



**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)

### 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

### Apologies

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



**Item Topic**

**1.0 Introduction, Apologies for Absence & Declarations of Interest**

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**

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**

PeB introduced the Best Prepared Team Strategy update, giving reference to the Organisation’s cross-organisational approach to Games strategy, the changing landscape of the Paralympic Games, impacts of rising cost, complexity and risk, and approaches which have allowed ParalympicsGB to address these developments. Board discussed the need for adaptability in the Organisation’s strategy, to cater for changes made by the IPC and Organising Committees during each Games Cycle.

Board discussed the process and timelines for appointing Games Chefs de Mission, and the importance of aligning this role to “business as usual” leadership structures.

PeB went on to review 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.

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PeB went on to summarise the forecasts for Paris 2024, noting both the scale and complexity of delivering the team across 25 different environments in the run up to and during the Games. PeB went on to update on staff recruitment and the Team Development Programme, highlighting the significant investment being made into team development.

VN then led the board through an appraisal of major risks in the Paris games planning. Team Experience being impacted by the geographic spread of Games environments, Thermal Comfort, and Moving the Team, with Security having been discussed previously. It was noted positively that the Team's travel plan had potential for positive long-term impact on accessible Eurostar travel as a result of changes required to facilitate the ParalympicsGB team.

### **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.

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.

### **Los Angeles 2028**

PeB 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 early indications that the cycle will be complex and expensive.

DR left the meeting at 13:00.

## **3.0 Executive Report**

DC introduced the executive report, and Board went on to discuss:

- DC's engagement with Members, both through one-to-one meetings with CEOs and through attendance at competitions throughout the summer.
- Relationship building with Partners on the ground in Paris.

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- Growth of the Athlete recruitment pipeline, thanks to recruitment of an Athlete Recruitment Network Manager.
- Staff Equality, Inclusion and Diversity Data
- Sustainability plans, and work to calculate the Organisation's Carbon Footprint.
- The Organisation's Digital Strategy
- UK Sport's Sporting System Strategy
- The recent IPC General Assembly

## 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.

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.

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.

Board briefly discussed the Reserves policy and related risks.

**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. AS then presented an analysis to consider the affordability of the increased ParalympicsGB House budget to be proposed at Item 5.0.

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NW thanked AS for the clarity of the presentation and papers. Board discussed the reforecast, including details related to the film project. Board then 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. JC summarised the main changes proposed to the House, affirming that the added investment would result in better experience for all involved.

Board discussed partnership and revenue generation potential, value for money, stakeholder perception, games ticketing, value of the House to Athletes, and the role of Board Members in supporting engagement with partners and guests at Games time.

**Board approved the requested increase in the ParalympicsGB House budget and a small contingency, 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. NW noted that the IR committee has had

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continued engagement with the African Paralympic Committee, which has recently completed the first African Paralympic Games.

### 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

FH 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.

NW thanked Janice Shardlow for undertaking the Board observation. Janice thanked the Board for their time and explained the stages of the review process. DC thanked the board for their engagement and a valuable meeting. NW thanked everyone for their contribution and closed the meeting at 16:40.