



**British Paralympic
Association**



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Summary Minutes

Name of Company British Paralympic Association
Meeting Board Meeting
Location BPA Offices, 60 Charlotte Street, London W1T 2NU
Date/Time Tuesday 11 December 2018; 13.00 to 17.30

Item	Topic	Action
	<p>The Board meeting was preceded by an Equality and Diversity training session delivered by Mary Nicholls.</p> <p>The Board discussed potential actions to promote diversity, including with regard to disability, in relation to the BPA's recruitment and staffing, covering potential for internships, supporting development opportunities for retired athletes and guaranteeing interviews for disabled applicants.</p> <p>In relation to Board level diversity, HR highlighted the opportunity to encourage candidates from beyond the sport sector.</p> <p>It was suggested that the BPA ought to aspire to a high standard with regard to equality and diversity, with due consideration of the BPA's role and responsibility to a supporting this agenda across its membership.</p>	
1.0	<p>Board Member only General Discussion (13.00 – 14.00)</p> <p>BPA staff were not present for the Board member only general discussion and the item was not minuted.</p>	
2.0	<p>Chair's Welcome and Introductions</p> <p>The Chair welcomed everyone to the meeting. CB, HR and AWS were welcomed as new members.</p> <p>MS was also welcomed to the meeting as incoming Chief Executive (start date – January 2019).</p>	
3.0	<p>Attendance and Apologies for Absence</p> <p>BOARD</p> <p>Present:</p> <ul style="list-style-type: none"> • Nick Webborn (Chair) • Emma Boggis (EB) • Chris Brown (CB) • David Clarke (DC) until item 9.2 • Forbes Dunlop (FD) • David Hadfield (DH) • Geoff Newton (GN) 	

	<ul style="list-style-type: none"> • Greg Nugent (GNu) by telephone for item 7.1 only • Helen Rowbotham (HR) • Anne Wafula Strike (AWS) until item 7.1 <p>Apologies received:</p> <ul style="list-style-type: none"> • Dee Paterson (DP) <p>OBSERVER</p> <p>Apologies received:</p> <ul style="list-style-type: none"> • Helene Raynsford (HR) <p>STAFF</p> <p>In attendance:</p> <ul style="list-style-type: none"> • Elaine Battson (ECB) <i>Director of Finance & Corporate Services</i> • Penny Briscoe (PB) <i>Director of Sport</i> • Peter Cherry (PC) for minutes <i>Executive Assistant</i> • Karl Reynolds (KR) <i>Commercial Director</i> • Anna Scott-Marshall (ASM) <i>Director of Communications</i> • Mike Sharrock (MS) <i>Incoming Chief Executive</i> <p>Apologies received:</p> <ul style="list-style-type: none"> • None 	
4.0	<p>Quorum and Declaration of Interest</p> <p>The meeting was agreed to be quorate.</p> <p>No further declarations of interest were raised at the start of the meeting.</p>	
5.0	<p>Approval of the Minutes and Summary Minutes from the Board meeting 3 October 2018</p>	
5.1	<p>Accuracy</p> <p>The minutes and summary minutes of the 3 October 2018 meeting were approved as an accurate record.</p>	
5.2	<p>Matters Arising</p> <p>It was noted that the final version of the Diversity Action Plan documents had been circulated with the Board papers.</p>	

<p>Executive Team Report</p> <ul style="list-style-type: none"> • Sport <p>PB listed the significant ongoing challenges in finding accessible accommodation for the pre-Games multi-sport preparation camp in Yokohama and Kawasaki.</p> <p>To date, there was limited progress. One of the concerns identified was the scale of the quote received to adapt the rooms to make them accessible. It could be interpreted as reluctance to cooperate.</p> <p>The additional challenges were the size of the team, and accessibility expectations. There was a discussion about reputational risk as well. There was a discussion about whether the matter could be escalated, with assistance from the OCOG, IPC and British Embassy.</p> <p>The Board was advised that the Sport Committee would review contingency plans from sport to sport. This was because there was a limited amount of available time for further escalation and resolution.</p> <ul style="list-style-type: none"> • Commercial <p>The BPA's Tier 2 partnership contract with Citi was finalised and agreed. The public launch was due to take place in January 2019. This would follow Citi's announcement of an international partnership with the IPC.</p> <p>The Board was provided with an update on Project Performance. This included work on the Project Brand and the Project Content. There was positive engagement with NGBs, as there was a shared understanding of the wider long-term funding challenge.</p> <p>The Move! Campaign project had been put on hold, due to a shortfall in financial commitment from the BPA's commercial partners.</p> <p>The Board agreed for the revised Move! Model to be explored further and a partnership to be agreed, if possible, with Fuse/Omnicom. This was subject to the oversight and approval of DC as Chair of the Social Impact Committee.</p> <ul style="list-style-type: none"> • Communications <p>ASM met with Mims Davies, the new Sports Minister. They discussed issues including the Government's sport strategy and the UK Sport public consultation. There was also a discussion about pre-Games accommodation for Tokyo 2020, and British House.</p> <p>The Board recognised the importance of British House in relation to stakeholder and partner engagement. The success of British House at Rio 2016 was used as an example. Further engagement with stakeholders including DCMS, the Department for International Trade and the Foreign Office was discussed. The available funding for this would be discussed later.</p> <p>Following a DCMS discussion about the impact of Brexit for the sport sector, it was concluded that there would not be any direct implications.</p>	<p>The Board agreed for the revised Move! model to be explored further and a partnership to be agreed, if possible, with Fuse/Omnicom, subject to the oversight and approval of DC as Chair of the Social Impact Committee.</p>
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	<ul style="list-style-type: none"> • Finance and Corporate Services <p>ECB spoke about the ongoing budget and governance related work, as recorded on the paper.</p> <p>Staff recruitment activity was also discussed. The Chair and the Board thanked PC for his contribution to the Board and his service to the BPA, as this was his last meeting.</p>	
7	For Decision	
7.3	<p>Governance Update</p> <p>ECB introduced the paper covering a range of governance items for discussion and approval.</p> <ul style="list-style-type: none"> • Committee Terms of Reference <p>The approved the five draft TORs for the Social Impact Committee, the Finance and Audit Committee, the Remuneration Committee, the Awards and Protocol Panel and the Nominations Committee (formerly the Nominations Panel).</p> <ul style="list-style-type: none"> • Board and CEO appointments <p>EB highlighted the requirement for a majority of appointed Board members on the Nominations Committee, and the proposal for GN to remain on the Committee [factual inaccuracy corrected after meeting] as an observer.</p> <p>The Board agreed the following appointments:</p> <p>CB: Finance and Audit Committee; Development Committee</p> <p>HR: International Relations Committee; Sport Committee; Nominations Committee [factual inaccuracy corrected after meeting]</p> <p>AWS: Sport Committee; Social Impact Committee; Qualification and Selection Panel</p> <p>ECB highlighted the proposal for MS to assume the various appointments, other than Safeguarding Champion, held by his predecessor.</p> <p>The Board confirmed the appointment of MS as Director of the National Paralympic Heritage Trust; 2016 Crest Holding Limited and Paralympic World Cup.</p> <p>The Board reviewed the Role Description for Safeguarding Champion and the need for an interim appointment, with a long term appointment to follow Board safeguarding training.</p> <p>The Board approved the Role Description for Safeguarding Champion and appointed FD as interim Safeguarding Champion.</p> <ul style="list-style-type: none"> • Recruitment and Appointment of CEO <p>The Board noted the work undertaken in the recruitment and appointment of the BPA's CEO; the Chair and GN commented positively on this process.</p> <p>The Board formally noted the process and outcome in relation to the recruitment and appointment of the BPA's CEO.</p>	

	<ul style="list-style-type: none"> • Postal Vote – Independent Board Member Appointment <p>The Board formally confirmed the decision agreed by postal vote for the appointment of CB to the Board.</p> <ul style="list-style-type: none"> • BPA Membership <p>ECB highlighted the forthcoming transfer of activities, including the Wheelchair Tennis performance programme, from the Tennis Foundation (TF) to the Lawn Tennis Association (LTA), and the proposal for this change to be reflected in the BPA membership.</p> <p>GN suggested clarifying this position with the LTA given that the TF will continue to exist, albeit with no members.</p> <p>The Board pre-approved an application from the LTA, should one be received in accordance with the BPA’s Articles.</p> <ul style="list-style-type: none"> • Board Elections <p>The summary of the Board elections process was noted, with HR and AWS elected to the Board.</p> <p>EB commented positively on the quality and diversity of the nominated candidates.</p>	
7.4	<p>Bank Mandate and Yen Account</p> <p>The Board approved the changes highlighted in the paper with regards to the Bank mandate signatories.</p> <p>The Board approved the opening of a Japanese Yen account with HSBC.</p>	
7.1	<p>Mid Year Budget and Forecast Review and Management Accounts (including update on commercial income pipeline)</p> <p>[GNu joined the meeting.]</p> <p>Version 7.2 of the Tokyo cycle budget and forecast was reviewed. This covered income and expenditure variances. Three scenarios were presented, which were based on various income projections.</p> <p>The Commercial Income dashboard, which was tabled by KR, was also discussed.</p> <p>The Board was reminded of the scale of the challenge to achieve the target income from the current position, and the need to consider alternative solutions.</p> <p>It was noted that there was a significant increase in the overall volume of commercial pipeline, following the appointment of Sports Sphere. KR assured the Board that, based on current activity, the project was still on track to be successful.</p> <p>The Board received information about the approach to Tier 1 and Tier 2 partnerships. Tier 2 was identified as the priority.</p>	

	<p>The Board was reminded of the importance of understanding partner motivations and the establishment of relationships with key influencers in prospective partner organisations.</p> <p>The new Board members were invited to have a separate discussion with KR about the commercial and philanthropy strategies, as a way to catch up with the remaining members, who had already had a discussion.</p> <p>MS informed the Board of his intention to engage with the Tokyo 2020 Gold Partners through Dentsu when in Tokyo in early 2019.</p> <p>The Development Committee would consider later additional fundraising activities, if this was necessary. The Board was reminded that any fundraising activity would need an initial level of investment from the BPA.</p> <p>[Gnu departed the meeting.]</p> <p>The Board considered the approval of V7.2 Scenario A, based on there being no shortfall in the income forecast. A further budget review would be carried out and this would be discussed at the Board meeting in March.</p> <p>Approving V7.2 would not result in additional expenditure beyond the end of the current financial year. March 2019 would be the best time to consider any remedial action. However, it was agreed that it could be prudent to consider priorities in the event of any expenditure cuts.</p> <p>The Board agreed that additional budget meetings should be scheduled in order to explore the options further.</p> <p>[AWS departed the meeting.]</p> <p>The Board approved V7.2 Scenario A of the Tokyo cycle budget and forecast.</p> <p>The Board acknowledged the work undertaken by all parties in relation to this item.</p>	<p>Additional budget meetings to be scheduled in the new year between the Executive team and the Board, including members of the Finance and Audit and Development Committees</p>
<p>7.2</p>	<p>Assessment of Risk Management and Risk Register Review</p> <p>The Board was provided with highlights of the twice-yearly Risk Management and Risk Register review.</p> <p>A query was raised about the Project Performance entry, and the impact it would have on the high-performance system. KR stated that the wider context represented the risk in question and the Project Performance was the mitigating factor.</p> <p>The Board acknowledged that there was a need to adopt a consistent approach with the work on securing accessible accommodation and transport for Tokyo 2020.</p> <p>The Board also noted the potential reputational risk of the BPA not achieving its charitable objectives.</p> <p>The Board agreed that the BPA's risk management and internal control systems provide reasonable assurance with regard to risk.</p>	

8	For discussion	
8.1	<p>IPC Issues – Standing Item</p> <p>The IPC Governing Board was due to attend the BPA's 30th anniversary celebration, and was also due to attend a dinner in Wimbledon.</p> <p>The outcome of the IPC Governance Review on sport independence was due to be published. In addition, WADA was due to make a decision on whether to reinstate RUSADA and the implications of the IPC's suspension of NPC Russia. The Board was also provided with details of the recent International Partnership Against Corruption in Sport (IPACS) anti-corruption conference in London.</p>	
8.2	<p>BPA CRM System – Update</p> <p>ASM informed the Board of the benefits of a CRM system to manage data and relationships across the BPA's activities.</p> <p>It was noted that a preferred option had been identified. This was because of its cost effectiveness. This was enhanced by the Salesforce volunteering scheme, where pro bono support could be provided. There was concern that the pro bono assistance could present some risks. It was also argued that training would need to be provided.</p> <p>ASM suggested that the CRM implementation should be done in phases over the two upcoming Games cycles, to minimise disruption. The Chair explored the long term returns of an initial investment in a CRM system.</p> <p>The cost implications would be discussed at the Board meeting in March 2019. This would form part of the wider budget review.</p> <p>The Board received confirmation that some elements of the cost could legitimately be met from the Parasport budget.</p>	
9	For information	
9.1	<p>BPA Property Planning</p> <p>The BPA's licence to occupy 101 New Cavendish Street was due to be finalised with the BOA, then signed off.</p> <p>EB cited the benefits of relocation, using the recent move by the Sport and Recreation Alliance as an example.</p>	
9.2	<p>Finance and Audit Committee</p> <p>The Finance and Audit Committee met on 26 November 2018. The following was discussed:</p> <ul style="list-style-type: none"> • Monthly accounts; • Commercial income dashboard, and 	

	<ul style="list-style-type: none"> Budget and risk reviews <p>[DC departed the meeting.]</p>	
9.3	<p>Sport Committee</p> <p>The Sport Committee met on 10 December 2018. One of the issues discussed included the model for pre-Games accommodation. There would be further discussion about prioritising sports at the next meeting.</p> <p>The Committee reviewed the BPA's Games Support Principles, and these were approved. They would be communicated with NGB team leaders.</p>	
9.4	<p>International Relations Committee</p> <p>The next meeting would be on 17 January 2019.</p>	
9.5	<p>Development Committee</p> <p>The Board was reminded about its responsibility regarding BPA fundraising activity. This was highlighted in the Charity Commission's CC20 fundraising guidance. The Committee's terms of reference also highlighted this.</p>	
9.6	<p>Athletes' Commission</p> <p>The item was noted.</p>	
10	<p>AOB</p> <p>EB notified the Board of her resignation as Chief Executive of the Sport and Recreation Alliance in April 2019.</p> <p>No further items were raised.</p>	
11	<p>Date of 2019 meetings</p> <p>The dates of the 2019 Board meetings were noted:</p> <p>25 March 2019 (awayday on 26 March)</p> <p>15 May</p> <p>25 July</p> <p>8 October</p> <p>11 December (awayday on 12 December)</p>	
	<p>Close of Meeting</p> <p>The Chair thanked the Board for their time and input and closed the meeting (17.30).</p>	