



British Paralympic  
 Association



**inutes**

<b>Name of Company</b>	British Paralympics Association
<b>Meeting</b>	Board Meeting
<b>Location</b>	Via Microsoft teams
<b>Date/Time</b>	Wednesday 28 July 2021

Item	Topic	Action
1.0	<b>Introduction, apologies for absence, declarations of interest</b>	
	The Chair welcomed the Board, Exec and BPA colleagues to the meeting.	
	Attendance and Apologies for Absence	
	<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>• Forbes Dunlop (FD)</li> <li>• Geoff Newton (GN)</li> <li>• Helene Raynsford (HRf)</li> <li>• David Clarke (DC)</li> <li>• Helen Rowbotham (HR)</li> <li>• Anne Wafula-Strike (AWS)</li> <li>• Kate Adams (KA)</li> </ul> <p><b>STAFF</b></p> <ul style="list-style-type: none"> <li>• Penny Briscoe (PB)</li> <li>• Verity Naylor (VN)</li> <li>• Jenny Seymour (JS)</li> <li>• Adrian Stockman (AS)</li> <li>• Mike Sharrock (MS)</li> </ul> <p>Apologies</p> <ul style="list-style-type: none"> <li>• David Ross (DR)</li> <li>• Anna Scott-Marshall (ASM)</li> </ul>	
	<b>Declarations of Interest</b>	
	There were no declarations of interest	

1.1	<b>Approval of minutes from the Board meeting on 29 March 2021</b>	
	There were no comments on the accuracy of the minutes of the 29 March meeting and the minutes were approved.	
1.2	<b>Matters Arising not already covered in the agenda</b>	
	AS confirmed that all matters arising have been dealt with and the themes all form part of later agenda discussions	
2.0	<b>Executive Report</b>	
	<p>Questions were invited on the Report; the Board asked for confirmation of the Homecoming Event date. MS advised it to be the afternoon of 12 September.</p> <p>Many Board members said they had found the report to be a very useful summary of current issues. There were no other questions.</p>	
3.0	<b>Games Update – Tokyo</b>	
	<p>PB introduced a slide presentation, saying that with less a month to go, all Team Announcements are now complete. We have 62% returning Paralympians in the team. There is particular excitement about the new Paralympic sports, Taekwondo and Badminton.</p> <p>Despite the many challenges for these Games, we are doing all we can to create a great Team Experience and we have had a lot of positive feedback on how sports and athletes enjoyed the experiences of kitting out and the Team Announcements.</p> <p>Information and details about the Japanese environment are developing all the time. We are getting daily Situation Reports from the British Embassy, we are getting very useful feedback from colleagues in the British Olympic Association and even more input from sports' Team Leaders involved in the Olympics.</p> <p>Overall, the operational environment is largely effective.</p> <p>HRf observed that we should ensure a strong message goes out to the team about adhering to the requirements of the Playbooks. B agreed: the message that we expect complete adherence to the rules will be conveyed in pre-departure communications and in welcome meetings. This will be especially important for the rules on transport and on sticking to approved 14-day plans.</p> <p>CB asked about the impact of high temperatures and humidity on athletes. PB replied it is proving to be a very tough climate but that high levels of acclimatisation within our sports' preparations, including heat chambers and in-country preparation, mean we are as well-prepared for the climatic challenges as possible.</p> <p>GN asked whether we will see more TV coverage of sports than in the Rio Games. MS said there will be more coverage than ever before on Channel 4 with 16 livestreams and over 300 hours of coverage.</p>	
3.1	<b>Tokyo Risk Framework</b>	
	<p>VN explained that since the previous Board conversation, we have continued the work on risks, specifically those related to the safety and wellbeing of the team. We have developed a COVID risk mitigation framework, which sets out detailed criteria to assess our confidence levels that we have appropriate mitigations in place.</p> <p>Many of the risks discussed at the last Board meeting have now been mitigated and significantly reduced:</p> <p><u>Team Experience</u></p>	

	<p>As PB described, we have already made a great start in providing a good Team experience by our approach to Team announcements and kitting out etc.</p> <p><u>Opt-in &amp; Opt-out process / TMA</u>  We've integrated the opt-in / opt-out process into our TMA. We've run a series of education workshops to ensure open and transparent sharing of information to enable all team members to make an informed choice. To date, there've only been 3 opt-outs, but we will need to share information on isolation facilities and there is a risk that this could lead to more.</p> <p><u>Playbook compliance / non-compliance</u>  From our team's perspective, we believe that Playbook compliance is now a lower risk due to the education workshops we have invested so much time in. We will continue to watch and learn from the experience at the Olympics and will keep in close contact with the IPC on this.</p> <p><u>Continual changes to BPA's Games masterplan &amp; Games readiness - gaps in critical information</u>  We have pinned down most of our Games masterplan now and most of the major information gaps have been filled. We are learning a lot from the Olympics, but the most significant gap is still isolation facilities.</p> <p><u>Resourcing to deliver COVID countermeasures (people &amp; processes)</u>  We acted on the Board's advice to 'get ahead of the curve' and secured many volunteers from UKS and CGE to cover all of the extra COVID-related projects. This has been a true success story and they have all been brilliant, particularly across kitting out and Arrivals &amp; Departures.</p> <p><u>Vaccinations</u>  Of the 700 on our long list, 90% of the team are fully vaccinated. A small percentage of athletes need help with their 2<sup>nd</sup> doses, which we are working on. 1% of the long list have declined the vaccine, although of those actually selected, only a very small number travelling to the Games will not be vaccinated. Everyone else travelling, including staff, will be fully vaccinated.</p> <p>VN identified 5 key outstanding risk areas which the Board discussed in greater detail. These were:</p> <p><u>Risk 1 – Isolation Facilities</u></p> <p><u>Risk 2 – Japan moving to the Red list</u></p> <p><u>Risk 3 – Medical Sign-off Procedures</u></p> <p><u>Risk 4 – COVID transmission and close contacts on flights</u></p> <p><u>Risk 5 – Managing COVID-related incidents</u></p> <p>The Board collectively thanked all of the team for the huge amount of work going into the planning of the Games and wished them all the very best of luck in Tokyo.</p>	
<p><b>3.2</b></p>	<p><b>Games Update – Beijing</b></p> <p>PB informed the Board that plans and preparatory conversations with the Beijing OCOG are continuing despite the focus on Tokyo. There is potential for the 2022 GB team to be the largest ever Winter Games team.</p> <p>We are expecting to see the first version of the Beijing playbook in October; it is likely to be even stricter than the Tokyo playbook.</p>	

We have had excellent support from the British Embassy in Beijing; this has been extremely valuable as we have not been physically present in China for 2 years.

**4.0 Budget for 2021-2025**

AS introduced the budget for the Paris cycle.

- The budget has been built with a focus on the intentions of our 10-year strategy. It allocates significant resource to social impact activity, including a senior staff role
- We have budgeted a surplus over the cycle, which builds on an already-strong reserves position and would represent a real strengthening of our financial position
- We have 2 strong reasons for wanting to strengthen reserves: Firstly, we know that the LA Games is going to be more expensive than Paris. Paris will have much lower travel and preparation costs. We also believe that raising funds for LA might be more challenging than for Paris, so it feels right to bank some of these one-off transport savings in readiness for LA.
- AS added that we are proposing to make the reserves policy more demanding for this cycle
- Secondly, any multi-year budget has an element of income risk. About 80% of the income budget is within the Secured and Likely bands but 20% is in the Possible category, so there is certainly income risk.
- Budgeting for such a strong reserves position serves the purpose of building in some contingency to help manage budget risk. It doesn't mean any income shortfall automatically comes out of reserves, but it does give us one more tool to help manage risk

In the conversation that followed, many Board members expressed support for the overall approach to the budget and the ease of understanding the issues.

CB said the approach to the budget is well thought-through and gives a good strategy to deliver Paris as well as strengthening for LA 2028. He added it will be important not to "give away" the financial progress we have made just because our reserves are looking strong.

CB recommended that the new roles in the budget are recruited as soon as possible after Tokyo in order to give the maximum early support to income generation.

NW added that the budget shows the BPA using a window of opportunity from a less expensive Games in order to strengthen the organisation.

The Board discussed the social impact work we are seeking to deliver. AS said we have some areas where we have a good idea of what the activity might look like; for example, we know activity around community-level access to sport for disabled people will be something we want to deliver. However, the new Head of Social Impact will also have a scoping and research job to do in the opening few months at the BPA, so that we better define what we hope to do and also link it with the funding landscape.

JS gave the Board some context on the social impact dimension of our commercial partnerships that we are soft-launching during the Games. The Beyond the Podium initiative explores a number of themes for corporates to be able to engage and run internal/external campaigns around.

HR and KA each noted that the Games is an ideal moment to capture and share athletes' inspirational stories. HRf added that AthCom had already been discussing ways of capturing those stories and also making use of athletes' own networks within sports and communities.

**Updated Reserves Policy to be brought**

	<p>GN felt that the budget marks an important development milestone for the BPA as an organisation in terms of a longer-term planning approach with a genuine commitment to and resourcing of social impact.</p> <p>The Board approved the 4-year budget 2021-2025 and asked the Executive to update the Reserves Policy as outlined in the paper.</p> <p style="text-align: center; font-size: 48px; opacity: 0.3;">D R</p>	<p><b>back for Board approval in due course.</b></p> <p><b>AS</b></p>
<b>5.0</b>	<b>Statutory Accounts to 31 March 2021</b>	

	<p>AS introduced the draft accounts and accompanying narrative paper. He highlighted:</p> <ul style="list-style-type: none"> <li>• The audit report will be unqualified.</li> <li>• The reserves and cash position in the accounts are very similar to the healthy positions in our rolling monthly cashflow and reforecasts.</li> <li>• The accounts show a large surplus simply because the big spend for Tokyo happens in the 5 months after the accounts date.</li> </ul> <p>The auditors will delay signing the audit report until after the Games. This meeting was asked to approve the accounts, subject to the Games taking place.</p> <p>AS noted some very helpful textual changes from EB and confirmed that the version for signature would reflect those amendments. Both AS and CB expressed thanks to EB for this very thorough review.</p> <p>CB told the Board that the conversation with the audit partner had been very positive and expressly asked for feedback to be noted on the Finance Team having managed a very strong process.</p> <p>The accounts were approved for signature with note being made of the delay in audit sign-off, subject to the Games taking place.</p> <p>The Chair was authorized to sign the letter of representation.</p> <p>The auditors' report to the Board was noted.</p>	
		<b>AS to liaise with auditors after Games</b>
		<b>AS to arrange for signatures and filing</b>
<b>6.0</b>	<b>Governance</b>	
6.1	Board recruitment 2021	
	EB informed the Board that UK Athletics nominated a senior staff member to join the Chair Nomination Group; CB added that the Group have held their first meeting to agree process, roles and dates. Some help will be needed from the BPA Comms team to finesse the recruitment pack	<b>AS to link CB with Comms team</b>
6.2	IRC Committee meeting on 19 July	
	NW informed the Board of a good meeting IRC meeting. Tim Reddish has been nominated for a further term on the IPC Governing Board. Geoff Newton has been nominated to serve on the EPC's Executive Board	
6.3	The Development Committee minutes from 23 March were noted by the Board	
6.4	Finance Committee minutes from 6 July were noted by the Board	
<b>7.0</b>	<b>Any other business</b>	
	There was no other business. NW thanked everyone for their time and contributions and on behalf of the Board wishes ParalympicsGB great success in Tokyo.	