



**British Weight Lifting Association**

**Proposals for consultation**

**January 2005.**

**Sport Structures Ltd**

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# Options for the future

**Report** identifying options for the future structure and other key issues from the consultation carried out during July to December 2004 by **Sport Structures Limited**.

## Contents

1. [Purpose of study](#)
2. [Background](#)
3. [Scope of the project](#)
4. [Method of approach taken](#)
5. [Benefits and barriers to the process](#)
6. [Findings of the consultation](#)
7. [Key issues](#)
8. [Options for the future](#)
  - I. [Diagram of Method taken](#)
  - II. [Steering group and those Consulted](#)
  - III. [Definitions](#)
  - IV. [Membership demographics](#)
  - V. [Survey of elite athletes](#)

## **1 Purpose of the study:**

- 1.1 To propose options for the future structure of British Weight Lifting taking into account the aims of the project.

## **2 Background and definitions**

- 2.1 The British Weight Lifters' Association Ltd (BWLA Limited by Guarantee with no share capital) is committed to rebuilding and modernising its infrastructure in a way, which will meet the challenges of the 21<sup>st</sup> Century.
- 2.2 In 2002 the Association has already started the programme of re-organisation to deliver a new structure for governance and management with a revised Memorandum and Articles of Association. All other essential policies e.g. anti-doping, health and safety, code of conduct, grievance and disciplinary procedures have been, or will be, updated and modernised.
- 2.3 The Association has adopted equity and child protection policies and has achieved the Preliminary standard of achieving Racial Equality through Sporting Equals.
- 2.4 Following the application of the "Investing in change" Governing Body model the Association recognised that part of any rebuilding and modernisation programme must include a review of the structure and relationship between BWLA and its constituent parts.
- 2.5 The Association promotes weightlifting and power lifting, being the National Governing Body for both disciplines and is socially inclusive to all. The membership review as part of the Racial Equality Standards process identified that the sport encompasses all ethnic minority communities, men and women and people with disabilities. (attached appendix 3)
- 2.6 In 1998 and 1999, the BWLA conducted a Strategic Review. From this review the BWLA Development Planning Group have identified four key areas of work essential to the development of our sport. If we are to maximise the opportunity to develop our sport it will be essential to focus on these key areas over the next four years.

### **The four key areas are:**

- Strategy, Administration, Finance, Policy Development and Marketing.
- Training and Education
- Development (focus on Youth)
- Performance and Excellence.

### **3 Scope of the project**

- 3.1 The project covers two key areas. Those being:
- A. The integration into one NGB of all the Division Associations and a decision as to how best to resolve the management/membership and financial reconciliation.
  - B. The integration of Home Country Governing Bodies and Disability Associations into a coherent GB structure
- 3.2 To be more specific:  
*The integration into One NGB of all the Division Associations and a decision as to how best to resolve the management/membership and financial reconciliation.*
- 3.3 Engage in a process of consultation and facilitation with all the current Weight Lifting Divisional Associations within England to seek to re-structure the Divisional Association to match with the current Sport England Regions. Develop a method as to how these associations can be linked to the central body in constitutional and financial terms leading to a consistent membership system for all lifters, coaches and officials.
- 3.4 The process will identify the current level of funding at Divisional level and what future membership structures are required to ensure a more effective and consistent structure that addresses the needs of the national association and the potential for seeking funding at a regional level to generate more members.
- 3.5 Develop an implementation plan to ensure a smooth change process.
- The integration of Home Country Governing Bodies and Disability Associations into a coherent GB structure*
- 3.6 Engage in a process of consultation with the Home Country Associations to identify their role and function and relationship to the UK wide body. This process will identify and agree responsibilities for the UK and Home Country bodies. Overall policies will be identified for the Association and the responsibilities of each body in relation to implementation seeking consistent practice across the country.
- 3.7 A similar process will be undertaken with the disability associations with a view to an integrated association. This will be both political and professional structures. Develop an implementation plan to ensure a smooth change process.
- 3.8 Following the implementation of the new structure training will be undertaken using the "Modern Sport" model to identify the roles and responsibilities of the new Board.

#### 4 Method of approach taken

ACTION REQUIRED	LINK THE ACTIONS TO THE OUTCOMES
1.1 Division and other non-national associations consultation/planning/shaping sessions (2) 1.2 Home Country consultation/planning conference – action meetings following these sessions (3+) This will include discussions and proposals for membership funding, and central administrative support. 1.3 Consultation/Planning sessions with disability associations (3)	1.1 Outcome a) 1.2 Outcome b) 1.3 Outcome b)
2.1 Propose structure and constitutional changes for Divisions/Regions – agreeing conference 2.2 Conference to agree UK and Home Country structures 2.3 Proposals for integration of all disability associations and other associations into one body	2.1 Outcome a) 2.2 Outcome b) 2.3 Outcome b)
3.1 Agreement of proposals at AGM /EGM and formation of new regional bodies with further implementation plan 3.2 Agreement at AGM and Home Country AGMs of new structure with further implementation plan	4.1 Outcome a) 4.2 Outcome b)
4.1 Training and co-ordination of the new Executive Board to identify roles and responsibilities using the Modern Sport model – “Springboard weekend” 4.2 Consolidation of these roles and responsibilities into a Directors Handbook 4.3 Construction of new Memorandum and Articles of Association for National body and standard constitution for the new regions	4.1 Outcome a) 4.2 Outcome a) 4.3 Outcome a) and b)

## **5 Benefits and Barriers to the process**

- 5.1 From the seven workshops and two steering group meetings the following benefits and barriers to the process were identified:
- 5.2 No distinct differences were found between the two groupings of Home Countries and English Divisional members.

### **Benefits**

- Structure- Clear structure, divisional structure, integration of all disciplines to give GB total recognition, a structure to support the work of the CEO
- Purpose, clarity of roles and responsibilities, transparency – less overlaps
- Clarity to policies and procedures
- Benefits to the members, increased and structured membership and funding
- Increased opportunity for funding
- Increased professionalism
- Better communication
- Reduced size of Governing Council will lead to more governing and less detailed discussions
- Consistency and uniformity
- More encompassing structure
- Clarity to performance pathways and calendar of events
- Better administration
- Opportunity for empowerment of divisions/home countries
- Fair representation
- More members – more officials – more lifters
- Better funding opportunities

### **Barriers**

- Fragmentation, Divisions/Areas, Management and structure, Home Countries
- Personal agendas e.g. Home Countries, Personalities, residence to change
- Lack of “manpower”, lack of resources and time, volunteers, Lack of finance
- Image, public awareness
- Communication, ability to procure policies and procedures
- Personalities
- Membership decrease
- Finance and lack of future finance
- Lack of Governance skills
- England calling themselves GB
- Rivalry between disciplines
- Protection of “status quo”
- Views not heard or acted upon
- Conflicts and personal agendas
- Longer decision making
- Selection of British team
- Residence to change

## **6. Findings of the study**

- 6.1 Through the consultation process the potential change was welcomed and we have not encountered any negatives to the process. All members consulted welcomed the opportunity to be involved in the process.
- 6.2 We have carried out further research during November and December into membership demographics, the views of International Lifters in the services provided and other nations with an integrated Weight and Power Lifting Association/Federation.
- 6.3 Our findings below identify the key issues and the views of those consulted at workshops and people who have commented by email directly.
- 6.4 In our consultation we found that "British" did not fully recognise all the constituent parts of the UK. A number of reasons backed this up not least that "Britain" does not include Northern Ireland. In addition a clear perception from the Home Countries was that "Britain" was seen as England.
- 6.5 However the following were common themes throughout all workshops and we will structure our finding and options on these:
- *Role, responsibilities and membership of a UK Board*
  - *The formation of an English (only) Governing Body*
  - *Relationship between Olympic Lifting, Power lifting, Paralympic disciplines and the integration of disadvantaged groups and in particular those with a disability*
  - *The relationship between the current English Divisions and Sport England regions*
  - *The organisation and distribution of funds in relation to membership*
  - *The organisation and management of coach education*
  - *Funding of the sport from the particular Sports Councils*
  - *The need to update the regulations of the Association.*
  - *The need to strengthen and develop the competition and club structure*
  - *Entry into European and World Championships*
  - *The need for a long term plan through to the 2012 Olympics*

### ***Role, responsibilities and membership of a UK Board***

- 6.6 It was agreed across all consultations that the current structure does not allow effective decision making and fair representation from Home Countries. However, it has become clear that members of the Council and committees are not clear about their roles, responsibilities or the terms of references for each body.
- 6.7 A feeling was expressed, although not held by all, that a small number of people make the majority of decisions. This would appear to be a more a matter of lack of clarity of roles rather than intentional exclusion of people in decision making. However, further empowerment of the divisions and home countries would lead to more effective system of decision making.

6.8 In general the following issues were identified and all have aspirations to grow participation and improve international performance. All, without exception, would like an involvement in a UK Body depending on the role and structure of that organisation and specific conditions to protect against perceived inequalities of the past.

6.9 All agreed the UK body should be responsible for the following:

<b>The Sport</b>
GB Performance, British competition, Referees (Qualification and management), Coaching (Structure and Development)
<b>Governance and ethics</b>
Discipline appeals, Anti-Doping, Child Protection,
<b>Administration</b>
Finance, Appointment and remuneration of staff, Communication, Membership (Categories and fees)

6.10 However all of the Home Countries had immediate or medium term aspirations to compete at European and World level. Although two emphasised that this was a medium term aspiration.

6.11 It was also felt that clarity should be given to the roles, responsibilities, terms of reference and delegated powers of any committee or working group to ensure that decision making is streamlined.

6.12 All the Home Countries agreed that they should be responsible for:

<b>The Sport</b>
H.C. Internationals and Commonwealth Games, Coaching of Squads H.C. competition, Participation
<b>Governance and ethics</b>
Relationship with HC agencies (Sport Council etc) Part of the: UK Discipline appeals, Anti-Doping, Child Protection,
<b>Administration</b>
HC Finance



- 6.13 It was felt at present on the General Council that Home Country issues were not given the value that they felt the issues deserved. All the Home Countries felt that equal voting was needed on the new body to ensure full attendance and commitment to the development of the UK element of the sport.
- 6.14 Within BWLA and its committees it was felt that some didn't meet, and other were confused at, their responsibilities and delegated powers. It was felt that sometimes, and examples were given, it was felt that sometimes decisions made by committees were changed by Council depending on who was in attendance.

***The formation of an English (only) Governing Body***

- 6.15 All Home Country Governing Bodies felt that England should form its own National Governing Body along the lines described above in 6.6.
- 6.16 From the discussions at the English consultation meeting it was felt that a separate English body with its own administration would be beneficial to the development of participation and would also allow the UK body to concentrate on specific issues.
- 6.17 The English body, it was suggested should "mirror" the role of the other Home Country bodies. Other advantages put forward were that this would relieve the UK body from some duties and allow that body to concentrate on a smaller number of issues.
- 6.18 Membership and the administration of membership was a key issue raised and is addressed below.

***Relationship between Olympic Lifting, Power lifting, Paralympic disciplines and the integration of disadvantaged groups and in particular those with a disability***

- 6.19 Two of the three Home Countries felt that each Home Country Body and BWLA should be responsible for all Lifting to include Power Lifting and disability lifting. However all agreed that no body or individual that refuses to undertake a UK Sport drugs testing programme should be integrated into the Governing Bodies.
- 6.20 The Sports Councils representatives all agreed that the Governing Body in each country should encompass all lifting. However within Wales only Olympic Lifting was seen as part of the Lifting Governing Body. Further discussions are to be held with the Power-Lifting fraternity in Wales to gauge the extent of participation and depth of volunteers within the Power Lifting community.

- 6.21 Wales felt very strongly that they should only relate to one international Governing body. However many examples exist where a British or Home Country NGB relates to more than one international body.
- 6.22 However the size in membership terms of both elements of lifting led to the general belief, with the strong exception of the Welsh Federation, that the integration of the two disciplines was necessary for administrative, financial and organisational reasons.
- 6.23 All bodies agreed that they should embrace the broader agenda of disability lifting. However, this needs further investigation as to how this could be embedded into the structure and not seen as a "bolt-on".
- 6.24 From the consultation it was clear that International entry was a contentious subject. However this may be led by the funding bodies and it is clear that none of the Sports Councils would support present Home Country entry into European and World Competition.
- 6.25 There was a strong feeling that Home Country athletes were not always as well represented as they could have been in GB teams. However we have as yet not consulted Athletes at International level.
- 6.26 It has been proposed by the IWF that Federations should only govern Olympic Lifting which is in conflict to how BWLA, the Scottish and Northern Irish are constituted. The Sports Councils feel that they would like one point of contact for all lifting.
- 6.27 We conducted research to identify any similar countries to those in the UK. We found that a number of Countries have integrated Power and Weight Lifting Association most notably France. However many of those that did could be described as small in relation to world wide lifting. Many of a similar size in membership terms to the UK. It should be noted that Federations with integrated Power and Weight Lifting were in the minority.
- 6.28 Currently BWLA have "Committee" titled *British Disability Lifters Association* (BDLA) which is chaired by the CEO and consists of a membership made up of different disability lifters bodies in addition to national disability sports bodies.
- 6.29 This body has taken a responsibility for the organisation of National Championships and takes a responsibility for the selection and preparation of the Paralympic Squad.
- 6.30 The BDLA has unfortunately not progressed as it was seen as membership has been inconsistent. However the model for this area of the sports development is an excellent example of integrated practice.

6.31 From our further research we have found that the membership has a high level of people with disabilities competing and these are drawn from a broad range of disabilities. This good practice should be built upon. Appendix 4 described this in more detail.

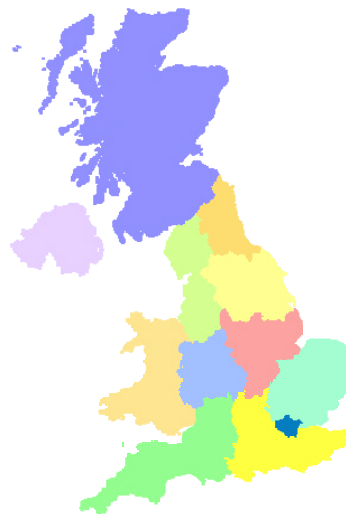
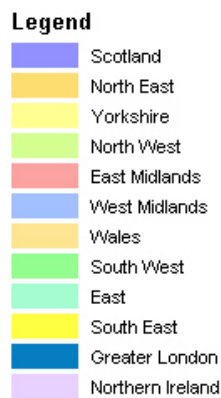
***The relationship between the current English Divisions and Sport England regions***

6.32 The present situation is that the English divisions in the main do not “match up” with the Sport England Regions.

6.33 This in itself is not a problem. However it leaves Lifting at a disadvantage when it comes to lobbying for resources with the Regional Sports Board and County Sport Partnerships.

6.34 The map below shows the present geographical breakdown of the Home Countries and the Sport England Regions.

**Home Countries and English Regions**

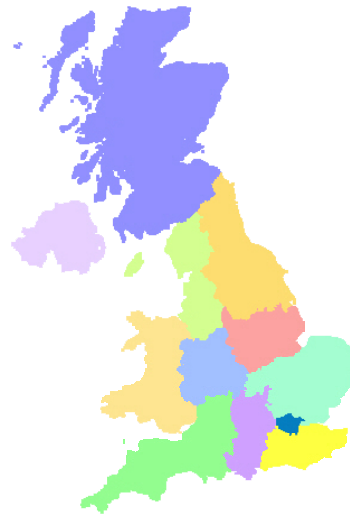


6.35 However these differ from the current BWLA English Divisions. This does not affect the Home Countries in any way.

## Home Countries and Weightlifting Divisions

### Legend

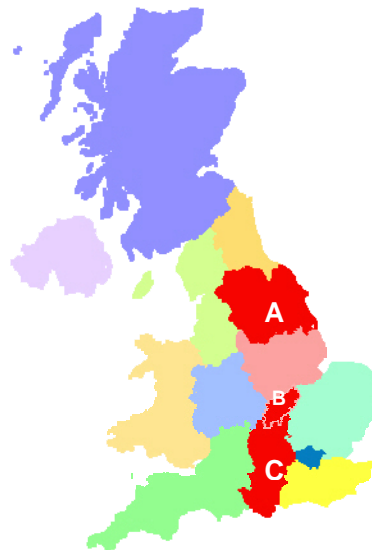
	Scotland
	North East
	North West
	North Midlands
	East Midlands
	West Midlands
	Wales
	South West
	South East
	Greater London
	Northern Ireland



6.36 The following changes would need to be implemented to make sure that Lifting “matches” with Sport England.

### Regions that are different

- A. Yorkshire
- B. Northamptonshire
- C. Buckinghamshire, Berkshire, Hampshire + Isle of Wight



6.37 This does require some changes and it was felt strongly that any changes should be with the agreement of those affected. It was recognised that this may slow the process but one Division felt that “ownership” was essential to make the changes effective.

### ***The organisation and distribution of funds in relation to membership***

6.38 Throughout the consultation, membership, the administration of membership and the percentages returned to the Divisions were a constant issue.

6.39 This should not be seen as a criticism of the present staff at HQ. However many felt that the each division could administer this within a framework set

by the parent body. However mismanagement within some divisions in the past led to the change in administration of membership.

- 6.40 The need for consistency of administration within Divisions and the Home Countries was also commented on.

***The organisation and management of coach education***

- 6.41 The development and delivery of coach education was a common theme raised through the consultation.

- 6.42 Many people commented and agreed that actions need to be taken rapidly to ensure that BWLA awards have accredited status. In addition the marketing and promotion of courses was also seen as inconsistent.

- 6.43 It was unclear if a consistent system was applied to running courses in relation to the accreditation of tutors and the financial “split” between Home Country/Division and BWLA

***Funding of the sport from the particular Sports Councils***

- 6.44 Funding from the Sports Councils differ greatly in each of the Home Countries. The challenges facing the re-constitution of the Scottish Association and the general small scale of membership clearly influences current levels of funding.

- 6.45 However all Sports Councils were supportive of Lifting and would seek to support change and development that leads to sound governance.

***The need to update the regulations of the Association.***

- 6.46 It was felt that the Association needs to update it’s regulations to take into account any potential changes and also to bring these up to date with present sport legislation.

***The need to strengthen and develop the competition and club structure***

- 6.47 Although not part of this study it is clear that action needs to be planned to ensure a coordinated calendar of events and competition as well as development of an accreditation structure to ensure that clubs can plan their development and growth.

***Entry into European and World Championships***

- 6.48 Further consultation was undertaken with a group of elite athletes, a review of world ranking and entry criteria for European, World and Olympic competition. The survey detailed in appendix V consulted 30 athletes, however only one Scottish athlete and none from Northern Ireland were identified.

- 6.49 The athlete survey identified that Athletes were well informed about the competition calendar and coaching services. However a number felt that

selection procedures needed to be improved along with further information about doping and doping control.

- 6.50 Concern was expressed about the clash in competition between the Welsh and UK championships and this clearly puts athletes in a difficult yet avoidable position. We feel that this is clearly NOT in the best interests of the athletes.
- 6.51 Athletes did feel that they could be given further opportunities to access support services at institutes of sport. The survey also identified that a number of athletes pay coaches from their own resources. In discussions with UK Sport and the Home Country Council it is unlikely that further funding will be forthcoming in the near future for elite athletes.
- 6.52 Our further review was in relation to entry into the European, World and Olympic competition. Should all the Home Countries affiliate to the IWF more places would become available at international competition. However our findings identified that this would not automatically lead to further opportunity to gaining Olympic qualification.
- 6.53 The number of athletes of a high performance level in the UK is not particularly high and therefore most athletes would still not be of a suitable standard to achieve the Olympic standard.

***The need for a long term plan through to the 2012 Olympics***

- 6.54 Building on issues identified earlier in this section many of those consulted felt that the sport will take until the 2012 Olympic cycle to make significant changes. Therefore a long term plan needs to be developed with a series of small "bit-sized" plans.
- 6.55 Therefore the plan should be to aspire to achieve Olympic success and grow participation. Although it should be a long term goal for each country to have a number of athletes competing at World level this will only be achieved by improving the support services and competition in each of the Home countries.

## **7. Key Issues (conclusions of findings)**

From the findings identified in the previous section the key issues for BWLA and its constituent parts to address are:

### **ISSUE ONE**

*The structure, role, responsibilities and membership of a UK Board and the need to update the regulations of the Association. The integration of Olympic Lifting, Power lifting, Paralympic disciplines and the integration of disadvantaged groups and in particular those with a disability*

### **ISSUE TWO**

*The formation of an English (only) Governing Body and the relationship between the current English Divisions and Sport England regions*

### **ISSUE THREE**

*The organisation and distribution of funds in relation to membership and coach education*

### **ISSUE FOUR**

*The need for a long term plan through to the 2012 Olympics that strengthens and develops the competition and club structure and funding of the sport through each of the Sports Councils.*

## 8. Options for the future

- 8.1 From the key issues identified we now propose a series of recommendations for discussion in phase two of the project to develop the way forward.
- 8.2 We have focused on issues as they were identified in the key issues section. Some of the issues highlighted are not within the remit of this project, however we felt that these should be developed as this is vital to the sport moving forward.

### ISSUE ONE

*The structure, role, responsibilities and membership of a UK Board and the need to update the regulations of the Association. The integration of Olympic Lifting, Power lifting, Paralympic disciplines and the integration of disadvantaged groups, in particular those with a disability*

- 8.3 There are broad principles that need agreeing prior to agreeing the structure. These are related to the responsibility of Home Countries and the UK Body.

#### 8.4 **PRINCIPLE ONE: Name of the UK Body**

Currently BWLA describes the organisation; however it does not reflect the UK dimension of the organisation. We suggest that a review is undertaken to reflect its constituent parts are in the UK and that it represents the “broad church” of lifting. However BWLA is recognised both in and out of the sport as the National Governing Body and as such has a strong tradition and image.

##### **Recommendation One:**

That following the structural changes BWLA review it's image and name.

#### 8.5 **PRINCIPLE TWO: Roles and responsibilities**

From the consultation a clarification of responsibilities became a clear need.

### **BWLA responsibility**

#### **The Sport**

##### **GB & NI Performance squads,**

The selection of athletes and appointment of coaches

The administration of UK Sport Funding

Provision of support services to the athletes

Management of Athletes competition and training programmes

Entry of any Athletes in the UK into European, World and Olympic competition

##### **UK championships and competition**

The organisation and management of UK and British competition

Coordination and arbitration of the calendar of events for all competition on a British and Home country basis.

##### **Coaching (Structure and Development)**

The development of Coach Education in line with the National Coaching Certificate

The accreditation of Coach Education awards

##### **Referees (Qualification and management),**

Development of Referees qualification



Accreditation of Referees
<b>Governance and ethics</b>
<b>International relationships</b> To be the sole body relating to the IWF, EWF, IPF, EPW
<b>Risk Management</b> The management of events and activities to ensure that the Association and its members are not put into any risk situation
<b>Ethics policy</b> Development and management of a whole sport ethics policy
<b>Discipline and appeals</b> The administration and implementation of a UK wide discipline and appeals system. The system will deal with first instance discipline with issues related to matters under the jurisdiction of BWLA being Doping, Child Protection and issues related to British squads. In addition to act as an appeal body for all matters in the sport across the UK and its constituent parts.
<b>Anti-Doping and education</b> The only point of contact for UK sport in relation to anti-doping and doping control. The provision of educational information and training for all coaches and elite athletes across the UK. The management of all positive tests
<b>Child Protection,</b> The development of child protection policy and procedures across the UK The administration and management of all disclosures
<b>Administration</b>
<b>Finance</b> The administration and management of finance related to the British squads, coaching, refereeing, membership services
<b>Appointment and remuneration of UK staff,</b> The appointment, Development and payment of staff in relation to the management and implementation of the key areas of BWLA responsibility. Including: <ul style="list-style-type: none"> <li>• Overall management of the sport (including anti-doping, child protection etc)</li> <li>• Coaching and management of British Squads,</li> <li>• Administration of membership services</li> <li>• Administration of coach and referee awards.</li> </ul>
<b>Communication to constituent parts,</b> Effective communication to each of the constituent parts including the calendar to athletes Communication to elite athletes of selection procedure, competition calendar, support services available, anti-doping procedures
<b>Membership (Categories and fees)</b> The setting of membership categories for participation, coaching and refereeing The administration of membership across the UK unless any of the constituent parts reach appropriate standard of administration. The development of service benefits to the membership

<b>Home Country responsibility</b>
<b>The Sport</b>
<p><b>H.C. Internationals and Commonwealth Games,</b> The selection of Home Country selection of athletes, the appointment of coaches and management for the Commonwealth Games. The administration of Sports Council grant for this purpose.</p>
<p><b>H.C. competition</b> The organisation of National Championship and in the case of England Divisional championships leading to National Championships</p>
<p><b>Participation development</b> To develop participation programme to grow the number of members of each Home Country</p>
<p><b>Coach development</b> To administer and deliver coach Education as part of the BWLA structure</p>
<p><b>Disabled participation</b> To develop participation as part of a UK wide programme.</p>
<b>Governance and ethics</b>
<p><b>Relationship with HC agencies</b> To be the sole contact with the Home Country Sports Council To be the recognised Governing Body for Lifting in the Home Country</p>
<p><b>Risk Management</b> The management of events and activities to ensure that the Association and its members are not put into any risk situation</p>
<p><b>Integrated into the UK Discipline/appeals, Anti-Doping, Child Protection systems within an overall Ethics policy and practice</b> To participate in the UK wide Anti-Doping programme. To fully support the implementation of BWLA policy and procedure in relation to Anti-doping and Child Protection. To carry out first instance discipline in relation to all matters under the jurisdiction of the Governing Body except in relation to Anti-doping and Child Protection this will be dealt with by BWLA. To utilise the BWLA appeals structure.</p>
<b>Administration</b>
<p><b>HC Finance</b> To ensure sound management of finance of Home Country income and expenditure in relation to grant aid, income and expenditure.</p>
<p><b>Administration of membership as part of the UK structure</b> Through affiliation to BWLA administration of membership given that the following are in place:</p> <ul style="list-style-type: none"> <li>• Suitably qualified finance director/treasurer</li> <li>• Appropriate finance systems to manage income and expenditure</li> <li>• Suitable record keeping in line with BWLA needs</li> </ul>
<p><b>Communication to constituent parts</b> Effective communication to members and athletes.</p>

- 8.6 It must be emphasised that how each home country carries out its responsibilities should be its own concern as long as it meets the standards expected of it by its Home Country Sports Council.
- 8.7 In addition the number and nature of committees or working groups should be the responsibility of each body to ensure it carries out its responsibilities.
- 8.8 Moreover, clarity should be given to the role and responsibilities of the lead bodies at UK and Home Country level. We feel strongly that each executive board (UK and Home Country) should only deal with:
- Finance
  - Measuring Progress
  - Policy matters
- 8.9 In reviewing the world position of Lifting we feel that BWLA and the Home Countries should encompass the Governance of both Weight Lifting and Power Lifting. However clear separation should be identified in relation to competition and the management of appropriate regulations from the International bodies.
- 8.10 The major reason for this is the size of the sport as a whole and we still see that each home Country may adopt both Power and Weight Lifting Committees. However integration of the two disciplines will, in our view, give a greater opportunity of growing membership.

**Recommendation two:**

*That the roles and responsibilities are agreed for the UK and Home Country bodies*

- 8.11 The clarification of entry into European and World Championships needs to be resolved as it is the clear aspiration of each Home Country to enter these competitions under their own flag.
- 8.12 We feel it is essential that the Home Countries work with BWLA to ensure that the competition pathway is a coordinated one and not putting athletes in a difficult position of having to choose which competition they compete in or which country they compete for.
- 8.13 Careful consideration has been given as to entry by Home Countries in European and World Competition. Taking into account the number of athletes at elite level, finance available and the level of competition in the UK we have assessed this viability.
- 8.14 At this stage we do not see that it is feasible or financially viable for athletes to compete for Home Countries in European or World competition and that it should only be a British team under the jurisdiction of BWLA.

**Recommendation three:**

*Within the long term plan of the UK and Home Country bodies' clarity is given to entry into World and European competition in consultation with the appropriate international governing bodies. However at this stage only British team should be entered into European, World and Olympic competition.*

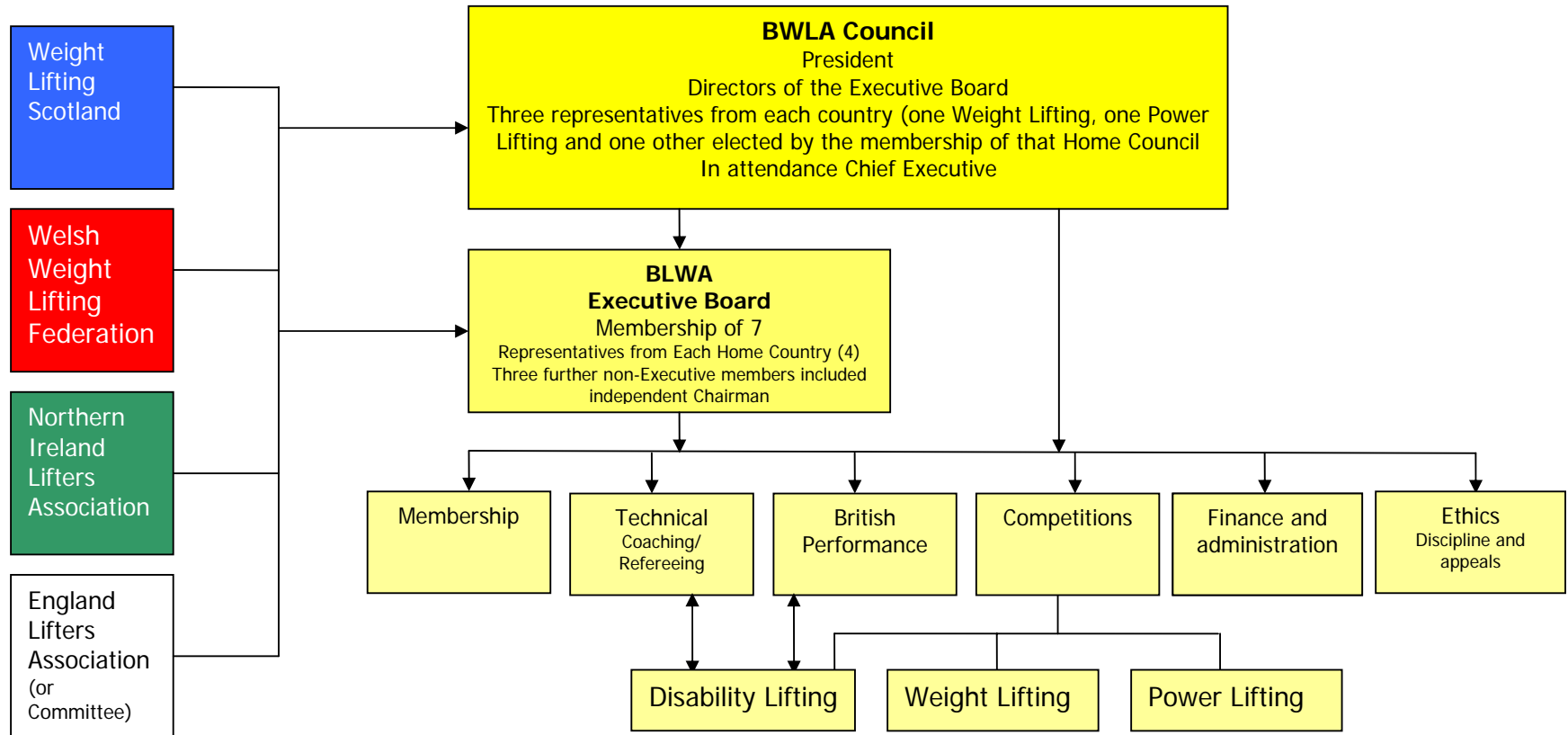
### **Structure of the UK Body**

- 8.15 A number of options exist for the future structure. We have discounted the current structure as this would lead to further confusion, slow decision making and lack of clarity of roles which we feel will lead to a stagnation of future development of the sport.
- 8.16 The sport should re-structure to take into account the growing need for it to act as a business as well as providing a service to its members.
- 8.17 Through the consultation we were surprised at the support given for a radical change and initially a number of models were envisaged. However we propose a radical approach that may over the second phase of the project be modified and improved. We have purposely placed this at the other end of the spectrum from the present structure as we feel this will stimulate more discussion.
- 8.18 Within the new structure we propose that the Council still exists as an overall body for the sport. However this body would only meet at most four occasions a year to receive reports from the action taken by the Executive Board and agree policy on a specific number of areas. The Council would remain the key policy agreeing body for the sport.
- 8.19 An Executive Board should be formed with one representative from each of the Home Countries. This may be felt as under-representing England who has by far the largest membership and population. However, through our consultation we explored both from a Home Country, and from an English perspective and feel that with the issues that the new Executive Board will have to deal with proportional representation is not needed.
- 8.20 However we are concerned that the skills needed to take the sport forward in business terms may only arrive by accident onto the Board through the election process. Therefore the need for three non-executive Directors to lead on matters such as finance, marketing or legal affairs for example will be essential to move the sport forward.
- 8.21 The position of Chairman is one that needs to be considered carefully. We feel the Board should elect their own Chairman. This would enable an independent Chairman to be appointed who could then be removed by the Board. This position should be included within the three non-executive Directors.
- 8.22 As voting rights are an exceptionally important issue we suggest that during the second consultation phase we will consult firstly on the areas where

voting should be an elected member responsibility, secondly where all Directors should contribute and finally on the feasibility of this method.

8.23 In addition the development of competences for Board members is a critical issue if the sport is to attract suitably qualified and experienced people.

8.24 Outline new structure for BWLA



8.25 The roles and responsibilities for each of the National bodies are described in 8.5

Roles and responsibilities should be as follows:

**8.26 UK Council**

- Overall policy making for the sport at UK level covering:
- Policy for selection of Athletes for British Squads
- Agreement on UK wide calendar of National events
- Agreement of Ethics policy

**8.27 BWLA Executive Board**

- Liaison with International Governing Bodies and UK Sport
- Implementation of Policies thorough committees where appropriate in relation to:
- British Squads
- Ethics and any resultant discipline and appeals
- Management of the Associations finance
- UK Championships
- Development and administration of coaching awards
- Development and management of services to the membership
- Overseeing of the Disability Lifters Association

**8.28 Home Countries**

**8.29 Liaison with Home Country Sports Council**

- Implementation of British policy through appropriate national structure in relation to:
- Commonwealth Games squads
- Implementation of Coach Education and Membership
- Organisation of National competitions
- Ethics policy and procedures

**Recommendation four:**

**8.30** *The Sport at a UK level is re-structured as described above.*

## **ISSUE TWO**

*The formation of an English (only) Governing Body and the relationship between the current English Divisions and Sport England regions.*

- 8.31 Throughout the consultation it would appear that one issue would resolve many points of debate. That is the need to form an English Only Governing Body would appear to satisfy the needs of English members and also alleviate some of the views from the Home Countries that they feel BWLA is an English body.
- 8.32 The Home Countries felt strongly that the British body, in at least perception, was an English Body and time that should be spent on British issues was being spent on English development. This was also the perceived case in relation to international selection, in particular decision making at the General Council meetings.
- 8.33 The long term aim should be to create a new English Weight Lifting Association (EWLA) to deal with the issues as identified above in Principle One. The formation may be carried out in a staged process. However in the first instance it may be appropriate to form an English only Council to take the same responsibilities as a Home Country but within the BWLA company structure. It would be this body that would take the role of Home Country for England as described earlier.
- 8.34 The reconciliation of funds and relationship in administrative terms should subject to agreement be a major part of the next phase.

### **Recommendation five:**

*That an English only committee is formed that develops an implementation plan with the aim to form English Only Lifting Association.*

- 8.35 Having reviewed the English regions Yorkshire and Northern appear to be a vibrant Division and therefore minimal change is needed in this region and the Division will have to liaise with two Sport England Regions
- 8.36 The main changes will be Northamptonshire being integrated into a new East Midlands Region and Buckinghamshire, Berkshire, Hampshire and Isle of Wight being integrated into the South East.

### **Recommendation six**

*That the English Divisions should align with Sport England regions with the exception of Yorkshire and Northern which shall stay as one.*

## **ISSUE THREE**

*The organisation and distribution of funds in relation to membership and coach education*

- 8.37 We also feel that the membership database is a critical marketing tool to generate much needed revenue is through income and other services derived from membership fees and services.

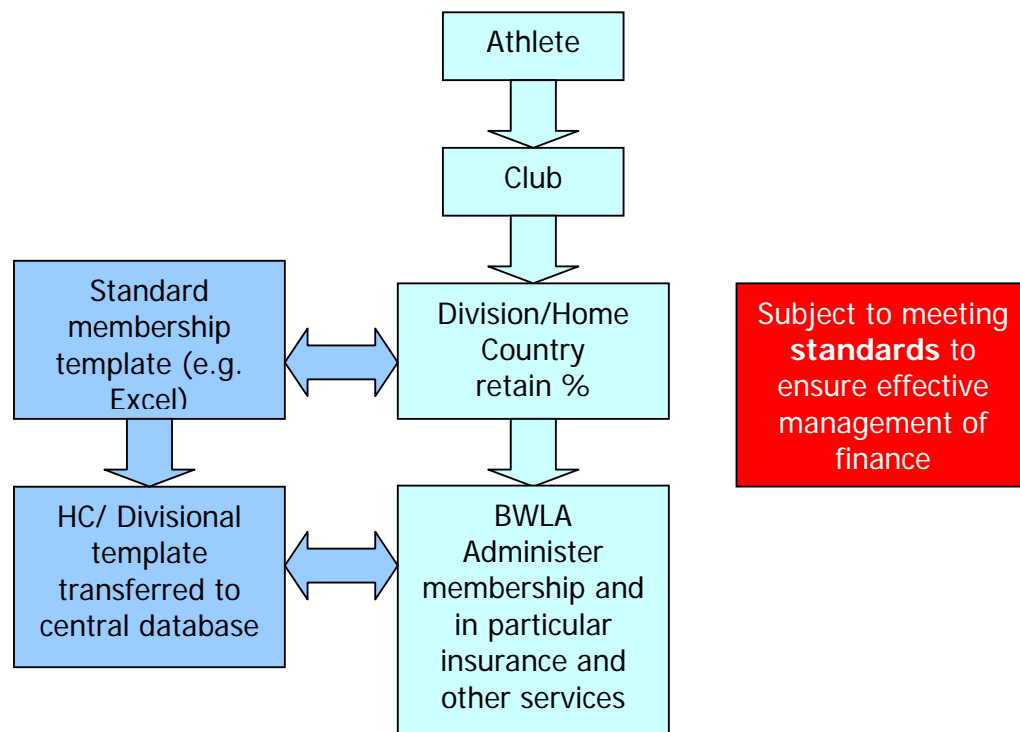


8.38 The centralisation of the membership data is essential to maximise any marketing opportunities. However we do feel that most, if not all, of the Home Countries/Divisions do have keen and able volunteers to administer membership income. Clear lines of accountability must be set to ensure that any income administered at Home Country/Divisional level is administered with the highest level of integrity and probity.

8.39 Due to the size of the sport it is appropriate that one UK body is responsible for insurance of all athletes, coaches and officials.

8.40 Subject to meeting standards agreed with the parent body, each Division in England and each Home Country should administer membership and send a majority percentage to the new BWLA. We note the need to phase this in to make sure that each Division/ Home Country is not disadvantaged by these changes.

8.41 We recommend the following structure to be phased in over a planned period.



8.42 Before any Home Country or English Division can administer the membership scheme it must be able to demonstrate an ability to meet the following standards:

- Suitably qualified finance director/treasurer
- Appropriate finance systems (Use of Microsoft Excel as minimum) to manage income and expenditure
- Suitable record keeping in line with BWLA needs

8.43 BWLA should then start to develop services in addition to insurance that members can benefit from along the lines of other Governing Bodies. However we recognise that the first stage is to develop the systems to administer membership

**Recommendation seven:**

*That a devolved membership scheme is developed with standards for Divisions and Home Countries*

**Recommendation eight:**

*That clarity is given to the services provided by the membership programme*

**ISSUE FOUR**

*The need for a long term plan through to the 2012 Olympics that strengthens and develops the competition and club structure and funding of the sport by each of the Sports Councils.*

8.44 We recognise that the long term plan for the sport is not part of this brief; however, we wish to raise the importance of a long term plan to develop competition and the club structure.

**Recommendation nine:**

*That each of the Governing bodies, following the implementation of change from this project, should action the development of a long term plan that aims to improve club, competition and international performance.*

## **Summary of recommendations:**

### **Recommendation One:**

*That following the structural changes BWLA review it's image and name.*

### **Recommendation two:**

*That the roles and responsibilities are agreed for the UK and Home Country bodies*

### **Recommendation three:**

*Within the long term plan of the UK and Home Country bodies' clarity is given to entry into World and European competition in consultation with the appropriate international governing bodies. However at this stage only British team should be entered into European, World and Olympic competition.*

### **Recommendation four**

*The Sport at a UK level is re-structured as described*

### **Recommendation five:**

*That an English only committee is formed that develops an implementation plan with the aim to form English Only Lifting Association.*

### **Recommendation six:**

*That the English Divisions should align with Sport England regions with the exception of Yorkshire and Northern which shall stay as one.*

### **Recommendation seven:**

*That a devolved membership scheme is developed with standards developed for Divisions and Home Countries*

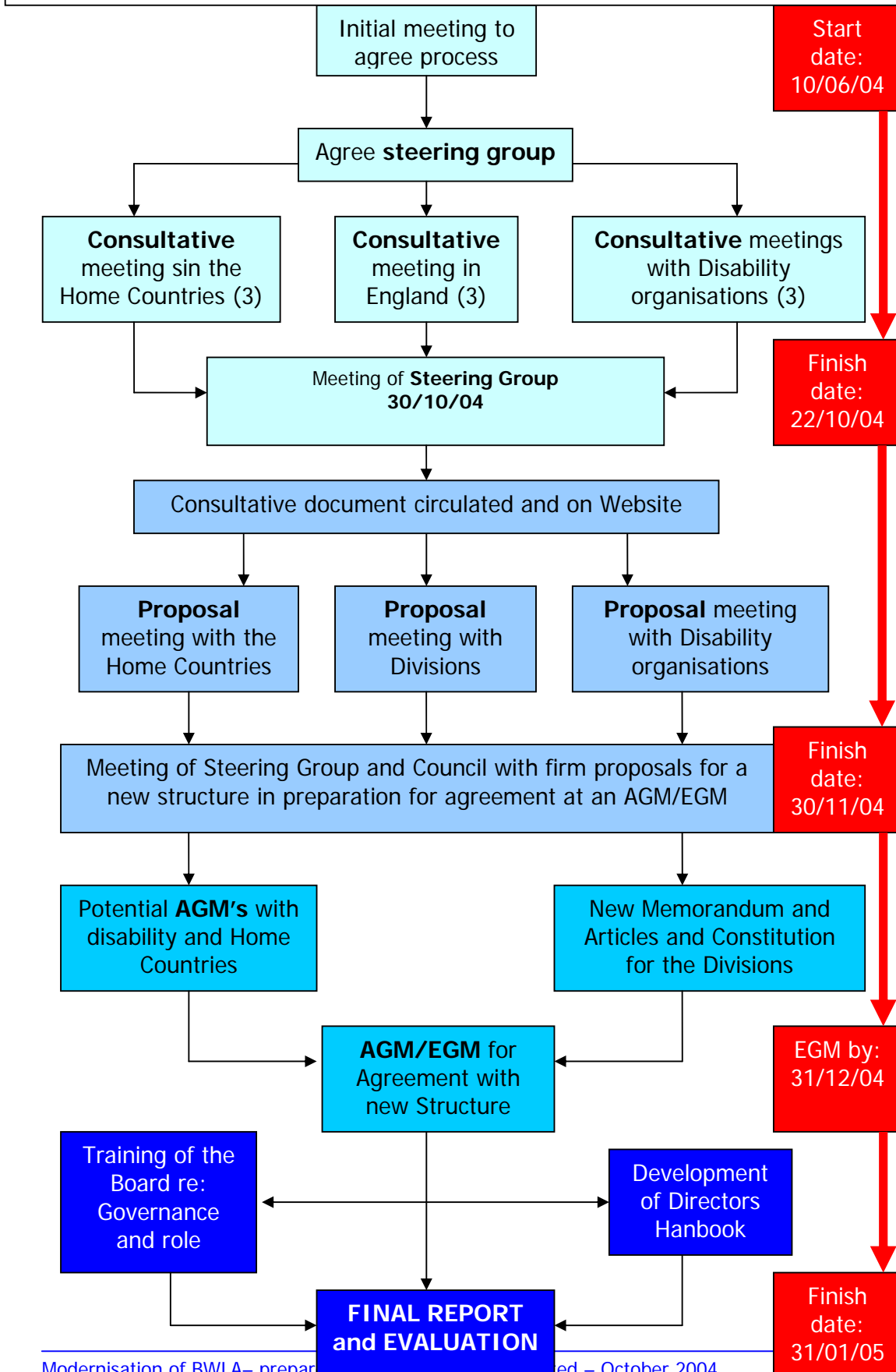
### **Recommendation eight:**

*That clarity is given to the services provided by the membership programme*

### **Recommendation nine:**

*That each of the Governing bodies following the implementation of change from this project should action the development of a long term plan that aims to improve club, competition and international performance.*

# British Weight Lifters Association Change process



## **Appendix 2:** [Steering group and those consulted](#)

### **Steering group:**

Bill Barton , Steve Cannon, Tracey Hawkins, Andy Hawkins, David Hammond, Peter Fiore, Jon Amos, Richard Parker, Myrddin John, Alan Lee, Ray Williams, David Turner, Donna Charlton-O'Malley

### **Consultation**

Duke Owers	Northern Ireland Weight Lifters Association
Sean Dougan	Northern Ireland Weight Lifters Association
George Magenuis	Northern Ireland Weight Lifters Association
George Gibson	Northern Ireland Weight Lifters Association
Ian Hampson	Yorkshire and North East
Barrie Nelson	Yorkshire and North East
Tony Hollands	Steelman Power Lifting Club
Gary Cullen	Huddersfield Weight Lifting Club
Caroline Charles	Greater London Division
Paul Cole	South East Division
Lyndon Johns	South East Division
Jim Mutle	Scottish Power Lifting
Peter Nicolson	Interim chair Scottish Interim Steering group
George Byng	Scottish Weight Lifting
David Hammond	Scottish Power Lifting
M. John	Welsh Weight-Lifting Federation
A. Lee	Welsh Weight-Lifting Federation
A Jenkins	Welsh Weight-Lifting Federation
E John	Welsh Weight-Lifting Federation
M. Hancock	Welsh Weight-Lifting Federation
M. Williams	Welsh Weight-Lifting Federation
R. Williams	Welsh Weight-Lifting Federation
J. Roberts	Welsh Weight-Lifting Federation
Gian Singh Cheema	Warley Weight Lifting Club
Donna Charlton-O'Malley	BDLA

### **Sports Councils**

Joe Patton	UK Sport
Ian Blackburn	Sports Council for Wales
Hamish McInnes	Sport England
Callum Mcleod	Sport Scotland
Paul Buxton	Sport England
Victoria Finley	Sports Council for Northern Ireland

### **Appendix 3: Definitions**

BWLA – British Weight Lifting Association

WWF – Welsh Weight Lifting Federation

SWA – (new) Scottish Weight Lifters Association

NIWLA – Northern Ireland Weight Lifting Association

EWLA – (new) English Weight Lifters Association

UKS – UK Sport

SCW – Sports Council for Wales

SCNI – Sports Council for Northern Ireland

SS – Sport Scotland

SE – Sport England

IWF – International Weight Lifting Federation

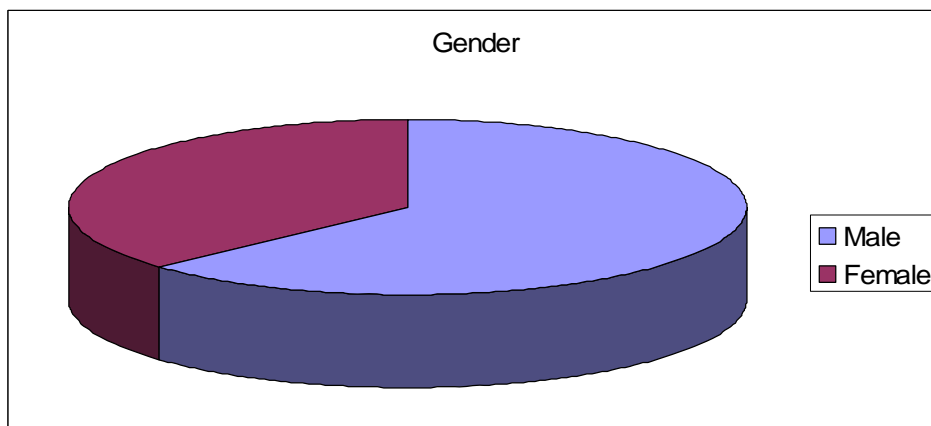
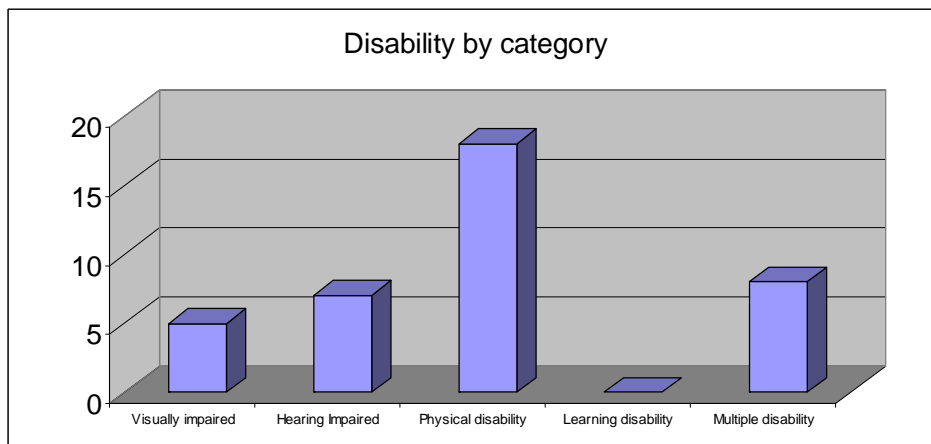
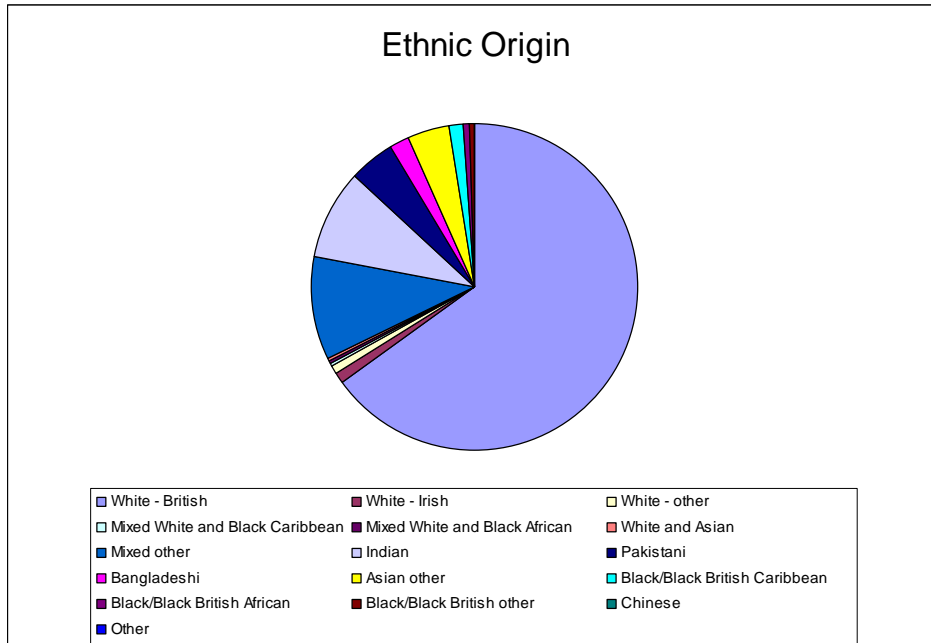
EWL – European Weight Lifting Federation

IPF – International Power Lifting Federation

EPF – European Power Lifting Federation

## Appendix 4: Membership data

As identified 2003



# British Weigh Lifting Association

Survey December 2004

## 1. Analysis of Clubs

1.1 There is a total of 116 clubs, 7 Clubs are HMP clubs. The highest number of clubs are located in the South East (20.7%). Yorkshire and the North East also have a high percentage of clubs 18.1%.

Number of Clubs within BWLA Divisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yorkshire and North East	21	18.1	18.1	18.1
North West	7	6.0	6.0	24.1
North Midlands	4	3.4	3.4	27.6
West Midlands	13	11.2	11.2	38.8
East Midlands	9	7.8	7.8	46.6
South Midlands	4	3.4	3.4	50.0
South East	24	20.7	20.7	70.7
South West	11	9.5	9.5	80.2
Greater London	7	6.0	6.0	86.2
Scotland	14	12.1	12.1	98.3
Northern Ireland	2	1.7	1.7	100.0
<b>Total</b>	<b>116</b>	<b>100.0</b>	<b>100.0</b>	

1.2 Clubs identify a membership total of 1338 although 41.4% have not identified the number within their membership.

1.3 Several clubs have identified potential membership 51 individuals are on a waiting lists.

1.4 There are significant gaps in the information for clubs on average 32.7% of clubs have not provided information relating to the following four areas.

- 47.4% of clubs do not have a constitution
- 49.1% of clubs have an accident book
- 42.2% of clubs provide an under 18s competition
- 47.4% of clubs have a Child protection policy

## 2. Analysis of Membership

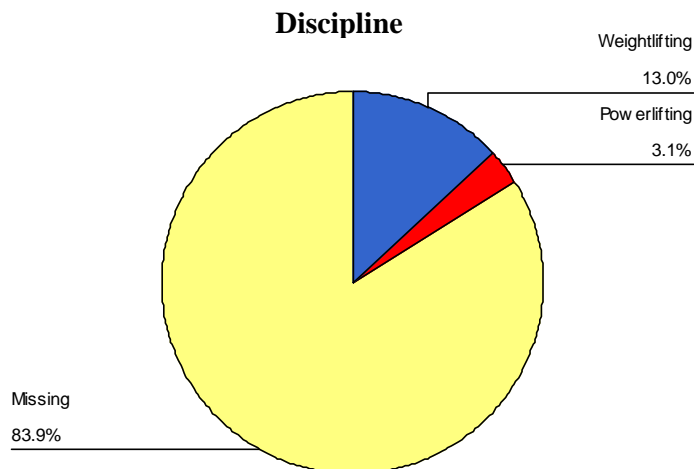
2.1 There are a total of 3700 registered members. The membership is significantly higher (21.5%) in Yorkshire and the North East. Although the highest number of clubs are in the South East the membership is comparatively low in this division.



### Number of members within BWLA Divisions

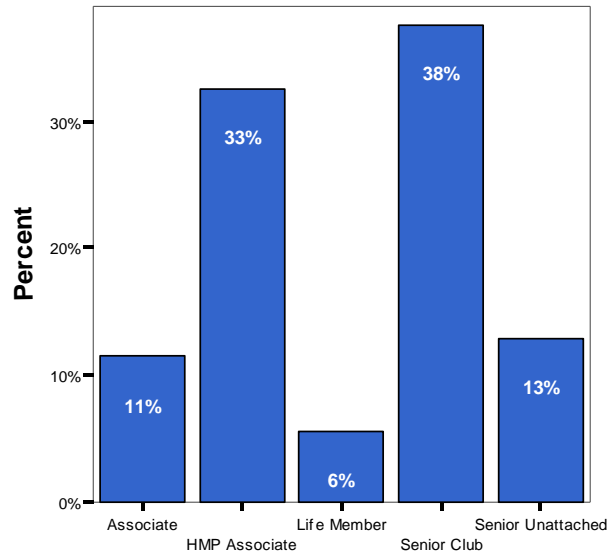
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yorkshire and North East	796	21.5	22.3	22.3
	North West	217	5.9	6.1	28.4
	North Midlands	136	3.7	3.8	32.2
	West Midlands	409	11.1	11.5	43.7
	East Midlands	209	5.6	5.9	49.6
	South Midlands	355	9.6	10.0	59.6
	South East	332	9.0	9.3	68.9
	South West	418	11.3	11.7	80.6
	Greater London	327	8.8	9.2	89.8
	Scotland	312	8.4	8.8	98.5
	Wales	34	.9	1.0	99.5
	Northern Ireland	18	.5	.5	100.0
	<b>Total</b>	<b>3563</b>	<b>96.3</b>	<b>100.0</b>	
Missing	System	137	3.7		
<b>Total</b>		<b>3700</b>	<b>100.0</b>		

2.2 The membership can be subdivided by discipline the chart below demonstrates the current percentage within the two disciplines, significant gaps in the database are again apparent in the high percentage (83.9%) of the membership which can not be identified by their discipline.



2.3 The Membership can be further subdivided through five membership categories. Senior club and HMP Associates constitute the largest membership types.

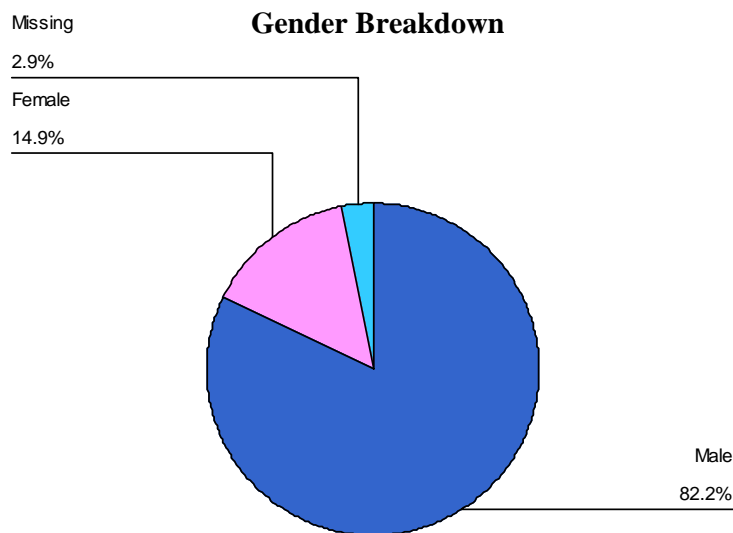
## Membership Type



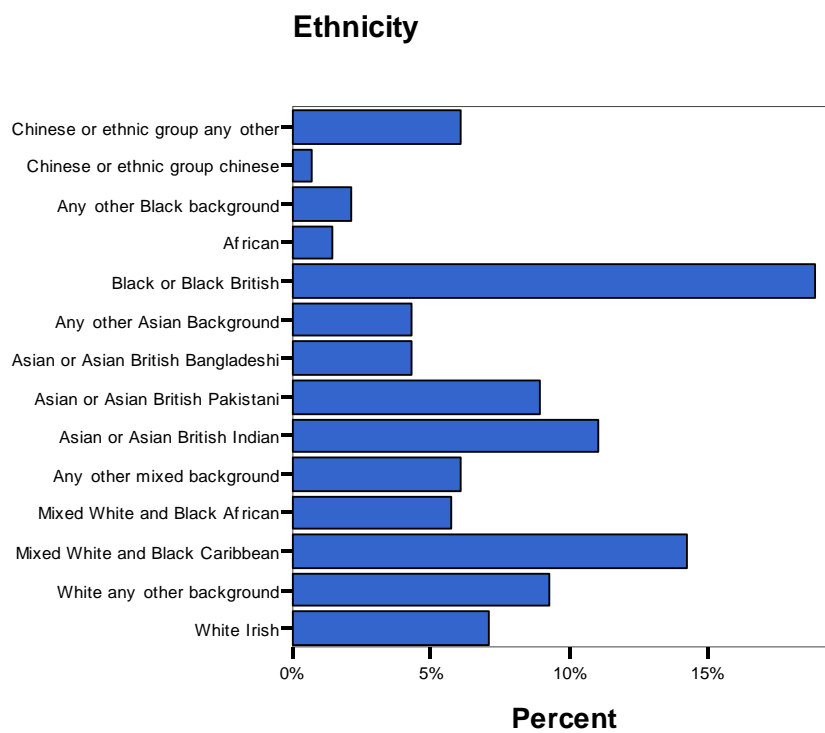
- 2.4 The fact that 13% of the membership is senior unattached, which means they are independent so not directly affiliated to a club provides evidence to explain why there may be higher membership in Yorkshire and the North East compared to the number of clubs.
- 2.5 The database identifies the positions that registered members hold. 39 Members hold more than one position. 320 members did have information relating to their position.

Position	Count
Member	3273
Staff	2
Tutor	21
Secretary	24
National WL Team	8
National PL Team	6
Para PL Team	3
Youth WL Dev. Team	9
PL National Referee	8
Prison Officer	2
HMP Staff Coach	8
PL Divisional Referee	11
PL Category 1 Referee	7
PL Category 2 Referee	9
Other	28
Total	3419

2.6 Data relating to the gender of the membership is comprehensive only 2.9% of members do not have this data available. 82.2% of the membership is Male.

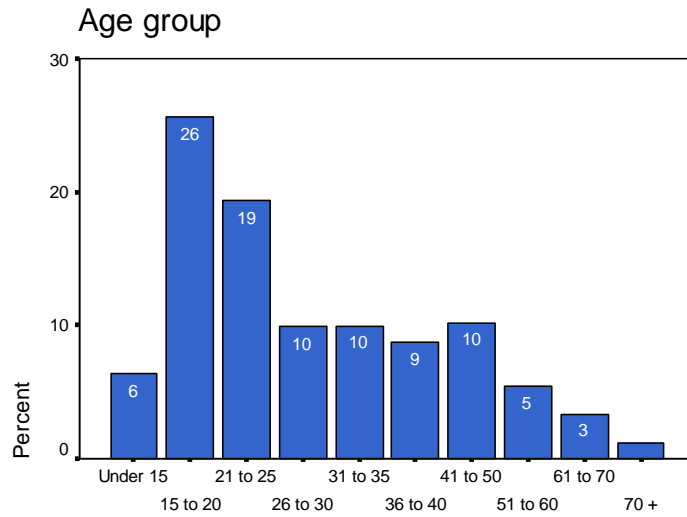


2.7 54% have not yet indicated their ethnicity.



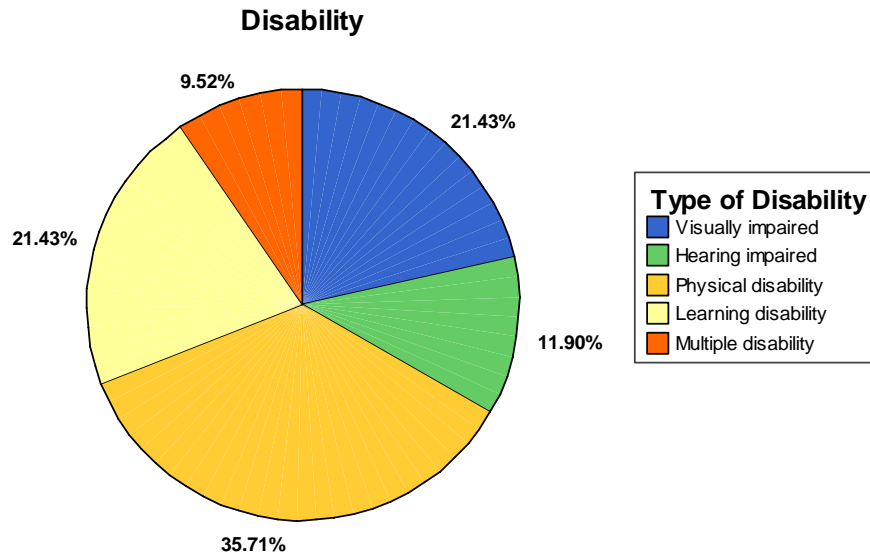
2.8 36% of the registered members described themselves as British those that indicated British have been omitted from the following graph. The membership is ethnically diverse with 14 different ethnic minorities

identified. The largest ethnic minority representation describe themselves as Black or Black British (3.3% of responding members).



2.9 48.5% of the membership has no age record. From current data the membership has a high percentage of members in both the 15-20 age range and 21-25 age range. 0.6% are in the 70+ age group

2.10 Only 1.2% of the membership has identified themselves as having a disability. The chart shows a breakdown of the types of disability.



## Appendix V

### British Amateur Weightlifting Association

#### Elite athlete survey

#### Basis for study

To inform the Modernisation project in relation to competition, support services, drug awareness and athlete needs at an elite level.

#### Key Findings

##### 1. Survey Response

1.1 The survey was distributed through the post, via email and through semi-structured telephone interviews 30 athletes were targeted. 70% responded to the survey.

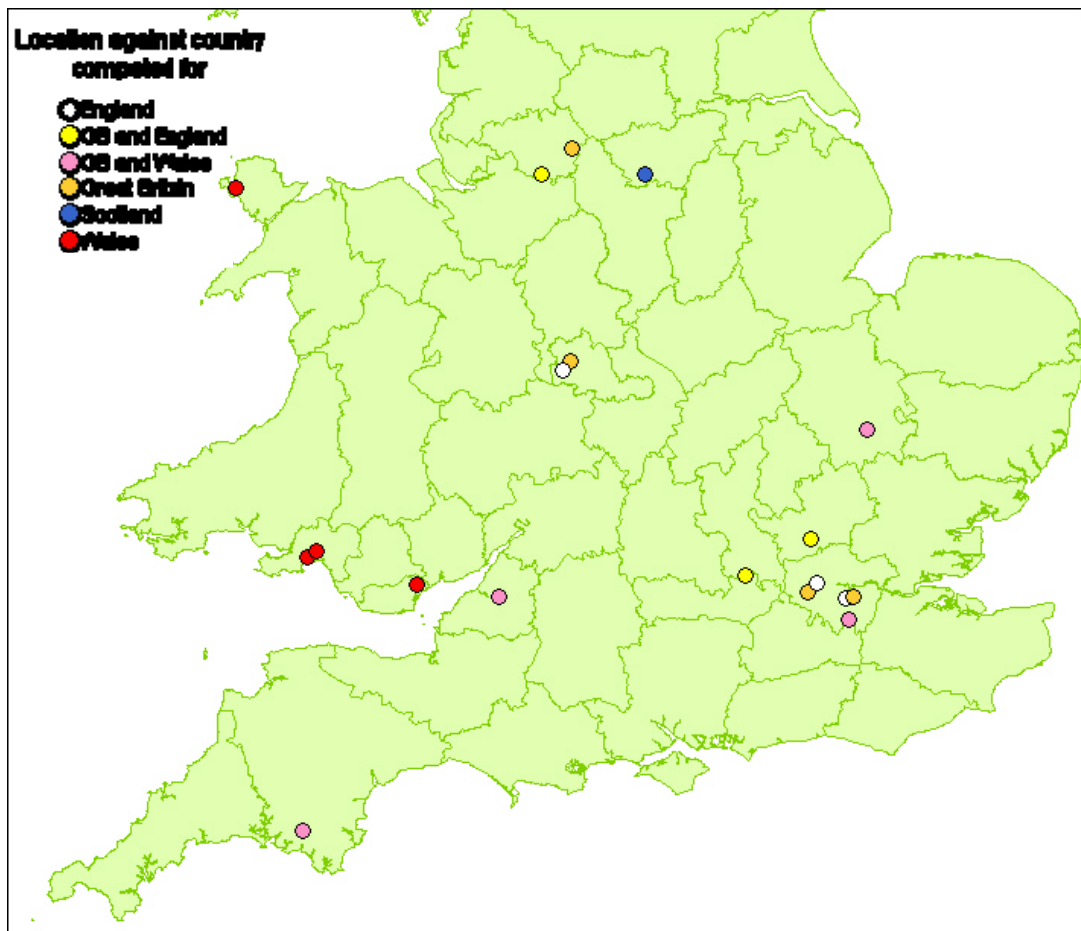
##### 2. Competition

2.1 The respondents were asked a series of background details concerning their country of residence and competition details. The following table is a cross tabulation of the respondents country of residence and the country which they currently compete for. Not all athletes compete for the country within which they live; some athletes describe themselves as competing for GB alongside their country.

Country of residence in comparison with country(s) which you compete for?

		Which country(s) you compete for?						Total
		Great Britain	England	Scotland	Wales	GB and Wales	GB and England	
Country of residence	Great Britain	1	0	0	0	0	0	1
	England	2	2	1	0	4	2	11
	Wales	0	0	0	6	0	0	6
	UK	1	1	0	0	0	1	3
Total		4	3	1	6	4	3	21

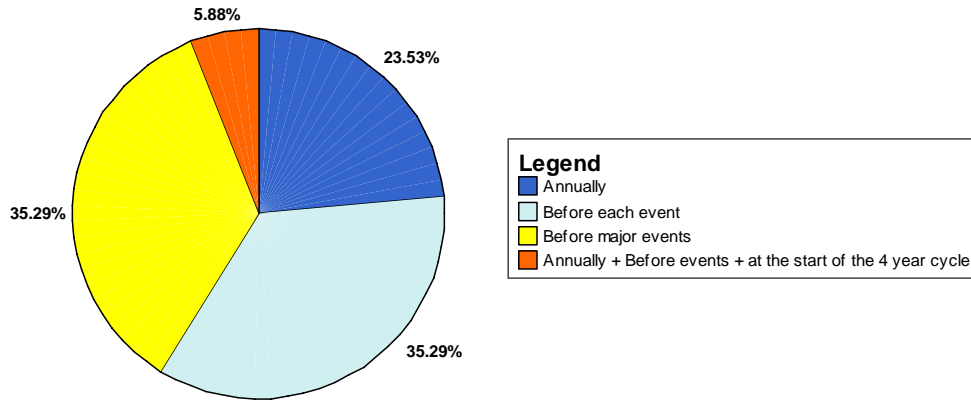
Map showing the location of responding athletes against the country which they currently compete for.



- 2.1 85.7% suggested that they had never competed for another country those who had indicated three different countries, England, Wales and Iran.
- 2.2 Participants were asked to comment on their countries competition calendar 76.2% thought it was well planned, 66.7% felt that it was consistent with GB/international calendars. Others expressed some concerns about the planning of certain events.  
  
[‘At times they conflict e.g. UK international 2005 same day as Welsh Championship 2005’](#)
- 2.3 81% of responses indicated that their country would expect them to attend/prioritise certain events.
- 2.4 Participants were required to provide details on selection policies, 71.4% suggested that selection policies were published. The selection policies information was received in a variety of forms the most popular being

through the post 46.2%, whilst 23.1% described other ways of receiving the information other than the other listed options such as by word of mouth via coaches or through a newsletter.

**When are selection policies published?**



2.5 The selection policies were seen as mainly being understandable although they were not perceived as completely fair as 19% stated that selection policies were unfair.

‘There have been circumstances in recent years where individuals have not followed criteria and still received funding or gone to international events. Its still very much a case of it's not what you know but who you know, which for others is frustrating and unfair.’

‘They change the policy close to events - not always clear - depends if rules fit the lifter they want.’

2.6 There was less support for whether selection policies were implemented 66.7% felt that they were, 14.3% believed they were not implemented the remaining did not comment this implies that they perhaps were unaware of the implementation.

‘Never to sure of the rules are to be followed by all the lifters and implemented.’

**3. Support Services**

3.1 28.6% of athletes indicated that they received some form of external funding, which was either cash, support in kind, sponsorship or the lottery. The funding was received from their home nation sports councils or UK Sport.

- 3.2 The amount of funding provided ranges greatly from £200 – £20,000. This is to be spent specifically on Training and competitions, Equipment, Coaching, and Treatment etc.
- 3.3 Only 28.6% of respondents indicated that they are part of a National governing body programme that received Sports council support. However, those that do *not* receive funding do receive services as 66.7% suggested that they did have access to institute/ support services. In and around:
- Welsh Institute of sport – Cardiff (5)
  - Crystal Palace National sports centre (1)
  - Swansea (1)
  - London (1)
  - Sports city – Manchester (1)
  - Lilleshall Sports Centre (2)
  - Bisham Abbey national sports centre (1)
  - EIS (1)
  - SIS (1)
- 3.4 90.5% of respondents indicated that they are drugs tested, the small number which suggested that they are *not* drugs tested have actually retired from competitive participation. Results show that drugs' testing takes place either after competition, during training or out of competition.
- 3.5 A third of the responses suggested that they have either not received any drugs awareness information or education regarding anti doping. From those which had awareness they received information from:
- Coach (1)
  - National Governing Body (5)
  - UK Sport (4)
  - World Anti Drugs Association (4)

'Big document - too much information - no-one sits down and talks through'

'Complex issue needs more than just handouts to address the problems.'

## 4. Coaching

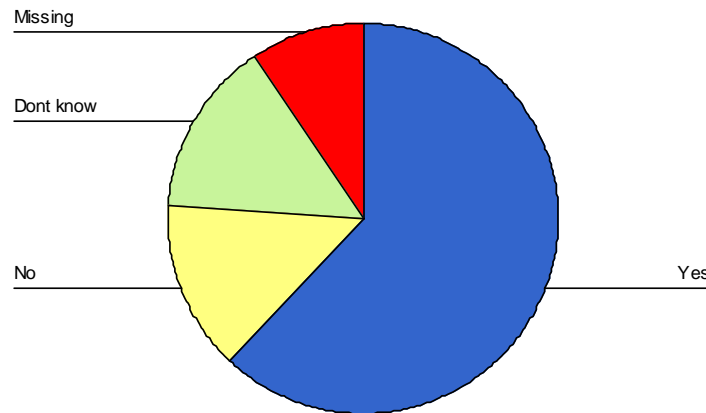
- 4.1 Participants were asked whether they had a personal coach 78.9% said they did, from these response was divided as to whether their coach was paid (46.7% yes, 53.3% no). The coaches that are paid receive payments either directly from the athlete (10%) via home nation sports councils (19%), NGBs (5%) or through sports grants (5%).
- 4.2 66.7% of athletes have access to other coaches. Only one athlete indicated that they have encountered conflicts between coaches this was due to differing coaching styles.



## 5. Performance pathway

- 5.1 Respondents were required to comment upon whether there was a clear route from competing at club level through to national and then international levels.

Clear Performance Pathway?



- 5.2 61.9% thought that there was clear route through, they were also asked to comment upon whether support was received at all levels. 33% felt that all levels were supported. 10% felt that support was limited. Others provided mixed comments.

'From club to national it was fairly easy to follow , but from national to international its not clear, you never know what is expected of you and in some cases athletes have done what is required and still not been selected.'

'Very dependent upon the coach at club level but the support is growing.'