

BWL BOARD MEETING

Minutes

Date: 18 March 2026

Start: 12:30 – 15:00

Venue: Virtual

Present: Rupinder Ashworth (RA), Matthew Curtain (MC), Phil Edmondson (PE), Sheona Southern (SS), Josh Payne (JP), Nikki Absolom (NA), David Leith (DL), Rebecca Wainwright (RW), Jenny Tong (JT), Mark Martin (MM)

Apologies: None

In attendance: Kath Leonard (KL), Lisa Smith (LS), Tara Drake (TD), Kate Cook (KC)

Action points arising from this meeting:

Action Item	Owner
Athlete Committee roadmap / timelines to be provided to the Board	JT
[REDACTED]	[REDACTED]
Quarterly finance report to be presented to the Finance & Audit Committee	MM
Deep-dive financial insight into performance spending from both weightlifting & para powerlifting programmes. Suggested in-person session with Stuart Martin & Tom Whittaker to discuss in detail.	MC / MM / SM / TW
Review of domestic competition event spend (including storage, logistics & transport, venue costs, University of Nottingham etc)	MC
Procurement Policy: <ul style="list-style-type: none"> - Add clarity on material contract versus procurement. - Add references to related policies for clarity - Circulate updated version for Board approval electronically 	MM
Matters Reserved for the Board: <ul style="list-style-type: none"> - Align that urgent matters can be shared and decided upon via electronic means - Circulate updated version for Board approval electronically 	MM
Scheme of Delegation: <ul style="list-style-type: none"> - Add clear cross-references to other BWL policies - Circulate updated version for Board approval electronically 	MM
Purchasing Policy to be presented at 15 May Board meeting	MM

Strategic Plan / Branding - Trademark for logo and statement to be explored	PE
Strategic Plan / Branding - One-page guide to be developed for the Board	KC
BWL Foundation – recruitment of two trustees with a focus on fundraising and community engagement	RW / MC / MM
Gender Identity statement approved and to be published	LS
DIAP – align with new Strategic Plan & present to Board for approval	LS
Risk Register – 30-minute detailed review to be held on 15 May	LS / NA

1 Welcome and Apologies

The Chair (RA) opened the meeting, welcoming attendees. No apologies were noted.

Kate Cook (Marketing Strategy Consultant) will be joining to provide an update on the strategic plan and coach education refresh.

2 Declarations of Interest

Standing conflicts of interest remain as follows:

NA – daughter is an active member of the weightlifting performance programme.

RW / MC / MM – Trustees of the BWL Foundation.

PART 1 - REPORTS

3 Minutes from Previous Meeting

The minutes of the previous meeting held on 21 January 2026 were agreed as read and approved, and will be uploaded to the BWL website with appropriate redactions for confidentiality.

4 Matters Arising from Previous Meeting on 21 January 2026

January 2026 and October 2025


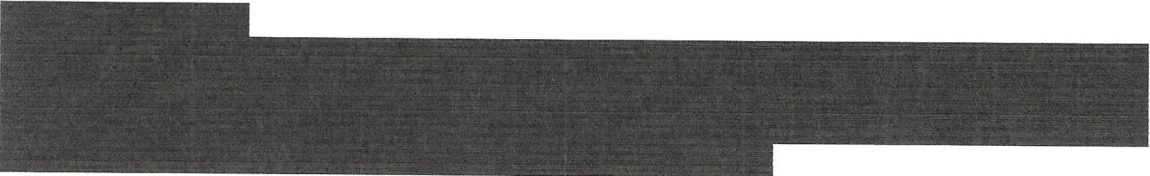




Athlete Committee


JT provided an update on the Athlete Committee. BEAA has approved and JT is awaiting confirmation of no charge sin writing from Emma Speer.

Action Point: JT to provide a roadmap / timelines of next steps



WPPO European Para Powerlifting Championships

BWL delivered seven senior medals (3 gold, 3 silvers, 1 bronze) and two junior medals at the 2026 European Open Championships in Tbilisi, alongside several personal bests and record performances from emerging athletes. While overall results were strong, a small number of athletes underperformed due to preparation and adaptation issues, with further work planned to address performance barriers ahead of future major competitions.



5 Finance

Management Accounts – December 2025

The December 2025 accounts report a monthly deficit of £26,399 compared to a budgeted deficit of £1,051, representing an adverse variance of £25,348. The principal driver of this variance is the continued underperformance of the education and course delivery portfolio, with course income recorded at £21,381 against a budget of £42,500 for the month. Additional negative variances were also recorded across subscription income streams and other smaller income categories.

For the year-to-date position (to 31 December 2025), BWL reports a deficit of £130,261 against a budgeted deficit of £86,113, an adverse variance of £44,148. Total income is £36,083 below budget, primarily due to the shortfall in course revenue, which remains significantly below forecast (£268,122 actual vs £364,500 budget, a variance of £96,378). This reflects ongoing structural challenges within the education and course delivery portfolio.

Expenditure overall remains closely aligned with budget, with a year-to-date adverse variance of £8,065, reflecting tight cost control across several areas including course marketing investment, overheads, and certain operational activities. Performance programme expenditure remains broadly aligned with funding allocations, with variances largely reflecting the corresponding grant income adjustments.

As at 31 December 2025, BWL reports net assets of £232,373, reflecting the year-to-date deficit against opening reserves of £362,634 at 31 March 2025. The organisation holds total current assets of £787,730, including cash balances of £513,394, alongside debtors and prepayments. Current liabilities total £560,540, resulting in net current assets of £227,190, indicating that the organisation remains solvent with adequate liquidity despite the deficit reported in the income and expenditure account.

Following the December 2025 management accounts, BWL is forecasting a year-end deficit of approximately £104,784 compared to a budgeted deficit of £50,600. Total income is forecast at £2.75m against a budget of £2.82m, with the principal shortfall arising from course income (£352k vs £500k budget) and lower subscription income. Expenditure is forecast to remain broadly aligned with budget (£2.85m vs £2.87m budget), reflecting continued tight cost control across staffing, programme delivery and overheads.

Action Point: MM to share quarterly financial report with the Finance & Audit Committee

6 Budget 2026-2027

The draft 2026/27 budget is presented to the Board following the completion of the December 2025 management accounts, which indicate that BWL is currently forecasting a £105k deficit for 2025/26, approximately double the originally budgeted position. The primary driver of this variance is the continued underperformance of the education and course delivery portfolio.

As a consequence, organisational reserves are projected to reduce to approximately £254k at 31 March 2026, leaving BWL £51k above the lower threshold set within the reserves policy.

The proposed 2026/27 budget assumes modest recovery across income generation streams, particularly within the education portfolio, where income is forecast to increase to £400k (14% growth). Additional modest increases are assumed in partnership income and non-annual subscriptions, alongside a 3.5% membership price increase to reflect inflationary pressures.

The budget is based on a full complement of staffing, including the addition of a Head of Marketing role and the filling of a 0.53 FTE Events Support Officer position, alongside a 3.5% cost of living increase across staff salaries. Grant income from Sport England and UK Sport remains stable.

General operating costs have been increased by 3.5% to reflect inflation, with additional prudent contingency applied to travel and sundries budgets in a year which may involve increased activity linked to the Home Nations Commonwealth Games.

Financial contingency modelling has been undertaken to assess the resilience of BWL's reserves position over the medium term.

Scenario modelling covering the 2027/28 and 2028/9 financial years indicates that sustained operating deficits would reduce reserves below the minimum operational requirement under all modelled scenarios. BWL's capacity to absorb sustained deficits is therefore limited.

Internal modelling also estimates that approximately £269k per annum of BWL resource supports the Weightlifting and Para Powerlifting World Class Programmes, through staff time, infrastructure and shared services. Current contributions from the programmes total only £130k.

The Board therefore agreed with management's suggestion that the contributions from the programme be increased to £180k over the remainder of the cycle, including in the 2026/7 financial year. There will be a further review as part of the next budget cycle.

Following this adjustment, the 2026/7 budget forecast a £36k deficit. If realised, this would result in the organisation being only £18k above its lower reserves threshold.

Decision – the Board approved the 2026/7 budget.

Appointment of Auditor

Following operational challenges during the 2024 and 2025 audits, the Board requested Management to review whether BWL should continue to retain its external auditors, Affinia (formerly Clarkson Hyde).

Taking account of BWL's current financial position and the cost difference between Affinia and the nearest alternative, Management recommends retaining Affinia as external auditors for the remainder of the tender period. The Finance & Audit Committee has reviewed and endorsed this recommendation.

7 Financial & Governance Policies

Procurement Policy (For Approval)

Education

- New progressive pathway structure and value propositions for each course.
- Commercials and bundle packages reviewed
- New prospectus written - awaiting design
- New website structure to support pathway choice and streamlined purchase
- New product launch of intro to weightlifting (April) and intro to strength training (June) (CPD)
- Campaigns to push youth course, level 4 strength courses planned in April
- Spring campaign launching new structure with no discount planned April/May
- Commonwealth Games campaign push planned for end of May.
- CPD bundles being re-viewed and new course pipeline planned.

Brand

- Brand narrative has been written.
- New mission, vision and purpose are included in the new strategic plan.
- Brand visuals are being worked on by Studio North.
- New logo, colour pallet, typography, photography style and brand elements will be developed and shared by 30/3.
- Execution and guidelines will be completed by mid April.
- Launch date - To be discussed - end of April
- Strategy on roll out of 'how we do things round here' to be written as part of strategic plan - launch end of April.

The Board commended KC on her work on this project. Shortlisted branding and logos were shared with the Board. Studio North will provide copy, tone of voice, and brand narrative, hierarchy and framework for easy implementation. It was noted that the British Championships 2026 would be the first event with new BWL branding. A website audit workshop is due to take place on 19 March.

Action Points: Trademark required for logo and statement
One-page guide to new branding for Board

9 Activities outside the Board Meeting

For information only, please see associated papers linked in the agenda.

10 **BWL Foundation**

BWL Foundation activities are ongoing. Trustee recruitment for two new appointments focused on fundraising and community engagement will launch on 1 April, with a view to appoint by the 23 June meeting.

Action Point: Proceed with recruitment of new trustees (with fundraising experience) and governance reform

11 **Report from Committees**

For information only, please see associated papers linked in the agenda.

PART 2 – BOARD MATTERS

12 **Governance**

Progress Report

Update on key governance actions and compliance activities currently underway - covering the Gender Identity Statement, IWF anti-doping reclassification requirements, GDPR and data protection training, risk register updates, policy development, DIAP, and safeguarding training for Board members. Key developments include the presentation of an updated Gender Identity Statement for Board agreement, completion of additional IWF anti-doping compliance requirements, the rollout of mandatory GDPR training for staff, and updates to the Risk Register, including new risks relating to safeguarding appeals and potential disruption to international events. The Board is also asked to note progress on governance policies and upcoming safeguarding training requirements.

Gender Identity

This paper presents an updated BWL Gender Identity Statement for Board consideration. The statement confirms that, in accordance with the Equality Act 2010 and the 2025 Supreme Court judgement, the BWL female competition category is limited to women and girls whose sex recognised in UK law is female. The update also clarifies that trans men (individuals assigned female at birth) are eligible to compete in the male category, subject to full compliance with UKAD and WADA anti-doping regulations, while reaffirming BWL's commitment to inclusion, fairness and respect across all areas of membership and participation. LS sought Board approval for the statement presented.

Decision: Board approved the Gender Identity statement

DIAP

It was highlighted that the DIAP needs to be more evidence based, whilst being mindful of the five-year Sport England strategy. It remains a work in progress with language and objectives being fine-tuned. DIAP needs to be aligned with the new Strategic Plan and then the Board will be asked to approve the four main objectives.

Action Point: Align DIAP with new Strategic Plan & present to Board for approval

Policies List (ongoing)

An internal review of our policy register has been undertaken to assess the current status, structure and coverage of policies across the organisation. The review confirms that BWL maintains a broad suite of policies spanning governance, finance, safeguarding, data protection, competitions, education, membership and employment. However, the review also identified that several policies are outdated, duplicated, or require consolidation.

As part of this work, a programme of policy refresh and alignment with current governance standards will be undertaken to ensure compliance with best practice, including the UK Sport Code for Sports Governance. This will include reviewing existing documents, removing superseded policies, and establishing clearer review cycles and ownership across the organisation. This review will continue as part of the new BWL website project, which will provide an opportunity to modernise how policies are organised, accessed and published.

Risk Register

The Board was provided with an updated high-level summary of the BWL Risk Register. The latest review records two new risks added, two risks removed and managed as operational issues, and two adjustments to existing risk ratings, reflecting the organisation's evolving risk landscape. A detailed 30-minute review will be held at the Board meeting on 15 May.

Action Point: Detailed 30-minute review to be held on 15 May

13 **Complaints Log**

For information only, please see associated papers linked in the agenda.

14 **Forward Agenda**

Next Meeting

The next meeting of the BWL Board is scheduled for 15 May 2026, to be held alongside the British Championships 2026 in Telford. Board members will be accommodated for two nights and invited to act as VIP hosts for important stakeholders at the event.

Hall of Fame

To be discussed at next meeting.

External Board Audit

To be discussed at next meeting.

2026 Commonwealth Games

To be discussed at next meeting.

Purchases Policy

To be discussed at next meeting.

WADA

Recognition was given to Olympian Cyrille Tchatchet II's appointment to the World Anti-Doping Authority's Medical Standing Committee, marking a significant representation for British Weightlifting at the international anti-doping level.

15 Private Meeting of NEDs

A private meeting of the NED's was held.