

**Sport Across Staffordshire & Stoke-on-Trent
Board Meeting**
24th October 2018, 2.00pm, Craddock Room, Stafford Borough Council



Meeting Minutes

Present Attendees		Apologies	Also Distributed To:
Malcolm Armstrong (MA) Chair Alistair Fisher (AF) Angela Dale (AD) Prof. Derek Peters (DP) Ian Kelsall (IK) Jane Kracke (JK) Kimiyo Rickett (KR) Cllr Mark Deaville (MD) Prof. Pauline Walsh (PW) Rebecca Roberts (RR) Tim Clegg (TC) Toyin Higgs (TH) Sarah Bixter (SB) notes	SASSOT Chair Stoke-on-Trent City Council Keel University Voluntary Sector Voluntary Sector Interim Director, SASSOT Senior Independent Director Staffordshire County Council Voluntary Sector Voluntary Sector Chief Executive, SBC (Host) Voluntary Sector Admin Office Manager, SASSOT	Ben Hollands Jonathan Topham	SASSOT Core Team

No.	Item Topic
1.	Apologies – as above
2.	Declarations of Interest - None
3.	Minutes of Last Meeting – 11.07.2018

Previous Actions	Owner	Date
1. Karen and Jude to meet to discuss potential collaborations around Ministry of wellbeing	Jude Taylor Now Ben Hollands	ONGOING
2. Alistair to share information on Points for Life with Karen	Alistair Fisher	COMPLETED
3. Malcolm to propose accepting chairs position for SLCOF	Malcolm Armstrong	COMPLETED
4. SLCOF to be formally adopted as a sub group of the board	Malcolm Armstrong	COMPLETED
5. Malcolm to review the structures after 12 months	Malcolm Armstrong	ONGOING
6. Jude to review Terms of Reference for Strategy Advisory Group	Jude Taylor Now Jane Kracke	ONGOING
7. Malcolm, Chris & Jude to review purpose of group and develop Terms of Reference as appropriate	Malcolm Armstrong, Chris Milward & Jude Taylor	COMPLETED
8. Malcolm to formally thank Simon Ashcroft, Biddulph Head teacher, for his help on the School Games and ask him to join the Education Sub Group if appropriate.	Malcolm Armstrong	COMPLETED
9. Malcolm to write to Sport England to reiterate offer around early adoption around Performance Management and Improvement framework.	Malcolm Armstrong	COMPLETED
10. Jane to draft a copy of the Risk Register and Risk Management plan to be presented to board at next meeting.	Jane Kracke	COMPLETED

Previous Actions	Owner	Date
11. Lee to share Safeguarding Vulnerable Adults Policy with the Safeguarding Adults Board.	Lee Booth	COMPLETED
12. Jude and Jane to invite project leads to present on PBA in next Board meeting.	Jude Taylor & Jane Kracke	Postponed
13. Sarah to confirm and circulate event venue and information for Board Away Day on the 9/11/18.	Sarah Bixter	COMPLETED
A) To calendar suitable dates for the two Stakeholder events	Malcolm Armstrong	COMPLETED

No.	Item Topic									
	Attendance									
								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		3	3	100
	Y	Sarah	Bixter	1	1	0		3	2	67
	Y	Tim	Clegg			0		1	0	0
	Y	Angela	Dale	1	1	0		3	2	67
	Y	Mark	Deaville	1	0	1		3	2	67
	Y	Alistair	Fisher	1	1	1		3	3	100
	Y	Ian	Kelsall		1	1		2	2	100
	Y	Jane	Kracke	1	1	0		3	2	67
	Y	Derek	Peters		1	0		2	1	50
	Y	Kimiyo	Rickett	1	1	1		3	3	100
	Y	Rebecca	Roberts	1	1	1		3	3	100
	Y	Jude	Taylor	1	1	1		3	3	100
	Y	Jonathan	Topham	1	1	0		3	2	67
	Y	Pauline	Walsh		1	1		2	2	100
	Acknowledgements									
	<ul style="list-style-type: none"> - Thank you to all the Board members who have dedicated their own time to help in various SASSOT posits; Ian, Kimiyo, Rebecca, Angela, Tim & Jonathan. - Congratulations to Prof. Derek Peters who is now a National Teaching Fellow, Fellow of the European College of Sports Science and Fellow of the British Association of Sports Science. He is the only person in the country to have achieved this. 									
4.	Board Items									
	Welcome and approval of new Board Member (MA)									
	<ul style="list-style-type: none"> - Malcolm Armstrong asks the Board to accept a new Board Member Toyin Higgs. Toyin works in Early Help at Staffordshire County Council and specialises in Safeguarding. - Board accepts Toyin into the Board and brief introductions are made 									
	Chairs Actions since Last Meeting (MA)									
	<ul style="list-style-type: none"> - Local Authority Meetings - Presented with Jane Kracke and Ben Hollands at the Chief Executives & Leaders Forum. Positive feedback received from Cllr Mark Deaville and Tim Clegg who were in attendance at the meeting. The offer has been made by Jane and Ben to arrange personal visits with Leaders, CE and Portfolio holders to discuss how we may work in their localities. - CSPN Chief Executives meeting with Lee Mason - Attended the SASSOT Team Away Day 02/10 at Flip Out Stoke - Attended the Burton Albion Awards Evening 27/10 									

No.	Item Topic
	<ul style="list-style-type: none"> - Took part in a Leadership Training course at Loughborough 20/09 - Completed the new members Board inductions Personal Coaching of two team members of SASSOT - Been busy planning the Board ½ Day Away Day which will be on the 09/11 - Chaired the latest SLCOF meeting on 09/10 - Would like to invite the Board, SASSOT team and SLCOF to have social drinks after the next Board meeting on Wednesday 23rd January 2019.
5.	<p>Sub-Group Updates</p> <p>Governance and Appointments Group (MA)</p> <ul style="list-style-type: none"> - Following on from a meeting with Angela Dale at Keele regarding the Education sub group, we have invited our HE and fE contacts to attend an open session in January. We will be asking them if they want to meet as part of an education group and what they want to get out of the meetings. - The review of Board effectiveness has been postponed until July 2019 due to the fact that ½ of the Board are new members and have not served the required 6 months. - The constitution needs reviewing so this will be amended and brought to the Board meeting for approval in January 2019. <p>Finance and Audit Group (KR)</p> <p>Risk Register and Risk Management Policy</p> <ul style="list-style-type: none"> - FAG have identified 3 main risks: <ul style="list-style-type: none"> 1) Financial Sustainability 2) Non Delivery around Outcomes (PBA) 3) Ineffective Performance Management and Improvement Framework - Financial Sustainability – this will be discussed at the Board Members ½ Day Away Day on the 9th November. We have 2 CSP leads who have gone from hosted to independent. - Non Delivery around Outcomes (PBA) – This is a scheduled item for the next Board meeting in January 2019. - Ineffective PMIF – this is being discussed today and the improvement plan will be discussed at the Board Members ½ Day Away Day on the 9th November. - Discussion around risks identified. The Risk Register and Risk Management Policy are both accepted by the Board <p>Financial Report</p> <ul style="list-style-type: none"> - The financial report is as expected. - Congratulations to Jane for all her hard work on the detail and content of the report. <p>Chair’s Advisory Group (MA)</p> <ul style="list-style-type: none"> - Janene, David and Andy are all keen to continue to support the Board - Discussion at the latest meeting were around PBA, Hosted to Independent and going to the chamber of commerce. <p>Staffordshire Leisure & Cultural Officers Forum (AF)</p> <ul style="list-style-type: none"> - Malcolm chaired his first meeting with SLCOF and there was a new dynamic to the meeting - Malcolm is due to meet with Robert Foster the facilitator of the group to discuss moving forwards - There is definitely value in meeting as a group together. We share learning and best practice but it would also be useful to work on one big piece of work together as a group. <p>Strategy Advisory Group (JK)</p> <ul style="list-style-type: none"> - PMIF has commandeered the SAG temporarily - Board members and the SASSOT team met and discussed the timeline of the process and came up with a plan taking us to the Assessment day - Terms of reference has been drafted for the group and is just awaiting the final amendments prior to going to the Board for approval.

No.	Item Topic												
6.	<p>Directors Report (JK)</p> <ul style="list-style-type: none"> - Funding secured for School Games, Primary Premium, DfE Volunteering and Active Lives - Sport England have confirmed that we have achieved compliance with Tier Three of A Code for Sports Governance - Ongoing challenges regarding independent audit of 2017-18 accounts - Interim Temperature Check and 'Deep Dive' of Staff Satisfaction has taken place, along with a Regional TNA. - Annual Delivery Plan and summary templated produced and populated – see Enc.4 for details of challenges and successes - MA – Board would like to say well done to Ben, Lee, Jane, Jude, Chris and Claire on their success - RR – I have just completed an internal comms review with a client, some of the ideas I can share with you as it has looked at boosting staff morale - PW – Can you let me know who you have been contact with around the clinical champions training as I may be able to help. - Action Point 1, 2 & 3 												
	<table border="1"> <thead> <tr> <th data-bbox="81 801 858 875">Actions</th> <th data-bbox="858 801 1185 875">Owner</th> <th data-bbox="1185 801 1519 875">Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="81 875 858 943">1. Congratulation emails to be sent to staff regarding their successes in Quarter 2.</td> <td data-bbox="858 875 1185 943">Sarah Bixter</td> <td data-bbox="1185 875 1519 943">26.10.18</td> </tr> <tr> <td data-bbox="81 943 858 1010">2. Rebecca to share the learning from a recent internal comms review with Naomi and Jane</td> <td data-bbox="858 943 1185 1010">Rebecca Roberts</td> <td data-bbox="1185 943 1519 1010">30.11.18</td> </tr> <tr> <td data-bbox="81 1010 858 1081">3. Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training</td> <td data-bbox="858 1010 1185 1081">Jane Kracke</td> <td data-bbox="1185 1010 1519 1081">30.11.18</td> </tr> </tbody> </table>	Actions	Owner	Date	1. Congratulation emails to be sent to staff regarding their successes in Quarter 2.	Sarah Bixter	26.10.18	2. Rebecca to share the learning from a recent internal comms review with Naomi and Jane	Rebecca Roberts	30.11.18	3. Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training	Jane Kracke	30.11.18
Actions	Owner	Date											
1. Congratulation emails to be sent to staff regarding their successes in Quarter 2.	Sarah Bixter	26.10.18											
2. Rebecca to share the learning from a recent internal comms review with Naomi and Jane	Rebecca Roberts	30.11.18											
3. Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training	Jane Kracke	30.11.18											
7.	<p>Performance Management & Improvement Framework PMIF (JK)</p> <ul style="list-style-type: none"> - Ben Hollands is the lead with the PMIF work and has done an amazing job thus far - Discussion around the basics of PMIF and the process itself - Assessment dates now confirmed as 17th & 18th December 2018 - Team have been asked to score us against the criteria - Malcolm, Kimiyo and Angela have completed the assessment also - At the team away day we discussed the discrepancies in scores and agreed on a consensus - Board agree that SAG will manage the PMIF process - Board agree to submit the consensus scores from the Team - Discussion around priorities from Strengths and Improvements - Board decide to concentrate on: <p>Strengths</p> <ol style="list-style-type: none"> 1. Team & People Development (Plan) – The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce 2. Understanding Place and People (Plan) – The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision. 3. Partnerships and Brokering (Plan) – The CSP strategic priorities have been developed in collaboration with key priority partner. <p>Improvements</p> <ol style="list-style-type: none"> 1. Understanding Place and People (Measure) – The CSP can measure and evaluate the impact of its work, sharing and applying the learning across its team and partners. 2. Continuous Improvement (Impact) – The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making. 3. Team and People Development (Plan) - The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it. 												

No.	Item Topic		
	<ul style="list-style-type: none"> - The improvement plan will be discussed further in the Board ½ Day Away Day - Volunteers are needed for the 4th December at 2pm as the Team would like a practice run through their presentation - Action Point 4, 5 & 6 		
Actions		Owner	Date
4.	Board to be emailed what does excellent look like for the 3 Strengths chosen by the board.	Sarah Bixter	26.10.18
5.	Room to be booked for the practice presentation on the 4 th December.	Sarah Bixter	26.10.18
6.	Board members to let Sarah know if they are free to act as a presentation/feedback audience for the PMIF practice presentations at 2pm on the 4th Dec.	All	30.11.18
8.	Board ½ Day Away Day <ul style="list-style-type: none"> - Agenda discussed - Food and Refreshments ordered by Sarah - Angela Dale to circulate parking permits and site maps 		
9.	Date of next meeting(s) <ul style="list-style-type: none"> - Wednesday 23rd January 2019 – Craddock Room, Stafford Borough Council - Tuesday 9th April 2019 – Chadwick Room, Stafford Borough Council - Tuesday 16th July 2019 – Walton Room, Stafford Borough Council - Tuesday 15th October 2019 - Walton Room, Stafford Borough Council 		

Actions		Owner	Date
1.	Congratulation emails to be sent to staff regarding their successes in Quarter 2.	Sarah Bixter	26.10.18
2.	Rebecca to share the learning from a recent internal comms review with Naomi and Jane	Rebecca Roberts	30.11.18
3.	Lee Booth to make contact with Prof. Pauline Walsh around the Clinical Champions Training	Jane Kracke	30.11.18
4.	Board to be emailed what does excellent look like for the 3 Strengths chosen by the board.	Sarah Bixter	26.10.18
5.	Room to be booked for the practice presentation on the 4 th December 2pm.	Sarah Bixter	26.10.18
6.	Board members to let Sarah know if they are free to act as a presentation/feedback audience for the PMIF practice presentations at 2pm on the 4th Dec.	All	30.11.18

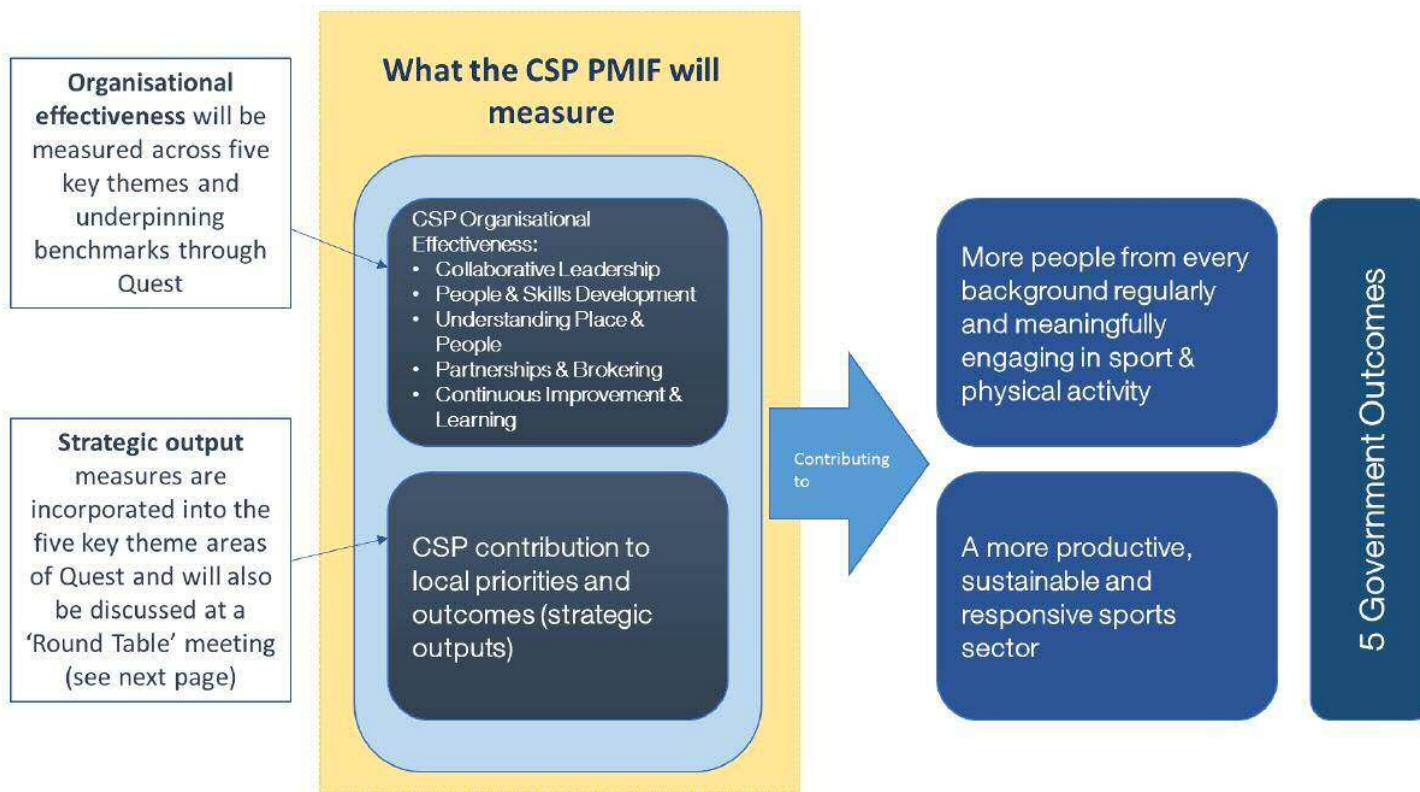
Prepared By:	Date	Checked By	File Code
Sarah Bixter	25.10.18	Malcolm Armstrong	Board Minutes 24.10.18

PMIF

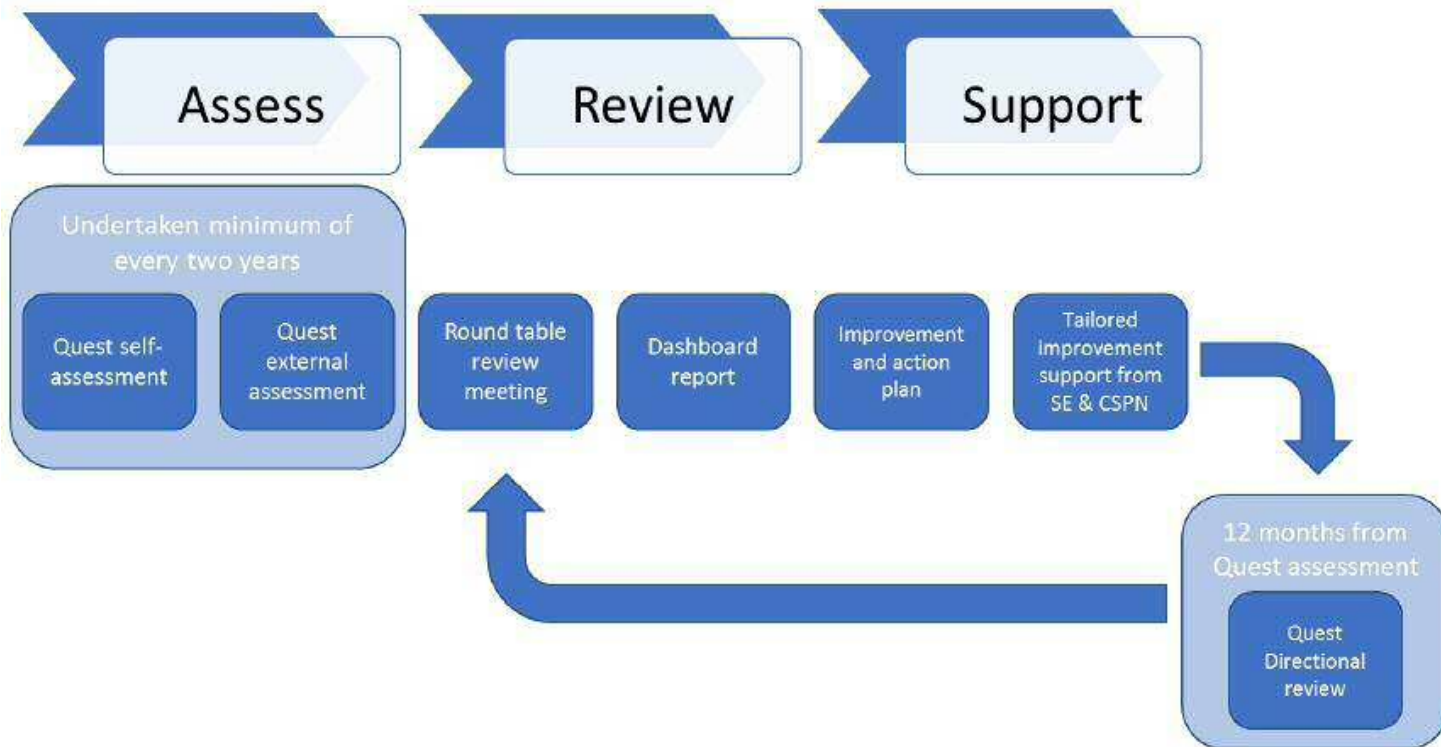
Performance Management and
Improvement Framework



Summary



Process



Progress to date

- Process communicated to team, partners and board
- SAG decision on taking 5 modules not the 7
- Team, partners and board have completed self assessment
- Team away day used to agree consensus scores
- External assessment dates confirmed as 17th and 18th December
- Partners identified and invited to take part in external assessment

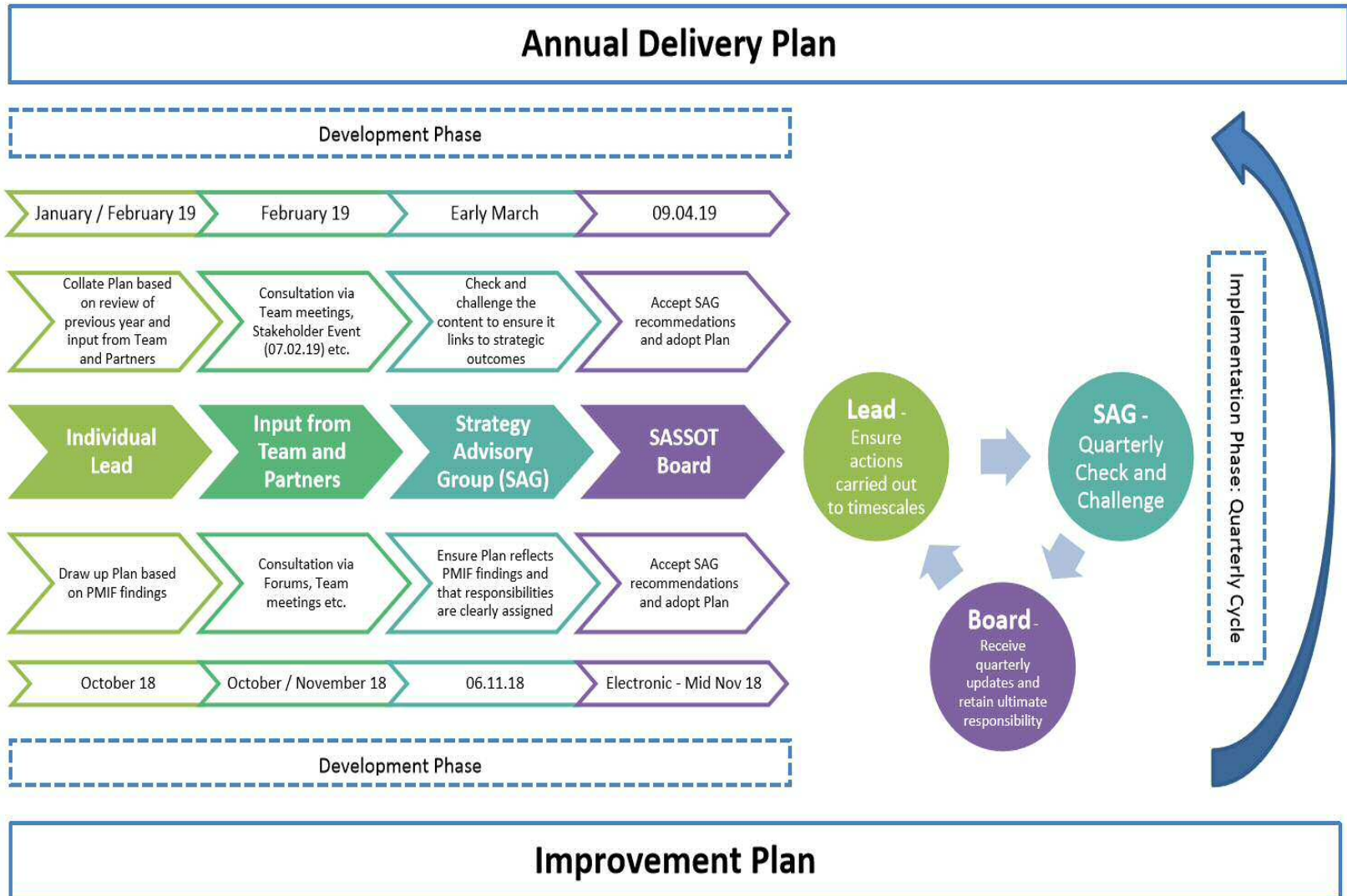


Board Requirements

- Agree governance arrangement for PMIF i.e SAG co-opted and reporting to board. Aligning delivery plan and improvement plan
- Agree consensus scores
- Consider and agree priority areas for improvement e.g. weak to good AND good to excellent



Management & Governance of PMIF

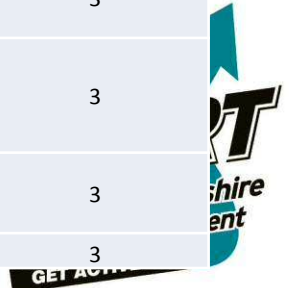


Collaborative Leadership

Process	Statement	Core Team Consensus	Board Consensus
Plan	The CSP leadership is self-aware of its leadership role and style and is committed to strengthening this to enhance its impact on others.	2	3
Plan	The relationship between the CSP Board and its Executive is built on mutual respect and trust.	2	3
Do	The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy.	1	3
Do	The CSP leadership can tackle conflict, detractors and challenging situations in a positive and constructive way.	2	3
Do	The CSP leadership focuses on building authentic relationships based on mutual trust.	2	4
Measure	The CSP leadership assesses and understands the assets of the place and its people.	2	3
Review	The CSP leadership embraces risk through resilience and promotes the case for change through continuous improvement and learning.	2	3
Review	The CSP leadership support the creation of opportunities for innovation and new ways of working.	2	3
Review	The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.	3	3
Impact	The CSP leadership create teams and ways of working that operate across organisational boundaries with a mutual commitment to shared outcomes.	2	3
		2	3

Team and People Development

Process	Statement	Core Team Consensus	Board Consensus
Plan	The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it.	1	3
Plan	The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.	2	4
Do	Staff feel they work in a positive environment that stretches their performance but supports them through supervision, guidance, training and professional development.	2	3
Do	The CSP recruits and develops people with the right skills, behaviours and competencies to work effectively together and with partners, to deliver local outcomes.	2	3
Do	The CSP has people focused leaders at all levels of the workforce.	1	3
Measure	Staff and stakeholder feedback are an integral part of the CSP's measurement processes and feedback/findings have been used to make clear improvements.	2	3
Review	The CSP encourages everyone to seek feedback on their own performance and be open to challenge and review from others. Conflict is seen as an opportunity for discovery, growth and creativity.	2	2
Impact	The CSP is agile and flexible in addressing opportunities for change whilst remaining resilient in its pursuit of clearly stated outcomes and goals.	2	3
Impact	The CSP facilitates the building of teams that can operate across organisational boundaries comprised of passionate and talented people with a commitment to a common purpose.	2	3
Impact	Investment in workforce development and skills can also be seen to be making a difference.	2	3
		2	3



Understanding Place and People

Process	Statement	CSP consensus score	Board Consensus
Plan	The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making.	3	3
Do	The CSP has depth and breadth to its knowledge, developed through quality information and data that is translated into meaningful insight.	2	2
Do	The CSP communicates insight tailored to the audience that facilitates its direct use within decision making, based on the needs of the people and the place.	2	3
Measure	The CSP can measure and evaluate the impact of its work, sharing and applying the learning across its team and partners.	1	2
Review	The CSP reviews its use of insight and data regularly to determine its usefulness/effectiveness.	2	3
Review	Learning and development is embedded in the whole CSP team so insight is up to date and useful.	1	2
Impact	The CSP is leading or making a major contribution to evidence, data and insight across local partnerships.	2	2
Impact	The insight provided or supported by the CSP is being used to inform and influence change in decisions, brokering of partnerships or delivery that has directly and can be evidenced to tackle inactivity and inequality in a place.	2	2
		2	2



Continuous Improvement

Process	Statement	CSP consensus score	Board Consensus
Plan	The CSP has a comprehensive 3-5 year Business Strategy and annual delivery plan with objectives that are clearly aligned to both national and local priorities.	2	3
Plan	The CSP is committed to and can evidence it is raising its operating standards.	2	3
Do	Stakeholders help shape planning and thinking from the outset. They are involved throughout in determining priorities and standards, in service development, in the design of interventions and the allocation of resources.	2	3
Do	The CSP has plans and tactics in place based on strong insight and manages its resources effectively to achieve its strategic priorities.	2	3
Measure	The CSP has a balanced range of key performance measures which are directly relevant to its purpose, primary role, business objectives and priorities.	2	3
Measure	The CSP benchmarks its performance and uses data/trend analysis proactively with partners to inform learning, service development and self improvement.	1	3
Review	The CSP has effective review processes involving both staff and stakeholders that helps shape and inform what it does and how it does it.	2	3
Review	The CSP shares its learning across the organisation, with stakeholders and other CSPs so it learns from others and actively promotes more of "what works".	2	2
Impact	The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.	1	2
		2	3



Partnerships and Brokering

Process	Statement	CSP consensus score	Board Consensus	Partner Consensus
Plan	The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place.	2	3	2
Plan	The CSP strategic priorities have been developed in collaboration with key priority partners.	3	3	3
Plan	The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.	2	2	2
Do	The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence.	2	3	2
Do	The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.	2	2	2
Measure	The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.	2	3	2
Review	The CSP regularly reviews its partnership and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.	2	3	2
Impact	There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches.	2	3	2
		2	3	2



Strengths

Process	Statement	Consensus Score
Collaborative Leadership		
Review	The CSP leadership explores the perspectives of other people / organisations and is able to modify its approach based on feedback as an agile collaborator.	3
Team and People Development		
Plan	The CSP works effectively with partners and stakeholders to develop, deliver and support an effective plan of action for wider workforce development in the locality.	2
Understanding Place and People		
Plan	The CSP is clear about its role as a CSP and its overall objectives. Insight and understanding of the place and its people are positioned at the heart of decision making.	3
Partnerships and Brokering		
Plan	The CSP strategic priorities have been developed in collaboration with key priority partners.	3

Areas for Improvement

Process	Statement	Consensus Score
Collaborative Leadership		
Do	The CSP Leadership is distributed across teams inside and outside the CSP and not held by a single person or limited by hierarchy.	1
Team and People Development		
Plan	The CSP has clear purpose and vision shared with partners, stakeholders which is clearly developed and owned by staff and the wider workforce who understand the vision, their roles and responsibilities and are motivated to achieve it.	1
Do	The CSP has people focused leaders at all levels of the workforce.	1
Understanding Place and People		
Measure	The CSP can measure and evaluate the impact of its work, sharing and applying the learning across its team and partners.	1
Review	Learning and development is embedded in the whole CSP team so insight is up to date and useful.	1
Continuous Improvement		
Measure	The CSP benchmarks its performance and uses data/trend analysis pro-actively with partners to inform learning, service development and self improvement.	1
Impact	The CSP effectively evidences and communicates its performance, achievements and impact locally. It can show the difference it is making.	1

Next Steps/Timeline

1. Board presented with aggregated self-assessment data and agree consensus score at Board Meeting on 24th October
2. Board to review draft action plan at board away day and make recommendations on priorities and future actions as appropriate
3. Selected partners consulted on draft improvement plan
4. Strategy Advisory Group to finalise draft improvement plan on 13th Nov
5. Draft improvement plan circulated to board for comment by 23rd Nov
6. Board sign off of draft improvement plan by 30th Nov
7. Self-Assessment and improvement plan submitted to Quest Assessor by 6th Dec
8. Formal Assessment – 17-18th December

