



ParalympicsGB



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Board – April 2026

ParalympicsGB London Office and hybrid via Microsoft Teams
29 April 2026, 13:30 – 17:00

Attendance and Apologies

Members

Dan Brooke (DB), Chair
Kate Adams (KA) (Online, until 15:00)
Chris Brown (CB)
Mike Cavendish (MC) (Online)
Sophie Christiansen (SC)
Fred Hargreaves (FH) (Online, until 16:00)
Tim Hollingsworth (TH) (Online, until 16:20)
Simon Michaelides (SM)
Helene Raynsford (HRa) (Online)
David Ross (DR) (Online, until 16:00)
Helen Rowbotham (HRo)
Anne Wafula-Strike (AWS) (Online)

In attendance

David Clarke (DC), CEO
Penny Briscoe (PB), Director of Sport
Verity Naylor (VN), Director of Operations
Jenny Seymour (JS), Commercial Director
Anna Scott-Marshall (ASM), Director of Communications and Social Impact
Rob Tate (RT), Head of Governance, Planning, and Risk
Phil Smith (PS), Head of Sport and Milan Cortina 2026 Chef de Mission (Item 2.1)
Jill Puttnam (JP), Head of Social Impact (Item 2.3 - Online)
Sally Munday (SaM), CEO, UK Sport (Item 3)
Kate Baker (KB), Director of Performance, UK Sport (Item 3)
Suzanne Mills (SuM), Head of Finance (Item 4)

Apologies

None

**Item
1.0**

**Topic
Introduction**

DB opened the meeting by welcoming attendees and congratulating SM on his appointment to the Board.

DB also congratulated MC on his appointment as Managing Director of UK Sports Institute. DB noted that consideration has been given to potential conflicts of interest and confirmed that these would be managed in accordance with the organisation's conflicts of interest policy, should they arise.

No apologies were received. No conflicts of interest were declared in relation to the agenda for this meeting.

The Board confirmed two written resolutions which took place since the December Board Meeting – appointment of We are Futures Ltd as a supplier for the Get Set programme and appointment of Simon Michaelides as a Non-Executive Director and Trustee.

There were no matters arising that were not otherwise addressed in the agenda. Board noted positive feedback from the joint Board networking event held with the British Olympic Association and British Olympic Foundation Boards in January 2026.

2.0 Executive Team Report

DC presented the Executive Report, beginning with reflections on the Milan Cortina winter Games, and expressing thanks and congratulations to PS on his delivery as Chef de Mission.

Board discussed the increasingly complex geopolitical environment and its potential implications for Games delivery, international engagement and commercial activity. Cyber security risk mitigation was discussed, and Board noted the importance of robust systems, staff awareness and supplier assurance, as well as considering the organisation's broader approach to technology, data governance and the growing role of artificial intelligence. It was agreed that while there are significant opportunities to improve efficiency, insight and performance support, these must be balanced with strong governance, data protection and ethical considerations.

2.1 Milan Cortina 2026 Reflections

PS provided a detailed reflection on the Milan Cortina Winter Paralympic Games, and outputs of the post-Games debrief process to date. Performance outcomes were considered in the context of pre-Games injuries, the number of debutant athletes and realistic medal scenarios. While there was disappointment in some results, the Board noted that overall outcomes were broadly in line with expectations and that valuable experience had been gained by emerging athletes who are expected to contribute strongly in future cycles.

Significant positive feedback was received regarding team culture, inclusivity and the continued evolution of the winning behaviours framework, which was seen as a meaningful improvement on previous approaches to conduct and values. Board also reflected positively on engagement with partners, and the Homecoming event which was well received by all stakeholder groups.

- Item** **Topic**
- Operational learning was discussed in detail, including kitting out, accommodation, accreditation processes, Board and Member engagement, and transport. The Board noted a high completion rate for Games evaluations and welcomed plans for a structured internal review to capture lessons for the French Alps cycle and beyond.
- DB expressed his congratulations, on behalf of the Board, to DC, PS and the whole ParalympicsGB team.
- 2.2 LA 2028 Masterplan Update**
- PB introduced the developing LA 2028 masterplan, outlining the complexity of the venue footprint and the associated challenges for logistics, travel time and athlete experience. Board discussed the challenge of supporting performance for all team members, as well as fulfilling media and commercial obligations across dispersed Games environments. Board supported mitigations to address these challenges, recognising the importance of early planning and system collaboration to manage cost, accessibility and operational risk. The challenges of securing accessible accommodation in LA, including in the Athletes' Village, were also noted, and the Board emphasised the need for continued joint working with UK Sport and Team GB to resolve these issues.
- 2.3 Social Impact Forward Plan**
- JP joined the meeting and ASM introduced the forward plan for social impact activity through to LA 2028. The strategic focus on systems change was welcomed, particularly the emphasis on increasing participation among disabled people through policy influence, education reform and workforce development.
- The Equal Play programme was highlighted as the flagship initiative, and Board discussed progress in engagement with government, education bodies and schools and the impact being seen as a result. The Board welcomed the development of a social impact measurement framework, being undertaken in collaboration with Deloitte, and recognised the importance of evidencing long-term impact rather than short-term outputs. The need for meaningful inclusion, informed by lived experience, was emphasised.
- DB expressed thanks to JP, ASM, social impact team members and the Social Impact Committee, on behalf of the Board.
- 2.4 International Relations Update**
- Board noted several international relations topics within the wider executive team update, including ongoing engagement following recent international elections and the broader geopolitical context. It was acknowledged that international influence will remain an important strategic priority, particularly in the lead-up to LA 2028.
- 3.0 UK Sport Briefing**
- SaM and KB joined the meeting on behalf of UK Sport and provided a comprehensive briefing covering system master planning, the development of SportOrg, and Paralympic performance strategy for the LA and French Alps cycles.

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| Item | Topic
Board discussed the challenging funding environment, increasing demands on the system and the need to maintain relevance and sustainability across Olympic and Paralympic sport. Detailed discussion focused on athlete pipeline health, medal conversion trends and the perceived reliance on multi-medal athletes in para sport. Board emphasised the importance of broadening medal opportunities and strengthening early-stage development. The implications for governance, accountability and athlete protection were explored, with particular emphasis on ensuring parity between Olympic and Paralympic programmes and maintaining a strong athlete voice within new delivery models.

DB thanked SaM and KB for their contribution to the meeting and expressed ParalympicsGB's continued desire to support and partner with UK Sport in the ongoing development of the high-performance system. |
| 4.0 | LA Cycle Budget Reforecast
SuM joined the meeting to present the proposed reforecast of the LA cycle budget. The revised budget reflected updated Games planning assumptions, including increased clarity on LA delivery costs, alongside significant cost reductions achieved through rephasing of proposed spend and reduction of planned recruitment within the cycle. The inclusion of major donor income and the strength of the commercial and philanthropic pipeline were noted, and JS summarised the current position and forecast for income over the cycle. DC and CB concluded the presentation, confirming their confidence in the reforecast. It was noted that the organisation remains in a strong financial position at this point in the cycle, with reserves protected and appropriate contingency in place.

DB thanked SuM for her work in delivering the reforecast. Board approved the reforecast budget. |
| 5.0 | Governance Changes
Board approved the appointment of RT as Company Secretary, and changes to the organisation's bank mandate. |
| 6.0 | Committee Reports
Reports from recent Board Committee and Advisory Group meetings were shared with Board in advance of the meeting. |
| 7.0 | Any Other Business
TH updated the Board on recent activity in his role as one of ParalympicsGB's representatives on the Board of the National Paralympic Heritage Trust, including discussions around management and development of Stoke Mandeville stadium.

HRa provided a brief update to Board on plans for upcoming Athlete Commission elections, and the process for appointment of the next Athlete Commission chair, when HRa reaches the end of her term later this year. |

DB Closed the meeting at 17:10, thanking all for their attendance and contributions.