

<b>Report To:</b>	People and Communities Committee
<b>Subject:</b>	Request to continue to fund and sustain the Belfast City Council Boxing Strategy 2012- 2022.
<b>Date:</b>	June 2017
<b>Report From:</b>	Boxing Strategy Steering Group Representatives encompassing the IABA and County Antrim.

<b>1.</b>	<b>Report Purpose</b>
	<p>Members will be aware that the council developed a 10-year Boxing Strategy for Belfast in 2013. The strategy was devised in partnership with the Irish Athletic Boxing Association (IABA), the Ulster Boxing Council (UBC), the County Antrim Boxing Board and Sport NI (SNI).</p> <p>The final boxing strategy was agreed by the former parks and leisure committee in March 2013 and funded in line with the development of the phase 1 action plans. These action plans were developed in alignment with the IABA's and UBC's strategic plans. Therefore, as the strategic plans ran from 2012-2016 the council decided to fund the remaining 3 years at £200,000 per annum.</p> <p>Due to a delay in appointing staff in the 2013-14 financial year there was significant underspend in year 1, this meant that the funding which was due to end in March 2016 extended to finance a 4<sup>th</sup> year of the programme ending on the 31<sup>st</sup> March 2017.</p> <p>Throughout the end of 2016 the Belfast Boxing Steering Group met with Council Officers on a few occasions and they were advised that reserves pot was ending and it was unlikely that the estimates process would result in an increase to budgets to cover the boxing programme in its entirety. The group was encouraged to work in partnership and see if they could bring any funds to the table and attempt to draw from a multiplicity of funding streams and not just rely on the Council funding to continue.</p> <p>On Wed 15<sup>th</sup> February 2017, the steering group was advised that the Council had not increased the estimates/budgets for the financial year and that it was now imperative that the group should sit with council officers to see how we could creatively bridge the gap left by the investment stopping.</p> <p>As a result, the IABA Ulster Operations Manager sat with Belfast City Council representatives on two occasions and we now have devised this report to outline the way forward, however please be aware that despite BCC Officers and stakeholders efforts the budgets outlined within this report still propose further investment from Belfast City Council to sustain a boxing programme within Belfast that seeks to address the aims of the Belfast City Council Boxing Strategy.</p> <p>The IABA will seek to offer a substantial amount of staff time to the delivery of the Belfast programme to help to offset the administrative burden, however both the IABA and CAB have no surplus or programme reserves to give to the Belfast Programme. Therefore this paper seeks to outline what human resources that the IABA and the CAB can offer meanwhile outlining the proposed programme budget that would still be required to implement the Belfast city council boxing strategy in full.</p>

<b>2.</b>	<b>Recommendations</b>
	<p>The Committee is asked to consider the following;</p> <ul style="list-style-type: none"> <li>• Note the update report from the boxing steering group representatives as enclosed;</li> <li>• Agree the revised action plan for phase 2 of the strategy implementation; and</li> </ul>

- To approve the associated budgets and resources required as outlined within the main body of the report as they see fit.

3.	<b>Main Report</b>						
3.1	<p><b>Overview of the Boxing Programme</b></p> <p>Currently the 10-year boxing strategy 2012-2022 has been in place since March 2013.</p> <p><b>i. Steering Group Formed</b> A steering group was formed with representatives from the IABA, UBC, SNI and CAB alongside officers from BCC.</p> <p>Please be advised that UBC and SNI no longer take part in the steering group as they felt the IABA and CAB were best placed to sit on the group. The IABA is the NGB and as such it was felt that it was duplication for the UBC to sit on this group and CAB are the body that delivers the project on the ground in Belfast. SNI left the group as it again was not integral to the delivery of the boxing strategy on the ground and the IABA representative updates SNI on the progress of this project.</p> <p><b>ii. Funding Received</b> During the past 4 years boxing in the city has received funding totally approximately £600,000 which was due to end on 31<sup>st</sup> March 2017.</p> <p><b>iii. Positions Employed</b></p> <ul style="list-style-type: none"> <li>• One (1) Project/Sports Development Officer was employed to oversee the programme and to provide administrative support in running and managing the programme.</li> <li>• Two (2) community based coaches were also employed to deliver coaching sessions within the local schools, clubs and communities, helping to increase membership within clubs and to introduce a wide range of new participants to the sport.</li> </ul> <p>At the time of writing two employees have moved on to alternative employment and one community based coach is still in post. This coach is due to finish their employment in June 2017 at the end of the temporary contract extension. This report seeks to sustain the two community coaches, with only one being directly funded by Belfast City Council funds from this requested funding. The IABA will seek to bridge the gap left by the vacant sports development officer post and will sustain the second coaching post from the Everybody active programme, therefore minimising the budgets for salaries to sustain this programme.</p> <p><b>iv. Programme Budgets</b> While there has been some movement between budget headings to facilitate underspend the Programme Budgets for the 4 previous years have remained constant. The standard programme budget tended to consist of the following amounts overleaf:</p> <table border="1" data-bbox="204 1787 1426 1968"> <thead> <tr> <th data-bbox="204 1787 557 1850">Budget Heading</th> <th data-bbox="557 1787 908 1850">Amount</th> <th data-bbox="908 1787 1426 1850">Eligible expenditure</th> </tr> </thead> <tbody> <tr> <td data-bbox="204 1850 557 1968">Salaries/Posts</td> <td data-bbox="557 1850 908 1968">£75,000</td> <td data-bbox="908 1850 1426 1968">1x Development Officer 2 x Community Coaches</td> </tr> </tbody> </table>	Budget Heading	Amount	Eligible expenditure	Salaries/Posts	£75,000	1x Development Officer 2 x Community Coaches
Budget Heading	Amount	Eligible expenditure					
Salaries/Posts	£75,000	1x Development Officer 2 x Community Coaches					

Events	£37,000	Talent Events at County Antrim Level-Elite Style Events International Events and Local Events
Coach Education	£15,000	Delivery of Coaching Courses, Safeguarding, First Aid, Strength and conditioning for boxing tc.
Pathways	£38,000	Costs associated with running Juvenile Squads in Belfast. Pathways to a club- school club links programmes. Boxing for wellbeing programmes Anti- Social behaviour outreach programmes
Club Support	£25,000	Summer, Easter Halloween boxing camps Clubs received money to run boxing camps at holiday times
Governance	£10,000	For Governance Related programmes or events
Total	£200,000	

**v. Strategic Challenges and Action Plan**

The Boxing Strategy outlined four strategic challenges as follows:

- Pathways (boxers, coaches and officials)
- Coach education and development
- Club support and development
- Governance.

These strategic challenges were taken from the IABA's and UBC's Strategies at the time and subsequently adopted by Belfast City Council as the key thematic areas to build a boxing action plan around for Belfast. The Action Plan produced is attached.

**vi. Monitoring and Evaluation**

A review of the Amateur Boxing Strategy was carried out in January 2016. The review examined the strategies results in alignment with the action plan that had been produced. The review was extremely positive in promoting the benefits and achievements of the strategy so far and was it outlined the following benefits and improvements that the programme had achieved:

**Benefits/improvements**

- An increase in the number of clubs overall, (2 Folding and 5 New Clubs)
- Membership had a 20% increase.
- Female membership and youth membership for Under 11's rose substantially with an accumulative total of 40%

- The number of non-coaching volunteers has risen by 63%, which is an average of 7 volunteers per club.
- Access NI percentages have improved and risen with 98.5% of coaching holding relevant certificates.
- Governance and management structures within clubs have increased
- Club development plans are in place in 25 clubs.
- Facilities have improved considerably, and have had a significant impact on the growth in female membership
- The Non Contact Boxing programme has been a runaway success with the quality of coaching and programme receiving unanimous praise.
- The strategy has been well received by clubs, and 80% of those who responded felt they had ownership of the strategy and 90% said that the programme was having a positive impact on their club.

The review also outlined that the need for the strategy and continued investment by outlining that there were still areas for continued improvement thus highlighting the fact that while the strategy was delivering for boxing in Belfast there were areas of decline and concern as follows:

#### **Concerns/Areas for continued improvement**

- Club income has fallen, only 6 clubs compared to 16 clubs are receiving donations.
- Only 9 out of 29 clubs provide a complete breakdown of income, yet 26 out of 29 clubs have a treasurer, so there needs to be training provided for these positions.
- On the whole facilities for females are not comparative to the male facilities.
- The pathways from the schools programme redirecting participants back to clubs could be improved.

Thus the above issues underline and emphasize that there is still a need for the strategy to continue as there is still work to be done. There is more to be achieved.

#### **Recommendations**

The consultants felt that the strategy had progressed on several indicators and that the strategy and its implementation had been well received.

The consultants also recognised that the existing actions will continue to be relevant.

The following are the recommendations outlined by the consultants;

<b>Recommendations</b>
1. Continue Non-Contact Boxing in Schools, with direct links between clubs and schools/youth centres.
2. Develop Governance and Management through Volunteers
3. Reach out to the community with boxing programmes linked to fitness, well-being and health.
4. Progress with the strategies actions should be monitored and reported on a regular basis

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| 5. Provide mentoring support to clubs for selected actions   |
| 6. Liaise with schools in relation to staging boxing events in school premises                             |
| 7. Engage with IABA Ulster Branch in complementary activities  |
| 8. Look to qualify more coaches  |
| 9. Assess the carrying capacity of each club in each membership category and plan for projected increases. |

**3.2 Proposed Way Forward.**

The Belfast Boxing Strategy Steering Group have devised this proposal to present to the People and Communities Committee to ask for continued investment into the sport of Boxing in Belfast and to ensure the continued implementation of the 10 year Belfast City Council strategy.

Without some form of investment from the Council it will be very difficult for the steering group to continue to deliver on the council strategy devised by the former parks and leisure committee in 2012 in response to a full council motion to develop a city-wide boxing strategy.

**New Action Plan- Phase 2**

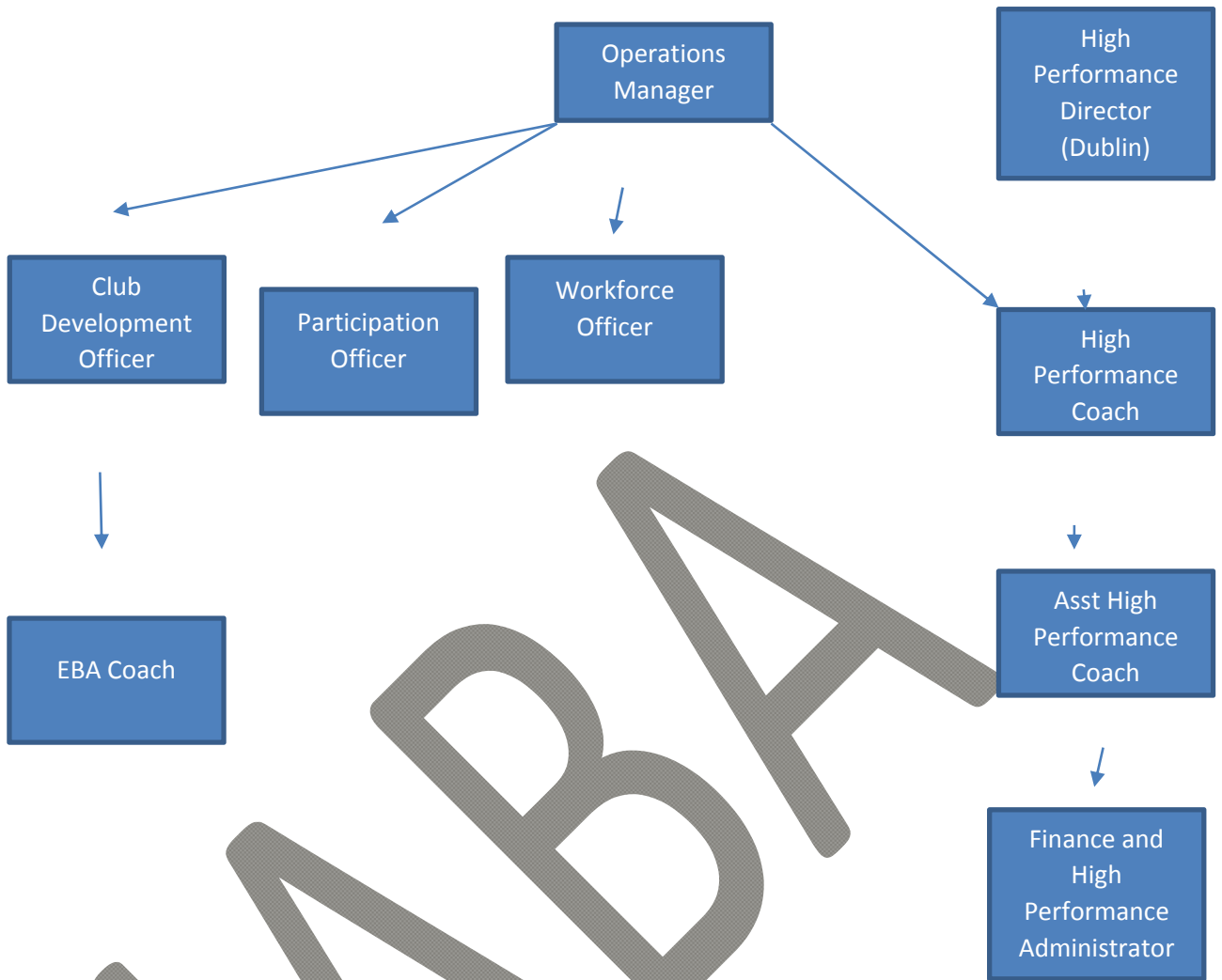
Enclosed is a new action plan for the next phase of the programme. The steering group representatives have amended and added to the existing plans, ensuring to include the nine recommendations from the review.

**Project Governance**

It is anticipated that the project steering group that was established will continue to oversee and influence the delivery of the project. The Terms of Reference will not be amended. Despite the loss of the Project co-ordinator we anticipate the continued support of Belfast City Council Officers. County Antrim Representatives and IABA Ulster representatives will continue to support and attend these meetings, working in collaboration with BCC staff.

**Project Administration and Staffing**

As the appointed project coordinator recently left the post and in a bid to provide savings on the project budget. The IABA have offered the services of a staff Officer who is based in Belfast to take over the general secretarial role for the steering group, providing administrative support to the group and ultimately managing and overseeing the project administration, we would ask for a 10% administration fee to help cover the additional workload and increased duties that the officer assigned to the project would be taking on. This would provide a substantial saving on the salary costs of a full-time project officer and thus will decrease the staffing budget required to deliver this programme. The IABA has assured the steering group of its capacity to take on and manage this programme of work the staffing structure within Ulster has multiplied by 8 since 2013. The Operations structure within Ulster will now be as follows;



The IABA is still heavily public funded, but in addition to this the Ulster Operations has to generate income from both Commercial sponsorship and a multiplicity of public grant aid, as a result it is imperative that we charge a project administration fee to enable us to take on the management and administration of this project, this fee will help to support the continued presence of the IABA in Ulster and to sustain and strengthen its operations and programmes within the Belfast City Council Area.

### Coaching Staffing

As members will be aware the Belfast boxing strategy had resources to employ 2 full time community based boxing coaches. The steering group wish to continue and sustain the coaching structure with 2 full time coaches. Members should note that the IABA have recently availed of Everybody Active Funding to recruit 1 other community based boxing coach for women and girls specifically. Subsequently if BCC members would consider funding the continuation of 1 of the 2-original community based coaching posts in phase 2 of the boxing strategy, the coaches staffing structure would be maintained with 2 full time coaches; 1 funded through the Everybody Active Programme funding stream and the 2<sup>nd</sup> by the BCC funds provisionally outlined within this report.

In a bid to reduce administration and management time for BCC, the IABA would also consider employing and hosting any subsequent funded posts within this programme.

Therefore the IABA are seeking reduce and minimise the salaries required for the delivery of the Belfast boxing strategy, the IABA will help to co-ordinate the programme by offering the services of a staff officer to bridge the gap left by the vacant sports development officer/project coordinator post and the IABA will also seek to sustain the second coaching post from the Everybody active programme, therefore minimising the budgets for salaries to sustain this programme. The Budgets required for sustaining this structure are outlined within the table B of this report.

**Programme Outline/Action Plans**

It is recommended that the 4 Main work areas and strategic challenges are recommended to stay largely the same as follows;

- Pathways (boxers, volunteers and officials)
- Coach education and development
- Club support and grassroots development
- Governance.

While the IABA have since developed a new strategy see enclosed Appendix 4, which differs in structure it still encompasses these key themes throughout it, the building blocks of sports development have not changed over the years, terms may have changed but the principles have remained the same. Please note is particular the following relevant goals and actions which are still largely comparable to the 4 main work areas and strategic challenges within the boxing strategy;

Goals	Actions
<p><b>In the Ring</b></p> <p>Develop and support the sport of boxing to ensure growth and success at all levels</p>	<ul style="list-style-type: none"> <li>• Encourage Participation</li> <li>• Increase our coaching numbers and ensure consistent standards</li> <li>• Improve refereeing and judging standards</li> <li>• Provide a clear boxer pathway from initial participation to high performance level</li> </ul>
<p><b>Outside the ring</b></p> <p>Fully support and respect our members and volunteers and provide the right environment to help us grow our sport</p>	<ul style="list-style-type: none"> <li>• Support our members, county boards, clubs and valuable volunteers in a more effective way</li> <li>• Recognise the valuable contribution of all our volunteers</li> <li>• Development officer</li> </ul>

As you can see despite the new strategic plan the 4 main key challenges identified within the Boxing strategy are highly relevant and as such it would be unnecessary to alter the format of the strategy and work plans. Keeping the same strategic challenges also enables consistency for tracking and monitoring progress throughout the lifespan of the boxing strategy.

If you refer to the enclosed Appendix 3, these are the revised action plans for phase 2 of the boxing programme. To enable the full implementation and delivery of the enclosed action plans we have outlined the following draft budget below

**Revised Budgets/Finance Request- TABLE B**

General Budget Heading	Previous Budget	Proposed Budget	BCC Additional Budget request	Eligible Costs
Salaries/Posts	£75,000	£22,500 £22,500 £30,000  Total- £75,000	£23,000	1 x Full Time Coaching Post and associated costs of employment. and set up costs(laptop) and pension Costs etc. This is where we are seeking for BCC to resource the continuation of 1 of the coaching posts directly, IABA will sustain the 2 <sup>nd</sup> coaching post through the new EBA Coaching post. And the IABA will seek to bridge the project coordinators gap by allocating a staff officer based in Belfast to coordinate this project.
Staff Running Costs			£2,000	General Overhead Costs such as desk costs etc-  Rent, phone monthly charge, stationary, uniform, staff minimal coaches mileage budget.
IABA Project Management/Administration Cost			10,000	Management Cost for IABA taking over the main administration of the project at 10% of the total project budget, costs to offset the additional duties being allocated to staff, HR costs in recruiting/ possibly TUPEING



					and employing the coaching staff member(s).
	Salaries and employment related costs subtotal		£75,000	£35,000	£40,000 Savings.  As far as the steering group can identify overheads for the 3 posts where not taken into account within the BCC original programme budgets, costs such as desk space and stationary etc, appear to have been absorbed by the council. So the savings are possibly greater than £40,000 if you bear in mind some of these hidden overhead coaches.
	Events	£37,000	£24,000	N/A already have been allocated £24,000 from previous council minute	The programme of events will be funded by the monies already identified by BCC from the Support for Sport Funds that have been segregated to be allocated to the steering group and the boxing strategy. The CAB will continue to run and deliver of programme of events. This will fund section 1.3.
	Coach Education	£15,000	To be funded by applications to BCC for a apportionment of the EBA Workforce Development Strand from SNI	N/A	The IABA will ensure to run a minimum level of programmes in alignment with agreed KPI's.  BCC Council Officers have anticipated that SNI will be allocating approximately £126,000 from the Everybody Active Workforce Development Strand and it is anticipated that the Steering Group will make representative/apply to BCC for a proportion of this funding.

Pathways (Boxer, Volunteers and Officials)	£38,000	£38,000	£38,000	To fund sections 1.0-3.0 of the action plan except for 1.3 which will be funded from events.
Club Support & Grassroots	£25,000	£25,000	£9,000	To fund section 6 of the newly proposed action plan.
Governance	£10,000	£5,000	£5,000	To fund section 7 of the action plan
Total	£200,000	£117,000	£101,000	A saving of £99,000 = 49.5%

The Steering group are therefore requesting a total of £101,000 to ensure the continued delivery of the Belfast Boxing Strategy, this amount will minimise the disruption to the programme and would effectively maintain the outcomes that the strategy intends to delivery/continue to deliver.

### Monitoring and Evaluation

The current monitoring and evaluation framework of the project has been mainly around the action plans attached. This has meant that demonstrating the impact of the programme has been limited. Belfast City Council did also buy into the active communities programme database that has now since ceased and been replaced by the everybody active programme, however there is limited to no support for the current software that was in place for the first phase of this programme. This is where the IABA would like to offer the use of its own software for the monitoring and evaluation framework going forward.

The IABA have devised over the past 2 years its own monitoring and evaluation framework, this has been devised by the staff within Ulster over the past 2 years. The IABA Monitoring and Evaluation Framework used by the IABA would have the following key elements;

- Club Audit Data – The data obtained from club audits in Belfast, will help to establish baseline data for each boxing in Belfast, then we can monitor each clubs progress throughout the life of the programme, then we will have critical information in respect of agreed outcome measures/KPI's for not only a programme level, but also for individual clubs.
- VIEWS- views is an online monitoring and evaluation system which will be used to record and report project impact. Data collected from IABA questionnaires, participant demographics and data relating to their involvement in the project, will be recorded on VIEWS throughout the duration of the project. The System will provide reports to demonstrate impact in relation to the following;
  - Number of New Participants
  - Number of New participants who demonstrate sustained participation ( ie 12 times or more)
  - Demographics of participants- including gender, date of birth, age, ethnicity, disability, or long standing illness, postcode, housing status and education level.

- Analysis of Participation- including number of sessions, duration of activity, frequency of sessions, type of sessions, analysis of activities by participant numbers, analysis of activities by participant demographics.
- Number of training and development opportunities provided
- Type of training and development opportunities provided
- Demographics of participants participating in training and development opportunities

Case studies will also be collated to further enhance the qualitative monitoring and evaluation of the project impact.

Additionally, we would still recommend that an evaluation should be carried out by consultants appointed by Belfast City Council at the end of the next funded phase to provide a comprehensive analysis of the project impact, to identify recommendations for continuous improvement, and to provide an evidence base that will support the long term development and sustainability of the project.

### **Sustainability**

Given the fact that this project is not in its infancy there is data to prove the success of the project so far in its first few years. However now with the proposed new strengthened approach and increased collaborative working with the key partners the associated outputs will be more effectively monitored and evaluated to provide an in-depth insight into the impact achieved. This will be achieved via the use and application of the effective monitoring and evaluation systems and processes (eg club audit data, views online software system, case studies).

As a key partner, the IABA will invest significant time and resources in the project over the next funded phase of the project and subject to successful implementation, will seek to a) source additional financial support to help with the sustainability of the project after this next initial funding period and b) to ensure the project is effectively monitored and evaluated over the next funded phase of the project, and that regular reports are submitted to the steering group and relevant stakeholders with a view to sustaining their continued support to sustain the programme.

Financial sustainability has of course become a key concern over the last few months and the steering group representatives are now fully aware of the need to source additional funding.

However, the steering group representatives mainly the IABA and CAB do not have any funds available to input directly into the programme funds to sustain the implementation of the strategy and it will take a longer period of time to source and apply for additional funding outside of the council budgets. However, the IABA can offer its main invaluable resource of staff time. You will note that throughout the proposed new action plans developed for phase 2 of the implementation of the strategy that the IABA has offered staff time from no fewer than 5 of its staff members directly, this equates to a substantial amount of in kind contributions. The CAB has also offered the time of its plethora of volunteers to help deliver the project. Please be assured that while neither two of the main stakeholders can currently offer funds to offset the programme costs, both parties will dedicate time and human resources to ensure the continued delivery of the strategy.

Meanwhile it is imperative that sustainability is a key consideration that is now built into the design and implementation of the project in the next phase of the programme, and the steering group should begin to plan and design applications for alternative funding for the foreseeable future. In the interim period, we are still seeking the bulk of the programme funds from Belfast City Council to deliver the strategy.

### **Human Resource Implications**

The Human Resource Implications are that the IABA will invest more staff time into the delivery of the strategic actions to facilitate some cost savings for Belfast City Council by enabling them not to replace the project co-ordinator. Up to and sometime more than 5 staff members will be involved in the resourcing of this project this is evidenced throughout the action plan and references within the resources column.

However the main 5 staff members that will be involved on a frequent regular, operational basis are as follows:

1. The Operations Manager will oversee the financial management and administration of the entire project, act as the main point of contact for the steering group and deliver the good relations element of the programme.
2. The Club Development Officer will line manage and coordinate the community based coaches. Arranging, organising and administrating this particular element of delivery including come and try it events and non-contact boxing within schools. This member of staff will also undertake the responsibility to help boxers apply for free gym membership and support for sport grants. This officer will also produce the volunteering leaflets and will also be involved in the team effort of arranging the volunteer education events and recognition events.
3. The High Performance Coach will oversee and design the talent programme for regional squads, ensuring that the programme fits into the boxing pathway. He will also provide on-going CPD for coaches to include mentoring and guidance. He will also provide the relevant selection framework and oversee the testing processes to be followed. This post will also help to identify talented coaches to be including within the coach education scheme.
4. The Assistant High Performance Coach will help to identify appropriate clubs and venues to host training session and they will carry out the administration element of booking and arranging sessions they will also manage all pool coaches that are involved. This post will be the main post responsible for the delivering the talent squad elements of this plan.
5. Our Workforce Development Officer will arrange and organise all the relevant CPD within the programme including the design and delivery of the DSNi inclusive coaching module specifically to cater for the sport of boxing.

County Antrim will also ensure to provide a plethora of volunteers, coaches and officials to help run and man all the events contained within the action plan. Again this is not a financial resource, but a large Human Resource. It is anticipated that County Antrim have involved approximately 30- 40 volunteers across the lifespan of any given event. This is anticipated to continue.

### **Financial Implications**

The Financial Implications are outlined in the proposed budgets in the main body of the report. The Steering group are still seeking members support in the form of a financial contribution to the programme costs totalling £101,000 per annum across the next 3-4 years. Then in the next year we will devise an exit strategy including the financial sustainability of the programme beyond the Belfast City Council Funding. We can bring this report back to the council outlining an exit strategy over the coming months at a mutually agreeable time.

### **Equality and Good Relations Implications**

	<p>The strategy was equality screened in line with the Council process. Any new programme would be a continuation of the current programme. It is also anticipated that a new programmed would be re-screened.</p> <p>The IABA would also add to this that the Operations Manager within Ulster is the Equality Officer within the IABA and is responsible for the screening of all IABA related programmes of work.</p>
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<b>4.</b>	<b>Appendices</b>
	<p>The Belfast City Council Boxing Strategy is attached at Appendix 1.</p> <p>Also attached is the review of the strategy attached at appendix 2.</p> <p>Appendix 3- Proposed Action Plans Phase 2 of BCC Boxing Strategy 2012-2022.</p> <p>Appendix 4- Is the new IABA Strategy for Information.</p>

IABA

LABA

**Appendix 1 – Amateur Boxing Strategy**

LABBA

**Appendix 1 – Amateur Boxing Strategy**

LABBA



Belfast



# Amateur Boxing Strategy 2012-2022



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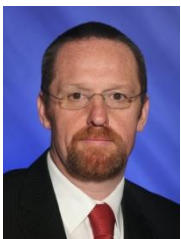
## Foreword

As Chair of Belfast City Council's Parks and Leisure Committee, I am delighted to be able to present this Amateur Boxing Strategy to the people of Belfast. Belfast has a proud tradition of boxing and our boxing clubs across the city continue to produce talented boxers. Belfast has produced nine Olympic medal winners including two at the London 2012 games.

However it is not just about the elite performers, boxing clubs play an important role in the life of communities across the city, many of them in socially deprived areas. They provide an outlet to young men and an ever increasing number of young women, equipping them with life skills. Boxing provides these young people with discipline, confidence, self management, respect, strategic and tactical thinking, that they might not otherwise get.

We have worked with a range of partners in the development of this strategy and the challenge for all us is to ensure that the support is in place to allow boxing clubs to continue to develop and grow.

I would like to take this opportunity to thank and congratulate all those who have contributed to the development of the Amateur Boxing Strategy for Belfast.



Councillor Gerard McCabe  
Chair, Belfast City Council Parks and Leisure Committee

# 1. Executive summary

## Background

Boxing has traditionally been a very successful sport for Northern Ireland with many successes at local and international levels. The most recent success was two Belfast boxers winning bronze medals at the London 2012 Olympic Games.

Belfast City Council recognises the important role which amateur boxing plays in the life of Belfast and its working class communities. This has led to the development of a city-wide amateur boxing strategy which will provide much-needed investment in and support for Belfast's amateur boxing clubs.

## Strategy development

A steering group was established in February 2012 to oversee the development of the strategy. It is made up of representatives from Belfast City Council, County Antrim Boxing, the Ulster Boxing Council (UBC), Sport Northern Ireland (SNI) and the Irish Amateur Boxing Association (IABA).

From the beginning we have also consulted with local boxing clubs to make sure that we also have a clear picture of what is happening at the grassroots level.

The first stage of the process was to undertake a baseline assessment of all the boxing clubs in Belfast and those on the periphery.

This provided us with information on a range of issues including membership, coaches and volunteers, governance structures, funding, facilities and equipment.

We used this information along with information provided by the IABA and UBC to identify need across the city and common issues that are facing boxing clubs.

## Action

Based on the assessment of need carried out as part of the development of their strategic plan IABA identified four strategic challenges under which they outline strategic targets, performance indicators and strategic initiatives.

The UBC and Co Antrim also based their plans on these four strategic challenges which are:

- Pathways (boxers, coaches and officials)
- Coach education and development
- Club support and development
- Governance

To ensure alignment actions were developed under these four strands within this strategy. These actions will cover the first period of delivery of this strategy, 2012-16.

## Review

The effectiveness of the implementation of the strategy will be monitored and reviewed through a range of performance indicators. We would also propose that a comprehensive strategic review be undertaken in 2016 to consider how successful the approach taken has been and to agree the next phase of actions.

This strategic review would include a repeat of the baseline assessment that was undertaken to inform this strategy.

## 2. Introduction

This strategy aims to consider the role and development of amateur boxing in Belfast. Boxing has traditionally been a very successful sport for Northern Ireland with many successes at local and international levels. Boxing was Northern Ireland's most successful sport at the most recent Commonwealth Games in Delhi and Northern Ireland was the most successful Commonwealth boxing team at the Games.

Within Ulster<sup>1</sup> Antrim is the strongest county. Belfast boxers have been very successful at the Olympics and have won nine of Ireland's 16 Olympic medals for boxing. Of the five male boxers who qualified for the London 2012 Olympic Games, two were from Belfast clubs; Paddy Barnes and Michael Conlon. Both won a bronze medal.

Development of this strategy has been led by Belfast City Council in partnership with County Antrim Boxing, the Ulster Boxing Council (UBC), Sport Northern Ireland (SNI) and the Irish Amateur Boxing Association (IABA). From the beginning we have also consulted with local boxing clubs to make sure that we also have a clear picture of what is happening at the grassroots level. To oversee the development of the strategy we drew up a governance framework which was agreed by all partners. A copy of the governance framework is attached as appendix 1.

There has also been political support and in January 2012 the Council's Parks and Leisure Committee agreed to support the development of an amateur boxing strategy for the city.

At the Belfast City Council meeting on 1 February 2012 the following notice of motion was proposed and referred to the Parks and Leisure Committee.

*"This Council supports the efforts of the Minister for Culture, Arts and Leisure and the boxing fraternity to secure the presence of the Cuban Olympic Boxing Team in Belfast for their pre-Olympic Games training.*

*Belfast has a proud history of boxing excellence and our boxing clubs and coaches continue to produce fantastic young talented boxers, including Michael Conlon, who will be representing Belfast and Ireland in the London 2012 Games.*

*Recognising the important role which amateur boxing plays in the life of the City and our working class communities, the Council welcomes the development of a City-wide boxing strategy which will provide much-needed investment in and support for our amateur boxing clubs."*

In March 2012 the Parks and Leisure Committee also agreed to the proposed approach for the development of the strategy. A copy of this is attached as appendix 2.

The period of this strategy is 2012-2022 but the action plans will cover the period 2012-16 to align it with the IABA's Strategic Plan and the UBC's Implementation Plan.



<sup>1</sup> Within the governance structure of boxing Ulster is made up of the six counties of Northern Ireland plus Cavan, Monaghan and Donegal

### 3. Setting the scene

Amateur boxing in Ireland is governed by the Irish Amateur Boxing Association (IABA) whose objective is to develop, foster and control amateur boxing in the 32 counties of Ireland. Founded in 1911, the IABA operates from the National Stadium in Dublin, the only purpose built amateur boxing stadium in the world. Under the IABA there are four provincial bodies and each of the 32 counties also has a county board<sup>2</sup>. Within Ulster there are 114 clubs<sup>3</sup>. The following table breaks these down by county.

County	No of clubs	% of total clubs in Ulster	% of clubs in NI
Antrim	42	36.8	48.8
Armagh/Down	19	16.7	22.1
Cavan/ Monaghan	10	8.8	-
Derry	12	10.5	14.0
Donegal	18	15.8	-
Tyrone /Fermanagh	13	11.4	15.1
<b>Total in Ulster</b>	<b>114</b>	<b>100</b>	<b>-</b>
<b>Total in NI</b>	<b>86</b>	<b>-</b>	<b>100</b>

It is clear that within Ulster, Antrim is the strongest county, containing over a third of the clubs in Ulster and almost half of the clubs in Northern Ireland. Of the 42 clubs in Co Antrim almost two thirds (60% or 25 clubs) are based in Belfast.

<sup>2</sup> In some cases where boxing is not strong counties are joined together

<sup>3</sup> As of 12 June 2012

## 4. Strategic context

The amateur boxing strategy relates both directly and indirectly to a range of central and local government policies and strategies and national, regional and local boxing strategies and plans including those shown below.



### National level

The **IABA's Strategic Plan 2011-16** sets out the strategic direction for amateur boxing in Ireland and how this will be achieved by 2016. The vision, as laid out in the strategic plan, is:

*'To be Ireland's leading Olympic sport and one of the World's leading boxing nations in competition, development and governance.'*

The strategic plan identifies four strategic challenges and outlines strategic targets, performance indicators and strategic initiatives under each of these. The four strategic challenges are:

- Pathways (boxers, coaches and officials)
- Coach education and development

- Club support and development
- Governance

### Regional level

The **Programme for Government 2011-15** has four priorities one of which is: Building a Strong and Shared Community which focuses on:

*'Unlocking the potential of the culture, arts and leisure sectors as instruments for positive change. Additionally, it seeks to encourage greater involvement in sporting and pastoral activities to advance social cohesion and integration.'*

### **Sport Matters - The Northern Ireland Strategy for Sport and Physical Recreation 2009-19**

builds on the success of previous strategies and proposes a strategy for the development of sport and physical recreation in Northern Ireland up to 2018. The document identifies 26 high level targets under the areas of participation, performance and places. In delivering against each of these targets the strategy will:

- increase the number of children and adults experiencing, enjoying and participating in high quality sporting opportunities;
- enable an increasing number of our most talented athletes to achieve at the highest level in their sport, including European, World, Commonwealth and Olympic/Paralympic competition; and
- ensure that every person in Northern Ireland has access to a range of new, improved and shared world-class and locally available sports facilities.

The **UBC's Strategic Implementation Plan 2012-16** sets out the way it will implement the IABA's Strategic Plan in Ulster. The UBC sees the development of this implementation plan as an important tool for Ulster Boxing in underpinning its future and in delivering the highest professional standards possible.

The plan has four strategic objectives based around coaching, governance, participation and high performance. The plan also details key actions under each of the four strategic challenges identified in the IABA's plan.

### **Local level**

**Belfast City Council's Investment Programme 2012-2015** outlines a commitment to investing £213m on capital projects, local economic growth, people communities and neighbourhoods and ensuring value for money. This includes using the £5m Local Investment Fund to attract and compliment other funding for regeneration such as Sport NI's Community Capital Programme.

The **County Antrim Board's Development Plan 2012-2015** outlines their vision as '*To have vibrant and successful clubs supported by best practice coaching, governance and facilities*'. The plan also outlines how the Board will contribute to three of the IABA's Strategic Challenges:

- governance
- coach education and development
- club support and development

The **Physical Activity and Sports Development Strategy for the City of Belfast's** vision is 'Together, putting sport and physical recreation at the heart of Belfast'. The strategy identifies five goals and sets out a detailed set of strategic initiatives and actions against them.

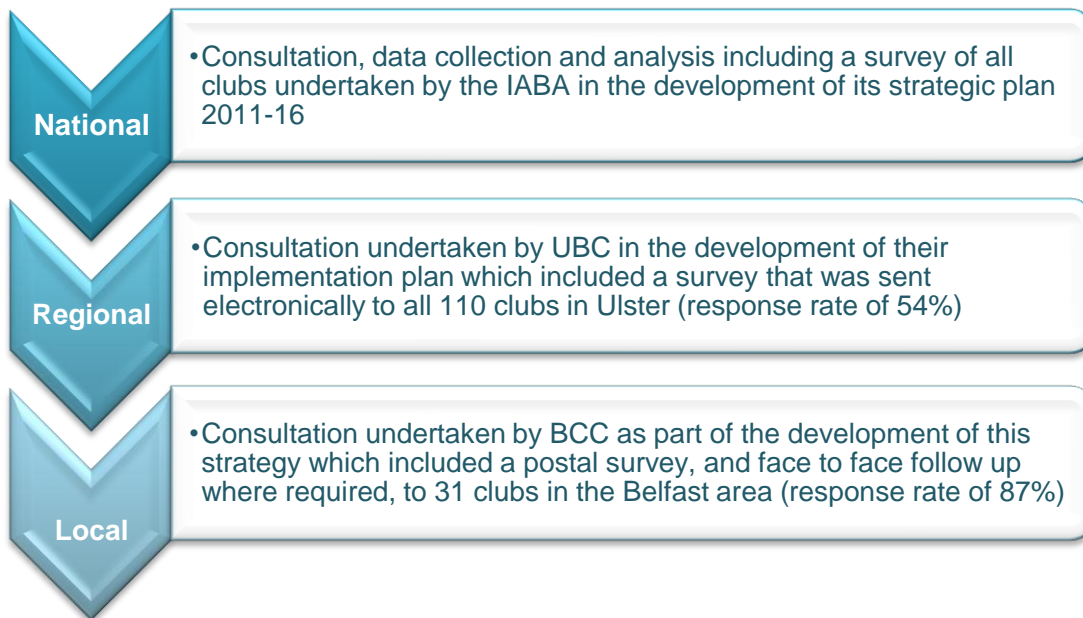
These are:

- partnership
- capacity
- facilities
- participation
- performance



## 5. Assessment of need

Several pieces of work have been undertaken which provide evidence that can be used to assess the need within amateur boxing in Belfast. These include:



### Key issues

It is clear from all the assessments carried out that there are common issues across amateur boxing clubs. It is critical that these are addressed so amateur boxing can continue to grow and develop. These issues include:

- Many clubs have facilities that are not fit for purpose and are not large enough for them to expand their membership.
- Although there is a growing interest in female boxing the majority of clubs do not have female changing facilities and therefore cannot expand female membership.
- Although the majority of coaches do have formal coaching qualifications a programme of coach development is required. This will create a high standard of coaching in the future which is necessary if boxing is to continue to enjoy success at international competition level.
- Boxing clubs do not have paid staff and depend on volunteers. The standard of training for volunteers varies greatly across clubs and some clubs have difficulty recruiting new volunteers.
- Governance and management varies across clubs and work is needed to ensure a high level of governance and management across all clubs.
- Not all clubs have a club development plan. There is interest among clubs in working towards Clubmark<sup>4</sup> which will require them to have a current and active plan.
- The majority of clubs are based in areas of social deprivation and operate on very small annual budgets. They would benefit with help to source funding.

<sup>4</sup>Clubmark is an accreditation scheme for junior sports clubs

## National level

Among the key conclusions of the work undertaken by the IABA in developing their strategic plan are:

- The high performance programme has been particularly successful, building on the achievements of work done by individual clubs, coaches and officials.
- The development of women's boxing has opened up the sport to a key target group for sporting participation. However, many clubs lack facilities to accommodate women and this is an issue, which must be addressed if more girls and women are to be attracted to the sport.
- The work highlighted the need for coach and official development to support the development of boxers, succinctly described in one senior coach's words 'If you don't have strong coaches, you don't have strong boxers.' Completion of work on the accreditation programme for levels 2, 3 and 4 for coaches is essential for this.
- Following on from the successful development of the High Performance programme boxing must now focus on development at local level, with a focus on local clubs, strengthening regional structures and other initiatives that facilitate participation and pathways to competition and progression.
- In relation to strategic implementation it is important to consider that the organisation relies on volunteers.

Research by the IABA also shows that boxing has a significant reach into disadvantaged communities and that life skills learned through boxing are important and beneficial for young people who might not have gained the advantage of the discipline, confidence, self management, respect, strategic and tactical thinking that, amongst other skills, are learned through the sport of boxing.

The IABA's strategic plan also acknowledges that boxing has a large and strong volunteer base with long standing experience of the sport. This base of volunteers is a key asset to boxing and the challenge facing boxing is to maintain and grow it. There is also an increasing understanding of the importance of acknowledging and recognising the contribution made by the volunteers to all aspects of the sport.

## Regional level

To support the development of their implementation plan UBC undertook an audit of all 110 clubs in Ulster to find out the current state of their facilities and equipment and the impact this has on the development of their club. 59 of the clubs responded which is a response rate of 54%. The information is not broken down at county level so it is not possible to extract the information relating to Belfast based clubs.

The following table shows the breakdown of the facilities that are available to the clubs that responded:

Facility	Percentage of clubs with this facility
Male changing rooms	65
Female changing rooms	24
Male toilets	82
Female toilets	51
Male showers	53
Female showers	19

The findings from this piece of work confirm one of the key findings of the IABA research that a lack of female facilities is an issue if women's boxing is to be developed and grown.

The audit also asked clubs about the condition of their buildings and facilities and as the following table shows two thirds of clubs need work done to their buildings and over 80% need work done to their club facilities.

	Poor repair/needs basics repaired	Usable but needs work	Good state of repair
Building	19%	48%	33%
Roof	16%	14%	70%
Facilities (changing rooms etc)	46%	37%	17%

The audit also showed that while 89% of clubs have one boxing ring, 7% of the clubs that responded do not have any.

Clubs were also asked to state the extent to which they agreed with a range of statements. As the following table demonstrates the majority of clubs that responded feel that their current facilities are holding back the development of their clubs and especially their ability to attract females.

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
The current facilities in my club are holding back the development of boxers and boxing	9%	11%	22%	25%	33%
The top priority for boxing clubs is to get money for new or more facilities and equipment	0	11%	10%	15%	64%
There are more urgent priorities for funding for our club than facilities and equipment	16%	24%	22%	18%	20%
We could have more women and girls boxing in our club if we had better facilities	7%	5%	4%	24%	60%

Based on the findings of the audit the UBC Implementation Plan states that ‘facilities enhancement will be a key component of achieving the UBC’s objectives for increasing the number of recreational boxers, increasing the involvement of girls and women in the sport and the successful development of boxer pathways to high performance’.

### Local level

As part of the development of this strategy Belfast City Council carried out a baseline assessment which involved sending out a questionnaire to 27 amateur boxing clubs in Belfast and four on the

periphery. 25 of the Belfast based clubs and two of the clubs on the periphery returned completed questionnaires equating to a response rate of 87.1%

The questionnaire was structured to gain information on a range of issues including membership, coaches and volunteers, governance structures, funding, facilities and equipment. The following summarises key information from the baseline assessment and the full document is attached as appendix 3.

The total membership of all the clubs that responded was 1,999 and an analysis of the membership shows that boxing is a male dominated sport with 79.5% of members being male. The following table outlines the total number of members, from all the clubs that responded, in each category. It also shows this as a percentage of the total membership of all the clubs that responded.

Category	Number of members	Percentage of total members
U11 boys	340	17
U11 girls	77	3.9
Junior boys (11-16 years)	567	28.4
Junior girls (11-16 years)	87	4.4
Senior men (17-34 years)	452	22.6
Senior women (17-34 years)	126	6.3
Veteran men (35 years+)	230	11.5
Veteran women (35 years+)	71	3.6
Other types of membership (no club specified what this was)	49	2.5
<b>Total</b>	<b>1999</b>	<b>100.2<sup>5</sup></b>



<sup>5</sup> Does not equal 100% due to rounding

The survey revealed that four clubs (14.8%) do not have female members of any age. One club does not have any U11 members of either gender and one club does not have any members under 16 years of age. Nine clubs cater for under 11 boys but not under 11 girls and five clubs cater for junior boys but not junior girls.

Clubs were asked whether they thought their membership would change over the next two years. Two thirds of club felt that it would increase as all of them thought that there is a growing interest in boxing. A majority of clubs also thought that the high standard of coaching and raised profile resulting from London 2012 would contribute to increased membership.

Eight of the clubs felt that their membership would stay the same and the reasons for this were they didn't have sufficient facilities and/or equipment to expand.

The clubs were asked to indicate the catchment area for their members. A third of clubs stated that their members came from the local area

(approx 10-15min walk or 0.75mile) surrounding their club while just under a fifth of clubs attracted members from across Northern Ireland.

An analysis of the location of the clubs show that they are all in areas that suffer from high levels of deprivation. When mapped against the 2010 Multiple Deprivation and Health Deprivation Measures, the majority of clubs (90%) are ranked within the 20% most deprived wards in Northern Ireland. These maps are attached as appendix 4.

All the clubs that responded offered competitive opportunities at local and national level. The majority of clubs offered a range of other activities including recreational boxing and boxing for fitness. However less than half the clubs which responded offered specific sessions for under 11 girls or female only boxing classes or sessions.

In total the clubs that responded have 195 coaches. The following table breaks down the type of qualifications that the coaches hold. The majority of coaches (63.15%) hold a level 1 IABA coaching qualification with a small number (11.8%) having international coaching experience.

Level of qualification	Number of coaches	% of total number of coaches <sup>6</sup>
Trainee coach - awaiting formal training	43	22.1
Level 1 IABA coaching qualification	123	63.1
International experience – e.g. coaching at Olympic or commonwealth level	23	11.8
Other qualifications e.g. professional fitness training	37	19

<sup>6</sup> This does not add to a total of 100% as some coaches are included in more than one category.

Clubs were asked to give information on the volunteers they have that are in addition to their coaches. The majority of clubs (21 or 77.8%) have volunteers, with most having fewer than 10 although one club has 15 and another 17. In total there are 123 volunteers across all the clubs and the following table breaks them down by age and gender.

Age and gender	Number of volunteers	% of total number of volunteers
Male – over 18	80	65.0
Male – under 18	8	6.5
Female – over 18	32	26.0
Female – under 18	3	2.4
<b>Total</b>	<b>123</b>	<b>99.9<sup>7</sup></b>

The table below outlines that a high number of clubs do not offer any training to volunteers and the level of training varies greatly across clubs.

Type of training	Number of clubs that provide this type of training
Coach mentoring within your club	12
Coach workshops provided by your club	5
Level 1 IABA coaching qualification	9
Formal training provided by a public body such as Belfast City Council or Sport NI, for example child protection training	10

<sup>7</sup> Does not add to 100 due to rounding

Clubs were asked to provide information on their governance and management and the information provided showed that the level of governance and management varied across clubs. Almost 20% of clubs do not have a management committee and one club has only one officer who carries out a number of roles. Two clubs did not have a constitution and the level and type of policies that clubs have in place varies.

Just over half of the clubs have a club development plan in place and four of the clubs that responded had Clubmark<sup>8</sup>. Seventeen of the clubs that responded indicated that they would be interested in working towards Clubmark with the support of Belfast City Council.

From the evidence provided on funding it is clear that the majority of clubs operate on a small budget and of the 18 clubs that provided information over 70% of them had an annual budget of less than £5,000. The majority of clubs raised their funding through members dues or subs and club fundraising.

Twenty two of the clubs stated that they had received funding from a public body in the last three years. The main funders have been Belfast City Council and Sport NI and the majority of awards were under £2,000. While the majority of funding applications are for refurbishment of premises or to purchase equipment, some clubs have obtained funding for events and activity programmes.

Of the clubs that responded only three own their own building with the majority (15) having a long term lease on a building. The remaining clubs hired venues when required or had another type of arrangement.

Clubs were asked to outline what facilities they have available to them, the condition they are in

and where they are accessible for people with a disability. The majority of clubs do not have female changing or shower facilities. Very few clubs stated that any of their clubs have excellent facilities and only a small number are accessible for people with a disability. Clubs were also given the opportunity to make comments on any specific issues they had with their facilities. These are detailed in the baseline assessment attached as appendix 3 but the majority were around the fact that they did not have facilities that were fit for propose; many are in a bad state of repair, very few have female facilities and some are lacking the space to allow them to expand their membership.



<sup>8</sup> Belfast Clubmark is an accreditation scheme for junior sports club that Belfast City Council deliver in partnership with Sport NI.



## 6. Current Practice and Support

To help us inform the action plans for the delivery of this strategy we examined current practice from elsewhere and the support that is currently available for amateur boxing in Belfast.

### Practice elsewhere

The Amateur Boxing Association of England Ltd (ABAE) is the national governing body for boxing in England and it is responsible for the governance, development and administration of boxing in schools, clubs and competition. Among the resources that ABAE have available on their website is an area relating to volunteering. They are currently working on a volunteering strategy but already provide a number of resources including a 'Volunteer Development Toolkit' which provide templates and information on recruiting and retaining volunteers. They also provide a number of case studies on clubs that have successful volunteer programmes.

Dublin City Council, the IABA and the Irish Sport Council have developed a partnership that aims to promote boxing and community activity, to encourage participation, to promote the values of sport and boxing in particular, and to develop partnerships and co-ordination with all interested and relevant local groups.

Through the Young People's Facilities and Service Fund from the Department of Children and Youth Affairs the partnership has appointed five Community Development Officers in boxing that cover the Dublin city area. The purpose of the fund is to assist in the development of youth facilities and services in disadvantaged areas where a significant drug problem exists or has the potential to develop. The objective of the fund is to attract 'at risk' young people in disadvantaged areas into these facilities and activities and divert them away from the dangers of substance abuse.

The Community Development Officers work with 10-21 year olds and run a 'Start Box' programme. The aim of this 12 week programme is to introduce young people to sport and physical

activity and if they show an aptitude or interest in boxing to direct them towards their local club. Interested participants over 18 are also offered the opportunity to take part in an introduction to coaching course.

### Regional support

Sport NI provides support for elite amateur boxers and 13<sup>9</sup> boxers are currently receiving support from Sport NI and the Sports Institute of Ireland. Several boxers from Belfast also receive support from the Irish Sports Council's High Performance Unit.

Sport NI has recently provided the funding for the IABA to appoint a Club Development Manager on a fixed term post to March 2015. The Club Development Manager's role will be to work with key partners to improve amateur boxing by developing quality, child friendly sports clubs in Northern Ireland. Their responsibilities will include supporting boxing clubs to source additional funding and developing a club development plan and a range of templates and resources to support clubs.

Sport NI has developed a Boxing Investment Programme. There will be approximately £3 million which will be invested over the next three years. Sport NI is currently developing the process for allocating the funding but it is anticipated that £232,000 will be allocated in 2012-13 for equipment with the remainder being allocated for capital projects in 2013-14 and 2014-15.

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<sup>9</sup> As of September 2012

## Local support

As part of London 2012 pre-games training camps were set up across the UK. The purpose of these was to showcase facilities and to allow local people the opportunity to interact with Olympic competitors.

Among the camps set up in Northern Ireland was a boxing camp in Belfast. This was as a result of work by a number of partners including BCC, Queens Sport, Sport NI and local boxing coaches. Support was provided to visiting teams through the provision of subsidised transport, accommodation and facilities. As a result six boxing nations based themselves in Belfast for pre-games training camps:

- Argentina
- Australia
- Canada
- Cuba
- Ecuador
- Puerto Rico.

In total 35 boxers and 25 support staff were based in Belfast. As part of the camp the boxers participated in six open sessions in Belfast, Newtownabbey and Banbridge. These sessions allowed local boxers the opportunity to spar and train alongside Olympians. In addition to these sessions an international coaching master class was also held. Two of the Cuban boxers who attended the pre-games training camp won gold medals and a further two won bronze medals.

Belfast City Council under its Support for Sport grants funding has supported a range of boxing clubs and events. From 2007 to present we have supported four events under the events funding strand. In 2010-11, 10 boxing clubs received small grants (up to £1,000) and one club received a large grant (£5,000). A further 12 boxing clubs received small grants in 2011-12 and one club

received a large grant. To date this year nine clubs have received small grants and over the last three years seven clubs have also received £250 equipment grants.

Eleven boxing clubs based in Belfast have obtained 37 grants from a range of government departments over the period 2007-2012<sup>10</sup>. 11 of these grants were obtained in the financial year 2011/12, eight in 2010/11, six in 2009/10 and the remaining 12 before the end of 2008/09.

Of the grants seven were over £16,000 and were awarded for capital works and the purchase of equipment. Three of the grants obtained were between £5,000 and £10,000 while the remainder were small grants under £5,000. 15 of the grants obtained were around volunteering and the remainder were to deliver specific programmes.



<sup>10</sup> Information obtained from the government funding database

## 7. Action Plans

Based on the assessment of need carried out as part of the development of their strategic plan IABA identified four strategic challenges under which they outline strategic targets, performance indicators and strategic initiatives. The UBC and Co Antrim also based their plans on these four strategic challenges. To ensure alignment it is proposed that these are also used as the strands within this strategy's action plans.

To deliver on these strategic challenges, actions have been developed under each of them. It is proposed that these actions will cover the first period of delivery of this strategy, 2012-16. These actions are outlined in the following table with information on delivery timescales and who will be responsible for delivering them.



<b>Pathways (boxers, coaches and officials)</b>		
<b>Action</b>	<b>Timeframe for delivery</b>	<b>Who will deliver</b>
Hold 'try it' events including some targeted at underrepresented groups such as females and people with a disability	Short-term	Belfast City Council – LDU <sup>11</sup> in partnership with Belfast based boxing clubs
Promote free BCC Boost leisure membership for elite performers (those who perform at the highest level)	Ongoing	Belfast City Council
Promote the Support for Sport – Support for Individuals grant	Ongoing	Belfast City Council
Explore the potential of obtaining funding and sponsorship to support a programme of competitive fixtures, both local and international competitions, in Belfast	2013-16	Steering group members
Investigate potential sources of funding and sponsorship, including BCC, for hosting the Commonwealth Boxing Championships 2016 in Belfast	2013-16	Belfast City Council in partnership with IABA, UBC and Co Antrim Boxing
Begin discussions with the education sector in relation to the introduction of a non-contact boxing programme in schools including special needs schools	2013-14	Steering group members
Explore potential sources of funding for Belfast based ring officials ( 2-3 referees and 15-20 judges) to undertake the relevant training on an annual basis, to allow them to officiate at national, international and world events	2013 -16	Belfast City Council in partnership with Co Antrim Boxing
Host a 'Belfast Boxing' open day for individuals and groups who traditionally would have no involvement or exposure to boxing	2013-14	Steering group members in partnership with Belfast based boxing clubs

<sup>11</sup> Leisure Development Unit

<b>Coach education and development</b>		
<b>Action</b>	<b>Timeframe for delivery</b>	<b>Who will deliver</b>
Work with the governing body to develop and support a coach education programme across the city	Ongoing	Belfast City Council – LDU in conjunction with IABA, Ulster Council and Co Antrim
Develop a boxing specific coaching programme to include coaching master classes and online resources	2013-14	IABA, Ulster Council and Co Antrim
Source funding for the delivery of a boxing specific coaching programme in Belfast, aimed at gaining level 1 and level 2 qualifications	2013 - 2016	Steering group members
Work with the governing body to attract and train more females as coaches	Ongoing	Belfast City Council – LDU in conjunction with IABA, Ulster Council and Co Antrim
Work with the governing body to train coaches that can work with people with special needs	Ongoing	Belfast City Council – LDU in conjunction with IABA, Ulster Council and Co Antrim

<b>Club support and development</b>		
<b>Action</b>	<b>Timeframe for delivery</b>	<b>Who will deliver</b>
Promote funding available through the Support for Sport grant scheme	Ongoing	Belfast City Council - LDU
Support clubs in the development of a robust, current and active development plan with regular opportunity to review	Ongoing	Belfast City Council - LDU
Explore the introduction of one Sports Development Officer and two community based coaches for Belfast, based in Belfast City Council with boxing as a priority target area	2013-14	Belfast City Council
Develop and deliver a good relations programme to Belfast based clubs	2013-14	Belfast City Council in partnership with Co Antrim Boxing
Develop a volunteer toolkit and resources to assist clubs to attract and retain volunteers	2013-14	Steering group members
Provide start up support funding to allow for the development of new clubs across the city, through increasing the kick start funding element of Support for Sport	2013-16	Belfast City Council

<b>Governance</b>		
<b>Action</b>	<b>Timeframe for delivery</b>	<b>Who will deliver</b>
Work with clubs across Belfast to achieve Clubmark	Ongoing	Belfast City Council - LDU
Work with clubs to develop strong management structures and put in place relevant policies and processes	Ongoing	Belfast City Council – LDU in partnership with Co Antrim Boxing
Develop a online resource for clubs that provides information and templates in relation to governance and policies	2013-14	Steering group members

## 8. Financing the strategy

This section outlines funding streams that are currently available for delivering the action plans. We anticipate that over the life of this strategy other funding streams may become available and Belfast City Council has committed to providing financial resources for the delivery of the actions plans in the period 2013-16.

### Belfast City Council

Boxing clubs can currently apply for financial help through Belfast City Council's Support for Sport grant scheme. Funding can be used to improve facilities, train coaching staff, buy new equipment, hold events or try out a new initiative or activity.

There are five 'types' of funding available:

- Support for Individuals grant
- Small development and equipment grants
- Large development grants
- Hospitality funding
- Events funding

Further information on the scheme can be found on the Council's website  
[www.belfastcity.gov.uk/supportforsport](http://www.belfastcity.gov.uk/supportforsport)

Belfast City Council currently work with a range of partners including the Public Health Agency, Belfast Trust and a range of voluntary and community organisations in the implementation of other strategies. We will continue to work with our existing and new partners to avail of any funding opportunities that arise to help us deliver the actions plans associated with this strategy.

### Other funding sources

There are various other sources of funding available from central government departments and other agencies and funders. Information on potential sources of funding is available from a number of websites including the central government funding database and NICVA's grant tracker.



## 9. Monitoring and evaluation

The amateur boxing strategy focuses on four strategic challenges and 19 actions over the period 2012-2016. We propose to monitor the effectiveness of the strategy through the following performance indicators:

Performance Indicators	Proposed data source
Number of Belfast based clubs	Ulster Council/Co Antrim Boxing
Percentage change in membership across the various categories	Repeat of baseline assessment in 2016
Increase in the number of females participating in boxing	Repeat of baseline assessment in 2016
Amount of funding and sponsorship sourced to support competitive fixtures	Co Antrim Boxing
Number of Belfast based referees and judges undertaking relevant training	Co Antrim Boxing
Number of Belfast based clubs obtaining Clubmark	Belfast City Council
Number of Belfast based coaches obtaining at least Level 1 coaching qualification	Repeat of baseline assessment in 2016
Increase in the number of trained volunteers in Belfast based clubs	Repeat of baseline assessment in 2016
Number of Belfast based clubs obtaining at least one grant annually from Support for Sport	Belfast City Council
Number of Belfast based clubs obtaining at least one grant annually from another source	Repeat of baseline assessment in 2016

Progress against the actions plans will be monitored and where possible indicators will be reported on an annual basis. We would also propose that a comprehensive strategic review be undertaken in 2016 to consider how successful the approach taken has been and to agree the next phase of actions. This strategic review would include a repeat of the baseline assessment that was undertaken to inform this strategy. The purpose of the baseline will be to measure the impact of the delivery of the action plan and to provide evidence around the need and priorities for the next phase.



## 10. Equality considerations

Section 75 of the Northern Ireland Act 1998 requires the council, in carrying out all its functions, powers and duties, to have due regard to the need to promote equality of opportunity between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation; between men and women generally; between persons with a disability and persons without; and between persons with dependants and persons without.

The Act also requires the council, in carrying out its functions, to have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

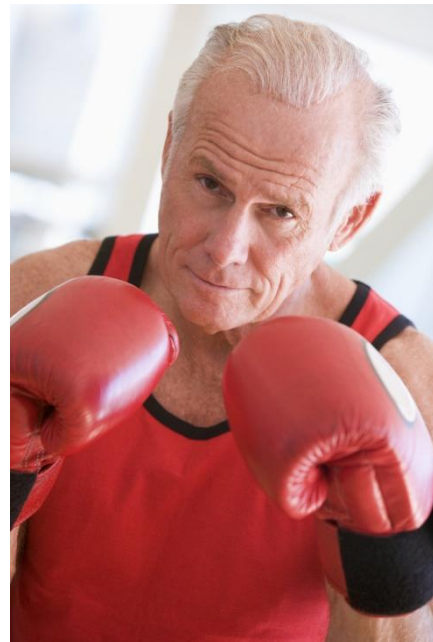
The council's Equality Scheme, which details how the council will fulfil its duties, was approved in April 2001. A part of that Equality Scheme was the production of a Good Relations Strategy. The council's Good Relations Strategy was prepared and adopted in February 2003; it was commended as a model of good practice in the Shared Future document by the Office of the First Minister/Deputy First Minister. The Good Relations Plan was updated in 2010.

Under the Disability Discrimination Act 1995 (DDA), (as amended by the Disability

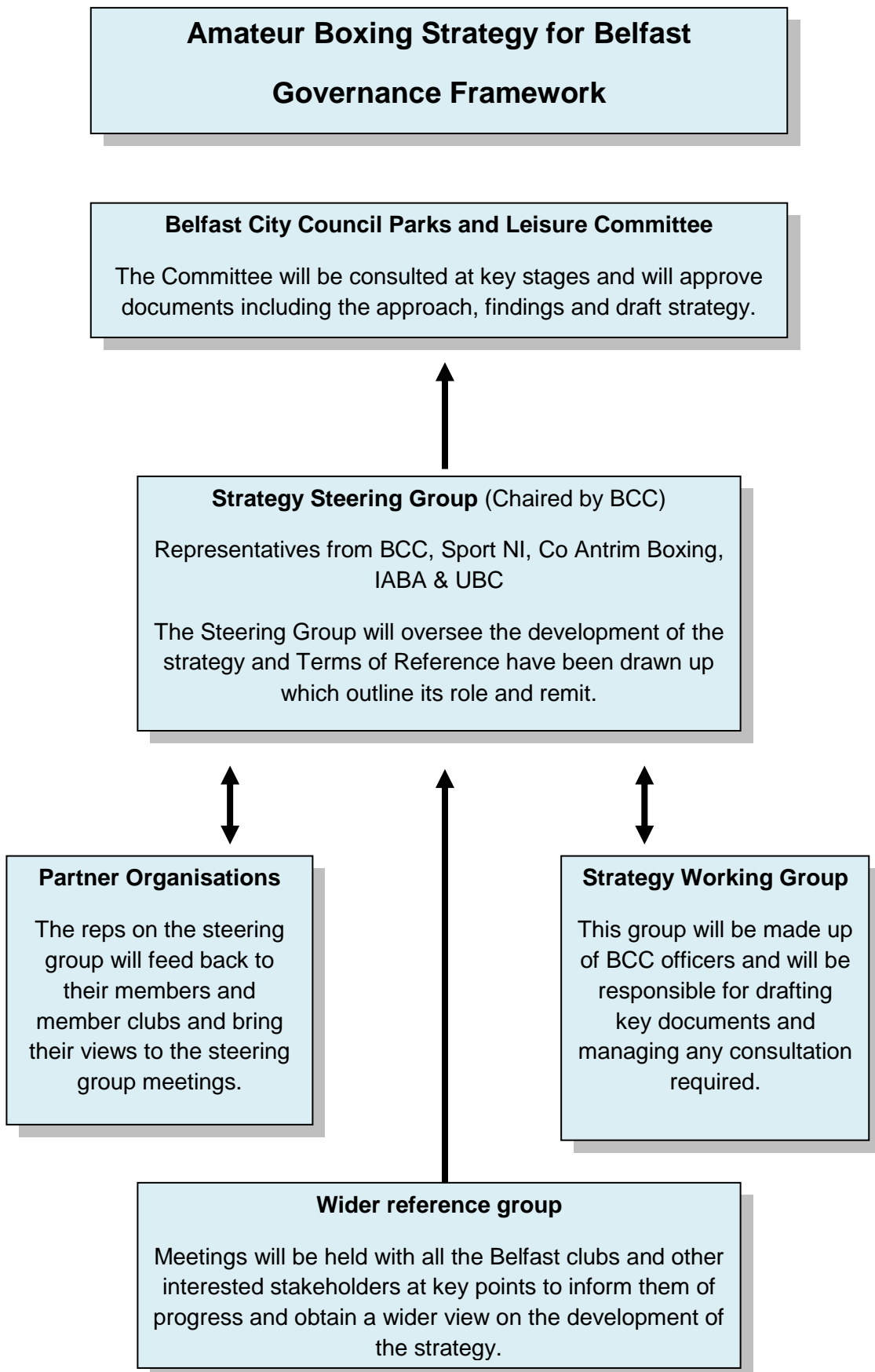
Discrimination (Northern Ireland) Order 2006) (DDO), from 1 January 2007, public authorities, when carrying out their functions must have due regard to the need to:

- promote positive attitudes towards disabled people; and
- encourage participation by disabled people in public life.

This strategy was screened in line with the Council's equality screening process.

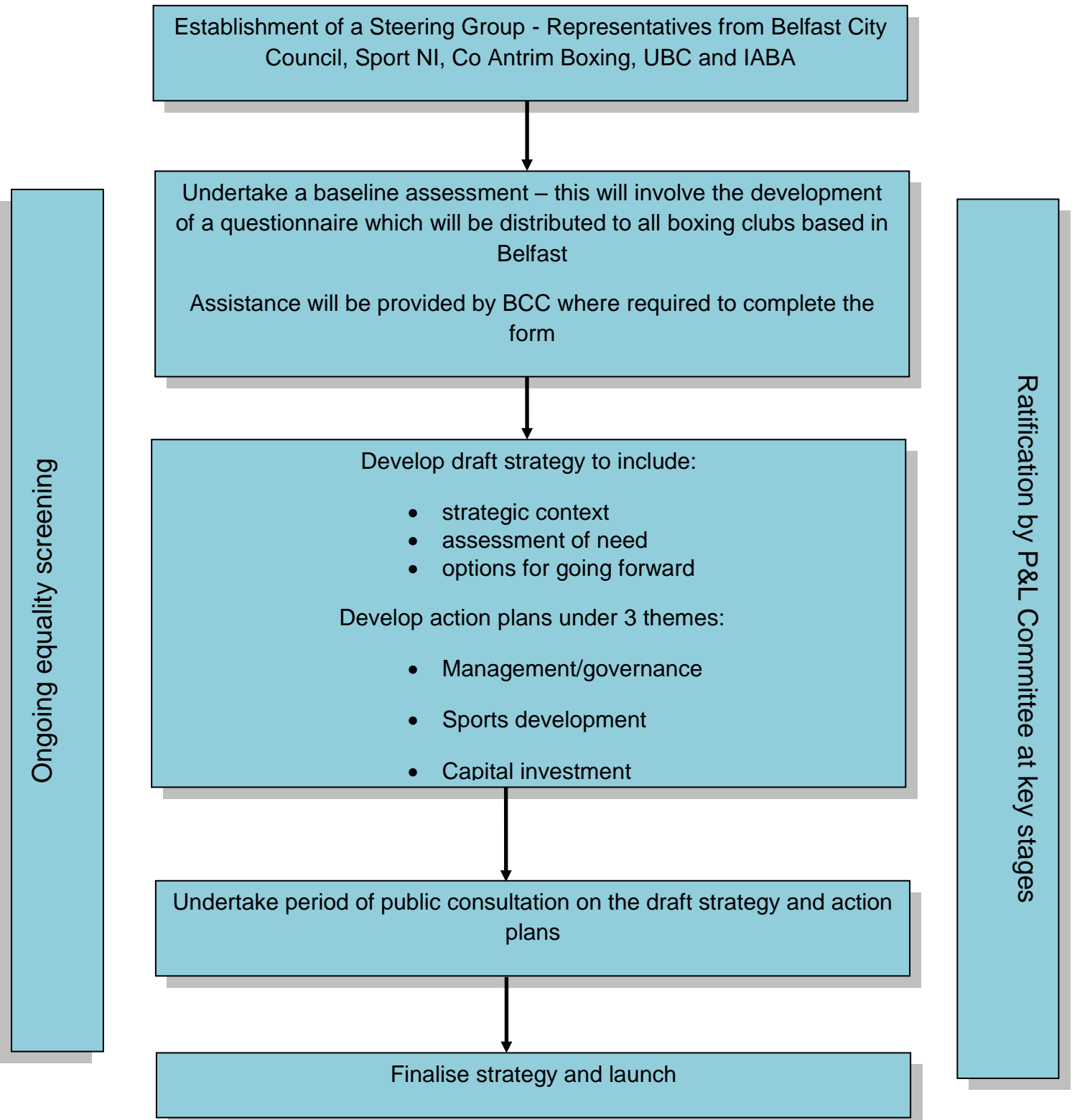


## Appendix 1



## Appendix 2

### Proposed Approach to the Development of an Amateur Boxing Strategy for Belfast



## Appendix 3

### Findings of survey of boxing clubs - June 2012

#### Contents

1. Background

2. Response rate

3. Membership

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# 1. Background

To help us inform the development of the boxing strategy for Belfast we are undertaking a baseline assessment. This assessment will help us to get a clear picture of what boxing clubs are currently doing and how boxing as a sport is provided for in the city. To inform the baseline assessment it was agreed that a questionnaire be sent to all the boxing clubs in Belfast and those on the periphery.

A questionnaire was designed by Belfast City Council officers with input from members of the steering group. The questionnaire was structured to gain information on a range of issues including membership, coaches and volunteers, governance structures, funding, facilities and equipment. Advice was sought from the Council's Equality Officer to ensure that correct questions were asked to assist in the equality screening of the strategy.

A mailing list of 27 clubs in Belfast and 4 on the periphery (2 in Newtownabbey and 2 in Lisburn council areas) was drawn up by Co Antrim Boxing and the questionnaire was sent out on 12 March 2012. The closing date for the return of the completed questionnaire was Friday 6<sup>th</sup> April 2012. Belfast City Council officers offered assistance to complete the questionnaire and this was taken up by several clubs. As not all clubs had responded by the closing date, further contact was made with these clubs to encourage them to respond.

## 2. Response rate

Twenty seven of the thirty one clubs completed the questionnaire which equates to an overall response rate of 87.1%. Twenty five of the Belfast based clubs returned the questionnaire, with one non response and one club declining to complete the form. At the steering group meeting to discuss these survey findings it was confirmed that neither of these clubs are currently affiliated to the IABA. This equates to a 92.6% response rate from Belfast based clubs. Two of the four clubs from outside the Belfast City Council area returned a completed questionnaire.

### 3. Membership

#### Membership type

The total membership of all the clubs that responded was **1,999**; the breakdown of clubs by size is outlined in the table below. Over half of the clubs that responded (51.9%) have between 51 and 100 members. The smallest club has 22 members and the largest has 170 members.

It is clear from the responses that boxing is a male dominated sport and of the total membership 79.5% is male. The following table outlines the total number of members in each category and as a percentage of total members.

Club size	No of clubs
Up to 25	2
26-50	5
51-100	14
101-150	5
151-200	1

Clubs were asked to break down their membership into the following categories:

- U11boys
- U11 girls
- Junior boys (11-16 years)
- Junior girls (11-16 years)
- Senior men (17-34 years)
- Senior women (17-34 years)
- Veteran men (35 years+)
- Veteran women (35 years+)
- Other types of membership

The majority of clubs have members across all categories; however four clubs (14.8%) have no female members of any age. One club does not have any U11 members of either gender and one club does not have any members that are under 16 years. Nine clubs cater for under 11 boys but not under 11 girls and five clubs cater for junior boys but not junior girls.

Category	Number of members	% of total members
U11 boys	340	17
U11 girls	77	3.9
Junior boys (11-16 years)	567	28.4
Junior girls (11-16 years)	87	4.4
Senior men (17-34 years)	452	22.6
Senior women (17-34 years)	126	6.3
Veteran men (35 years+)	230	11.5
Veteran women (35 years+)	71	3.6
Other types of membership (no club specified what this was)	49	2.5
<b>Total</b>	<b>1999</b>	<b>100.2<sup>12</sup></b>

<sup>12</sup> Does not equal 100% due to rounding



## Monitoring information

The clubs were asked to provide information on the religious belief of their members and if they were unsure to provide a best estimate. The following table outlines the breakdown of the clubs by their religious belief. It shows that six of the clubs that responded (22%) are made up entirely of people from one religious belief. It also shows that the majority of boxing clubs in Belfast have a majority of their members from a Catholic background.

Religious belief	Number of clubs	% of clubs (that responded)
Members are all Catholic	5	18.5
Members are all Protestant	1	3.7
Members are predominately Catholic	16	59.3
Members are predominately Protestant	3	11.1
No one dominant religion	1	3.7
Unknown	1	3.7
<b>Total</b>	<b>27</b>	<b>100</b>

Five of the clubs that responded indicated that they had at least one member whose religious belief was Muslim and one club had a member who was a Buddhist.

The clubs were asked to give us the number of the members who fell into different racial groups. All of the clubs that responded stated that the majority of their members were 'white'. Ten of the clubs that responded stated that some of their members were from an 'Irish Traveller' background. In six of the clubs this group made up 5% or less of their total membership, in two clubs it made up 10% of membership, in one club 11% and in another 23%.

Other racial groups that were represented in the membership of clubs were:

- Chinese – 2 clubs
- Pakistani – 4 clubs
- Black African – 6 clubs
- Indian – 3 clubs

In terms of nationality or citizenship all the clubs stated that the majority of their members were British or Irish. Other nationalities that were represented in the membership of clubs were:

- Czech – 1 club
- Turkish – 1 club
- Pilipino – 1 club
- Iranian – 1 club
- Indian – 1 club
- Panamanian – 1 club
- African – 1 club
- Chinese – 2 clubs
- Polish – 9 clubs

Almost half of the clubs that responded (13) stated that they had a least one member who had a long standing illness, disability or infirmity.

## Change in membership

Clubs were asked to indicate how they thought the membership of their club would change over the next two years. The following table outlines the response:

How change	Number of clubs	% of clubs (that responded)
Increase	18	66.6
Stay the same	8	29.6
Decrease	1	3.7
<b>Total</b>	<b>27</b>	<b>99.9<sup>13</sup></b>

Of those clubs that responded that they felt their membership would increase, two clubs felt it would increase by fewer than 10 new members, six by between 20-30 new members, two by 40 members and two by between 80-85 new members. The reasons given for the increase are broken down in the table below:

Reason	Number of clubs
Growing interest in boxing	18
The standard of the facilities that the club provides	6
The standard of equipment that the club provides	7
A high standard of coaching	15
Raised profile as a result of London 2012	11

The following specific comments made were as to why club membership would increase:

- Need to get off street
- Club is a London 2012 PGTC
- Known as a family club
- Added profile – Irish boxing medals
- Michael Conlon our Olympic boxer in London 2012
- Advanced fitness
- New club
- Interest from girls

The reasons that clubs that felt their membership would stay the same is given in the table below:

<sup>13</sup> Does not equal 100% due to rounding

Reason	Number of clubs
Club does not have sufficient equipment to expand	4
Club does not have sufficient facilities to expand	6
There will be no change in the interest in boxing	1
Not enough coaches to expand	-
Not enough volunteers to expand	-

The following specific comments made were as to why club membership would decrease:

- Don't have the room
- Limited changing/showering facilities for both male and females members
- Don't have a suitable facility and finance to expand at present

Only one club stated that they thought their membership would decrease; they did not provide any reason for this.

### Catchment area

The clubs were asked to indicate the catchment area for their members. A third of clubs stated that their members came from the local area surrounding their club while just under a fifth of clubs attracted members from across Northern Ireland. The following table breaks down where the catchment area for clubs is:

Catchment area	Number of clubs	% of clubs (that responded)
Local area - approximately 10-15 minute walk ( $\frac{3}{4}$ of a mile)	9	33.3
City wide - Belfast City Council area	6	22.2
Greater Belfast	7	25.9
Other	5	18.5
<b>Total</b>	<b>27</b>	<b>99.9<sup>14</sup></b>

Those clubs that gave their catchment area as 'other' stated that in addition to Belfast their members came from

- Derry, Magherafelt and Carryduff
- All over NI
- Newry
- Students from all over NI who are studying in Belfast, Larne and Newtownabbey
- Newry and Bangor

<sup>14</sup> Does not equal 100% due to rounding

### Activities offered by the club

All the clubs that responded offered competitive opportunities at local and national level. The majority of clubs offered a range of other activities including recreational boxing and boxing for fitness. However less than half the clubs which responded offered specific sessions for under 11 girls or female only boxing classes or sessions. The following table shows a breakdown of the activities offered by the clubs:

Activities offered	Number of clubs	% of clubs (that responded)
Competitive opportunities – local level	27	100
Competitive opportunities – national level	27	100
Competitive opportunities – international level	24	88.9
Recreational boxing	25	92.6
Specific sessions for under 11 boys	22	81.5
Specific sessions for under 11 girls	13	48.1
Boxing for fitness for example boxercise classes	21	77.8
Female only boxing classes or sessions	13	48.1
Other	5	18.5

Other activities that clubs offer include:

- Kick boxing
- Session for people with a disability
- Circuit training
- Female training classes delivered by an outside trainer

## 4. Coaching

In total the clubs that responded have 195 coaches. The following table breaks down the type of qualifications that the coaches hold. The majority of coaches (63.15%) hold a level 1 IABA coaching qualification with a small number (11.8%) having international coaching experience.

Level of qualification	Number of coaches	% of total number of coaches <sup>15</sup>
Trainee coach - awaiting formal training	43	22.1
Level 1 IABA coaching qualification	123	63.1
International experience – e.g. coaching at Olympic or commonwealth level	23	11.8
Other qualifications e.g. professional fitness training	37	19

The majority of coaches are Access NI vetted but a small number, eight coaches or 4% of the total number have not been vetted.

### Monitoring information

The clubs were asked to provide information on the religious belief of their coaches and if they were unsure to provide a best estimate. The following table outlines the breakdown of the coaches by their religious belief. It shows that in 20 of the clubs that responded (74.1%) the coaches are all from one religious belief. It also shows that the majority of coaches in boxing clubs in Belfast are from a Catholic background.

Religious belief	Number of clubs	% of clubs (that responded)
Coaches are all from a Catholic background	15	55.6
Coaches are all from a Protestant background	4	14.8
Coaches are predominately from a Catholic background	6	22.2
Coaches are predominately from a Protestant background	1	3.7
No one dominant religion	1	3.7
<b>Total</b>	<b>27</b>	<b>100</b>

The clubs were asked to give us the number of their coaches who fell into different racial groups. All of the clubs that responded stated that the majority of their coaches were 'white'. Three clubs had one coach who was a member of a different racial group; these were Black African American, Black Caribbean and Indian.

In terms of nationality or citizenship all the clubs stated that the majority of their coaches were British or Irish. Three clubs had one coach who was had a different nationality or citizenship; these were African American, Trinidadian and Belarusian.

Fifteen of the coaches (7.7%) have a long standing illness, disability or infirmity.

<sup>15</sup> This does not add to a total of 100% as some coaches are included in more than one category.

## 5. Volunteers

Clubs were asked to give information on the volunteers they have that are in addition to their coaches. The majority of clubs (21 or 77.8%) have volunteers, with most having fewer than 10 although one club has 15 and another 17. In total there are 123 volunteers across all the clubs and the following table breaks them down by age and gender.

Age and gender	Number of volunteers	% of total number of volunteers
Male – over 18	80	65.0
Male – under 18	8	6.5
Female – over 18	32	26.0
Female – under 18	3	2.4
<b>Total</b>	<b>123</b>	<b>99.9<sup>16</sup></b>

Just under a third of volunteers (29%) have not been Access NI vetted and as the table below outlines a high number of clubs do not offer any training and the level of training varies greatly across clubs.

Type of training	Number of clubs that provide this type of training
Coach mentoring within your club	12
Coach workshops provided by your club	5
Level 1 IABA coaching qualification	9
Formal training provided by a public body such as Belfast City Council or Sport NI, for example child protection training	10

Limited monitoring information was provided in relation to volunteers but from what was provided it appears that all volunteers are 'white' and with the exception of one volunteer who is Belarusian, they are British or Irish. In common with their membership the majority of clubs have volunteers who come from one religious background. Thirteen of the clubs stated that all their volunteers were catholic and in one club the majority of their volunteers were catholic. Two clubs stated that all their volunteers were protestant and in one club the majority of their volunteers were protestant. Two clubs stated that their volunteers were a mix of religions.

Ten of the volunteers (8.1%) have a long standing illness, disability or infirmity.

<sup>16</sup> Does not add to 100 due to rounding

## 6. Governance and management

All 27 of the clubs that responded are affiliated to Irish Amateur Boxing Association (IABA). Over half of the clubs that responded (16 or 59%) are registered charities and two clubs are also companies limited by guarantee. One club also stated that they are part of another organisation but did not provide detail on what this was.

The clubs were asked to give details of the governance structures that they have in place and the table below gives a breakdown of the detail. All the clubs have a secretary but almost 20% do not have a management committee and in one club there is only one officer who carries out a number of roles.

Governance structure	No of clubs with this in place	% of clubs (that responded)
Management committee	22	81.5
President	24	88.9
Vice President	12	44.4
Secretary	27	100
Treasurer	26	96.3
Other office bearers	13	48.1

Other officer bearers that clubs have in place include:

- Chair
- Vice chair
- Child protection officer
- Parent officer
- Disability officer

The majority of clubs have a constitution with only two clubs stating that they did not have one. Clubs were asked to attach a copy of their constitution but at this point these have not been assessed in terms of content.

Of the clubs that responded four have obtained Clubmark and a further 17 have indicated that they would be interested in working towards achieving it with the support of Belfast City Council.

None of the clubs that responded have any paid staff.

Clubs were asked to provide details on the policies that they have in place and the following table details this. Clubs were asked to attach copies of their policies but at this point these have not been assessed in terms of content. One of the clubs stated that it had no policies but they did have IABA literature on the various topics, including child protection, but they had not made them club specific.

Type of policy	No of clubs with this in place	% of clubs (that responded)
Equal opportunity policy or equality statement	18	66.7
Child protection policy	25	92.6
Health and Safety policies	21	77.8
Other policies	5	18.5

Other policies that clubs have in place include:

- Code of conduct
- Volunteer policy
- Assets/equipment
- First aid policy
- Procurement Policy
- Asset Retention Policy
- Data Protection Policy
- Publicity Policy
- Retention of Document Policy.

Just over half of the clubs (14 or 51.9%) have a club development plan in place.



## 7. Funding

Clubs were asked to provide details on how they were funded. The following table shows the source of funding for clubs.

Type of funding	No of clubs who receive this type of funding	% of clubs (that responded)
Donations	16	59.3
Club fundraising for example tournaments	21	77.8
Grants from public bodies such as Belfast City Council and Sports NI	14	51.9
Members' dues or subs	23	85.2
Other	5	18.5

Limited information was provided on the amounts of funding received but the information that was provided shows that donations ranged in value from £200 to £2,000. Club fundraising brought in various amounts with £3,000 being the greatest amount raised and one club stated that this was the method through which it raised 90% of its finance. The majority of grants received were in the range from £450 to £2,330. One club received a grant of £4,800 while the largest grant received was £20,000.

The majority of clubs receive finance through members' dues or subs, the amount raised through this source of funding varied between £95 to £5,195. Six clubs also mentioned that they received funding from other sources including sponsorship.

Eighteen of the clubs stated the annual amount of funding they received. This ranged from £755 to £25,195 and the following table gives more detail on the annual amount of funding received by clubs.

Amount of annual funding	No of clubs	% of clubs (that responded)
Under £2,000	7	25.9
£2,001 - £5,000	6	22.2
£5,001 - £10,000	3	11.1
£10,001 - £15,000	1	3.7
Over £15,000	1	3.7

Twenty two of the clubs that responded stated that they had received funding from a public body in the last three years. The following table shows the funders and the number of clubs that have received at least one grant from them. The main funders have been Belfast City Council and Sport NI.

Funder	No of clubs	% of clubs (that responded)
Belfast City Council	13	48.1
Sport NI	7	25.9
Newtownabbey Borough Council	1	3.7
Children in Need	1	3.7
Youth Justice Agency	1	3.7
Other com/vol organisation	5	18.5
Private company	1	3.7

The majority of clubs have received awards that are under £2,000 but four clubs have received grants of between £19,300 and £24,500. The following table outlines the size of grants that clubs have received.

Size of grant received	No of clubs	% of clubs (that responded)
Under £1,000	18	66.7
£1,001 - £2,000	7	25.9
£2,001 - £5,000	3	11.1
£5,001 - £10,000	1	3.7
£10,001 - £25,000	4	14.8

Not all clubs provided information on what the funding awarded was for, but 11 clubs received funding for equipment, seven to run tournaments or events and six to run programmes such as ladies only sessions or a summer intervention programme.

Only eight of the clubs (29.6%) have recently applied for funding and are currently awaiting a decision. The applications include:

- 3 applications for equipment ranging between £1,500 - £3,900
- 2 applications for events (£530 and £980)
- 1 application for £1,200 to refurbish premises
- 2 applications for programmes (£1,000 and £1,200)
- 2 large scale capital grants (one to DSD for £100,000 and one to Sport NI for £250,000)

## 8. Facilities and Equipment

The table below details the type of facilities that clubs use. Only a very small proportion owns a building with the majority having a long term lease.

Type of facility	No of clubs	% of clubs (that responded)
The club owns its own building	3	11.1
The club has a long term lease on a building	15	55.6
The club hires a venue when required	3	11.1
Other	6	22.2
<b>Total</b>	<b>27</b>	<b>100</b>

Other arrangements in place include:

- Using school premises
- Using a community centre
- Have a peppercorn rent on a facility
- Occupying a building that previously belonged to a company who allowed the club to use it
- Have a five year lease on premises.

The following table outlines the facilities that clubs have available to them, the condition they are in and where they are accessible for people with a disability. The majority of clubs do not have female changing or shower facilities. Very few clubs stated that any of their clubs have excellent facilities and only a small number are accessible for people with a disability.

Type of facility	No of clubs with that facility	% of clubs (that responded)	Condition <sup>17</sup>			No that are accessible
			Excellent	Average	Poor	
Female changing	8	29.6	1	3	4	2
Male changing	19	70.4	2	5	11	6
Female showers	9	33.3	1	3	5	3
Male showers	19	70.4	2	3	13	5
Female toilets	14	51.9	2	6	5	3
Male toilets	23	85.2	3	7	10	8

All the clubs have floor space but only 16 of them also have a gym space and the size of the space available varies greatly.

<sup>17</sup> Some clubs did not state the condition their facilities were in

The following table gives details on the range and condition of equipment that clubs have available to their members. All the clubs have punch bags and all but one have gloves, sparing gloves and head guards. Over 20% of clubs do not have a fixed ring and two clubs stated that they did not have either a fixed or portable ring. A limited number of clubs stated that their equipment was in excellent condition with the majority saying it was in average or poor condition.

Other equipment that clubs have includes:

- Mitts
- Bikes
- Protector
- Ropes
- Mats
- Groin guards

Type of equipment	No of clubs with this equipment	% of clubs (that responded)	No available in individual clubs <sup>18</sup>	Condition <sup>19</sup>		
				Excellent	Average	Poor
Fixed ring	21	77.8	19 clubs – 1 fixed ring 2 clubs - 2 fixed rings	2	14	3
Portable ring	9	33.3	All clubs had 1 ring	4	2	2
Weight training equipment	20	74.1	6 clubs – 1 1 club – 2 1 club – 3 2 clubs - 8	6	6	7
Cardio equipment such as treadmills	21	77.8	4 clubs – 1 6 clubs – 2 3 clubs – 3 1 club – 4 1 club – 7 1 club – 8	5	3	11
Punch bags	27	100	2 clubs – 3 4 clubs – 4 3 clubs – 6 3 clubs – 8 1 club - 9 3 clubs -10 3 clubs – 12 1 club – 13 1 club - 15	3	11	9
Gloves (pairs)	26	96.3	7 clubs – 10 pairs and under 3 clubs – 12 pairs 1 club – 15 pairs 4 clubs – 20 pairs 3 clubs – 30 pairs 1 club – 50+ pairs	2	7	13
Spring gloves	26	96.3	13 clubs – 5 pairs and under	2	10	10

<sup>18</sup> Not all clubs provided information on the amount of equipment they had

<sup>19</sup> Some clubs did not state the condition their equipment was in

			3 clubs – 6 to 10 pairs 1 club – 12 pairs 1 club – 30 pairs			
<b>Head guards</b>	26	96.3	4 clubs – under 5 6 clubs – 6 2 clubs – 8 1 club – 12 1 club – 30	2	9	11

All but one of the clubs also provided details on specific issues they have regarding facilities. The main issues raised were around the standard of facilities, several respondents stated that the buildings they use are not fit for purpose or are in a poor state of repair. Several clubs do not have facilities for females and others do not have the space to service waiting lists or grow their membership.

The detailed comments included:

- We would ideally like more space and better changing and shower facilities including facilities for females.
- Club requires portable collapsible ring for training purposes.
- The building we currently use has no running water, toilets, showers or changing facilities; it has an asbestos roof and no heating system.
- Our original club was demolished 2 years ago and we are waiting for new facilities to be built. We are currently renting space from a GAA club and have no facilities for females or disabled access. The boxing area is small so have to split up training sessions.
- Current rent and utility bills are an issue as are travel and accommodation for events and competitions.
- Issue with floor getting slippery and dangerous – also an issue with lack of space.
- Club needs some type of de-humidifier - has not been refurbished in 50 years.
- We have issues with allocated time and cost of the premises we hire.

Also the fact that we have no fixed equipment i.e. ring because it is a shared premises.

- Showers are out of commission which means no female facility and boxers change in the gym which again is not ideal for females. Some boxing equipment is not fit for purpose and needs replaced.
- No females changing showers etc; no disability access; poor lighting; heavy condensation; guttering and drains in need of repair.
- School has given the club permission to use the gym and we are hoping to move to a more permanent fixture within the school.
- Our club is tiny and it needs to have an extension as soon as possible – we would have triple the number of members if we had an extension.
- Not equipped to take females.
- Our toilets and showers are in need of repair.
- Got a grant for the development of the building so have a purpose built facility.
- The club has a refurbishment plan in place for its first floor and roof but has been unable to find funding to carry out the work.
- Water leaks and dampness in club – plaster crumbling in the building; internal fabric of the building needs urgent attention.
- Our facilities are in very poor condition; we pay over £5,000 rent per year plus utilities and our landlord does not make any improvements – our aim is to give a sporting and healthier life to all.
- Our boxing and fitness areas are super but small, our toilets and showers are in bad condition and we have no female facilities or disabled

- access to our fitness suite. We rent these rooms and would ideally need our own premises to keep up with the growing demand in our catchment area.
- Building is too small for the number of members. Conditions in the gym are close to illegal.
  - There is no separate changing and toilet doesn't work. Lights are poor and electrics need to be looked at. The roof leaks and the ring is wedged between two walls which is a health risk.
  - We use rented premises with no lease and have a fear of when we will be asked to leave – this is a major concern and worry.
  - The problems with using the community centre include:
    - We have to take down and store equipment after training every evening and there is no storage at the centre – it is stored in coaches' houses.
    - We have to wait for council staff to let us in as we aren't allowed a key.
    - We have to ask permission for any publicity event such as filming or press coverage to take place.
    - We have to dismantle and store the ring when the hall is being used for other functions or by other groups.
    - We have to ask permission to put up notices/photographs and cannot put up certificates.
    - We are not allowed to use premises at weekends, or on bank or public holidays.
    - There are no changing facilities and only 2 shower units one of which is in the disabled toilet.
  - The floor of the centre is solid stone and is not suitable for skipping.
  - We have to book rooms in advance for meetings.
  - We have to close for two months in the summer as the centre is used for summer schemes.
  - We have limited floor space so have no weights/fitness equipment area and our members have to do all their running outside.
  - We have a waiting list of 80+ but the premises are not large enough to allow us to take on new members.
  - Gym needs to be bigger, toilets are very poor, female changing and toilets are poor, no private areas, equipment restricted because of gym size and also have to turn kids away because of size.
  - We have poor changing/showering facilities for our male boxers and no changing/showering facilities or toilets for our female boxers. Senior male boxers currently share facilities with junior and U11 boxers. Our current premises form part of a school complex that has been derelict for many years and has no heating other than electric heaters and is in extremely poor repair. Parts of the building are not safe to access and have had to be closed. The building is also open to the elements in places and the club area is often flooded as a result. We could expand if the facilities were available, and if the building was adapted to the needs of our current and future membership I would have no doubt that we could increase boxing interest and diversify into other sporting activities on site.



- Our club has been going more than 75 years and over that time we have had many Irish champions and 10 Olympic representatives. Our club is located in a rundown building which has a roof with many leaks and is ready to cave in. We have tried to repair the roof but the last firm we contacted refused to get onto the roof as they deemed it to be unsafe to work on. The club has no running water, toilets, showers, changing rooms or heating and is cold and damp all over. Our equipment is worn and the damp from the gym makes our equipment wear out very quickly.
- We feel we are at stage in club development where we need our own premises in order to increase or improve the standard of our boxers.
- The lack of facilities means we cannot expand to include female members which in turn would lead to box aerobics etc and we could expand and provide a better facility for all.
- We can acquire the ground to extend the gym but we need BCC to help the community and give them a place for the children and a better future with better boxing facilities.
- We would be fully supportive of a boxing strategy as long as there is equity in its implementation. Boxing is an under supported sport and we would welcome any council support.

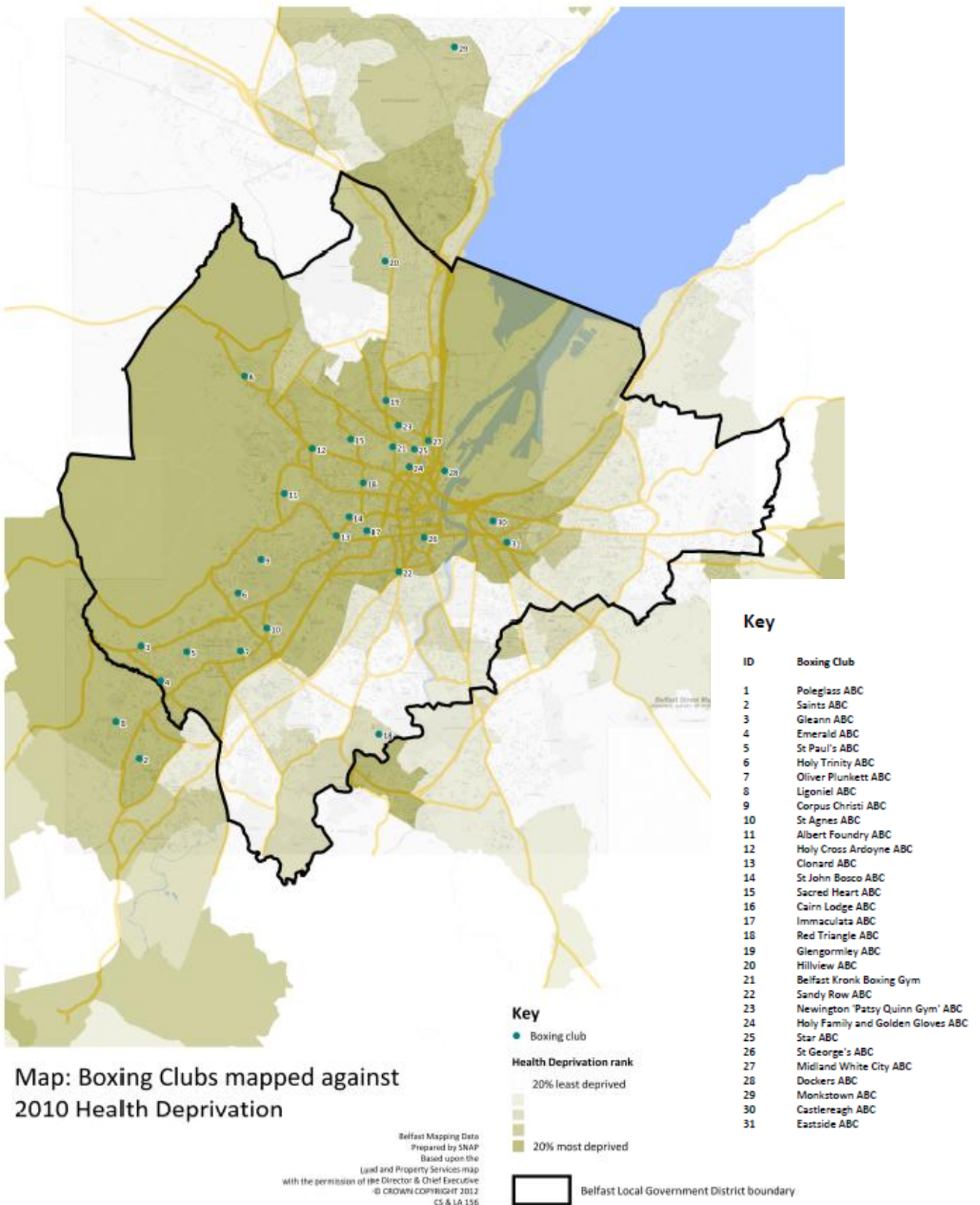
Other general comments made were:

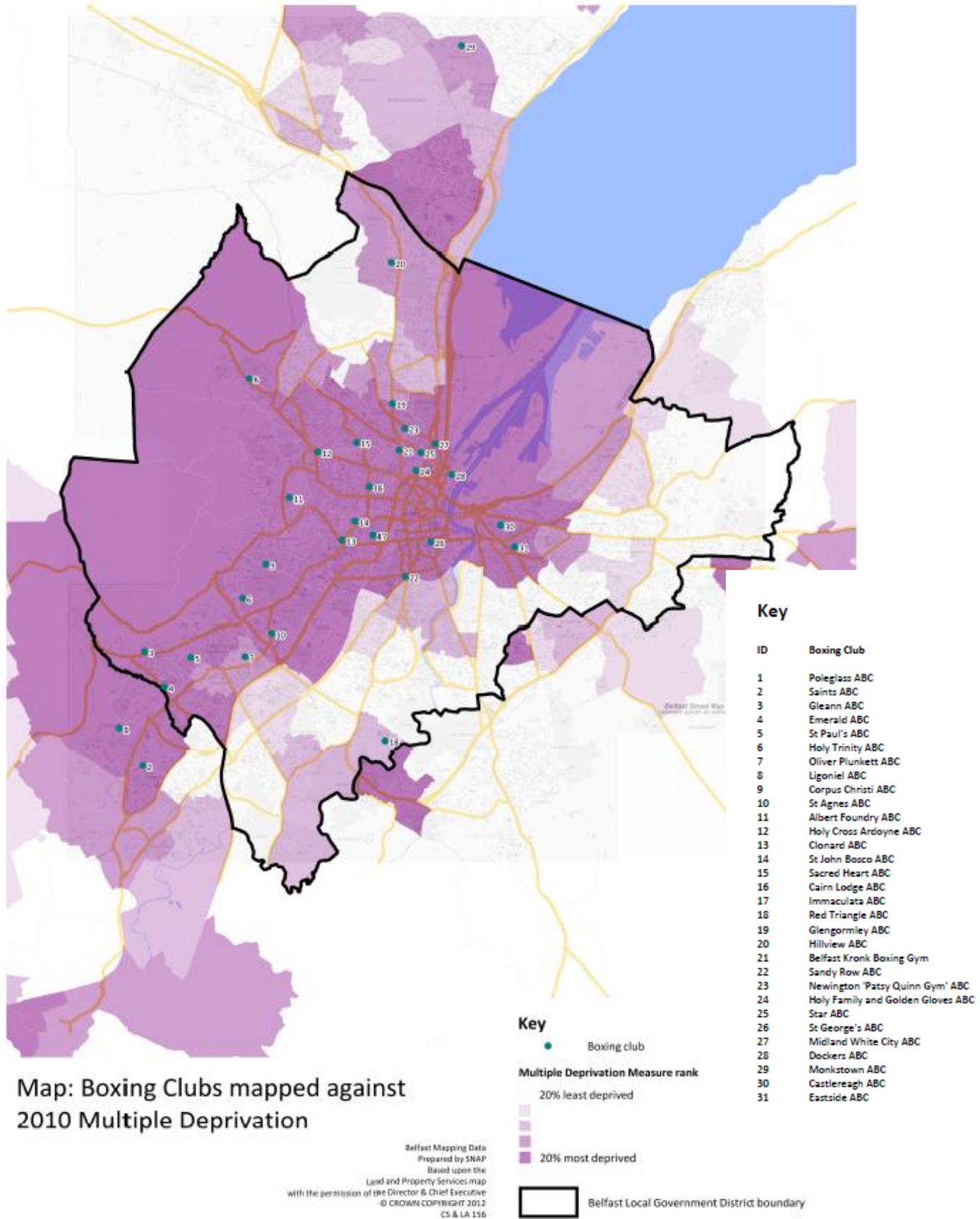
- The strategy being set up by BCC is one we wish to support and be actively involved in.
- Since the move have basic equipment and have not been able to apply for funding – number of members went down after the move but we would expect this to increase when get new facility and will therefore require new equipment. There is also an issue with transport – we would require a minibus to transport young members to competitions and other events.
- Club has been operating for 11 years and we consider ourselves to be an established club – we need more space as have a waiting list to join the club.
- If we had more space we could take more kids and expand.
- During my 43 years involvement with the club all I have to show is continuity and of course possibly thousands of young men who found discipline – some of whom are volunteers. Also the achievements – Irish titles, Olympic success and success as professional boxers.
- We are a voluntary organisation and I believe if we do not receive any outside help our members will be on the street and numerous people will lose their love and passion for boxing and fitness.
- We have a great boxing and fitness gym but the monthly rent, running costs and the limited size of our club constricts us to what we can achieve. Ideally a bigger club of our own could help us to meet the demand in our area and be there for generations after us.
- A necessity for a boxing club is to stay within the area/community. It has helped build self esteem; our work is cross community, we work with the underserved and have built up many relationships with teams all over Britain and in the US. This has given kids the chance to visit the US which they would never otherwise have had the chance to do. Our club has also helped develop other clubs in the US.
- During the run up to and during the County Antrim and National championships we had to train our boxers

outside as we couldn't use our usual venue for various reasons.

- Our club is recognised as one of the best coaching clubs in Ireland but we are held back due to the size of gym we have. In a modern era of coaching we need to expand and we need to introduce modern equipment to teach modern techniques to keep up with the fast changing world of sport.
- Our club is one of the leading gyms in the country but we face a constant battle to acquire funding to keep our gym doors open. Increasing costs place a huge burden on the club committee. There are increasing costs in sending teams to competitions and the rising number of competitions and growth in club membership add further to the funding issue. Through the dedication and unstinting voluntary work of all coaches and committees down the years, amateur boxing clubs played a hugely valuable role in their respective communities' right across the north. They were an integral part of the rich tapestry of community life, one of the golden threads that held communities together, lifting spirits during the dark days of the Troubles. As we move forward into a bright new future, amateur boxing clubs still have a major role to play, inspiring children, enriching lives and providing sporting paths for countless thousands of our children. Any assistance BCC can offer to further those aims will be money well spent, a wise investment in our shared future.
- Our club is experiencing greater difficulty identifying and securing resources to cover our running costs, as well as the cost to transport and accommodate boxers when fighting away from Belfast. Some of the training equipment has been in use for more than 50 years and funding to replace essential kit is difficult to source. We have found that securing even small funding grants requires having to plough through complex and often repetitive application procedures which can be off putting. Furthermore if unsuccessful in a grant application, obtaining feedback is also problematic.
- The building that we are in although poor in condition has the potential to be transformed into a building for the people of the area to be proud of. The local area has very high unemployment, very high poverty rates, a high level of single parents, high rates of criminal activity and very high suicide rates. The club is a beacon of hope for the kids and adults in area. Indeed with one of our members competing in this year's Olympics a lot of our young people aspire to try and reach this great achievement. We expect even greater numbers to want to use our club as a result of this. The venue we use has offered us additional space to cater for the growing number of local people wanting to be part of our club but we need help from local funding bodies in order to make this happen.

## Appendix 4





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# Belfast City Council

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## Amateur Boxing Strategy 2012 -2022

**A Review**



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# 1. Executive Summary

## Research

**1.1** This report presents a review of Belfast City Council's Amateur Boxing Strategy 2012-2022 after the first phase of its implementation. The review re-visits the strategy's baseline information and assessed progress with the strategy's action plan. Research for the review includes:-

- ◇ A survey of boxing clubs, capturing baseline information to enable comparisons with 2012; 29 returns were obtained.
- ◇ A survey of schools and youth centres/leisure centres involved in the Non Contact Boxing Programme; 23 returns were obtained.
- ◇ A Focus Group with clubs to assess their awareness of the strategy, its impact on boxing and how it might be improved in the next phase of implementation.
- ◇ A Focus Group with schools.
- ◇ Consultation with a range of key groups/organisations having an interest in the strategy.

**1.2** From the research, the following key points emerge:-

- ◇ The landscape of Belfast's boxing clubs has changed since 2012. Two clubs have folded (Poleglass ABC and Sacred Heart ABC); the City of Belfast Boxing Academy (previously Castlereagh ABC) has moved premises; five new clubs have started up – Ballysillan ABC, Ledley Hall Boys and Girls Club Trust Ltd ABC, Ormeau Road ABC, St Michael's ABC and Tullycarnet ABC; St Teresa's ABC has recently affiliated as a boxing club;<sup>(1)</sup> Knocknagoney ABC is a fledgling project not constituted during the review period. Since the review was undertaken Ashfield Boxing Academy has been established and affiliated to the IABA in April 2016 and the Belfast Metropolitan College has established a Boxing Academy which also affiliated to the IABA in early 2016.
- ◇ Boxing is currently governed on an all island basis with the recognised governing body the Irish Amateur Boxing Association (IABA) based in Dublin.

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<sup>(1)</sup> St Teresa's ABC was working towards affiliation during the review period; it affiliated in April 2016.



A separate entity, the Northern Ireland Boxing Association (NIBA) has been established as a limited company. Whilst the NIBA is not yet a recognised governing body, several clubs have affiliated to it. Of the five new clubs, Ledley Hall ABC, Ormeau Road ABC, St Michael's ABC and St Teresa's ABC have affiliated to the IABA; it's not known to which governing body Tullycarnet ABC (also known as TAGIT) has affiliated and Knocknagoney is still in the early stages of club formation. Clubs not affiliated to a recognised governing body cannot compete at national or international level.

- ◇ Membership has risen from 1,999 in 2012 to 2,397 in 2015, a 20% increase. This would appear to be a substantial uplift in a relatively short period which begs the question; is the boxing infrastructure geared up to cope with rising membership? The most marked change is in the number of clubs with between 51 to 100 members, from 14 clubs in 2012 to 19 clubs in 2015. Also, one club records having over 200 members for the first time.
- ◇ Across the board female membership shows substantial increases although it is still well short of male membership. Under 11 Girls rose from 77 to 125 whilst Under 11 Boys rose from 340 to 578, both around a 40% increase but with girls only contributing about 18% to the new total. The massive increase in the Under 11 years membership is probably down to the high profile that boxing is enjoying presently with amateur medal successes and Carl Frampton's professional achievements. The increase may also be partly due to the raised awareness of boxing and the opportunities it presents through the work of the strategy, especially the Non Contact Boxing Programme. However the scale of increased membership presents a significant challenge to all clubs if they wish to sustain the trend and build on it; in other words, what is the membership capacity of the clubs?
- ◇ The number of volunteers (non-coaches) has jumped from 123 to 201, an average of around 7 volunteers per club. The number of female volunteers has shot up from 3 in 2012 to 40 in 2015. Whilst this picture is encouraging it's not clear what sort of tasks non-coaching volunteers carry out and the extent of their contribution to the clubs. There needs to be a greater understanding by the clubs of the need for non-coaching volunteers, what skills they should bring to the club and how they can contribute to the club's development.

- ◇ Regarding Access NI certification the situation has improved both for coaches and volunteers. For coaches, the percentage of those holding an Access NI certificate has risen from 96% in 2012 to 98.5% in 2015 whilst those without an Access NI certificate has correspondingly fallen from 4% to 1.5%. For volunteers, those with an Access NI certificate has risen from 71% to 83% with a corresponding fall in those without. It should be noted that some Access NI applications may have been pending during the review period and may now be in place. Not all volunteers within a boxing club require an Access NI check, particularly an enhanced check which is required only for volunteers who have frequent and regular unsupervised access to children, young people and vulnerable adults. Council continues to work in partnership with the IABA who seek to ensure all coaches and volunteers are Access NI checked. Council advocates continuous improvement in safeguarding practice in all areas of club management from supervision of children or adults participating or involved, training and awareness at all levels within the club and reporting concerns and Access NI management, etc. These are the areas Council seeks assurance in and invests resources with the IABA to support safeguarding within the boxing fraternity.
- ◇ Of the 29 club survey responses, 27 clubs are affiliated to the IABA and 2 to the NI Boxing Association; 3 more clubs have obtained charitable status bringing the total to 19; 3 clubs are now registered as a company limited by guarantee, an increase of 1; 27 clubs now report having a Management Committee in place, 24 clubs have a President, 28 clubs have a Secretary and 26 have a Treasurer. These findings for governance and management portray a healthy state of affairs, however the survey simply records that governance measures are in place – it cannot assess their effectiveness.
- ◇ Club development plans are either in place or being worked up in 25 clubs, demonstrating that clubs understand the importance of having a structured approach to their development. These plans were not inspected for this review so it's not possible to comment on exactly what they are seeking to achieve, how realistic they are and how they inform the day-to-day operation of clubs.
- ◇ Clubs' income would appear to have fallen, especially the number of clubs receiving donations, falling from 16 clubs in 2012 to 6 in 2015. Only 9 of the

29 clubs provided a complete breakdown of income, the remainder mostly noting they don't record the amounts of funding received. This begs the question, that with 26 of the 29 clubs saying they have a Treasurer, what is that person's role and what financial records are actually kept?

- ◇ Facilities at clubs have improved considerably in the past three years as a result of recent capital programmes. These improvements have undoubtedly supported membership growth, especially female membership. However it's seen that basic accommodation for females, whilst significantly improved, still falls behind accommodation for males.

	No of clubs with facility	
	2012	2015
Female Changing	8	18
Female Showers	9	14
Female Toilets	14	22
Male Changing	19	24
Male Showers	19	21
Male Toilets	19	25

Whilst facilities are getting better there is still some way to go to the point where all clubs offer modern fit for purpose boxing facilities.

- ◇ The Non Contact Boxing Programme has been something of a runaway success story with the quality of coaches and the programme receiving unanimous praise. Where it does fall down is in not creating links/pathways between schools and clubs to encourage and enable children to move from the programme into a club although it's also noted children may be finding their own way into a club having enjoyed the non contact sessions.
- ◇ The strategy has been well received by all stakeholders. It is perhaps the clubs themselves who look upon the strategy with the most discerning eye so it's encouraging to find that 8 out of 10 clubs attending the clubs Focus Group reckon their club has either *a lot* or *a bit* (6 registered *a lot*, 2 registered *a bit*) of ownership of boxing development by the Council across the City. All 10 clubs answered either *yes* (9 clubs) or *a bit* (1 club) when asked "*is Belfast's Boxing Strategy working for your club.*" The governing bodies and Sport NI recognise the strategy as having a positive impact.

## Recommendations

- 1.3** So the broad outcome of the review of baseline information is that the strategy, complemented by capital works, has progressed a number of its indicators. It has been well received by stakeholders. The recommendations for the next phase of implementation recognise that existing actions will continue on their delivery path, therefore the primary intention of the recommendations is to improve the strategy’s actions as they move forward. They are presented here in no particular order:-

Recommendation
Continue the Non-Contact Boxing Programme, with a direct link between clubs and schools/youth centres.
Develop governance and management through volunteers.
Reach out to the community with boxing programmes linked to fitness, well-being and health.
Progress with the Strategy’s Actions should be monitored and reported on a regular basis.
Provide mentoring support to clubs for selected Actions.
Liaise with schools in relation to staging boxing events in school premises.
Engage with the IABA Ulster Branch in complementary activities.
Look to qualify more coaches
Assess the <i>carrying capacity</i> of each club in each membership category and plan for projected increases.

- 1.4** This review looks at the strategy after the first three years of its implementation; the strategy is not quite a third of the way through its full ten year period. The overall view, based on survey and consultation work, is that the strategy is having a positive impact and influence on boxing clubs and boxing development throughout the City. All of the strategy’s 22 actions remain valid and should be continued although it’s noted that some actions have progressed faster than others. The series of recommendations here presented is designed to complement and supplement the existing strategic actions.

LABA

STRATEGIC CHALLENGE NUMBER 1: PATHWAYS- FROM GRASSROOTS- TALENT-ELITE (BOXERS, VOLUNTEERS AND OFFICIALS)

1.0 Aim	1.0 To have an effective, efficient pathway at all levels of boxing within Belfast, helping to engage and nurture talent.			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget
<p>1.1 To provide talent squads within Belfast at a range of age groups, linking into the IABA performance pathway.</p>	<p>To run talent ID Testing to select boxers for the following talent squads;</p> <p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>IABA Assistant HP Coach in Ulster will train all talented coaches taking the talent squad training sessions in the assessment and talent ID process.</p> <p>All Squads will also be tested inline with similar tests carried out for senior elite athletes within the Ulster High Performance System, this way exposing young boxers to HP System and likely fitness and training tests from a younger age.</p>	<p>All Belfast Clubs who cater for the following age groups:</p> <p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>IABA Staff time – Assistant High Performance Coach</p> <p>Belfast City Council Funds requested for coaching costs of talented coaches for testing process and venue hire- approximately £1,000</p>
<p>1.2 To run talent squads within Belfast for the following age groups;</p> <p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>1.2 To run talent squads within Belfast for the following age groups;</p> <p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>IABA High Performance Coach will oversee the design of the programme. In addition to his staff time, we will also ensure that the IABA Assistant High Performance Coach (due to be recruited in next 3 months) takes some sessions for the talented coaches who will deliver the squad training. The Assistant HP Coach in Ulster will mentor the coaches taking the talent squad training sessions.</p> <p>All Squads will also be brought up to the High Performance Unit in UUJ to take part in a session with the High Performance Coach.</p>	<p>All Belfast Clubs who cater for the following age groups:</p> <p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>IABA Staff time – High Performance Coach and Assistant High Performance Coach</p> <p>Belfast City Council Funds requested for coaching costs of talented coaches</p> <p>Venue Hire and appropriate equipment for the squads- approximately £2,250 per</p>

				squad training x 8 squads = £22,000
<b>1.0 Aim 1.0 To have an effective, efficient pathway at all levels of boxing within Belfast, helping to engage and nurture talent.- continued</b>				
Action	KPI	Action	KPI	Action
1.3 To provide an end competition for the talent squads to compete against other county teams	To run 5-8 competitions/competitive opportunities for the young boxers to showcase their talent and to demonstrate their progression since being on the talent squad programme.	<p>The CAB representatives will arrange a county competition within a Belfast venue and will provide referee/judges and table officials.</p> <p>Belfast City Council employees to book the mayor and the chair of the people and communities committee to attend the event and give medals and a short speech.</p> <p>BCC Marketing staff to provide PR support to gather local press and media coverage and interest.</p>	<p>Boy 1&amp;2/Girl 1&amp;2(11/12)</p> <p>Boy 3&amp;4/Girl 3&amp;4(13/14)</p> <p>Boy 5&amp;6/Girl 5&amp;6(15/16)</p> <p>Youth 1&amp;2- Boy/Girl (17/18)</p>	<p>CAB Volunteer time to organise, run and administer the county competition/competitive opp's.</p> <p>Belfast City Council Funds requested for</p> <p>Venue Hire, officials payments and medals for participants- approximately £4 k per event /competitive opp x 8 squads= £32,000</p>

<p>1.4 Free Gym Membership for Elite Performers</p>	<p>Numbers of Boxers successful in obtaining free membership per year</p>	<p>BCC to provide details of the scheme to the steering group</p> <p>Steering group will be responsible to distribute and communicate widely the scheme and its criteria.</p> <p>IABA staff can help boxers fill out forms if necessary</p>	<p>All National champions and Ulster and Antrim Champion boxers</p>	<p>IABA Staff to distribute and promote Free Gym membership through GLL Scheme to the Ulster HP Unit and any talented boxers in Belfast.- No cost aside from staff time</p>
<p>1.5 Promote Support for Sport- Individuals Grant</p>	<p>Numbers of Boxers successful in obtaining grant aid per year</p>	<p>BCC to provide details of the scheme to the steering group</p> <p>IABA Performance Pathways committee will be responsible to distribute and communicate widely the scheme and its criteria to all boxers within the HP Unit.</p> <p>IABA staff can help boxers fill out forms if necessary</p>	<p>All National champions and Ulster and Antrim Champion boxers</p>	<p>IABA Staff to distribute and promote support for sport grant aid to the Ulster HP Unit and any talented boxers in Belfast No cost aside from staff time</p>
<p><b>1.0 Aim</b></p>	<p><b>1.0 To have an effective, efficient pathway at all levels of boxing within Belfast, helping to engage and nurture talent.- continued</b></p>			
<p>Action</p>	<p>KPI</p>	<p>Action</p>	<p>KPI</p>	<p>Action</p>



<p>1.6 To work with BCC and NICGC for hosting Commonwealth Youth Championship Boxing in 2020 in Belfast</p>	<p>To host the Youth Commonwealth Boxing Championships in 2020 in a Belfast Venue such as Girdwood.</p>	<p>IABA will engage with NICGC around preferable venues that can accommodate boxing, taking into consideration the following factors:</p> <p>Accessibility,</p> <p>Financial resource</p> <p>Public Infrastructure- roads, transport, amenities</p> <p>Accommodation arrangements for teams.</p> <p>Venue capacity for teams and spectators</p> <p>Neutrality of venue- in relation to honouring our good relations commitments in light of events in 2012.</p> <p>BCC to take into consideration all of the IABA's issues outlined above to judge which venue is best placed to cater for boxing at the youth commonwealth games 2020.</p> <p>NICGC will presumably have the final say in the venues ultimately selected.</p>	<p>Boxers aged 16 and 17 and eligible to take part for Northern Ireland Commonwealth Games Team.</p>	<p>NICGC Funds as Event Organiser</p> <p>BCC Funds towards the hosting of Youth Commonwealth Games 2020</p> <p>Sponsorship</p> <p>SNI and DoC Grant Aid.</p>
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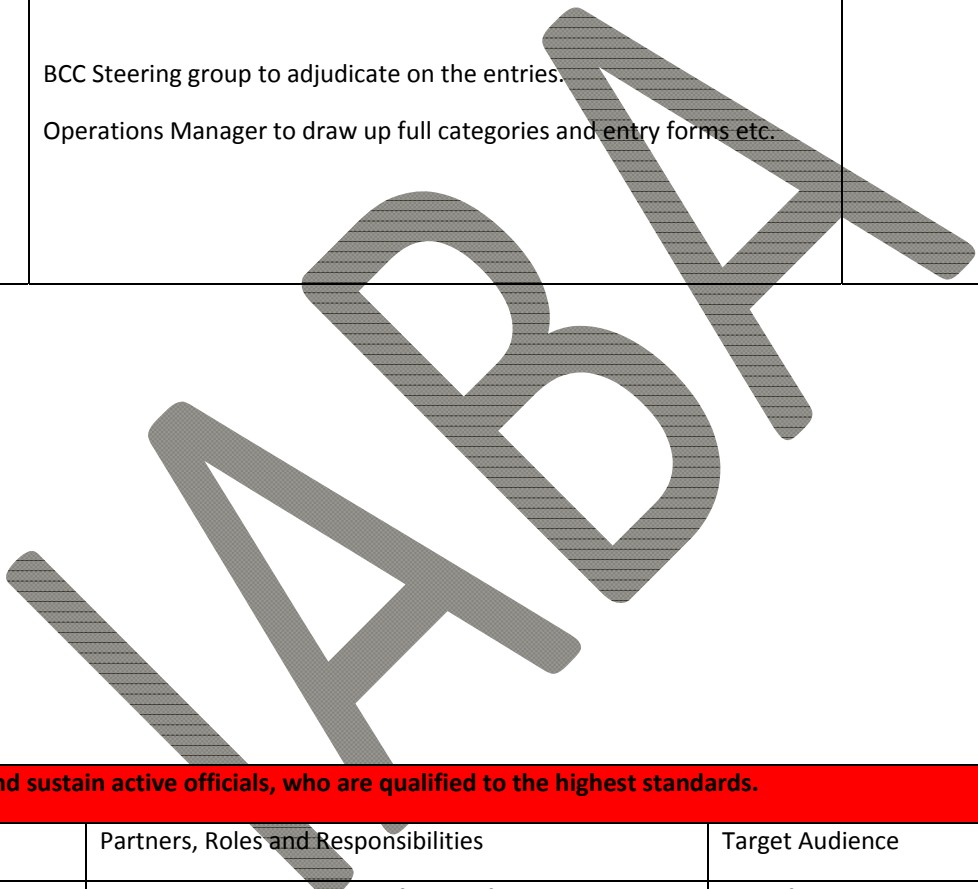
Aim	2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards.			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget
<p>2.1 To support the production of materials to attract volunteers into boxing.</p>	<p>The production of a boxing leaflet that outlines the volunteering opportunities within boxing clubs, that also outlines all the boxing club's within Belfast and club secretary details.</p> <p>The production of a volunteering post to encourage parents and boxers to volunteer and give time back to their club.</p>	<p>IABA Club Development Officer to design the volunteering leaflet and also the volunteering poster.</p> <p>Requesting Funds from Belfast City Council for the publication/printing of the aforementioned materials.</p>	<p>Parents of boxers, boxers themselves within clubs.</p> <p>Youth and school organisations with young adults looking to add to their CV and to volunteer for UCAS points etc.</p> <p>Youth Justice and Probation Board- community Service programmes.</p>	<p>IABA Staff time – Club Development Officer</p> <p>Belfast City Council Funds requested for printing costs- approximately £2,000</p>
<p>2.2 To support the delivery of an IABA led volunteer education event made for boxing clubs in Belfast.</p>	<p>1 event to be delivered per year- targeting all 27 clubs delivered by 31<sup>st</sup> March each year.</p>	<p>IABA to provide expertise of Club Development Officer within Ulster, Operations Manager and IABA Health and Safety Officer and Child Protection Officer to deliver a volunteer education and training event within Belfast</p> <p>IABA will also provide the Workforce Development Officer to run and administer the organisation each year.</p> <p>Topics and workshops to be included:</p>	<p>All 27 Belfast based clubs, with a minimum of 3 club representatives to attend and a maximum of 5.</p> <p>New Clubs under development.</p>	<p>IABA Staff time – Club Dev, Operations Manager, H&amp;S Officer and CP Officer and Workforce Officer</p> <p>Belfast City Council Funds requested for.</p>

		<ul style="list-style-type: none"> <li>• ClubMark- all associated best practice policies and procedures</li> <li>• Child protection training and updates</li> <li>• Health and safety of club facilities</li> <li>• New IABA Policies and procedures</li> <li>• Good Relations Training and update</li> <li>• Fundraising, Grant aid and sponsorship</li> <li>• Affiliation procedures</li> <li>• Volunteer committee roles and responsibilities</li> <li>• How to chair meetings</li> <li>• Roles and responsibilities of a club Treasurer</li> <li>• Examples and workshops providing examples of best practice</li> </ul> <p>Community outreach programmes such as: boxing for fitness, mental health and well-being programmes, rehabilitation programmes for offenders.</p> <p>BCC- to provide Girdwood Venue through GLL. If this is not possible we would seek to hire a Belfast Hotel venue</p>	Clubs Outside Belfast could attend at a cost.	Clubs Outside Belfast could attend at a cost.  BBC Funds requested approx. £5,000
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<b>Aim</b>	<b>2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards- continued</b>			
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Action	KPI	Action	KPI	Action
2.3 To host a volunteer recognition event, to help sustain the level of volunteering within the sport.	1 event to be delivered per year- targeting all 27 clubs delivered by 31 <sup>st</sup> March each year.	<p>IABA to provide expertise of the Operations Manager to design, run and deliver a volunteer recognition event within Belfast</p> <p>IABA will also provide the time of all other staff Offices on the evening to run and administer the organisation of the event each year.</p> <p>Belfast City Council to book Mayor and Chair person of the People and Communities Committee each year to speak and present prizes at the event.</p>	All 27 Belfast based clubs, with a minimum of 3 club representatives to attend and a maximum of 5.	<p>IABA Operations Manager Staff Time</p> <p>Steering Group time for drawing up categories and judging entries</p> <p>BCC Mayor and Chairperson of People and Communities Committee – Time at the event</p>

		<p>BCC Marketing and PR support from the media team within BCC, to help attract local press coverage.</p> <p>BCC Steering group to adjudicate on the entries.</p> <p>Operations Manager to draw up full categories and entry forms etc.</p>		<p>for short speech and presentation of a prize each.</p> <p>BBC Funds requested approx. £5,000</p>
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<b>Aim</b>	<b>3.0 To recruit, train and sustain active officials, who are qualified to the highest standards.</b>			
<b>Action</b>	<b>KPI</b>	<b>Partners, Roles and Responsibilities</b>	<b>Target Audience</b>	<b>Resource/Budget</b>
3.1 To support the delivery of an IABA led officials education	2- Officials each year- to be delivered by 31 <sup>st</sup> March each year.	IABA to provide expertise of UBC referee and judges committee within Ulster to help identify talented referees and judges within Belfast to take part in the programme.	Identified Level 1 and Level 2 referees and judges, actively judging in Belfast, identified by the Ulster refereeing and judging committee as potentially	IABA Staff time and committee members time - UBC Referee and Judges

programme for talented officials within Belfast		IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year.	talented referees and judges with ability to progress to national and international events.	committee and Workforce Officer  Belfast City Council Funds requested for approx. £4,000
3.2 To deliver grassroots refereeing, judging qualifications and table officials- ie	<p>Delivery of 1 referee &amp; judging course- 20 new referees by 31<sup>st</sup> March each year.</p> <p>1 scoring/event official course per year- 10 newly trained officials per year</p>	<p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year</p> <p>CAB will advertise, market and promote these opportunities to its affiliated members. CAB will also identify clubs who may not have qualified referees and judges within their clubs.</p> <p>UBC will also provide Referee Tutors to run the Level 1 and Level 2 referee and judging qualifications</p>	<p>New aspiring referees/judges aged 16 +</p> <p>Current Clubs without referee/judges</p> <p>New Clubs under development</p> <p>Clubs looking to run club events and tournaments</p>	Belfast City Council Funds requested for approx. £4,000

STRATEGIC CHALLENGE NUMBER 2: COACH EDUCATION AND DEVELOPMENT

Aim	4.0 To recruit, train and sustain active coaches, who are qualified to the highest standards.			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget
<p>4.1 To support the delivery of an IABA led Coach education programme for talented coaches within Belfast</p>	<p>To work with 5 coaches per year delivering a bespoke education programme by 31<sup>st</sup> March each year.</p> <p>4 year target by 31<sup>st</sup> March 2021.</p>	<p>IABA to provide expertise of HPC within Ulster and the performance pathways committee to help identify talented coaches within Belfast to take part in the programme.</p> <p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year.</p>	<p>Identified Level 1 and Level 2 Coaches, actively coaching in Belfast, identified by the Ulster HP Coach as potentially talented coaches with ability to progress to national and international coaching.</p>	<p>IABA Staff time and committee members time -HP Coach Ulster, performance pathways committee and Workforce Officer</p> <p>Belfast City Council Funds requested for £5,000</p>
<p>4.2 To source funding for the delivery of grassroots boxing qualifications- ie level 1 and level 2 IABA coaching awards</p>	<p>20 new coaches by 31<sup>st</sup> March each year.</p> <p>4 year target by 31<sup>st</sup> March 2021.</p>	<p>IABA will utilise the EBA programme budget to train new female coaches within Belfast.</p> <p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year</p> <p>CAB will advertise, market and promote these opportunities to its affiliated members. CAB will also identify clubs who may be either under or over capacity regards coaching-members ratio's.</p> <p>CAB will also provide Coaching Tutors to run the Level 1 and Level 2 qualifications.</p>	<p>New aspiring coaches aged 16 +</p> <p>Current Clubs who's carrying capacity is exceeding their number of qualified coaches</p> <p>Clubs looking to set up new sections to their clubs; eg female section, over 50's health and well-being etc</p>	<p>EBA- Funds for new Female Coaches.</p> <p>Belfast City Council Funds requested for £5,000</p>

4.3 To create a new online Coaching resources and online classes	Course to be designed and on line by 31 <sup>st</sup> March 2018  50 new participants to access online resources per year target by 31 <sup>st</sup> March 2021.	IABA will also provide the Workforce Development Officer and the High Performance Coach to devise new online coaching class and resources.	A wide range of coaches from grassroots up to talented coach level.	Belfast City Council Funds requested for design of online boxing courses, designed from introduction to boxing course, to general CPD. Cost £2,500
4.4 To increase the number of female coaches in Belfast	Annual EBA KPI's to be delivered by 31 <sup>st</sup> March each year.  4 year target by 31 <sup>st</sup> March 2021.	IABA will also provide the staff time of the Club Development Officer who runs the EBA "As Strong as a Girl" Programme.  IABA will utilise the EBA programme to help increase the number of female coaches in Belfast	Parents of female boxers, female boxers themselves, youth and school groups, Womens groups etc- all in a bid to actively target females to become coaches.	EBA Funds and IABA Funds- no additional funds required.
<b>Aim</b>	<b>4.0 To recruit, train and sustain active coaches, who are qualified to the highest standards.- CONTINUED</b>			
Action	KPI	Action	KPI	Action
4.5 To work with Disability sport NI to devise a new module for boxing coaches to be inclusive with people with disabilities	Course to be designed and ready for delivery by 31 <sup>st</sup> March 2018  20 new coaches to be trained in this per year target by 31 <sup>st</sup> March 2021.	DSNI and the IABA's Workforce Development Officer will work to devise the module/programme content.  IABA will run and administer the module/training once devised.	All qualified coaches in Belfast and all potential coaches in Belfast.	Belfast City Council Funds to devise a boxing specific programme for coaches to be inclusive with people with disabilities.  Request for use of BCC Funds for- Programme Design and production of content and resources, Cost £2,500

STRATEGIC CHALLENGE NUMBER 3: Club Support and Grassroots Development

Aim	5.0 To grow and sustain club membership by 20% by 2021			
Action	KPI's	Partners, Roles and Responsibilities	Target Audience	Resource/Budget
5.1 To hold come and try it events in collaboration with BCC sports development initiatives	100 pupils	IABA to organise and arrange schools come and try it events in conjunction with CAB.  2 Community Based coaches to run the event  IABA Development Officer to arrange	Females  Children and young people, schools, people with disabilities and people from areas of deprivation.	1X Community Based Boxing Coach- £30,000(salaries)  1x EBA Coach( no extra costs out of EBA funds)  Venue Hire, additional coaches to deal with capacity and marketing and advertising info and hire o ring etc if necessary - £2,000



		BCC to fund and promote event as BCC Event, BCC Media and PR Team to help get good local press coverage.		
5.2 Continue to run non-contact boxing sessions in schools	2000	<p>IABA Development officer to organise and arrange non contact sessions within schools</p> <p>2 Community Based coaches to run sessions</p> <p>BCC to fund and promote schools sessions.</p> <p>BCC Media and PR Team to help do a media launch for schools sessions and get good local press coverage.</p>	<p>Females</p> <p>Children and young people, schools, people with disabilities and people from areas of deprivation.</p>	<p><i>1X Community Based Boxing Coach- £30,000( salaries)</i></p> <p><i>1x EBA Coach( no extra costs out of EBA funds)</i></p> <p><i>No additional costs- IABA will provide coaches with equipment.</i></p>
5.3 Host Belfast Boxing Open Day for individuals and groups who would traditionally have no involvement in boxing.	100	<p>IABA to organise and arrange with local residents groups, community groups and youth groups to come and try it events in conjunction with CAB.</p> <p>2 Community Based coaches to run the event</p> <p>IABA Development Officer to arrange</p> <p>BCC to fund and promote event as BCC Event, BCC Media and PR Team to help get good local press coverage.</p>	<p>Females</p> <p>Children and young people, schools, people with disabilities and people from areas of deprivation.</p>	<p><i>1X Community Based Boxing Coach- £30,000(salaries)</i></p> <p><i>1x EBA Coach( no extra costs out of EBA funds)</i></p> <p><i>Venue Hire, additional coaches to deal with capacity and marketing and advertising info and hire o ring etc if necessary - £2,000</i></p>
5.4 Provide start up funding to allow for the development of new clubs across the city.	2 new clubs per year by 31 <sup>st</sup> March.	<p>BCC to provide grant aid for seeding grants and equipment grants through the sports development team if possible.</p> <p>The Steering Group committee could help to administer and manage the process if the sports development team cannot administer this process. The levels of funding are minimal with only 2 seeding grants available per year and 4 equipment grants.</p>	New Boxing Clubs within Belfast	<p>Seeding Grants – at £500 per club x 2 clubs per year= £1,000</p> <p>Equipment Grants - £500 per club x 4 clubs per year= £2000</p> <p>Total £3,000</p>

		The committee can devise the application process and scheme if required.		
<b>Aim</b>	<b>5.0 To grow and sustain club membership by 20% by 2021- CONTINUED</b>			
<b>Action</b>	<b>KPI's</b>	<b>Action</b>	<b>KPI's</b>	<b>Action</b>
5.5 Produce a club signposting leaflet, with details of all local Belfast clubs	Leaflet produced by 31 <sup>st</sup> March 2018.	IABA to design leaflet with relevant details of all local clubs and club secretaries. CAB to distribute to all clubs  BCC to fund production of leaflet	Parents of Boxers, Boxers, Youth Clubs, Schools etc.	£2,000
5.6 Promote the Support for Sport Scheme with local boxing clubs	Encourage 2 clubs to apply per year	IABA Staff to work with clubs to work up applications for Support for sport schemes.	27 Boxing Clubs based in Belfast	N/a No programme costs, only staff time.
5.7 Boxing Holiday Camps	180 participants per year	IABA Staff to arrange and organise Easter and Summer Holiday Camps for Boxing. CAB to provide coaches to aid EBA and Community Coaches.  15 participants per camp x 4 camps per holiday period x 3 holiday periods. Total of 180 participants  IABA will administer the booking process.	All 27 Boxing Clubs based in Belfast, target local schools also.	<i>1X Community Based Boxing Coach- £30,000( salaries)</i>  <i>1x EBA Coach( no extra costs out of EBA funds)</i>  Programme Costs- Venue Hire, Coaching Wages for additional coaches, marketing materials to facilitate bookings on the camp- all facilitated by IABA.

STRATEGIC CHALLENGE NUMBER 4: GOVERNANCE

Aim	6.0 To promote, improve and sustain good governance standards within Belfast Clubs			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget
6.1 To work with Belfast based clubs to achieve clubmark	To work with 2 clubs per year to attain reaccreditation/ accreditation	IABA Development Officer to work with clubs to achieve clubmark. BCC to fund incentive scheme regards clubmark accreditation	All 27 belfast based clubs	IABA Club Development Officer Staff Time BCC Funds £500 for bronze level accreditation £750 for silver level accreditation £200 for reaccreditation  Budget per year approx. - £1850
6.2 To deliver a good relations programme within Belfast	To deliver a good relations programme to 180 participants per year	IABA Operations Manager to build in Good Relations training into the holiday camps with 180 participants.  Designing a bespoke scaled down training programme from what is currently delivered to IABA Members		IABA Staff Tie- Operations Manager over oversees Good Relations and Equality issues and programmes.  IABA Good Relations bespoke Training Course designed for boxing in Ulster.  £3,150

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**Appendix 4 – IABA Strategy**

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