

Minutes

Name of Company	British Paralympic Association
Meeting	Board Meeting
Location	Meeting held virtually, via Microsoft Teams.
Date	Thursday, 29 March 2023

Item	Topic	Action
1.0	Introduction, apologies for absence, declarations of interest	
	NW welcomed the Board and Executive colleagues to the meeting at 10:00, and formally congratulated David Clarke (DC) on his appointment as BPA CEO, welcoming him to his first Board meeting in that new role.	
	Attendance and Apologies for Absence	
	<p>BOARD</p> <ul style="list-style-type: none"> Nick Webborn, Chair (NW) Chris Brown (CB) Graham Edmunds (GE) Sally Hancock (SH) Fred Hargreaves (FH) Helene Raynsford (HRf) David Ross (DR) Helen Rowbotham (HRb) Anne Wafula-Strike (AWS) <p>STAFF</p> <ul style="list-style-type: none"> David Clarke (DC) Penny Briscoe (PeB) Anna Scott-Marshall (ASM) Jenny Seymour (JS) Adrian Stockman (AS) Verity Naylor (VN) Rob Tate (RT) <p>APOLOGIES</p> <ul style="list-style-type: none"> Kate Adams (KA) Pippa Britton (PiB) 	
	Declarations of Interest	
	There were no new declarations of interest	
1.1	Minutes of the Board meeting on 14 December 2022	

	There were no comments on the accuracy of the minutes of the 14 December meeting and the minutes were approved.	
1.2	Matters Arising not already covered in the agenda	
	There were no matters arising that aren't addressed in later agenda items.	
2.0	Approval of 2023/24 Budget	
	<p>AS introduced the latest budget reforecast, and noted that it follows relatively quickly on the back of the full reforecast discussed at the previous Board meeting. AS reminded Board that the December reforecast showed a healthy outlook, with reserves at £0.75m above the post-Paris policy requirement, whilst incorporating several risks - notably a reduction in philanthropy income and creating a contingency for the impact of high inflation on the organisation's cost base. AS explained that the latest update, marking the mid-cycle point, hasn't moved considerably; and noted relatively small variances in income, costs, and reserves projections.</p> <p>AS then made comparison to the original Paris cycle budget, noting a significant increase of c.£1.5m in the income forecast and a reduction in "high-risk" income from £6m to £1.8 m. Over that time, spend has also increased, by around £1.5m. On that basis, at the midway point in the cycle, AS feels movements against the original plans are well-within the margins of tolerance.</p> <p>AS returned to the comparison of this reforecast with the December 2022 exercise, noting a small number of income changes to reflect confirmed John West sponsorship figures and three areas where income movements are matched by corresponding changes to expenditure – Sponsorship VIK, UK Sport grants and Individual Philanthropic donations attached to specific costs.</p> <p>On expenditure, AS highlighted several notable movements, including London Office Costs. DR & CB enquired for further detail on that point, to clarify the previously discussed sub-letting proposal and how the proposed costs reflected the structure of that agreement. AS clarified that the identified new tenant had decided to not to proceed for reasons connected to their own organisational changes, and that the change in costs reflected the loss of potential income from that sub-letting agreement.</p> <p>AS noted that Paris costs still had potential for movement, particularly in relation to Accommodation, Logistics and Ground Transport, but noted that c.£300k of contingency is built into the figures, providing appropriate protection against cost shocks.</p> <p>Lastly, AS drew attention to remaining risks in the numbers, primarily the £1.8m of income classified as "Possible". AS noted that number is expected to fall, but the risk remains. He then expanded upon defences against that risk. Firstly, the reserves position is forecast at £800K above the March 2025 requirement. Though the organisation would ideally like to carry some of that into the next cycle, it does provide a safety net. Secondly, there is around £600K of spend that could be deferred or postponed if necessary. The list of cancellable spend is lower than in December because we have taken the decision to go ahead with the Paralympic Inspiration Programme and, as a result, £200K has come off the risk mitigation list.</p> <p>AS summarised that, at the mid-point in the cycle, he feels the organisation is in a healthy position, with risk defences that are in line with the remaining income risk.</p> <p>NW requested an update on sponsorship income from John West, and the associated risk attached to a communication from protestors concerned about John West's fishing practices. JS confirmed that this has been addressed with John West, who confirmed the accusations are unfounded, and noted that the Executive are comfortable with the risk posed by the John West relationship.</p> <p>GE asked about preparations for Paris cycle income generation. AS confirmed that partner renewal plans are already in motion, and JS expanded on new business</p>	

	<p>conversations, confirming a long-term focus on Paris and LA cycles. On a related point, AWS asked about opportunities to increase investment from existing partners in cycle. JS confirmed that conversations were underway about additional opportunities linked to ParalympicsGB house in Paris and increasing investment for LA cycle linked to our social impact strategy.</p> <p>DC confirmed the push to build our purpose into all partnerships, and noted that there is a focus on making the most of LA cycle opportunities in order to build a reserve for the Brisbane cycle, which is expected to be challenging. DR backed this up, referencing Commonwealth Games England's experience seeking commercial partnerships around Gold Coast 2018, and reinforcing the need to build both reserves and long-term partnerships. Board discussed the potential options to maximise commercial opportunity in the Brisbane cycle and agreed to consider pursuing more opportunities linked to non-IPC assets.</p> <p>There was also discussion about the need to ensure relevance with younger audiences, and ASM confirmed that the BPA works with communications agencies to gain market insight on the relevance of communications engagement to the interests of the BPA, Partners and our potential fanbase. CB mentioned that the organisation should look at alternate ways of engaging and developing its fanbase and stakeholders, using a digital platform-based approach which will reduce the reliance on geographical locations and allow the BPA to increase engagement using streaming services and social media outreach which appeals more to the current 18-24 community.</p> <p>JS agreed to re-circulate to Board a list of current sponsors, IOC/IPC TOP sponsors and the list of categories where sponsorship is being sought for Board to consider options.</p>	<p>JS to share Commercial Opportunity targets.</p>
3.0	Appointment of Board Champions for Safety & Welfare and Inclusion & Diversity	
	<p>RT summarised the background to the item, and the request for Board to approve the new Board Champion role descriptions and appointment of role holders.</p> <p>NW thanked RT and Board for their engagement and work on developing these role descriptions. NW further summarised the reasons for which he feels GE and AWS are well suited to the roles for which they have been proposed, drawing on their background and experiences as athletes, board members, and in their professional roles.</p> <p>Board approved AWS as Inclusion and Diversity Board Champion and GE as Safety and Welfare Board Champion.</p> <p>NW proposed an additional Board Champion role, to represent Winter Sport, and suggested FH as the ideal candidate for that. Along with the Milan Cortina Chef de Mission, this role would provide a point of contact for Winter Sports and ensure Board gives appropriate focus to the needs of winter sports and their athletes. Board agreed this was a positive development, and NW requested RT to develop a role description for the new role.</p>	<p>RT to draft Winter Sport Board Champion role descriptor.</p>
4.0	Inclusion and Diversity Action Plan	
	<p>AS introduced the Inclusion and Diversity Action Plan, starting with a reminder of some of the drivers behind the project: becoming a high performing organisation, attracting the best team, having credibility on social issues, meeting the expectations of our stakeholders, supporting our credibility as a commercial partner, and meeting our Code for Sports Governance compliance requirements.</p> <p>AS summarised the role and structure of the Inclusion and Diversity Project Group, and the work that has been undertaken to develop the draft plan shared with Board. AS acknowledged that the plan will evolve over time, as new themes and new ideas emerge, and learn from the experience of implementing the plan.</p>	

	<p>The path of review so far was summarised, and it was acknowledged that multiple steps of check and challenge remained. Despite this long development timeline, AS was keen to stress that progress would be made on the actions identified whilst the plan is being developed, to ensure the organisation is not sitting still and can benefit as early as possible from the improvements that will be made. Board was invited to provide feedback and advice on the draft plan.</p> <p>HRO stressed the importance of bringing the plan to life, making sure that implementation was proactive. AWS reiterated this point, noting that efforts must go beyond policy and focus on cultural and behavioural change. AS agreed, and noted that the Inclusion and Diversity Project Group would play a key role in actively implementing the plan, and that this would be the subject of a staff meeting in April.</p> <p>HRO noted that it would be helpful to assign specific responsibility to individuals rather than groups, and NW agreed with this. This will be implemented in the plan.</p> <p>HRO also noted that most of the actions stated didn't require financial resource and therefore budget should not be used as an excuse for lack of progress. AS agreed, but explained that assigning a small budget to support actions such as wider, targeted recruitment, was a tool to remove any potential excuses and to clearly demonstrate organisational commitment</p> <p>GE questioned whether it would be helpful to have consistency between the ambition titles in the ambition statement and the action plan table. It was agreed this would be implemented.</p> <p>FH questioned why "Equity" was not included in the title of the Action Plan and related groups. RT explained the origin of existing group titles, though acknowledged that equity is referenced throughout the plan. It was agreed that equity should be included in the title.</p> <p>HRa asked about the value of having individuals within the BPA sharing stories of discrimination or non-inclusive practice they have experienced within the organisation, in the spirit of learning within a blame-free culture. The group discussed the benefits and downsides of such an approach, acknowledging that those with stories to tell don't always want to be storytellers, and that underrepresented populations shouldn't necessarily have to become teachers for others to understand their experience. It was agreed that plans being developed would focus on seeking insight on first-hand experience of non-inclusive practice from a variety of sources, including external partners.</p> <p>SH asked about the organisations approach to Trans inclusion in sport competitions. NW summarised the approach of the IPC and the IPC medical commission and noted that the BPA is reliant on following rules for participation set by the IPC and International Federations. It was noted that this position did leave the BPA open to criticism, and it was agreed that the organisation should develop a clearer position statement in advance of Paris 2024.</p>	<p>RT to add specific responsibility for individuals against Actions.</p> <p>RT to revise Action Plan and Ambition statement titles.</p> <p>RT to add equity to the title of the action plan and associated work groups.</p> <p>ASM to lead development of a BPA position statement on Trans inclusion in para sport.</p>
5.0	Executive Team and Committee Reports	
	<p>DC introduced the Executive Report, highlighting the large amount of activity across the organisation. DC also noted his plan to include an executive summary in future reports, focusing on the headlines to create an easier read for Board. Executive Team was invited to highlight any particularly important aspects of their work.</p> <p>PeB highlighted progress made on ParalympicsGB games time recruitment, and the effort being made to recruit inclusively, in line with previously discussed ambitions. VN highlighted her pride in the decision not to procure formalwear and ceremonies kit for Paris, in the pursuit of increased sustainability and reduced waste. ASM highlighted the launch of Every Body Moves (EBM) and the approach behind the rebrand of parasport to EBM including greater engagement with stakeholders and the BPA's Lived Experience Advisory Board. DC added to these</p>	

	<p>points by referencing the exciting new partnership with Deloitte around Sustainability, and the significant recent increase in public affairs activity and engagement with government, and the benefits this can bring for the social impact strategy.</p> <p>HRO congratulated ASM and her team on the EBM launch, acknowledging how the rebrand has improved perceived accessibility of the programme.</p> <p>CB asked JS to describe her level of confidence on the BPA's revenue generation prospects, given there is still £1.8m of "possible" income to be secured before Paris. JS summarised ongoing new business and contract extension discussions with various potential partners across Fast Moving Consumer Goods, Energy, Transport and other categories. Overall, the commercial pipeline potential feels positive. There have also been some positive moves in philanthropy opportunities, but overall confidence here is still slightly lower than it was in December. DC noted he was keen to explore opportunities with some partners he's worked with previously in other roles, and also review opportunities on philanthropy.</p> <p>CB noted that it would be helpful to understand plans for monetisation of Social Impact activity. DC responded that this was a strong priority for developing long terms partnerships through the LA cycle, but also noted the likelihood of some social impact focused, short term, partnerships in the lead up to Paris.</p> <p>NW asked for an update on ParalympicsGB house, and where current plans sit in relation to the three potential levels of activity outlined at October Board. JS confirmed that the outlook was positive, and that it is expected that the house will be able to operate above the minimum level of activity identified in the plan, though the organisation is still short of affording the most ambitious approach. NW requested that this be brought back to the board for the final decision on the level of the investment in ParalympicsGB house. We are expecting partners to confirm their levels of interest in funding and having an active presence at the House by the end of April. DC noted that the final outcome will depend in part on the level of activity which BPA chooses to recharge to sports and other partners.</p> <p>NW noted the importance of keeping the Athlete Community records up to date, noting the recent sad losses of Paralympians Anthony Hughes and Baroness Masham. ASM noted this, and acknowledged that the new BPA CRM system enables much better management of such records. ASM updated that good progress was being made on the Athlete Community project and that recommendations from a recent research project are now being pursued, noting that it was clear the athlete community must provide connection and tangible benefit for the athletes, as well as the ability to engage in the BPA's social impact work.</p> <p>NW noted that a memorial service for Baroness Masham is planned to take place in London, and that further details would be circulated once known.</p> <p>The risk dashboard was acknowledged, and NW thanked Jennie Cooper and PiB for their input to that process.</p> <p>Committee reports were also acknowledged. NW noted that International Relations Committee will meet again soon, to consider candidates for upcoming international roles. HRO noted that Sport Committee will also meet soon, with a revised composition, and thanked PeB for her work in arranging that.</p>	<p>Exec to return to Board for final decision on Paralympics GB House investment.</p>
6.0	Governance Items	
6.1	Re-Appointment of Kate Adams	
	<p>NW noted and thanked KA for her contribution during her first term, and her willingness to continue for a second term.</p> <p>Board approved KA's reappointment for a second term.</p>	

6.2	Appointment of BPA Vice-Chair	
	<p>NW summarised the importance of the Vice-Chair role, and the benefit of having a Paralympian in the position. He thanked DC for his contribution in the role but noted that DC's appointment as CEO left the role vacant. NW summarised the proposal of PiB for the role, explaining the benefit of her experience as an athlete and Board member.</p> <p>The Elected Directors unanimously approved PiB to the role of Vice-Chair.</p>	
6.3	Approval of Revised Risk Policy	
	<p>RT summarised the process which has been taken to implement and test the draft risk policy shared with Board in December, noting the changes which have been made to the policy to address identified improvements and the role of the programme management team, Jennie Cooper and Akash Shah, in implementation of the risk policy. CB noted his comfort with the standard of the policy and the process which has been followed.</p> <p>Board approved the revised Risk Policy.</p>	
6.4	Confirmation of Board Postal Voting	
	<p>RT introduced the paper summarising decisions which have been made by Board via postal vote since the previous Board meeting in December:</p> <ul style="list-style-type: none"> - Approval of 2023 BPA Board Calendar - Revision of BPA Bank Mandate - Approval of Schedule of Matters Reserved for Board - Appointment of Jon Pett and Nik Diaper to BPA Sport Committee <p>These decisions were noted again by the Board to be minuted in line with the Board Postal Voting policy.</p>	
7.0	Any other business	
	<p>CB noted the need to appoint an additional Director to Finance and Audit Committee to replace DC. NW agreed and noted that committee memberships would be finalised once the Board returns to full complement, after the NPC elect to fill the existing casual vacancy at the NPC meeting on 24 May.</p> <p>On a related point, GE asked for an update on succession planning. NW and RT explained the existing process to managing Board and committee terms and succession and acknowledged the risk about significant turnover in games years as a result of the elected director appointment timelines. RT will share the current succession planning documents with GE for review.</p> <p>RT asked board to formally note the appointment of HRo as chair of Sport Committee, and Board confirmed HRo's appointment to that role.</p> <p>AWS invited Board to attend the 7th Commonwealth Debate on Sport and Sustainable Development.</p>	<p>RT to share Succession Planning Documents with GE</p> <p>RT to circulate invitation to Board.</p>
	<p>NW thanked all for their contributions and the Executive for clear and helpful papers. Upcoming events were summarised for Board, including NPC meeting on 24 May and next Board meeting on 14 July in Swansea.</p> <p>The Meeting closed at 12:25</p>	