

**Sport Across Staffordshire & Stoke-on-Trent  
Board Meeting**

24 January 2018, 2.00pm, Craddock Room, Stafford Borough Council



**Meeting Minutes**

<b>Present Attendees</b>		<b>Apologies</b>	<b>Also Distributed To:</b>
Malcolm Armstrong (MA) chair	SASSOT Chair	Janene Cox OBE	SASSOT Core Team
Alistair Fisher (AF)	Stoke-on-Trent City Council		
Angela Dale (AD)	Keele University		
David Pinnock (DP)	Voluntary Sector		
Jane Kracke (JK)	Strategic Lead, SASSOT		
Jonathan Topham (JT)	Public Health Staffordshire		
Jude Taylor (JTa)	Strategic Lead, SASSOT		
Kimiyo Rickett (KR)	Voluntary Sector		
Cllr Mark Deaville (MD)	Staffordshire County Council		
Rebecca Roberts (RR)	Voluntary Sector		
Russell Turner (RT)	Sport England		
Tony McGovern (TM)	Cannock Chase District Council		
Wendy Jennings (WJ)	Stafford Borough Council		
Sarah Bixter (SB) notes	Admin Officer, SASSOT		

<b>No.</b>	<b>Item Topic</b>		
1.	<b>Apologies</b> – as above		
2.	<b>Declarations of Interest</b> - None		
3.	<b>Minutes of Last Meeting</b> – 17.10.2017 and EGM 20.11.2017 – Agreed  Action Point 5: Regional Launch planned for end of April & 1 more event to be planned for October.		
	Previous Actions	Owner	Update
1.	Arrange a meeting between Malcolm Armstrong and Alistair Fisher ASAP	Sarah Bixter	COMPLETED
2.	Education Sub Group to nominate one formal representative to attend the SASSOT Board meetings	Jonathan Pace & Angela Dale	COMPLETED
3.	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	ONGOING
4.	Succession Plan, to include new Board members, to be developed after the January Board meeting	Malcolm Armstrong & Jane Kracke	COMPLETED
5.	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING
6.	CAG meetings to be calendared for two weeks prior to the Board Meetings	Sarah Bixter	COMPLETED
7.	Vision 2021 to be renamed SAG (Strategy Advisory Group) from their next meeting	Malcolm Armstrong	COMPLETED
8.	Board Structure chart to be created and circulated to all Board Members	Sarah Bixter	COMPLETED

4.

## **Board Items**

### **Welcome and approval of new Board members**

- Kimiyo and Rebecca leave the meeting
- Malcolm Armstrong explained that the interview panel has selected Kimiyo Rickett and Rebecca Roberts as new Independent Board members
- Kimiyo specialises in finance, inclusion and strategy. She was previously the Assistant Director of Communities & Leisure at Kirklees Metropolitan Council and is currently a Board Member for the Institute of Groundsmanship
- Rebecca specialises in marketing and communications. She was previously the Deputy Director of Marketing and Student Recruitment at Keele University and is the founder of Thread & Fable a sole trader, providing marketing and communications consultancy across a broad range of clients
- Malcolm declares a declaration of interest – having met with Kimiyo and Rebecca prior to this Board meeting to discuss item 8 on this agenda and brief them
- The interview panel confirm that they believe the 2 selected Board members meet the Boards requirements exactly
- Angela Dale declares a declaration of interest – having worked with Rebecca previously
- The Board confirms that they approve Kimiyo and Rebecca as members of the Board
- Kimiyo and Rebecca invited back into the meeting
- Malcolm confirms the Boards decision and welcomes Kimiyo and Rebecca officially to the Board
- Brief introduction given by Kimiyo and Rebecca to the Board

### **Board Diagram**

- Malcolm explains that Board diagram and that the diagram is still a draft
- Malcolm asks the Board members to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram within the next 2 weeks
- Malcolm confirmed that David Pinnock and Janene Cox would be standing down due to their terms ending at the end of March but that they will be invited to attend the April Board Meeting
- Replacements will therefore be needed and Malcolm proposed that we advertise immediately for 2 new independent Board members
- Janene and David have both been invited by Malcolm to sit on the Chairs Advisory Group to ensure that their knowledge and experience is retained
- Jane Kracke confirmed that the current gaps in the skills matrix now are around insight and the commercial sector
- Tony McGovern explained that he would be withdrawing from the Board. He has some new challenges ahead and doesn't feel he will be able to commit to or maintain a 75% attendance.
- Tony explained that he has canvassed the local authorities for 1 elected member and 1 senior officer. The nominations were Cllr Iain Eadie and the Head of Leisure and Culture for Lichfield; this was backed by all the Chief Executives in yesterday's meeting.
- Malcolm explained that he and Jude Taylor met with Cllr Mark Deaville who is keen to continue serving with the Board as the Political representative. Malcolm expressed that he would like to retain Cllr Mark Deaville on the Board.
- Malcolm expressed concern regarding the level of the suggested Head of Leisure and Culture and explained that SLCOF is already represented on the Board by Alistair Fisher and that he would prefer a Chief Executive.
- Jude Taylor agreed with the statement regarding SLCOF already having a rep on the Board and stated that there was a requirement for a broad strategic view therefore she felt it better to leave the position as vacant for the time being.
- Cllr Mark Deaville stated he agreed with Jude and also expressed that it has been a pleasure working with Tony during his time on the Board and that he will be a hard act to follow. He

also wished to express his thanks to Janene and David.

- Malcolm agreed and confirmed that the Board will be formally recognising the service which Tony, Janene and David have provided to the Board over their terms.
- Kimiyo Rickett explained that she felt the Board should explore all options available to them, as it's not always about the job title, it's about strategic abilities. Sometimes the job title doesn't reflect the person's abilities/strengths.
- Malcolm confirms with the Board that they will put the decision on hold for the moment and reassess the skills matrix to identify requirements.
- The Board agreed to this.
- **Action Point 1**

**Chairs Actions Since Last Meeting**

- i) **Succession planning** - The succession plan has now been completed and meets tier 3 compliance. It will be going to GAG for approval.
- ii) **Internal Controls** – The Internal Controls summary is now complete and meets tier 3 requirements. Document to be checked by FAG once established.
- iii) **Approval of Diversity Statement and Action Plan** – Board approved
- iv) **Approval of Code of Conduct for Board Members** – Board approved
- v) **Terms of Reference for Finance and Audit Group** – Tier 3 compliance states that the Finance and Audit Group Chair should not be the Board Chair. Therefore Kimiyo Rickett will be the new Chair of the FAG. Malcolm asks everyone to pay particular attention to the section under authority. It states the Board retains A-E. These will not be passed down to the sub groups. Terms of reference for FAG approved by Board.

Actions	Owner	Date
1. Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	07.02.2018

5.	<p><b>Sub-Group Updates</b></p> <p><b>Governance and Appointments Group</b></p> <ul style="list-style-type: none"> <li>- 2 new Board members have been approved – Kimiyo and Rebecca</li> <li>- Dave Pinnock asks as he and Janene are standing down – new Board members will be required to take their place on the GAG to assist with recruitment</li> <li>- Malcolm suggests that this should be decided in April once the leadership team of SASSOT are in place. To be reviewed in the next Board Meeting.</li> <li>- <b>Action Point 2</b></li> </ul> <p><b>Finance and Audit Group</b></p> <ul style="list-style-type: none"> <li>- Jane Kracke advised that we are now compliant with tier 3 and that all documents have been submitted except our Accounts, which Sport England have accepted as they are not available until after the end of the financial year.</li> <li>- Jane has already made contact with SBC finance; they are waiting for exact requirements from Sport England regarding the format of the accounts.</li> </ul> <p><b>Chair's Advisory Group</b></p> <ul style="list-style-type: none"> <li>- Malcolm explained the CAG has met, although there are no minutes as it is an advisory group</li> <li>- This has been a useful tool for discussions around management of SASSOT</li> </ul> <p><b>Strategy Advisory Group</b></p> <ul style="list-style-type: none"> <li>- SAG has met; this information will be covered by Jude in item 7.</li> </ul>
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Actions	Owner	Date
2. GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	18.04.2018
6.	<p><b>Report from Strategic Leads</b></p> <ul style="list-style-type: none"> <li>- Jane Kracke confirmed that the full 3 years funding has been secured with a rating of strong</li> <li>- Funding to CSP's has been cut due to Sport England receiving a cut in their Lottery funding</li> <li>- SASSOT received a 7% cut – which equates to £19,000 per year</li> <li>- This leaves us in a strong position looking at our figures</li> <li>- Malcolm asked if we can explore those CSP's that obtained a grading of outstanding to see how we can go from good to great next time.</li> <li>- Jane confirmed that the closest CSP with outstanding was Birmingham and we have a copy of their report which is not radically different from ours.</li> <li>- Russell Turner – it's a great achievement being awarded the full 3 year funding. Now we just need to focus on the why and how and look at key areas to improve.</li> <li>- Jane confirmed that nearly all of the meetings with our funding partners are already in the diary.</li> <li>- Jane distributed example handouts that each funding partner would receive – 1 side being about what we are doing county wide and the other side being the key things that we are doing for that specific funding partner. (Enc 10)</li> <li>- Our annual delivery plan will change as of 1<sup>st</sup> April 2018. However, progress is as expected.</li> <li>- Kimiyo asked how we change the annual delivery plan document to reflect what we want as a Board?</li> <li>- Russell confirmed that the current document is a waste of effort if it's not needed and that maybe some time should be spent creating something that meets all needs.</li> <li>- Malcolm confirmed that next Board meeting the Board will discuss how to record and report progress in the absence of Sport England requirements for the new strategy.</li> <li>- David felt that progress against the delivery plan should be viewed in a positive way as there was lots of smiley and straight faces. Well done to all involved.</li> <li>- Jane confirmed that our financial expenditure was as expected however the income is showing £280,000 less than expected by we are awaiting our cheque from Sport England.</li> <li>- <b>Action Point 3</b></li> </ul>	
Actions	Owner	Date
3. Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	18.04.2018
7.	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>- Presentation delivered by Jude Taylor (<a href="#">Click here to view</a>)</li> <li>- Cannock, Newcastle and the Moorlands have the highest level of inactivity in the County</li> <li>- Kimiyo Rickkett states we need to be careful because averages become nothing over such diverse areas such as Stafford and Stoke-on-Trent</li> <li>- Jude agrees and explains that following research it has come to light that deprived areas in our region have huge aspects of green space. This is individual to Stafford and Stoke-on-Trent.</li> <li>- Jude explains that the standards have been set with the help from the Core SASSOT Team, including the values and behaviours.</li> <li>- Malcolm Armstrong states that these values need to be lived by the whole team.</li> <li>- Jane and Jude agree and state that these new values and behaviours will form part of all future SASSOT recruitment.</li> <li>- Russell Turner states it is very Broad approach, the options need to be responsive to localities, not doing everything everywhere.</li> </ul>	

	<ul style="list-style-type: none"> <li>- It is explained that pilots are currently underway in Cannock and the Moorlands.</li> <li>- Jude explains the Core Team Structure for delivery and that there will likely be 1 redundancy at this level.</li> <li>- Russell Turner explains that SE now has funding available for workforce that we didn't think would be available. This may be useful for funding top up hours or a full position.</li> <li>- The strategy is approved by the Board on the provision that it be approved by the Governance and Appointments group and the Finance and audit group.</li> <li>- It was also agreed that Board members would share their expertise and act as Personal Coaches to the Core Team. For example, Kimiyo for Communities and Rebecca for Comms.</li> <li>- Alistair Fisher asked for confirmation that Wendy Jennings had been involved in the structure conversations from a HR point of group as she is not on the GAG or FAG group.</li> <li>- Wendy confirmed that she has met with everyone involved and states that as a matter of course all possible redundancy letters went out to the team in December.</li> <li>- <b>Action Point 4</b></li> </ul>		
Actions		Owner	Date
4.	GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	01.04.2018
8.	<b>Leadership **Confidential Item**</b> <ul style="list-style-type: none"> <li>- Jane Kracke and Jude Taylor leave the meeting.</li> <li>- Malcolm Armstrong explains the 4 options and explains that he also welcomes alternative options from the Board.</li> <li>- Discussion amongst the Board.</li> <li>- The Board are unanimous and decide that option 3, modifying the current roles to a Director and a Chief Operating Officer, will be the best for the future of SASSOT. It is also agreed that the roles be advertised internally and externally.</li> <li>- It is agreed that the recruitment process will be managed by the Governance and Appointments sub group with input from the Finance and Audit sub group.</li> <li>- Malcolm Armstrong agrees to send out an email to all the funding partners to advise them of the Boards plans regarding leadership, the background surrounding the change and the reasons behind the choice.</li> <li>- Tony McGovern and Cllr Mark Deaville agree to assist with this and review the email before it goes out.</li> <li>- Jane Kracke and Jude Taylor invited back and given the Boards decision.</li> <li>- Malcolm also expressed the Boards thanks to Jane and Jude in recognition of all their hard work during their time in post.</li> <li>- <b>Action Point 5 &amp; 6</b></li> </ul>		
Actions		Owner	Date
5.	Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	29.01.2018
6.	Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	29.01.2018
9.	<b>Date of next meeting(s)</b> <ul style="list-style-type: none"> <li>- Wednesday 18<sup>th</sup> April 2018 – Chetwynd Room, Stafford Borough Council</li> <li>- Wednesday 11<sup>th</sup> July 2018 – Craddock Room, Stafford Borough Council</li> <li>- Wednesday 24<sup>th</sup> October 2018 – Craddock Room, Stafford Borough Council</li> </ul>		

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1. Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	07.02.2018
2. GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	18.04.2018
3. Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	18.04.2018
4. GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	01.04.2018
5. Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	29.01.2018
6. Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	29.01.2018
A) To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	ONGOING
B) To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING

Prepared By:	Date	Checked By	File Code
Sarah Bixter	25.01.18	Malcolm Armstrong	Board Minutes 24.01.18