

## Minutes

<b>Name of Company</b>	British Paralympic Association
<b>Meeting</b>	Board Meeting
<b>Location</b>	Virtual Microsoft Teams meeting
<b>Date</b>	Wednesday 15 December 2021



Item	Topic
1.0	<b>Introduction, apologies for absence, declarations of interest</b>
	The Chair welcomed the Board, Exec and BPA colleagues to the meeting. He thanked EB for substantial contribution to the BPA over her time on the board and looked forward to continuing working with her in the future. He welcomed Pippa Britton and Fred Hargreaves to the board and congratulated them on their election.
	<b>Attendance and Apologies for Absence</b>
	<p><b>BOARD</b></p> <ul style="list-style-type: none"> <li>• Nick Webborn (Chair)</li> <li>• Emma Boggis (EB)</li> <li>• Chris Brown (CB)</li> <li>• Anne Wafula-Strike (AWS)</li> <li>• Helene Raynsford (HRf)</li> <li>• David Clarke (DC)</li> <li>• Helen Rowbotham (HRb)</li> <li>• Kate Adams (KA)</li> <li>• David Ross (DR)</li> <li>• Pippa Britton (PiB) <i>(left between 1.30 and 2.00)</i></li> <li>• Fred Hargreaves (FH)</li> </ul> <p><b>STAFF</b></p> <ul style="list-style-type: none"> <li>• Penny Briscoe (PeB)</li> <li>• Jenny Seymour (JS)</li> <li>• Anna Scott-Marshall (ASM)</li> <li>• Adrian Stockman (AS)</li> <li>• Mike Sharrock (MS)</li> <li>• Jennie Cooper (Item 4) (JC)</li> <li>• Phil Smith (Item 4) (PS)</li> </ul> <p>Apologies</p> <ul style="list-style-type: none"> <li>• Forbes Dunlop (FD)</li> </ul>
	<b>Declarations of Interest</b>
	DC declared that he is on the IBSA World Games Advisory Board. There were no other declarations of interest
1.1	<b>Minutes of the Board meeting on 13 October 2021</b>

	<p>There were no comments on the accuracy of the minutes of the 13 October meeting and the minutes were approved. AS confirmed that all matters arising have been dealt with and closed</p>
<b>2.0</b>	<b>Update on Board Elections and recruitment</b>
	<p>NW congratulated FH and PB on being elected to the BPA Board and also FD and DC on being re-elected, adding that retaining their experience and commitment was a very good outcome for the Board.</p> <p>EB introduced the paper covering the remaining appointment of the independent Non Executive Director (iNED). The issues for the Board to consider were the contents of the recruitment pack, the timetable and who should be on the recruitment panel, adding that the Code of Sports Governance requires that the panel should be composed of a majority of appointed directors.</p> <p>KA said the pack read very well. She felt we would really benefit from someone with experience gained in the commercial world of charity/CSR partnerships, given how fast that landscape is changing. CB agreed strongly, adding that landscape is key not just for income generation but also for our aspirations for social impact.</p> <p>KA also asked if the pack had been screened from an inclusiveness standpoint. PiB added that we ought to add a line inviting people to contact us if they require different formats for applications.</p> <p>The Board agreed to continue this conversation after the formal meeting had concluded. If possible, the aim is to get the role advertised before the Christmas closedown on 17 December.</p> <p>EB then introduced the paper on Board roles and responsibilities, highlighting the need to appoint a Vice Chair, a Senior Independent Director and Chairs of Committees. The paper also gave indicative ideas for committee memberships in ways that made best use of Board members' experiences whilst aiming to equalise workloads.</p> <p>These appointments were confirmed:</p> <ul style="list-style-type: none"> <li>➤ Vice Chair: David Clarke</li> <li>➤ Senior Independent Director: Chris Brown</li> </ul> <p>The Board were happy with the Committee Chairs suggested in EB's paper and agreed to consider membership of the committee in the early part of 2022. EB noted that some of the Committees' Terms of Reference were overdue for review and should be looked at soon and brought to the March 2022 Board. AS agreed to send the Committee Chairs the relevant Terms of Reference</p> <p>The Board thanked EB for her very thorough and helpful papers.</p>
<b>3.0</b>	<b>Exec Team report</b>
	<p>MS and NW had attended a weekend-long IPC meeting, including a full day General Assembly. The IPC voted to adopt a new constitution that will lead to the IPC gradually transitioning away from being the International Federation for 10 sports.</p> <p>MS also highlighted the opportunity to re-engage with a rejuvenated EPC board. Of particular interest is the ambition to stage high quality multi-sport competitions at a European level</p> <p>Finally, MS congratulated PeB for an award at the Sports Journalists Association awards, PeB and Tom Paulson for receiving awards at the PLx event and the Commercial Team</p>

	<p>for BPA’s nomination as Rightsholder of the Year by the European Sponsorship Association.</p> <p>KA asked if we were seeing any increase in staff leaving the BPA given how buoyant the job market currently is. MS replied that we are only really seeing staff leaving at the end of Fixed Term contracts or as part of the normal post-Games career moves. We are also seeing very healthy levels of interest in our advertised roles. He added that we have made budget provision to increase our planned pay awards in April. AS added that we would be focusing more in 2022 on retention by doing more on flexible working, learning and development and diversity and inclusion</p> <p>AWS asked what we are doing about the risk of burnout after such a long tough period for staff. MS answered saying that the unprecedented levels of mental health support around over the last 9 months had made a significant difference for staff as well as for athletes. However it is very clear that some staff are extremely tired and we still have Beijing to deliver. The decision to close down the BPA for 2 ½ weeks over Christmas will be welcome and we have also relaxed the annual leave rules so that people can take all unused leave whenever they like in the year after Beijing.</p> <p>NW congratulated ASM on an excellent strategy launch day, saying the link-up with the International Day for Disabled People resonated well. DC asked whether the IPC has a delivery plan or metrics to assess progress of the We The 15 campaign. NW replied that although it is a great concept, the delivery plan and metrics is not yet fully visible and we are pushing to see that clarity.</p>
<p><b>4.0</b></p>	<p><b>Finance</b></p> <p>AS gave an update on the overall financial picture, addressing Tokyo, Beijing, UK Sport, the full Paris cycle</p> <p><b>Post-Tokyo position</b> Income is slightly above expected levels. Overall, there are few income variances of note because the budget for this year was largely based on secured or very likely revenue.</p> <p>Tokyo Games expenditure was an unknown quantity at the time of budgeting. We knew there would be extra costs arising from COVID but it was hard to quantify them until we got into the Games environment. To cover that uncertainty, we included a budget line for general extra COVID costs. Overall, we used about half of that amount funding Tokyo, with the big areas of extra spend being freight, logistics, prep camps and kitting out. Overall, our budgets cover our Tokyo operations and have enough left in the COVID costs budget line to support Beijing.</p> <p><b>Beijing</b> We are deep into the process of operational planning and in putting costs to the revised plans. The biggest additional spend will be flights, because there are no direct commercial flights from UK to mainland China. There will be some areas of lower costs – for example, there will be no guests to transport or accommodate.</p> <p>Overall, the total Beijing costs are expected to be covered by approved budget including the remaining COVID budget line. That means our current year budget should cover all our expenditure, including both Games</p> <p><b>Full Paris Cycle</b> AS presented the paper summarising latest thinking on our finances over the Paris cycle: We are predicting to stay cash positive throughout the cycle and to close the cycle exceeding the requirements of our reserves policy.</p>

Clearly there is income risk still in the budget but at this stage, this is a good position and we have a good platform from which to address remaining risks and challenges. CB and other Board members thanked AS for the clarity of the paper and congratulated the Exec on steering the BPA to the current financial position after such a turbulent period.

KA asked how we envisage social impact financing and resource allocation reaching the same level that we see in Games funding. AS replied that the key lies in defining exactly what we aim to do and putting costs against those detailed plans. Games preparations, operations and delivery are very challenging but have a clear, well understood pathway with costs that can be estimated with accuracy. We have not reached that point with social impact; the recruitment of a head of social impact will be a very important step on that road.

PiB asked if we carried any significant pension liabilities. AS said we do not, those liabilities are almost always associated with defined benefit schemes; the BPA only has a defined contribution scheme.

## 5.0 Games Update – Beijing

The Team is currently 19 athletes plus guides; however, this could reach 23 or 24 total. If that is the case this would be our largest Winter Paralympic Team to date. PS added that this team would be a very exciting one, as it has huge strength and depth. He noted the brilliance of the Nordic programme and how that has grown in the last 4 years. PS made the Board aware that the Beijing2022 Playbook had been released earlier that week.

PS highlighted key risks

### 1. Flights

PS said this is our largest operational risk, with currently no flights held or booked to Beijing. We are doing our best to develop contact with Air China to try to arrange an “extra section flight”. Additionally, any commercial airlines that might be flying out of Europe have not got their schedule yet. All options are not ideal and provide some challenges. PS added that whichever option we end up having to go with, we will implement COVID countermeasures.

### 2. Management of COVID pre-Games

PS explained that the Omicron variant and its transmission rates are causing great concern across the country and sport system. There was a cross BOA/BPA COVID Advisory Group (CAG) earlier this week which discussed the new variant and also the new opportunity for all adults to get boosters. A strong letter of recommendation has gone from the BOA and BPA to all team members encouraging them to get their booster vaccination. As cases rise in the UK it is a priority to protect the team travelling to the Games.

### 3. Management of COVID at the Games

PS explained that close contacts and positive cases will be managed differently to Tokyo. Anyone who is positive and asymptomatic will be taken to an isolation facility. If symptomatic, they will be taken to a hospital. In order to be released from either isolation location you have to produce two negative PCR tests 24 hours apart. This could prove problematic as there are cases where people test positive months after they have had COVID even though they are not infectious.

### 4. Cyber

JC summarised the heightened risks around Cyber Security and explained that the work around Cyber is a joint effort between BOA, BPA, SIS, EIS and UK Sport. The first step

	<p>was for the BOA and BPA to understand the risk. Both parties worked with a consultancy called BSI to understand this in more detail and to then work up a feasible delivery plan.</p> <p>JC went on to share the mitigation strategy with the Board. The BOA and BPA are writing guidance for staff, athletes, friends and family. The headlines will cover not taking personal devices to the Games through to how to not use social media and how to contact home.</p> <p>JC further explained the infrastructure that would be in place for ParalympicsGB at the Games such as a new joint tenancy and a separate SharePoint so only key documents can be lifted onto the new site. All BPA and sport staff will have a new gbr2022.com e-mail address for the Games and will be travelling with a burner phone and laptop. BPA staff will have access to a virtual remote desktop machine, so they can access e-mails, social media and other critical operational platforms, via web browser back in the UK.</p>
<b>6.0</b>	<b>Governance</b>
6.1	<p><b>Board meeting dates for 2022</b> Dates were confirmed as:</p> <ul style="list-style-type: none"> <li>• Wed 30<sup>th</sup> March</li> <li>• Tues 24th May (short-form informal update)</li> <li>• Wed 20 July</li> <li>• Wed 12 October</li> <li>• Wed 14 December</li> </ul>
6.2	<b>BPPS Directors</b>
	It was noted that GN had stepped down from the board of BPPS and that CB had been appointed as a Director.
6.3	<b>Committee Minutes</b> The minutes of the Sport Committee and the Finance Committee were noted by the Board. The Development Committee minutes will be sent imminently
<b>7.0</b>	<b>Any other business</b>
	EB expressed her thanks to all members of the Exec team for their support during their time on the Board. Many members of the Board and Exec expressed their thanks for EB's exceptional service to the BPA.