Where do you see the biggest opportunities for events to strengthen our outcomes/ relationships/position within the system?</li> <li>• What barriers currently prevent Essex from hosting major sporting events and how can Active Essex support? (Capacity, infrastructure, permissions, funding, community buy-in)</li> <li>• What support, structures or mechanisms would help your area overcome these barriers and capitalise on future event opportunities?</li> </ul>

	<p>AWS – Thank you that’s is interesting. In terms of five years’ time, that is interesting given the timelines we are currently working in this political landscape. But this doesn’t mean we should have an aim or a strategy for the future. We need a plan A,B,C – I don’t think anything (large scale sporting events) will be delivered without Active Essex.</p> <p>LB – This is just an observation on something Ann has mentioned, is there a significant opportunity here for AE to been seen as the key driver of these events?</p> <p>SL – Are we getting organisation coming to us?</p> <p>AC – Yes, we have a number of interested parties who we are in discussion with.</p> <p>SL – Excellent, to me this is a no brainer and will help place AE on the map. A tour of five unitary councils will be much easier than the current 15.</p> <p>AH – The use of the word of ‘Active Tourism’ is going to provoke a response from those new unitaries. Cultural identities will be formed and AE need to be really clear on what AE’s unique selling point is.</p> <p>CR – I don’t think this is the right time for this opportunity. We don’t have the big assets yet. I think there is a gap in the market on smaller events that the current infrastructure can cope with currently. I would encourage, if there is an urge to go for some form of event, that this should be smaller.</p> <p>DD – If you are only trying to drive it to bring economic growth then I wouldn’t be looking for AE to get involved in this currently.</p> <p>EL – What is the value of us doing this now?</p> <p>BM – I could argue either way. One of my biggest reflections from previous large scale events, is that we have not made use of the Olympic Cycling Park in Hadleigh. I do think there is much more to be gained from larger events.</p> <p>HA – It is Active Tourism but there is also a mass legacy that build from these events.</p> <p>WB – What is the problem that we are looking to solve? We need to be really clear as to <i>why</i> we are doing this.</p> <p><b>Action:</b> SH to add Shaping the Future of Sporting Events in Essex to the agenda for future meeting.</p> <p>JF - I can really hear the points from both sides. I agree that timing is everything. I think when we first started these conversations in February, we were more confident on Essex having a Mayoral Office which is a key part of driving this forward. So we do recognise the concern around timing.</p> <p>The second point is there is no one currently who is driving and the strategic lead for events such as these. Active Essex are perfectly placed to be convener.</p> <p>Active Essex would be the convener of these events and there is no financial cost to AE associated with this; it is a time resource that will be needed.</p> <p>WB – Thank you to Alexa for delivering this presentation and we look forward to discussing at the next appropriate meeting.</p>
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**Business as Usual**

<b>8</b>	<p><b>Active Essex Foundation (AEF) (BM)</b></p> <ul style="list-style-type: none"> <li>• The AEF Q4 board meeting took place on Friday 17<sup>th</sup> April 2026.</li> <li>• The Under the Radar project is now up and running with five girls taking part.</li> <li>• Sport &amp; Life Skills Project took place – 75% of participants completed the course. 54 out of the 64 have not reoffended in 6 months.</li> <li>• The HAF Programme continues</li> <li>• ABDC delivery continues</li> <li>• Training - we are using the organisation Street Games less for training. We are continue to look at creating our own training academy.</li> <li>• The Mental Health projects continue well with 24 LTOs currently engaged.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The Mental Health Conference will be taking place on 2 June at Braxted Park, Witham.</li> <li>• There is work to be done in the area of Mental Health Physical Activity. Only 57% of the statutory bodies think that physical activity is important.</li> </ul> <p>RH – We are celebrating 10 years of AEF.</p>
9	<p><b>Finance (RH)</b> <b>Budget report</b></p> <ul style="list-style-type: none"> <li>• Financial end-of-year reports are completed; all budgets have been spent.</li> <li>• Only one overspend to report is £43 on the HAF project.</li> <li>• We are now in the process of claiming this year’s money for Sport England and reconciling last year’s budgets.</li> <li>• To note, there are no report financial uncertainties for this financial year, however, this is the last year of system partner funding from Sport England.</li> </ul> <p>WB – It is important that with the backdrop of LGR/Devolution that we do not drop the ball on Sport England funding moving forward.</p> <p>SL – From my understanding, there is a 3–5year funding review of Sport England who are themselves also going through a big restructure. It will be unlikely in the next month that we hear anything back on this.</p> <p>RH – We will control the controllables. Every year from next year, 25% of our budget will be at risk and we will address each stage as this brought up.</p> <p>SL – Are we starting to think about other sources of funding bearing in mind all the good things that AE are doing?</p> <p>RH – Yes, this is why we set up the Active Essex Foundation to ensure that we can leverage and access other funding that we can bring in e.g. DP World, LMF etc. We touched on today being a broker to organisation and the same applies to any new funding.</p> <p>LV – We took on pieces of work such a Your Essex Community (YEC) on widening our community work.</p> <p><b>Audit Committee Report (CR)</b> <b>Risk register</b></p> <p>When we met last week at the audit committee, RH shared a three-year plan where pinch points were really clearly articulated. We have made no changes to the risk register due to the pre-election period. After the elections have taken place, we will be able to review the risk on what we understand the risk are today.</p> <p>Suggested that the new form of risk register needs to take the following structure:</p> <ol style="list-style-type: none"> <li>1) Current risks</li> <li>2) Foreseen future risks</li> </ol> <p><b>Action:</b> Board membership to review risk register at the AE away day on Friday 19<sup>th</sup> June.</p> <p>CR – On the 19<sup>th</sup> of June, we also need to look at the risk if the Sport England funding that pay for staffing goes. If this funding were to be taken away, how do we support the staff bill?</p> <p>JF – Yes, the June away day will be a key day to discuss these risks.</p> <p>WB – The role of this board is to manage the big risks and ensure the core costs of what AE do not get touched. At the Scrutiny Committee recently we were able to demonstrate that we only use 10% of ECC funding and we generate 90% of the rest of our budget from other funding sources.</p> <p>RH – There will be plenty of opportunity to have these early conversations and position ourselves.</p> <p><b>Action:</b> SH to allocate more time to Finance agenda item for future meetings.</p>
10	<p><b>Communications Update (HA)</b></p> <p>HA spoke to Q4 Communication update as below:</p> <ul style="list-style-type: none"> <li>• Social media reach increased significantly quarter-on-quarter, with total press coverage reaching over 211 million views in quarter four.</li> <li>• Targeted, insight-led campaigns delivered impact: New and diversified channels (e.g. Spotify ads for young adults, ITV Pause Ads, supermarket advertising) improved relevance across priority</li> </ul>

	<p>audiences, with a clear shift towards place-based and life-stage targeting.</p> <ul style="list-style-type: none"> <li>• Collaborations with ambassadors (e.g. Lewis Richardson), Mind in Essex, and Olympic-linked content generated strong engagement and reinforced mental wellbeing messages.</li> <li>• Clear evidence of system-wide impact: Launch of the Impact Report microsite achieved strong early engagement (3,000+ views), supporting transparency and demonstrating place-partnership outcomes.</li> <li>• Major events and learning activity delivered value: The Share, Connect, Collaborate Learning Festival convened 170+ stakeholders, with 77% reporting practical takeaways to implement in their work.</li> <li>• Essex ActivAte and HAF extension reinforced: Government confirmation of a three-year HAF extension strengthens long-term impact, building on support already provided to 30,000+ children locally.</li> <li>• Strong foundations for 2026–28: Work underway to translate outcomes into an implementation plan and ambition document, ensuring readiness for system change, devolution, and future administration priorities.</li> </ul> <p>Thanks were noted to the Board for their support on the Impact Report.</p> <p>WB – Thank you Holly.</p> <p>BM – A thank you from me to Holly and the team for the AEF 10-year launch.</p>
11	<p><b>Safeguarding Update (DS)</b></p> <p>DS spoke to the Safeguarding teams update as below:</p> <ul style="list-style-type: none"> <li>• Safeguarding activity continues to expand across Essex, with 533 individuals engaged in safeguarding training this year and increasing demand from clubs and partners.</li> <li>• Sport Welfare Officers (SWOs) have provided effective club-level support, including training, policy development, and ongoing guidance, contributing to improved safeguarding culture and confidence within clubs.</li> <li>• Active Essex has increased safeguarding visibility through attendance at Stay Safe Conferences, youth forums, and place-based networks, embedding safeguarding across programmes such as HAF and Place Partnerships.</li> <li>• A full review and redesign of safeguarding policies is in progress to ensure alignment with best practice and national guidance, improving clarity and consistency across the organisation.</li> <li>• The safeguarding team continues to provide responsive support to colleagues, including during peak delivery periods, ensuring timely and appropriate management of safeguarding concerns.</li> <li>• Active Essex practice has been shared nationally, and proactive action is underway to align with the transition from CPSU to NSPCC Sport, keeping systems and communications up to date.</li> <li>• The Safeguarding approach has shifted from being reactive to proactive.</li> <li>• Active Essex is a system leader</li> </ul> <p><b>Action:</b> SH to circulate Safeguarding case studies discussed at quarter three board with membership again.</p> <p>JF – Thank you for the excellent work in this area.</p>
12	<p><b>People, Culture, Skills Progress (EL)</b></p> <p>A reminder that the People Culture Skills Review document has already been shared with board membership. Summary as follows:</p> <ul style="list-style-type: none"> <li>• Active Essex is nationally advanced in sport and physical activity skills development, with established partnerships (notably CIMSPA and the Skills Advisory Board), but impact is limited by fragmentation, inconsistent messaging, and variable employer engagement.</li> <li>• There is clear strategic opportunity from policy change. Devolution, Get Britain Working, NHS workforce reform, and post-16 skills changes create a significant window to position Active Essex as a place-based driver for skills, work and health, aligned to national and local priorities.</li> <li>• The review recommends embedding skills and employability more explicitly across the Fit for the Future strategy, with clear indicators and outcomes agreed through the Skills Advisory Board.</li> <li>• Employers and pathways need strengthening. Small and micro-organisations dominate the sector and struggle to access skills funding and training; clearer career pathways, better coordination, and a potential lead or group-training model are recommended.</li> <li>• The immediate focus is on clarity, influence and delivery. Year-one priorities centre on improving communication, strengthening DWP and LSIP links, and securing capacity to respond quickly to emerging programmes (e.g. SWAPs, Skills Bootcamps, Youth Guarantee).</li> <li>• Medium-term goal of system leadership over the next two years. Active Essex and the SAB are</li> </ul>

	<p>expected to become established partners in commissioning and delivery, influencing devolved skills funding and supporting workforce growth, retention and professionalism across the sector.</p> <p>HC – I attended the Great Essex Skills Board on Wednesday 22<sup>nd</sup> April and there are some gaps in our Local Essex Skills Plan.</p> <p>EL – These gaps will really highlight where we will focus our work internally and also externally.</p> <p>WB – Thank you for this update.</p>
<p><b>13</b></p>	<p><b>EDI Update (HC)</b></p> <p>HC spoke to EDI update as below:</p> <ul style="list-style-type: none"> <li>• Active Essex has directly joined the 10,000 Black Interns programme, continued Race Literate Leaders development, and delivered Race Equality Week, reinforcing organisational commitment to anti-racism and race equity.</li> <li>• Improved insight and accountability. Race equity questions have been embedded into the HAF Partner Survey, enabling better understanding of lived experiences and identification of targeted training and support needs.</li> <li>• Expanded inclusive practice across the system. 47 clubs and organisations engaged in inclusive training programmes, alongside the development of a new Inclusion Training package with Sport for Confidence and stronger accessibility standards within LMF Places &amp; Spaces funding.</li> <li>• Workforce capability and culture strengthened. 100% completion of Unconscious Bias training for AE staff. integration of inclusive learning resources into organisational event planning and delivery frameworks.</li> <li>• Next quarter will focus on scaling inclusion learning (free e-learning for 200 organisations), piloted in-person training for HAF providers, embedded EDI reflective practice, and closer collaboration with Adult Social Care to share best practice.</li> </ul> <p>ASW – Thank you to Hayley and the whole group for continuing to ensure this important work remains on the agenda.</p>
<p><b>14</b></p>	<p><b>Q4 Directors Report (HC/ LV)</b></p> <p>HC - We have used our place reports more intentionally this quarter.</p> <ul style="list-style-type: none"> <li>• The majority of Q4 delivery is on track or exceeding targets, with clear evidence of system-wide impact across workforce development, children and young people, place-based approaches and preventative health.</li> <li>• Small Grants, networks and place-based funding supported thousands of residents, with reach into lower socioeconomic groups, ethnically diverse communities, people with mental health needs and those with disabilities or long-term health conditions.</li> <li>• Workforce, skills and safeguarding strengthened. High satisfaction and progression outcomes were achieved through Coach Core, Move With Us and Skills Advisory Board activity, alongside strong training and engagement delivered by Sport Welfare Leads.</li> <li>• Children and young people outcomes remain a major strength: Delivery across HAF, School Games, Creating Active Schools, early years, girls’ participation and youth leadership exceeded participation targets, with early evaluation showing positive behavioural and cultural change in schools.</li> <li>• Clear impact on prevention and wellbeing: Sport-based approaches to youth crime, mental health, social prescribing and Reconnect are demonstrating strong outcomes (including reduced reoffending and high satisfaction), reinforcing physical activity as a preventative system solution.</li> <li>• Place-based and active environments progressing well: Significant advances were made in active travel, parks, libraries, cycling, multi-sport facilities and Pride in Place, though some schemes highlight capacity and funding constraints that will inform Q1 2026–27 priorities.</li> </ul> <p>WB – I am just wondering how much you are involved in ‘wrapping around this’ in terms of monitoring of evaluation?</p> <p>AS - We have regular diamond meetings with the Marketing and Comms Team, Evaluation Team, Project Management Office (PMO) to take a more strategic approach.</p> <p><b>Action:</b> AS will continue to establish ways to represent all demographics/groups through Active Essex data collection.</p>

<p><b>15</b></p>	<p><b>Sport England Medium Term Plan (JF)</b></p> <p>JF spoke to this <a href="#">Sport England Five-Year Plan presentation</a> as summarised below:</p> <ul style="list-style-type: none"> <li>• Sport England’s next five-year plan (2026–2031) builds on Uniting the Movement, concentrating resources where need is greatest—particularly children and young people from low-affluence households, people with long-term health conditions, older adults, and communities in the 25% most deprived areas.</li> <li>• Three universal and three targeted priorities: The plan balances system-wide foundations (workforce diversity and skills, ageing infrastructure, and improved data and digital capability) with targeted population-focused interventions to tackle inactivity and structural inequality.</li> <li>• A sector-wide approach to workforce development, improved inclusion, and better workforce experiences is positioned as essential to delivering safe, inclusive and personalised activity opportunities.</li> <li>• Shift towards place-based and preventative models: Strong emphasis on place-based working, asset-based community development, and closer alignment with health and social care, reinforcing physical activity as a preventative public health tool.</li> <li>• Addressing ageing and at-risk facilities remains non-negotiable, alongside transforming public leisure into an “active wellbeing” service and improving access to quality community facilities.</li> <li>• Strategy finalisation and partner engagement run through spring 2026, with public launch in June and implementation to follow, supported by a new organisational structure designed to strengthen system leadership and delivery.</li> </ul> <p>DD – In my local area it would be useful if there was help in brokering the current lack of appetite I am seeing on place assets e.g. pitches, play areas.</p> <p>WB – What is Active Essex’s role in relation to the Sport England’s Five-Year Plan?</p> <p>JF – It is now how we map our Implementation Plan that links to each of the six Sport England priorities. There is work to be done on what assets we currently have available to us.</p> <p>BM – I don’t see anything wrong with what Jason has presented here. I do pick up on Dan’s point where a district council says they won’t engage as they won’t exist in six months – I find this appalling.</p> <p>SH – Events mapping has started as part of the of the Shaping Future Essex events conversation.</p> <p>RH – Asset Power is an asset register which could also be used to inform the Active Essex asset document.</p> <p><b>Action:</b> Active Essex to collate an events calendar for Greater Essex.</p>
<p><b>16</b></p>	<p><b>AOB</b></p> <p>WB – Thank you to Anne and her contributions to the board over the last 9 nine years.</p> <p>Thanks from all Board members for Anne’s nine-year service to the Active Essex Board.</p> <p>ASW – Please keep thinking Equality, Diversity and Inclusion (EDI), employability and empowerment for everyone.</p>
	<p><b>Close</b></p> <p>Meeting was closed at 14:50.</p> <p>The next meeting will take place on Friday 19<sup>th</sup> June at The Waltham Barns at Little Channels, Pratts Farm Lane West, Little Waltham, Chelmsford, CM3 3PR.</p>

### Actions from meeting

Item No./ Agenda item No.	Action	Lead/s	Progress
5	HA to share Implementation Plan with Board.	HA	Complete
5	HA to share Insight Pack with Board.	HA	Complete
5	HC to share most recent demographic full data 2025 with board.	HC	Complete - accessed <a href="#">here</a> .
5	Active Essex to include a visual map of the LTOs currently being worked with.	HA	In progress
7	SH to add Shaping the Future of Sporting Events in Essex to the agenda for the next board meeting.	SH	Complete
9	Board membership to review risk register at the AE away day on Friday 19th June.	Board Members	In progress
9	SH to allocate more time to Finance & Risk agenda item for future meetings.	SH	Complete
11	SH to circulate Safeguarding case studies discussed at quarter three board with membership again.	SH	Complete
14	AS will continue to establish ways to represent all demographics/groups through Active Essex data collection.	AS	Complete
15	Active Essex to collate an events calendar in Greater Essex.	AS	In progress

### Upcoming scheduled meetings

Date	Time	Title	Face to Face/Online	Status
Friday 19 <sup>th</sup> June 26	09:00-16:00	Active Essex Away Day	The Waltham Barns at Little Channels, Pratts Farm Lane West, Little Waltham, Chelmsford, CM3 3PR	Scheduled
Thursday 23 <sup>rd</sup> July 26	10:00-12:00	Active Essex Board	Virtual MS Teams Meeting	Scheduled
Tuesday 3 <sup>rd</sup> November 26	09:00-16:00	Active Essex Board	Face to Face (venue TBC)	Scheduled
Tuesday 1 <sup>st</sup> December 26	10:00-12:00	Active Essex & Active Essex Foundation Engagement Meeting	Face to Face (venue TBC)	Scheduled
Tuesday 26 <sup>th</sup> January 27	10:00-12:00	Active Essex Board	Virtual MS Teams Meeting	Scheduled