

Sport Across Staffordshire & Stoke-on-Trent
Board Meeting
18th April 2018, 2.00pm, Chetwynd Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) Chair	SASSOT Chair	Cllr Mark Deaville	SASSOT Core Team
Alistair Fisher (AF)	Stoke-on-Trent City Council		
Angela Dale (AD)	Keele University		
Prof. Derek Peters (DP)	Voluntary Sector		
Ian Kelsall (IK)	Voluntary Sector		
Jane Kracke (JK)	Chief Operating Officer, SASSOT		
Jonathan Topham (JT)	Public Health Staffordshire		
Jude Taylor (JTa)	Director, SASSOT		
Kimiyo Rickett (KR)	Senior Independent Director		
Prof. Pauline Walsh (PW)	Voluntary Sector		
Rebecca Roberts (RR)	Voluntary Sector		
Russell Turner (RT)	Sport England		
Wendy Jennings (WJ)	Stafford Borough Council		
Sarah Bixter (SB) notes	Admin Officer, SASSOT		

No.	Item Topic		
1.	Apologies – as above		
2.	Declarations of Interest - None		
3.	Minutes of Last Meeting – 24.01.2018 – Agreed.		
Previous Actions		Owner	Update
1.	Board to email Sarah Bixter with any expertise/specialist skills that they would like including for themselves on the Board diagram	All	ONGOING
2.	GAG membership to be reassessed in next Board meeting	Malcolm Armstrong	COMPLETED
3.	Board to discuss how to record and report progress in the absence of Sport England requirements for the new strategy.	Board	COMPLETED
4.	GAG and FAG group to approve Strategy and Implementation	Malcolm Armstrong	COMPLETED
5.	Send out an email to all the funding partners advising them of the Boards plans regarding leadership	Malcolm Armstrong	COMPLETED
6.	Review the letter going out to funding partners.	Tony McGovern & Cllr Mark Deaville	COMPLETED
A)	To liaise with the 10 local authorities and request nominations for 1 Senior Officer	Tony McGovern and Janene Cox	COMPLETED
B)	To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	ONGOING

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	<p>Attendance</p> <table border="1" data-bbox="188 203 1490 831"> <thead> <tr> <th colspan="7"></th> <th colspan="3">Attendances</th> </tr> <tr> <th>Current</th> <th>First Name</th> <th>Last Name</th> <th>24/01/2018</th> <th>18/04/2018</th> <th>11/07/2018</th> <th>24/10/2018</th> <th>Possible</th> <th>Actual</th> <th>%</th> </tr> </thead> <tbody> <tr><td>Y</td><td>Malcolm</td><td>Armstrong</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Sarah</td><td>Bixter</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Angela</td><td>Dale</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Mark</td><td>Deaville</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Alistair</td><td>Fisher</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Wendy</td><td>Jennings</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Ian</td><td>Kelsall</td><td></td><td></td><td></td><td></td><td>0</td><td>0</td><td>#DIV/0!</td></tr> <tr><td>Y</td><td>Jane</td><td>Kracke</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Derek</td><td>Peters</td><td></td><td></td><td></td><td></td><td>0</td><td>0</td><td>#DIV/0!</td></tr> <tr><td>Y</td><td>Kimiyo</td><td>Rickett</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Rebecca</td><td>Roberts</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Jude</td><td>Taylor</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Jonathan</td><td>Topham</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Russell</td><td>Turner</td><td>1</td><td></td><td></td><td></td><td>1</td><td>1</td><td>100</td></tr> <tr><td>Y</td><td>Pauline</td><td>Walsh</td><td></td><td></td><td></td><td></td><td>0</td><td>0</td><td>#DIV/0!</td></tr> </tbody> </table>																	Attendances			Current	First Name	Last Name	24/01/2018	18/04/2018	11/07/2018	24/10/2018	Possible	Actual	%	Y	Malcolm	Armstrong	1				1	1	100	Y	Sarah	Bixter	1				1	1	100	Y	Angela	Dale	1				1	1	100	Y	Mark	Deaville	1				1	1	100	Y	Alistair	Fisher	1				1	1	100	Y	Wendy	Jennings	1				1	1	100	Y	Ian	Kelsall					0	0	#DIV/0!	Y	Jane	Kracke	1				1	1	100	Y	Derek	Peters					0	0	#DIV/0!	Y	Kimiyo	Rickett	1				1	1	100	Y	Rebecca	Roberts	1				1	1	100	Y	Jude	Taylor	1				1	1	100	Y	Jonathan	Topham	1				1	1	100	Y	Russell	Turner	1				1	1	100	Y	Pauline	Walsh					0	0	#DIV/0!
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4.	<p>Board Items</p> <p>Welcome and approval of new Board members (MA)</p> <ul style="list-style-type: none"> - Malcolm Armstrong explained that the interview panel has selected Prof. Derek Peters, Ian Kelsall and Prof. Pauline Walsh as new Independent Board members - Prof Derek Peters from Worcester University who specializes in Physical Activity, Evaluation and Research. - Ian Kelsall specialises in Commercial, Marketing and Insight who has recently completed projects for Tesco, Texaco and Boots. - Prof. Pauline Walsh who is Pro Vice Chancellor and Head of the Medical School at Keele University. - Malcolm confirms that the interview panel believes the 3 selected Board members meet the Boards requirements - The Board confirms that they approve Derek, Ian and Pauline as members of the Board - Malcolm confirms the Boards decision and welcomes Derek, Ian and Pauline officially to the Board - Brief introduction given by Derek, Ian and Pauline to the Board. <p>Senior Independent Director (MA)</p> <ul style="list-style-type: none"> - Malcolm Armstrong proposed that following the retirement of David Pinnock, Kimiyo Rickett be appointed as Senior Independent Director. - This was approved by the Board. <p>Chairs Actions since Last Meeting (MA)</p> <ul style="list-style-type: none"> - Director and Chief Operating Officer Interviews conducted and successful candidates were Jude Taylor (Director) and Jane Kracke (Chief Operating Officer) - Restructure of the SASSOT team completed - Recruitment of three new Board members completed - Attended the CSPN National Conference and made some new useful contacts - Attended East Staffordshire Sports Awards which was a fantastic event and proved useful for networking with people - Meeting with Matt Hancock at Burton Albion Community Trust for the 19.04.18 to discuss how we may work together in the future - Malcolm to arrange to meet with Chief Executive of Stafford BC - Attended the Regional Chairs Meeting with the 5 other CSP chairs and we discussed the possibility of collaboration on a project at a regional level. 																																																																																																																																																																																			

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	<p>We also discussed the Commonwealth Games and I have been invited to meet with the CEO and Major of the West Midlands.</p> <ul style="list-style-type: none"> - Malcolm attended 50% of the Stakeholder meetings with Jane and Jude. - Action Point 1 <p>Diversity in Governance & Leadership Action Plan (JK)</p> <ul style="list-style-type: none"> - The original DGLA plan was approved at the last Board meeting however as shown in the new document (Enc.1) there have been a few minor amendments. This is to ensure that we meet the tier 3 criteria following guidance from Sport England. - The new DGLA plan is approved by the Board. 		
	Actions	Owner	Date
1.	Malcolm to arrange to meet with the Chief Executive of Stafford BC	Sarah Bixter	30/04/2018
5.	<p>Sub-Group Updates</p> <p>Governance and Appointments Group (MA)</p> <ul style="list-style-type: none"> - Minutes from the last meeting on 29.03.18 have been circulated to everyone <p>GAG Membership (MA)</p> <ul style="list-style-type: none"> - Kimiyo will replace David Pinnock on the group as Senior Independent Director - I have already spoken to Ian Kelsall who would also like to join the group - If anyone else would like to be part of the group then please let me know - The new membership is approved by the Board. <p>Succession Plan (JK)</p> <ul style="list-style-type: none"> - The original Succession plan was approved at the last Board meeting however as shown in the new document (Enc.2) there have been a few minor amendments. This is to ensure that we meet the tier 3 criteria following guidance from Sport England. - The new Succession and Continuity plan is approved by the Board. <p>Finance and Audit Group (KR)</p> <ul style="list-style-type: none"> - Minutes from the last meeting on 29.03.18 have been circulated to everyone - We supported the Governance and appointments group through the recruitment process for the management team and Board members - We are currently juggling the layout of the budgets due to requirements - The 4 year forecast is interesting but will change and need continually updating as we move forward. - Our next FAG meeting will focus on Strategic Risk and updating the risk register. <p>Chair's Advisory Group (MA)</p> <ul style="list-style-type: none"> - There are no papers available as this is an advisory group only. Members include Janene Cox, Dave Pinnock and Andy Weston. - I met with Dave and Janene on Thursday last week and they provided some insight regarding hosting. <p>Strategy Advisory Group (JTa)</p> <ul style="list-style-type: none"> - No meeting since last Board meeting. - Strategy launch planned for 24th April 2018. - Anticipate next meeting will be sometime in the middle of the year. <p>Education Group (AD)</p> <ul style="list-style-type: none"> - Not many members attended the meeting however I did meet with Nigel Edward and Matt Hancock. - We feel there are a lot of lost opportunities:- 		

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	<ul style="list-style-type: none"> - School Games – how do we increase the variety of sports to increase participation numbers? - Funding – What is there out there for our students? What can we do to bring funding in? Is there a flagship project we can work on? Could we collaborate with the other CSP's and Universities? - Engagements – Presentations from an operational level; What does everyone do? Could we have a snapshot/overview to help us understand more? - MA – We have a Team away day planned and this includes the Board and will be covered later in the agenda. I would like to attend the next meeting to help you focus and steer the meeting. - JTa – Can I propose that a member of the SASSOT team, Chris Milward the Youth Sport Manager, attend the next meeting? - AD – Agreed - AF – Can I just confirm that School co-ordinators are also invited to the meeting to ensure that there is a broad spectrum of representatives? - AD – They were all invited but none attended the meeting - PW – Perhaps there needs to be some form of overview to pinpoint what the Education Sub Group is there is do. What, who and where? - Action Point 2 	
Actions	Owner	Date
2.	Chris Milward to be invited to the next Education sub group meeting by Angela and briefed by Jude.	Jude Taylor & Angela Dale 30/04/2018
6.	<p>Upcoming Events</p> <p>Strategy Launch 24/04/2018 (JTa)</p> <ul style="list-style-type: none"> - 48 External guests plus the SASSOT team - Sport England not attending - No MP's and no representatives from the clinical Conditioning Groups - PW – I may be able to help with the clinical conditioning groups as my faculty has strong links there. - Action Point 3 <p>School Games – 29/06/2018 (MA)</p> <ul style="list-style-type: none"> - Each Board member to bring 5 new people to the School Games event. We want people who can make a difference in their community, people who are passionate. - Sarah to circulate the invite list to all Board members so they know who has been invited. - AD – Our Vice Chancellor hasn't yet had an invite to this but he has been in previous years. - MA – Sarah Bixter will get him invited. - JTa – I would like the role of the Board to be slightly different at our events. I would like to provide you all with names and themes to discuss with partners; this should make the events more strategic. - MA – Can all Board members please let Sarah know if you are attending to the School Games event - Action Point 4, 5, 6 and 7 <p>Team Building Away Day – 10/05/2018 (MA)</p> <ul style="list-style-type: none"> - 10-3pm - SASSOT Team and Board to attend - Calendar Invites to be sent out to the team and Board - Can all Board members please let Sarah know if you are attending 	

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	<ul style="list-style-type: none"> - Team and Board members will be asked to provide one side of A4 about themselves and what their role includes - Action Point 8 and 9 <p>Iron Man - 10/06/2018 (JTa)</p> <ul style="list-style-type: none"> - Part of the Sportshire project - IRONMAN 70.3 Staffordshire consists of a 1.2-mile swim in Chasewater reservoir and a 56-mile bike course through the stunning countryside outside Lichfield, Burton-upon-Trent, and across Cannock Chase area of outstanding natural beauty. The 13.1-mile run will start at Riverway, take athletes in and around the Stafford Town Centre before finishing in Market Square. <p>UK Corporate Games – 21/06/2018 to 24/06/2018 (JTa)</p> <ul style="list-style-type: none"> - Part of the Sportshire project - The Games will feature over 20 sports on the packed weekend programme, as well as a host of celebrations including a Grand Parade of Athletes, the Great Games Party and the SuperCentre Celebration. - Venues include Keele and Staffordshire Universities, Fenton Manor Sports Centre, Newcastle College and Trentham Gardens. - There is an engagement event with LEP and local businesses on Saturday 23rd June 1300-1500hrs – Please let Jude know if you would like to attend so she can arrange an invite. - Action Point 10 																											
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7.	<p>Directors Report (JTa)</p> <ul style="list-style-type: none"> - Partnership funding meetings all complete and funding agreements in place. - 6 partners have already signed up to our SLA, 3 have agreed in principal and the two universities are currently outstanding as they work on an academic year. - There is a possibility that we may lose funding partners in the future and we have allowed for this scenario in our financial planning. - We are going to have to look at bringing in more funding from other resources. - All our funding partners are currently Local Authorities / Universities - There is work to be done to engage with other sources of income that Rebecca and Ian would be able to advise on 																											

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	<p>Feedback from Board</p> <ul style="list-style-type: none"> - We need to tap into Health and Wellbeing and focus on physical activity projects that support our strategic direction - We need to ensure that when LA's ask for evidence on what we have done with their money we can prove it easily to ensure they keep on investing with us <p>Directors Report cont. (JTa)</p> <ul style="list-style-type: none"> - Staffing structure has been reconfigured against the new strategy. There were no redundancies. - Sport England has confirmed that workforce development funding is available for 2018/19, our application is in progress. - Sport England Q4 review is scheduled for 1 May. - Satellite club target – we are over performing in all areas. We were very aspirational with our targets. The staff did tremendously well. - MA – I have asked for a meeting with Chris Milward to discuss this achievement. Sarah to liaise with Chris and get a date booked in - Action Point 11 <p>Chief Operating Officers Report (JK)</p> <p>2017/2018 Accounts</p> <ul style="list-style-type: none"> - Draft Financial reports show an underspend which looks substantial but we must ensure that we have enough money in the pot for our Liability Cover. This rolls over each year. - We have pulled back from the school grants scheme, changing direction for the Place Based Approach, ensuring there are sufficient funds available. - Overall there were no unexpected expenditures <p>2018/2019 Budgets</p> <ul style="list-style-type: none"> - Due to the academic year, a couple of funds will need to be adjusted once the next term is confirmed <p>Four Year Financial Forecast</p> <ul style="list-style-type: none"> - This has been updated to include the new staffing structure <p>Risk Register</p> <ul style="list-style-type: none"> - The risk register needs updating and has been added to the next FAG agenda <p>Annual Delivery Plan</p> <ul style="list-style-type: none"> - This is the last time you will see this document as we have improved this for 2018/2019 - We have already met our target for satellite clubs - A partner engagement event took place in November 2017 - We have held club finances workshop - A social media and marketing apprentice was appointed and is now well settled within our team <p>Tier 3 Update</p> <ul style="list-style-type: none"> - We submitted our tier 3 evidence by the January deadline - We failed on 4 items; further scope was required in the Diversity in Governance and Leadership Action Plan and the Succession Plan. The remaining two was because Sport England were unable to open the attachments. - All CSPs were given a new deadline of 16th April 2018 to submit the new evidence. - The only thing now outstanding is the audited financial accounts. This year we are measured by Charity Standard. SBC are helping us to prepare the accounts but they must be audited independently and certified. This has a July deadline.

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	<ul style="list-style-type: none"> - MA – On behalf of the Board I would like to thank Jane for all her hard work with the tier 3 compliance. 		
Actions		Owner	Date
11.	Malcolm Armstrong to meet with Chris Milward to discuss the Satellite Clubs assessment.		Sarah Bixter 30/04/2018
8.	<p>2018/19 Annual Delivery Plan (JTa)</p> <ul style="list-style-type: none"> - The document has been developed by Jane and is open for discussion. All feedback is welcomed as we need the document to work for us - We are still awaiting clarity from Sport England regards how they will measure us as a CSP. Currently we have the themes only so there will be slight changes when the detail becomes available. <p>Feedback from Board</p> <ul style="list-style-type: none"> - It is important that we report the same content to Sport England and the Board to ensure staff are not wasting time reporting on two separate sets of criteria. - Can the place based approach sit below the headings page? - Can we have some form of infographics each Board meeting as this may be more communicative? - What has the most transformational approach? How is it going to change and what will it look like? - What matters most is how we deliver, how we measure and how we evidence. Can we summarise this and then detail how you are going to measure the tangible stuff? - JTa – so the consensus is: <ul style="list-style-type: none"> - Less Information - Drill down - Not too complex - Dashboard – PBA - Action Point 12 & 13 		
Actions		Owner	Date
12.	Rebecca, Ian, Derek and Jude to get together to discuss the way ahead. Derek to look at the detail to the report and suggest improvements.		Jude Taylor 31/05/2018
13.	Jude to send out revised version to the Board via email for feedback.		Jude Taylor 31/05/2018
9.	<p>Director Maternity Cover Proposal (MA)</p> <ul style="list-style-type: none"> - Apologies for this item being tabled but we are awaiting some financial figures from HR as Jude is still employed by the County Council until May 2018. - I would like the Board to authorise the Governance and Appointments group to deal with this matter at our emergency meeting in May. - The plan is for Jude to start her maternity leave in August, with Jane Kracke covering the Director role until her return. We will then create a Strategic Lead position which will be advertised internally in the first instance, providing a development opportunity for a current member of staff. - Jude has confirmed with Sport England that they have no requirements regarding this and they have confirmed that there are none. - The proposed Maternity Cover plan is approved by the Board with agreement that GAG with work out the details in their emergency meeting in May - GAG Emergency Meeting 25th May 2018 - Action Point 14 		
Actions		Owner	Date

14. Governance and appointments group to meet on the 25 th May 2018 at 1400hrs to discuss arrangements for maternity cover in detail.	Sarah Bixter	19/05/2018			
10.	Staff Showcase – Comms Review (Naomi Bird) <ul style="list-style-type: none"> - See presentation from Naomi Bird 				
	Feedback from Board <ul style="list-style-type: none"> - AF - Keep the SASSOT logo/brand and focus on getting people to recognise the PBA - IK - Definitely keep the logo – customers don't care about what a logo looks like - RR – Focus on a tag line – “Improving lives, mentally, physically and socially through sport and physical activity”. Provide updates on what we are doing and where – give examples. - IK – In a 6 week period 99% of the population will attend a Tesco's store. Therefore if you work/advertise with them for 6 weeks you will reach 99% of your local population. - WJ - We need to utilise what we already have access too – Freedom Leisure & Wigan Leisure - AF – I think it's more about behavioural change than a brand change - MA – I think it would be useful for Naomi, Ian and Rebecca to get together to discuss this in more depth. - Action Point 15 Equality & Diversity Policy <ul style="list-style-type: none"> - See presentation from Naomi Bird - The new equality & diversity Policy is approved by the Board 				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Actions</th> <th style="width: 20%;">Owner</th> <th style="width: 30%;">Date</th> </tr> </thead> </table>			Actions	Owner	Date
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15. Meeting to take place between Naomi, Ian and Rebecca to discuss Marcomms	Naomi Bird	30/05/2018			
11.	Board Buddies – Mentoring (MA) <ul style="list-style-type: none"> - This will be dealt with on our Team Building away day; the plan is to pair up members of the Board with members of the team to offer support and share expertise. 				
12.	Hosting Agreement (MA) <ul style="list-style-type: none"> - We are one of the few CSP's that are still hosted. I propose that this is something we look at in 2 years' time. I believe that we have enough going on now with our new strategy and this would be a significant piece of work to take on. Wendy Jennings has confirmed there is no current threat from the Council surrounding our hosting agreement. - The Board agree to review the hosting agreement in 2 years. 				
13.	Future Stakeholder Events (MA) <ul style="list-style-type: none"> - Strategy Launch – 24th April 2018 - Second event to take place in September 				
14.	Awards Evening (MA) <ul style="list-style-type: none"> - I would like to know what everyone's thoughts are surround this event; I feel it is a lot of work and would like to know what everyone sees as the value? - The Board agrees not to run the event this year. 				
15.	Board Training & Development (JK) <ul style="list-style-type: none"> - There is new Sport and Recreation Alliance training available for Board members that you may find useful. - Sarah will send around the link to everyone to have a look through. Please let her know if you are interested in any particular course. - Action Point 16 & 17 				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Actions</th> <th style="width: 20%;">Owner</th> <th style="width: 30%;">Date</th> </tr> </thead> </table>			Actions	Owner	Date
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16. Sports & Recreation Alliance training link to be sent to all Board members.	Sarah Bixter	30/04/2018
17. Board members to let Sarah know if they are interested in attending any of the available courses.	All	11/07/2018
16. Date of next meeting(s)	<ul style="list-style-type: none"> - Wednesday 11th July 2018 – Craddock Room, Stafford Borough Council - Wednesday 24th October 2018 – Craddock Room, Stafford Borough Council - Wednesday 23rd January 2019 – Craddock Room, Stafford Borough Council 	

Actions	Owner	Date
1. Malcolm to arrange to meet with the Chief Executive of Stafford BC	Sarah Bixter	30/04/2018
2. Chris Milward to be invited to the next Education sub group meeting by Angela and briefed by Jude.	Jude Taylor & Angela Dale	30/04/2018
3. Copy of the launch invite to be sent to Pauline for her to try to get some attendees from the Clinical Conditioning Groups to SASSOT Launch.	Pauline Walsh & Sarah Bixter	19/04/2018
4. Each Board member to bring 5 new people to the School Games Event	All	29/06/2018
5. Copy of VIP invite list to be sent out to all Board members	Sarah Bixter	19/04/2018
6. Vice Chancellor for Keele University to be invited to the School Games event	Sarah Bixter	19/04/2018
7. Board members to all confirm attendance for the School Games with Sarah	All	31/05/2018
8. Calendar Invites to be sent out the Board for the Team Building Away Day	Sarah Bixter	19/04/2018
9. Board members to all confirm attendance for the Team Building Away Day with Sarah	All	30/04/2018
10. Board members to confirm with Jude if they would like an invite to the UK Corporate Games engagement event	All	31/05/2018
11. Malcolm Armstrong to meet with Chris Milward to discuss the Satellite Clubs assessment.	Sarah Bixter	30/04/2018
12. Rebecca, Ian, Derek and Jude to get together to discuss the way ahead. Derek to look at the detail to the report and suggest improvements.	Jude Taylor	31/05/2018
13. Jude to send out revised version to the Board via email for feedback.	Jude Taylor	31/05/2018
14. Governance and appointments group to meet on the 25 th May 2018 at 1400hrs to discuss arrangements for maternity cover in detail.	Sarah Bixter	19/05/2018
15. Meeting to take place between Naomi, Ian and Rebecca to discuss Marcomms	Naomi Bird	30/05/2018
16. Sports & Recreation Alliance training link to be sent to all Board members.	Sarah Bixter	30/04/2018
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Prepared By:	Date	Checked By	File Code
Sarah Bixter	19.04.18	Malcolm Armstrong	Board Minutes 18.04.18