



ParalympicsGB



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Board Meeting – October 2023

Online only via Microsoft Teams

Wednesday 4 October 2023, 11:30 – 17:00

Attendance and Apologies

Board

Nick Webborn (NW), Chair
Pippa Britton (PiB), Vice-Chair
Chris Brown (CB), SID
Graham Edmunds (GE)
Sally Hancock (SH)
Fred Hargreaves (FH)
Steve Ingham (SI)
Helene Raynsford (HRa)
David Ross (DR) (Until 13:00)
Helen Rowbotham (HRo)
Anne Wafula-Strike (AWS)

Apologies

Board: Kate Adams. **Executive:** None

Executive

David Clarke (DC), CEO
Anna Scott-Marshall (ASM), Director of Communications & Social Impact
Adrian Stockman (AS), Director of Finance & Corporate Services
Jenny Seymour (JS), Commercial Director
Penny Briscoe (PeB), Director of Sport
Verity Naylor (VN), Director of Operations
Jennie Cooper (JC), Head of Games Strategy & Planning (15:15 – 16:00)
Rob Tate (RT), Head of Compliance & Governance

Item	Topic
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1.0	Introduction, Apologies for Absence & Declarations of Interest
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NW welcomed Board and Executive colleagues to the meeting at 12:00. NW introduced Janice Shardlow, of Governance United Ltd., who attended the meeting as an observer, as part of the ParalympicsGB External Board Evaluation.

NW led the Board in congratulating David Hadfield and Greg Nugent, former members of the ParalympicsGB Board, who were both awarded the Paralympic Order at the recent IPC General Assembly in Bahrain.

Apologies were received from Kate Adams. There were no new declarations of interest.

1.1	Minutes of Previous Meeting and Matters Arising
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There were no comments on the accuracy of the minutes of the 14 July 2023 meeting, and the minutes were approved.

No questions or comments were raised regarding the list of matters arising from previous Board meetings.

2.0	Strategy Update – Best Prepared Team
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Future Games Strategy

PeB introduced the Best Prepared Team strategy update, beginning with the Future Games Strategy. She explained that, whilst the update presented in the paper and presentation did not present a radical change from the previous update in March 2023, it was an important evolution and included some subtle but important changes.

PeB noted that the Executive intends to continue lengthening the Games planning cycle, as it has been doing since Rio, but that the truncated Paris Cycle has made it challenging to find focused strategic time. However, she also noted that the introduction of the Championing Change strategy, the appointment of DC as CEO, and the Board strategy session in March 2023 have all been very helpful in contributing to strategic games planning despite the challenges of this cycle.

PeB went on to summarise the changing landscape of the Paralympic Games, and how this impacts ParalympicsGB, noting rising costs, complexity, waste and risk and how these can be offset by greater flexibility, efficiencies and partnership working through the planning and delivery of each Games. PeB referenced, as an example, the revised approach to Games-time recruitment that has been so successful in the run up to Paris.

CB enquired whether, given the changes to the landscape outlined, the ParalympicsGB strategy required adjustment to remain fit for purpose. PeB and VN assured that changes to the strategy were not required, and that the changing landscape is being addressed through subtle changes embedded in our longer-term operational planning.

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It was noted that the IPC and Local Organising Committees will be making new decisions and changes throughout our planning cycle, and so the ability to adapt to these changes as the cycle progresses is built-in to our ways of working and the roles of PeB and VN as Directors.

PeB then outlined ParalympicsGB's approach to Games strategy. This began by acknowledging that the Best Prepared Team strategic objective did not sit with a single team, and therefore its delivery required a cross-organisational approach. As a result, a need has been determined for a Future Games Strategy Group to oversee this strategic priority, headed by PeB and VN as Directors of Sport and Operations respectively. PeB reinforced the desire to extend the games planning cycle, noting that whilst planning currently begins c.5 years out, the aim is to get to c.7-year planning cycles. In support of effective strategic planning and delivery throughout the planning cycle, PeB identified the need to make Chef de Mission (CdM) appointments at the earliest opportunity.

NW enquired about the process for CdM appointment. PeB noted that the process required identification of an appropriate leader from within the Sport and Ops teams before approval by the CEO. It was noted that the CdM has traditionally been appointed from the Executive team, and that this was positive for accountability given the level of authority and decision-making traditionally held by the CdM. It is not seen as insurmountable to have a CdM who does not sit on Exec, but the Beijing 2022 experience identified that some changes to roles and responsibilities were necessary to ensure that relevant authorities and accountability still sit at Exec level.

PeB closed her introduction to the Future Games Strategy by outlining the expected benefits of the proposed approach. These included greater ability to apply focused resource to future games strategy, earlier identification of risks and opportunities, improved, cross-organisational governance and decision-making, and a more robust business as usual games planning structure, led by experienced Executive Directors and providing significant leadership opportunities for others.

Paris 2024 Games Planning Headlines

PeB began the next section of the presentation by giving an overview of a busy summer for both ParalympicsGB, Sports, and Athletes. This included over 190 medals at European and World Championships, 103 athlete slots qualified for Paris, and ParalympicsGB attendance at the one-year-to-go CdM Seminar in Paris. PeB noted that the summer of sport had provided fantastic "sport connect" activity for ParalympicsGB colleagues, and the CdM seminar offered brilliant engagement with both the Organising Committee and Paralympic colleagues from around the world.

PeB went on to summarise the forecasted team size – c. 250 athletes, a total delegation of over 900, and, in addition, thousands of friends, family and guests will amount to a significant British presence in Paris next Summer. In summarising the team environments, PeB noted both the scale and complexity of delivering this team

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across 25 different environments in the run up to and during the Games. To support this, staff team building activity is already underway, with the Team Launch taking place online in September and the first Team Development Programme event scheduled for early November. PeB asked board to acknowledge the significant investment being made into team development, starting with an ambitious new recruitment approach. PeB noted that this was the most diverse team ParalympicsGB had recruited, including 18% with a declared disability, 6% from ethnically diverse backgrounds, and more partner organisations represented than ever before.

PiB asked about the Sport Wales performance hub, and how this would be encompassed within the existing environments. PeB confirmed that this was on her team's radar, and that it was important that all environments can benefit from a great team experience. Future updates will reflect progress in this area.

Paris Risks

VN led the board through an appraisal of major risks in the Paris games planning, noting that she wouldn't address the security risk as Board have previously heard from Head of Security Chris Dick on that issue.

The first risk related to team experience. Whilst there is great confidence in the main Paris village, there is some concern about the services and infrastructure available to residents at the Equestrian Grooms and Vets accommodation at Huttochia, and for the Shooting Team in Chateauroux. Previous experience suggests that satellite villages will not receive the same level of service as the main village, and this is already apparent in plans for medical provision and food options. Concerns have been flagged with the IPC and Organising Committee, and ParalympicsGB are in close contact with the Equestrian and Shooting team leaders on these issues. VN confirmed that this issue was anticipated and therefore allowance has already been made to provide additional resource to bring the experience here closer to that in the Paris Village. The specific need has not yet been identified but will become clearer as discussions with Organising Committee and IPC progress.

The second risk relates to thermal comfort. The Paris Village accommodation was not originally built with air conditioning, only underfloor cooling systems. This impacts on comfort for all and poses a specific risk to athletes with thermo-regulatory impairments. Lobbying by ParalympicsGB and others has led the IPC and Organising Committee to agree the provision of one air conditioning unit for every three athletes. ParalympicsGB will supplement this provision with additional units to ensure a minimum of one unit per flat, in the communal spaces, and specific solutions for impacted athletes. Work is continuing with Sports on determining those specific needs.

In addition to the air conditioning units, the underfloor cooling systems will be used, along with cooling mattress toppers and pillows, provided by ParalympicsGB partner Dreams. Consideration is also being given to use of reflective window films and the

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tactical positioning of bedrooms for athletes with particular needs on the cooler side of the buildings. PeB noted that there are some balances to be sought between cooling and overall sleep hygiene, noting that the use of air conditioning in bedrooms limits the ability for those rooms to be “blackout” because of necessary window ventilation.

DR enquired whether conversations with TeamGB had taken place, to consider opportunities to collaborate. VN noted that these conversations had taken place, but a collaboration was not practical due to the fact that TeamGB will be using different buildings during the Olympics, and the provision of air conditioning units by the organising committee was different for Olympic and Paralympic teams.

HRa offered the support of the Athlete Commission to carry out focus groups with affected athletes if necessary. VN thanked HRa but noted that these conversations were already taking place with sports, led by Jonny Riall, Head of Performance Services.

The third and final risk covered by VN was Moving the Team. VN noted that the transport plan is complex and has been changing frequently. Following much work with Eurostar on wheelchair access, we are now in a position where we expect all teams can travel together to and from Paris via Eurostar, except for Boccia (who will travel in two groups) and Wheelchair Rugby (whose plans are still to be confirmed). It was noted that Sports were now keen to use the train, if possible, whereas many had favoured flying in earlier conversations.

VN went on to outline the risks associated with the travel plan. The train solution, which involves an increase in the number of evacuation chairs to allow greater capacity for wheelchair users on each train, requires approval by the Eurotunnel Health and Safety committee. Though successful trials have taken place with small groups travelling to France, the process of scaling up to larger groups will be complex, and the plan must consider the full door to door journey, including how Team Members will get to and from St Pancras. Finally, this plan relies on moving most baggage separately, overland. This is a new approach, and will be complex, but is necessary to accommodate travel by train.

Positively, VN also updated on potential wider impact of the travel plan. Though the specific ParalympicsGB plan is a bespoke solution, the Health and Safety team at Eurostar are now working on plans to make permanent changes that would increase the capacity for wheelchair users on each train from four to eight (where individuals are able to transfer). This is subject to approval by Eurotunnel, and will take 12-18 months to come into effect, but will be a positive legacy if it comes to fruition.

NW noted his recent attendance at the BBC Green Sport awards, and the offers of support he received when sharing the accessible transport challenges ParalympicsGB have been addressing.

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GE asked whether the Communications Team are prepared to talk about this wider impact, and ASM confirmed that there are plans in place to do so, at the right time. This will involve both clarity for Athletes and their Friends and Family, as well as wider publicity of the positive impact.

HRa asked whether any other impairment groups faced barriers travelling via Eurostar. VN did not believe there were any other barriers and explained that Eurostar's approach to accessibility is very accommodating, with no blanket policies and support tailored according to individual needs.

PiB asked how wheelchairs will be transported when Team Members transfer into train seats. VN confirmed that priority is being given to wheelchair access, and that the plan to move baggage overland is in part to ensure that there is enough space on each train to store wheelchairs and essential personal luggage.

PiB also asked whether we can have similar conversations about accessibility with UK Train Operators, using the Eurostar plan as an example, to encourage better accessibility across the rail network. VN noted that the trial runs on Eurostar had identified transport to St Pancras had been a barrier, and therefore conversation would be necessary with other train operators to facilitate the Paris travel plan and longer-term social impact. DT noted that conversations were due to take place with Border Force about facilitating the overland baggage transport, and NW noted that a conversation with Baroness Tanni Grey Thompson could help.

AWS echoed previous points about the huge potential social impact of these plans, but noted her concern about whether the accessibility would extend to users of power chairs. HRa agreed with this and noted that mobility scooters used by some athletes have not often been accepted by rail companies. HRa offered to make introductions to rail access lobbying groups if it would be helpful.

Milan Cortina 2026

VN confirmed the appointment of Phil Smith as CdM for Milan Cortina 2026. This appointment offers continuity from the previous winter Games in Beijing, and also helps to mitigate the truncated Paris cycle. PeB noted that, as per the earlier conversation, the CdM role has been rewritten to reflect the delineation between CdM and Director responsibilities and authority.

VN reflected on a great 2022/23 Winter Sport season, which resulted in nine world championship medals across four sports. She also noted the addition of Mixed Doubles Wheelchair Curling to the Games Programme and additional UK Sport investment in GB Snowsport's Para Nordic programme. ParalympicsGB planning is believed to be on track, and VN reported positive joint calls between ParalympicsGB, TeamGB and the Milan Cortina Organising Committee.

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Unfortunately, it was noted that the Organising Committee's own plans appear to be behind schedule, and that recent updates received have been disappointing. DC noted the importance of the planned February Recce, and welcomed any additional intel Board members may receive.

Los Angeles 2028

PB reflected on a positive recent recce trip to California and noted that another trip will be taking place in October. Planning and strategy writing are underway, and PB hopes this will lead to a clear statement of the risks and opportunities for the LA cycle in the coming months. She noted that early indications are that the cycle will be complex and expensive. NW noted his conversations at the IPC General Assembly indicate ParalympicsGB are ahead of the curve in terms of getting out into environment and beginning the planning process.

DR left the meeting at 13:00.

3.0 Executive Report

DC introduced the executive report, noting that, whilst a lot of work is going on within the organisation, the Executive have tried to keep this report concise. Further detail is available to Board at any time if required. He went on to summarise headlines from the report:

- DC has been meetings with Members, both through one-to-one meetings with CEOs and through attendance at competitions throughout the summer. This has provided great opportunities for engagement and relationship building.
- We continue to build our relationship with Clichy, including a recent launch event and engagement across the local government, business school and hotels. This is a fantastic opportunity to further our commercial, social impact and public relations objectives.
- The Executive have continued to take a proactive approach to decision-making, focused on long-term view strategic outcomes, efficiency, and sustainability over short-term benefits. Examples include the partnership with Eurostar for the Team to travel to Paris 2024 by train.
- DC has been hugely impressed by the impact Ben Quilter, Athlete Recruitment Network Manager, has had since joining the organisation earlier this year to drive growth of the Athlete recruitment pipeline, which has been identified as a challenge by our members.
- DC noted that whilst the Executive is always aware of risks, there has been an effort recently to galvanise around the opportunities that are available, for example in partnering with UK Sport and member organisations around UK major events.

DC invited questions from the Board.

NW noted the disappointing position regarding British Airway's sponsorship decision, and the importance of considering options for future Games cycles. DC

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agreed with the disappointment and confirmed that the Executive are considering the options, with some potential leads to explore. JS acknowledged that BA have provided some support on discounted airfare, and believes they are still open to future discussion. JS believes air travel has been an area where ParalympicsGB are treated as an equal to TeamGB. She also noted that the location of future Summer Games in LA and Brisbane leaves open plenty of options for future air travel partnerships.

NW referenced the Staff Equity, Inclusion, and Diversity data report, noted that it is difficult for a small organisation like ParalympicsGB to accurately reflect the demographics of UK society, and asked about comparative figures for UK Sport and other partner organisations. DC highlighted the 98% response rate to the Data capture exercise, which indicates a high level of trust from colleagues to ParalympicsGB. RT noted anecdotally that UK Sport appears to be in a similar position to ParalympicsGB but agreed to seek more data to facilitate such comparisons. RT also agreed with NW's suggestion that matching UK-wide demographics would be a challenge but confirmed that the ambition for ParalympicsGB was to get closer to those figures, whilst being realistic about what is practical.

Action 1: RT to share more information regarding UK Sport's Diversity and Inclusion Action Plan and demographic data.

NW also asked about the exercise to calculate ParalympicsGB's Carbon Footprint, and how the partnership between Loughborough University, Perform Green and ParalympicsGB worked. ASM explained the partnership, noting that there is some continuity with work the BOA have done in the same space. Moving forward, Perform Green will be working with new partner Deloitte, and more information will be provided to Board on this in December. DC and ASM noted that Loughborough seem open to further partnership if the opportunity presents itself.

CB asked about progress on the organisation's digital development, noting previous discussion about the potential this offered. DC noted the work that is being done around audience development, based on the social impact strategy and discussions with partners such as Ocean Outdoors. He noted the need to be careful about budget in this area and noted the opportunity to get help from partners and other stakeholders with expertise in this area. ASM confirmed that work is ongoing to build audiences and demonstrate the value of those audiences to partners. This work includes infrastructure improvements, working with Salesforce and Deloitte. ASM stressed the importance of agile, iterative working to develop best ways of working in this area, and also highlighted the benefit of aligning our work with other projects and partners, to maximise reach and impact. CB agreed with this, stating the benefit of network effects to amplify growth. CB agreed to speak with ASM about opportunities for growth in this area.

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Action 2: ASM and CB to discuss digital development strategy and growth opportunities.

HRO asked for an update on the development of UK Sport's Sporting System strategy, following Simon Morton's update to the Board in March. DC provided reflections on a meeting he recently attended in Manchester, where UK Sport brought together stakeholders from across the sector to discuss outcomes from the initial sporting system working groups. DC noted that there was, following plenty of discussion, general consensus around 15 points but he felt those 15 points were too broad to build a strategy around. Sally Munday has requested DC's participation in a group to take those 15 points forward – DC will participate, but dates have yet to be set. DC believes financial sustainability of the sector is the most pressing issue to address.

SI asked whether Board could support the Executive and the communications strategy by sharing ParalympicsGB content with their networks. ASM and DC agreed this would be very helpful but would need to be reserved for specific strategic announcements or posts that are of particular value to the Board's networks. NW concurred with the need for strategic focus. It was agreed that the Executive should be proactive in asking Board to share strategic messages via social media.

HRA offered to connect ASM with an athlete-led sustainability group. ASM thanked HRA but confirmed that ParalympicsGB is already working with the group.

FH raised the topic of the IPC's decision to allow Russian and Belarusian athletes to compete as neutrals in Paris. NW reflected on the General Assembly that took place in Bahrain recently. He noted disappointment in the outcome, but noted that the matter wasn't closed as Ukraine, Russia and Belarus still had opportunities to appeal the decision. NW also noted the possibility of further action by the European Paralympic Committee. FH noted the recent UEFA decision on Russian and Belarusian participation in Under 17 competitions. DC acknowledged that the Board would need to give further consideration to ParalympicsGB's response – whilst non-participation is not an option, the Board should consider what representations are made to the IPC and Paris Organising Committee and how the ParalympicsGB team will be expected to interact with Neutral Athletes.

4.0 Finance Items

4.1 Approval of Financial Statements FYE 31 March 2023

Subarna Banerjee (SB), Audit Partner at UHY Hacker Young, was welcomed to the Meeting. AS outlined the audit process, and the process for approval and signature of the Annual Financial Statements.

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AS stated his view that the accounts presented a good picture of ParalympicsGB's current position, and that the Trustee Report provided an interesting overview of ParalympicsGB operations over the past year. He provided a summary of headlines from the financial statements:

- Income and Expenditure are c. 50% lower than the previous year, which is expected, given that the previous year included two Games.
- Reserves and cash are in a very strong position, but this will come down over the coming years, particularly after the Paris Games delivery costs are met. It's important to be clear that the organisation is building reserves to address the costs of Paris, LA and Brisbane, not building a huge surplus.

SB confirmed the audit was concluded, and UHY Hacker Young are ready to sign off as soon as Board approval is confirmed. He confirmed that the audit had focused on revenue and assessment of going concern, and that conversations had been held with the Finance and Audit Committee. SB thanked AS and Suzanne Mills, Head of Finance, for their support in the audit process.

CB expressed his thanks to SB and his team, and to AS. CB feels that a good set of accounts has been produced and the organisation is in good health as it prepares for Paris.

GE asked about the risk of ParalympicsGB's reserves position being perceived negatively by membership. AS acknowledged this risk but noted the intention to mitigate it through messaging. In particular, AS noted the need to explain that the pre-Games year will always mark a high point for ParalympicsGB Reserves and that our strategy is to build reserves in preparation for what are expected to be expensive LA and Brisbane cycles.

NW thanked SB and acknowledged that this would be the last audit performed by UHY Hacker Young. SB thanked the organisation for the relationship that has been in place over recent years.

Board approved the accounts, noted the audit report findings, and authorised the Chair to sign off the accounts and letter of representation.

SB left the meeting.

4.2 Paris Budget Reforecast

AS introduced the latest budget reforecast, and provided a headline summary to Board:

- Reserves were noted as healthy, with income risk further reduced since the last reforecast thanks to the work of JS and her Commercial Team.
- The Summary forecast shows reserves at c. £4m by the end of the Paris cycle compared to the policy minimum requirement of £2.5m, reflecting an overall surplus for the cycle of just over £1m. High risk income has dropped

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- substantially and only 2% of the cycle's income requirement is not in the Secured or Probable categories.
- Compared to the last reforecast in March 2023, the picture has improved by around two-thirds of a million pounds. This is thanks to both increased income (approx. £100K) but also significant reductions in expenditure (approx. £500K).
 - AS summarised the significant movements in both income and expenditure, including the new British Gas partnership and additional deposit interest thanks to the new Treasury programme.
 - Expenditure reductions included adjustments for Paris recce trips cancelled and some aspects of Beijing delivery not being possible due to the Pandemic and lower than budgeted commercial activation costs in the early years of the cycle. Further cost reductions reflected very broad-brush social impact spend figures being replaced with more accurate project data.
 - There had also been a reduction in the inflation and forex provision now that some costs were more certain than at the last reforecast. AS added that there were many smaller cost variations as a result of a very thorough line-by-line budget review.
 - AS also addressed several risks. He noted that exact spending figures remain to be confirmed as Games preparation continues, and that the Organising Committee grant was yet to be confirmed and might not match precisely to expectations. He identified Philanthropy income as a continuing risk, though noted that the Commercial income figures did not include any speculative forecasts and is considered to have strong potential for upside. Finally, he noted that there are plenty of Paris delivery costs that are not yet certain and although we do have a contingency of £260K to mitigate foreign exchange and inflation, the cost uncertainty does still remain as a risk.

AS then presented an analysis to consider the affordability of the increased ParalympicsGB House budget to be proposed at Item 5.0. The analysis compared an optimistic and pessimistic reserves forecast and concluded that the organisation could fund the additional House budget request and meet the Paris cycle reserves target, even in a more pessimistic scenario.

NW thanked AS for the clarity of the presentation and papers. He asked whether the stated budget for the Film Project included an allocation for promotion and activation. ASM confirmed that the conditions of the donation which will fund the project required the majority of the budget to be spent on production costs, to ensure a high-quality output, but that around 10% of the budget was allocated to support publicity and promotion. Further, ASM confirmed that ParalympicsGB will be working with partners, such as Channel 4, to maximise the reach and impact of the film. CB, reflecting on the analysis of the proposed House budget increase, noted that investment in the House will be a driver of further income through commercial partnerships and philanthropy.

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DC stated his confidence in the reforecast, which is based on his confidence in AS. He also praised ASM and JS for their approach to revisiting costs and income opportunities.

Board approved the proposed Budget Reforecast.

5.0 ParalympicsGB House

NW welcomed JC to the meeting. DC introduced the proposal to increase the budget allocated to delivery of ParalympicsGB House in Clichy during the Paris Games. He noted that the original proposal focused on the essentials needed to support the athlete team, and that this updated proposal reflected a desire to build on the opportunity for building new partner and donor relationships that the proximity of Paris provides.

Noting that the next two cycles will be very expensive, DC noted the ambition to agree deals now that will run through to 2032. The proposed increase in expenditure on the House reflected a move from an internal to external focus, providing a base from which the organisation can sell what it does, including its social impact, to partners through an exciting and enjoyable games-time experience. The proposal includes additional provision for athletes, which will improve their games-time experience and interaction with Friends and Family.

DC noted that the cost increase was significant, as a result of the cost of both doing more and inflation, but that the model proposed represented an optimum balance of cost and benefit, not a splurge.

JC summarised the main changes proposed to the House. This included the addition of hospitality, events and media space, as well as catering provision. Noting that the House would be a base for c. 80 ParalympicsGB staff, as well as welcoming Athletes, Friends and Family, Guests and VIPS, JC affirmed that the added investment would result in better experience all round.

JS noted that ongoing conversations with existing partners indicate significant short-term income potential. Longer term, JC feels that a good ParalympicsGB House experience will drive partnership renewals as well as new business. Questions were invited from the Board.

FH thanked the team for the presentation. He noted that the overall budget seems large, and questioned how value would be ensured, and whether there was a risk that the project might be misperceived if it appears too flashy. DC acknowledged the concern but noted that the House budget reflected only 2% of the overall budget and was partly mitigated by direct income. Furthermore, DC noted that the Executive expect a minimum return of £5 for every £1 spent on the House, reflecting the significant potential to secure new partnership. However, he did agree that the optics of the situation need to be right, and the onus will be on creating a professional,

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wholesome environment that reflects the values and ambitions of ParalympicsGB. AS noted that securing the building, at minimal cost, through partnership focused on a local social impact legacy with EM Normandie helps this ambition.

HRO asked about ticket and accommodation availability, and whether we had the opportunity to offer more than just House access. DC and JC confirmed that ticket and accommodation access were already established, thanks to work of JC and others.

PiB noted the value of the House to athletes, and agreed with previous suggestions that the House could not be seen to be “decadent” given the risks to ParalympicsGB’s perception as a charity. DC agreed and reaffirmed that the House provision will be purpose driven.

NW noted the positive of inviting TeamGB and Loughborough to visit the House, as well as commercial partners, to which the Executive agreed.

GE and PiB requested that Board are provided with briefings to support conversations with partners as well as preparation to answer any questions about the House itself. JS assured Board that full briefings would be provided in advance, and DC noted that visits to the venue could be facilitated if any Board members happened to be in Paris before the Games.

Board approved a £350k increase in the ParalympicsGB House budget, from £370k to £720k, and approved the Executive to spend up to a further £100k should it be required to meet additional running costs.

6.0 Governance Items

6.1 Confirmation of Board Postal Voting

RT introduced the paper summarising the decisions made by Board via postal vote in July 2023:

- to approve new Board Terms of Reference, including updated Schedule of Matters Reserved.
- to approve revised Board sub-group compositions.

These decisions were acknowledged by the Board to be minuted in line with the Board Postal Voting policy.

6.2 Committee Reports

RT invited comments on the Committee Minutes shared in the Board papers, or any updates from Committee Chairs.

CB noted that Remuneration Committee has been working on plans to improve career development at ParalympicsGB and would provide a report on this to Board in December.

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NW noted that the IR committee has had continued engagement with Samson Dean at the African Paralympic Committee. The APC has recently completed the first African Paralympic Games. NW and the IR committee believe that ParalympicsGB should continue to provide support and expertise to the APC.

6.3 British Fencing Membership Proposal

RT explained the background to British Fencing's membership application, noting that the merger of British Fencing and British Disability Fencing Association led to BDFA being wound up and resigning membership of the BPA. Since that point, British Fencing have taken on responsibility for Wheelchair Fencing and have applied for Membership of the BPA. RT explained the process by which the application for membership had been assessed. FH asked about consideration of reputational, safeguarding, or governance risks that might be associated with the organisation. RT confirmed that this had been considered, and that this included reference to the good standing which British Fencing holds with UK Sport and Sport England.

Board approved British Fencing's application to become a voting member of the British Paralympic Association.

6.4 Reappointment of David Ross

NW introduced the item. He noted the opportunity for DR to play a liaison role between ParalympicsGB and TeamGB, given his roles with BOA and BOF. Board discussed the implications of such a liaison role, and the impact of closer partnership with TeamGB. It was noted that any such liaison role would benefit from established objectives to promote accountability for the interests of ParalympicsGB. NW, PiB and CB agreed to discuss the objectives for this role with DR.

Board approved the reappointment of David Ross.

7.0 Any other Business

NW asked for an update on discussions with the IPC about a potential banking sponsor, noting that NPC Ireland have had a similar sponsorship approved. JS updated that no progress has been made, due to delays in Citi and the IPC finalising their agreement. It was noted that ParalympicsGB has potential opportunities to explore for a new Banking partner, and any delay as a result of the IPC would be detrimental to these prospects. NW suggested that ParalympicsGB should provide an ultimatum to the IPC, stating that it intends to progress a new partnership unless the IPC directs otherwise.

AWS noted that she has been invited to attend the IPC's Vista Sports Science and Medicine conference in Cairo. DC asked to meet with AWS in advance of that trip, to discuss messaging.

Action 3: DC and AWS to meet before IPC Vista Conference

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SI asked whether Executive would welcome any introductions to LA based contacts in advance of the planned October Recce. DC noted that the team is working with the British Consulate to set up opportunities, but any additional introductions would be welcomed.

SI further noted whether there was any need for introduction to new disability organisations, noting existing work with Scope. ASM noted that the organisation was already working with several external partners, but any new introductions would be welcomed.

FH asked whether the organisation had considered opportunities to work with the Invictus games, given the strong US links of that organisation. DC and ASM noted that there were links, and some opportunities to work together.

FH further enquired about the status of British Biathlon Union as a new member, following the IPC's transition of governance for Para Biathlon to the IBU. RT explained that BBU are in the process of applying for membership, and noted his hope that BBU's membership application should come to Board for approval in the near future.

HRa, reflecting on a recent trip to California, noted public safety concerns, and asked the Executive to factor this into both Games planning and support for Friends and Family.

RT noted that several policies are due for review and reapproval, and that these will be distributed to Board for review and written resolution in the near future.

The dates for the upcoming NPC meeting and AGM (22 Nov) and December Board Meeting (13 December) were confirmed.

NW thanked Janice Shardlow for undertaking the Board observation. Janice thanked the Board for their time and explained the stages of the review process. Those who had not yet completed the Board Survey were asked to do so at the earliest opportunity.

NW reminded Board that the individual appraisals needed to be completed and asked any Board members who had not yet returned their Appraisal forms to do so as soon as possible.

DC thanked the board for their engagement and a valuable meeting. He also noted the good news that he will be training with a new guide dog in November and may therefore need some flexibility for meetings and other engagements.

NW thanked everyone for their contribution and closed the meeting at 16:40.