

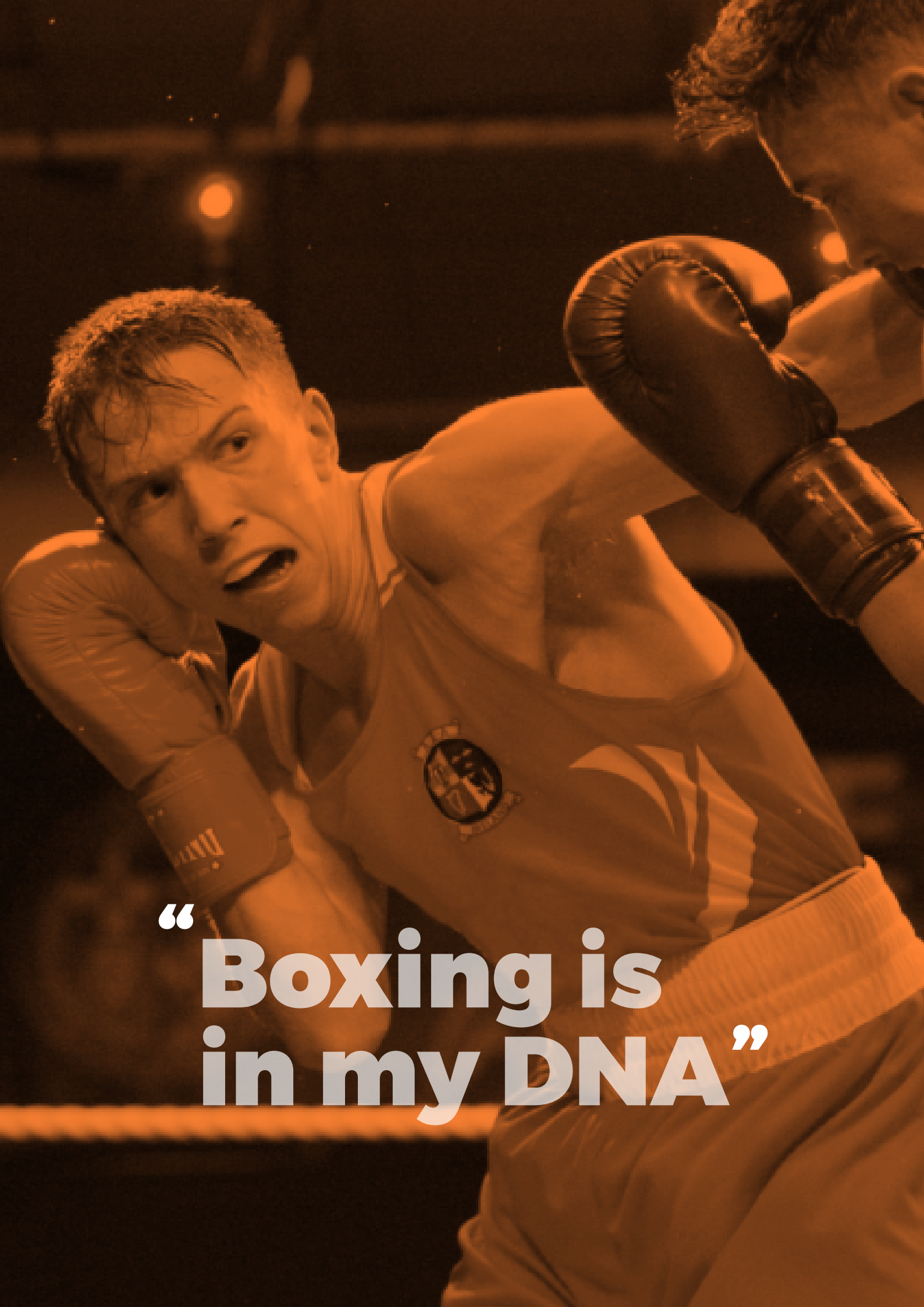


2017- 2020 Strategic Plan



Boxing Clever

IRISH ATHLETIC BOXING ASSOCIATION



**“Boxing is
in my DNA”**



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Message from our CEO

We have just come through a challenging period for boxing. This should focus everyone to come together to discuss and share how best to move our Association forward.

We have now had time to reflect and to think about how important boxing is to us, how we can influence and work together in the best interests of our sport and what our key priorities should be over the next four years.

In putting together this strategic plan a consultation process took place around the country and the question was asked “what does boxing mean to you?”

Boxing for me is what I grew up with. I come from a boxing family and boxing is a sport that I am proud of. It is a sport which plays an important role in Irish society and a sport which has delivered success on the international stage. We all need to ensure we strive to continue this success and to embrace any change required to deliver on this plan.

This plan has been developed in order to achieve key objectives. It sets out clear deliverable goals and has been written in a fashion that is broken down into actions which will be supported by an annual operational plan.

The key elements of the plan are:

- Growth of our membership base
- Effective and efficient governance of our organisation
- Financial stability and transparency
- Promotion of our boxers and our sport
- Development of boxing activities to encourage more participation particularly amongst women and young people
- Continued development of our High Performance Programme and our top and up-and-coming athletes to reach new competitive heights
- Development of our coaching, refereeing, judging and volunteer network
- Providing continuous development and support for volunteers, officials and staff
- Ensuring positive interaction and communication with stakeholders

The economic landscape for sport continues to present challenges. Boxing recognises this and its own importance in Irish society, particularly in many disadvantaged areas. The benefit of sporting and recreational relief is widely recognised and the Irish Athletic Boxing Association (IABA) will take on an even greater role within our communities to make our sport even more widely available to all.

The success of our elite athletes at an international level attracts many young people to our sport and helps to secure the continuous flow of talent through our dedicated clubs around the country. This talent must be supported and protected at every level through our High Performance Programme. To ensure future success, the strategic recommendations of the High Performance Post Rio Review have also been embedded in this plan.

In order for this plan to succeed it requires the ongoing commitment of all in the immediate and wider boxing family. I would like to say thank you to our volunteers, coaches, judges, referees, officials and clubs for your continued dedication and commitment. I would also like to acknowledge those who contributed and participated in the overall consultation process and to thank our Chairman, President and our entire Board for adopting this plan.

I also appreciate the vital role our funders Sport Ireland, Sport Northern Ireland, Department of Transport Tourism and Sport and Dublin City Council all play in developing our sport and I sincerely thank them on behalf of our membership.

We are very proud and ambitious for good reason, but we now need to move forward together to create a stronger Association to ensure the long-term success of our great sport.

Yours in Boxing



Chief Executive Officer
Irish Athletic Boxing Association



Our Vision

To be Ireland's leading Olympic sport, to inspire Ireland to participate in boxing and to achieve international success.



Our Mission

To foster a culture and an environment that nurtures participation, identifies talent and supports all within the boxing family to reach our full potential.



Our Values

Respect

We respect each other and listen to each other's view point

Trust

We trust each other and work in the best interests of Irish boxing

Inclusion

We welcome everybody to take part in boxing from all communities

Excellence

We strive for excellence in everything we do

Teamwork

We are one team inside and outside the ring

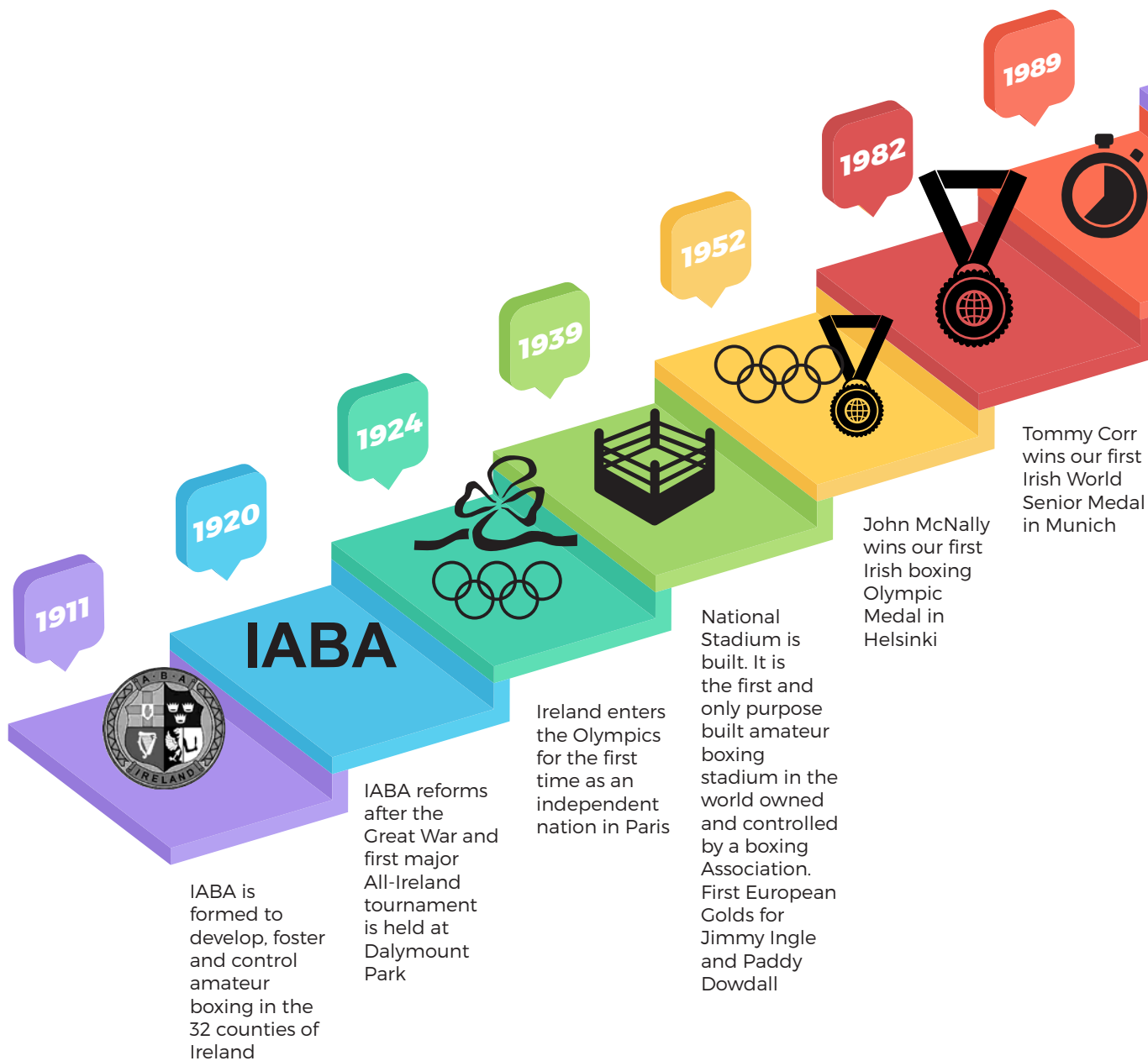
Integrity

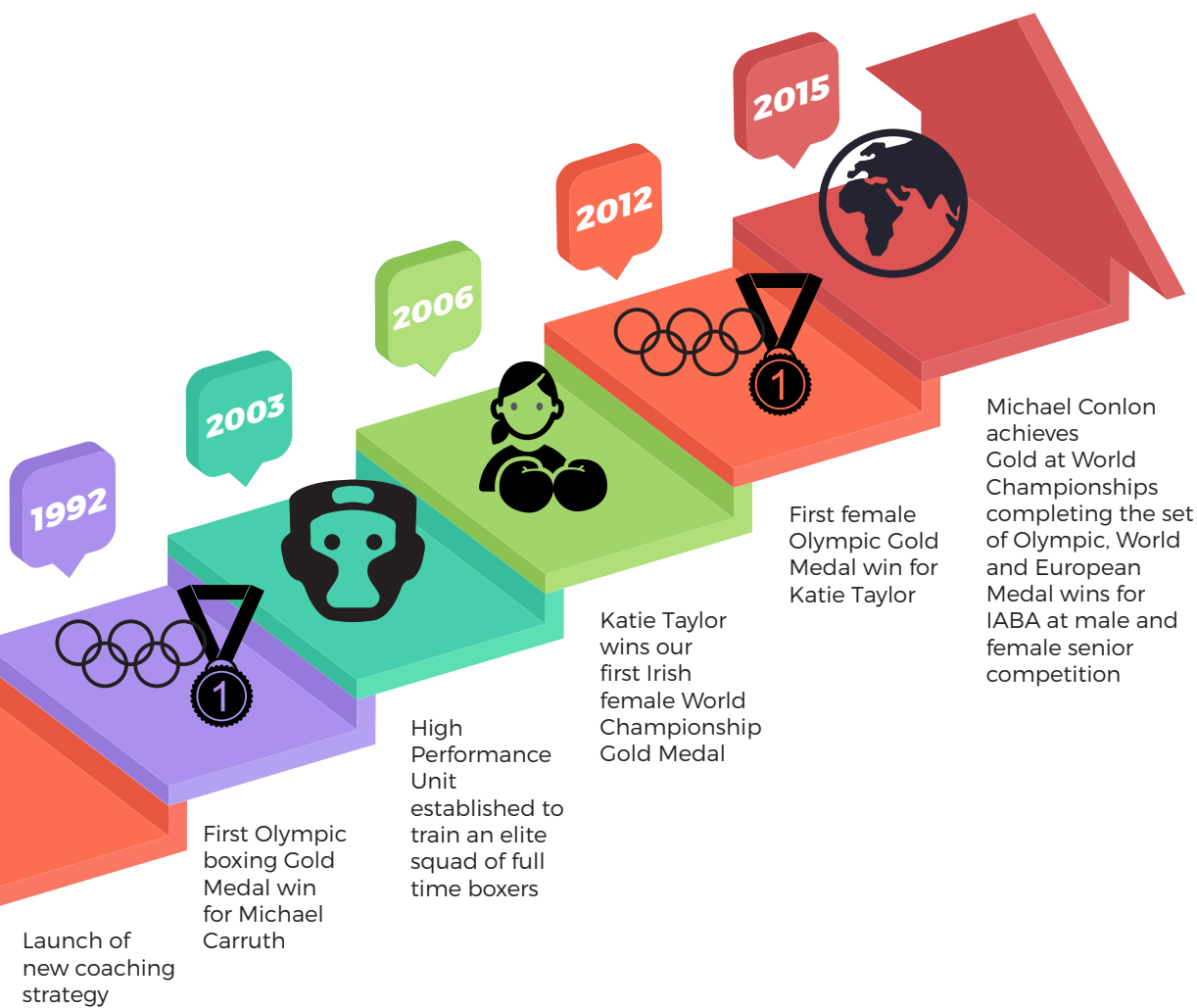
We are honest, transparent, open and accountable

Leadership

We set the direction, bring people with us and engage

Our 105 year history





Embracing change over the past **105** years

Our story

Most successful Olympic sport in Irish history

Boxing in numbers



16,500
Members

77%
Male

75%
Under 18



87
Schools

1,702
children participating
at primary level

1,113
participating at
secondary level



355
Clubs

38
Connacht

133
Leinster

52
Munster

132
Ulster



1,200
Coaches



16

Olympic
Medals



18

World
Elite Medals



55

European
Elite Medals



3

Olympic
Youth
Medals



18

World
Youth
Medals



29

European
Youth
Medals



53

Commonwealth
Elite Medals

Our current structure



The structure of the IABA is currently being reviewed as part of this strategic plan. We will undertake this review in line with best practice and good governance.

We are governed by our Board of Directors; Joe Christle Chairman, Pat Ryan President, Kevin Duffy, Des Fitzgerald, Bernadette Harold, Joe Heron, Ciarán Kirwan, David O'Brien, Dr. Joe McKeever and Gerry O'Mahoney.

Our sport is structured through our Officer Board, Central Council, Provincial Councils, County Boards and Clubs.

Our staff of 21 is managed by our CEO.

We listened

We met and listened to you

Over 220 of you replied to our survey providing feedback across a broad range of areas.

Over 100 participated at our member focus group meetings around the country in Belfast, Clane, Claremorris, Dublin, Mitchelstown and Omagh and in one to one meetings and phone calls.

You were open and honest and gave us valuable insight into how best to move our Association forward in a constructive way in the coming years. Your combined feedback has formed the basis of this plan.

You told us you want us to improve and enhance the Irish boxing experience for all those involved. You expressed a great desire to see change and to modernise and promote a positive image of our sport.

We acknowledge and thank everyone who contributed during the consultation stage and to all our stakeholders for their continued support and assistance.

A number of reports were also reviewed as part of this process including: A Review of the Irish Boxing team's performance at the 2016 Rio Olympic Games, prepared by Kotinos, 2011-2016 IABA Strategic Plan, Healthy Weight for Ireland; Obesity Policy and Action Plan 2016-2025, Sport Ireland and Sport Northern Ireland performance plan submissions, National Physical Activity Plan 2016, IABA Rule Book, Code for Good Governance, Memorandum and Articles of Association, A Charter for Sport Governance UK 2016 and IABA Annual Reports.

We now need to take pride in our history and tradition but recognise the need to change from a traditional organisation to a more modern day fit for purpose, well led national sporting body.



“We are boxing”

Summary of key findings of our survey

40% of those who participated in the survey, have been involved in boxing for over 10 years

Top 4 positive aspects of Irish boxing in last 3 years

- 1 Seeing club develop
- 2 Supporting young boxers
- 3 Making a difference
- 4 Attending boxing events

Least positive aspect of Irish Boxing last 3 years

National and Club politics

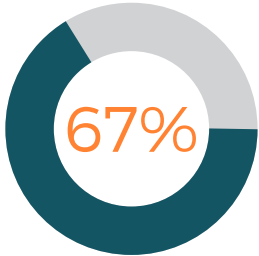
Coaching



Volunteers

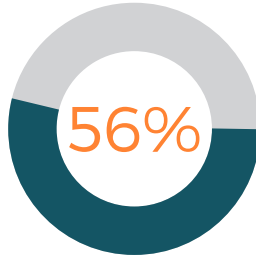


High Performance



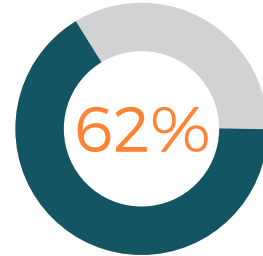
Consider the High Performance Programme good or excellent

Women



See access for women improving

Local Authorities



Want more to be done to link with Local Authorities

Participation

69%



Believe attracting participation is on a range of poor to fair

65%



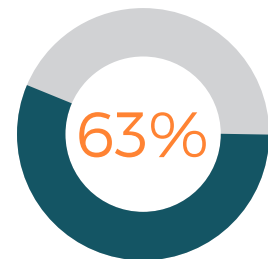
Believe IABA should use boxers to visit clubs and promote boxing more

60%



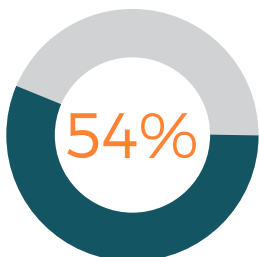
Believe IABA should outreach more to schools

Refereeing/Judging



See standards as poor to fair

Rules and regulations



See implementation as poor to fair

Communications channels used to keep up with boxing information

61%



IABA website

56%



IABA Facebook

34%



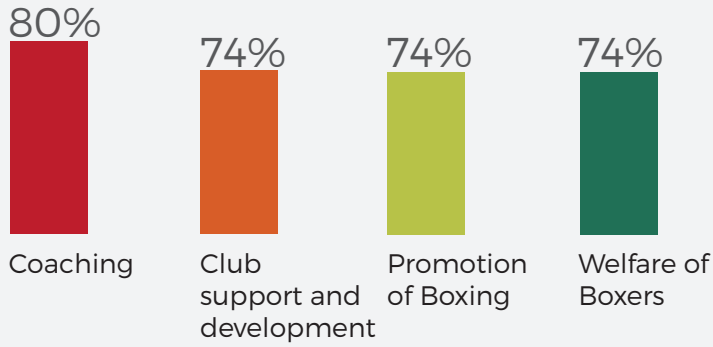
TV

26%

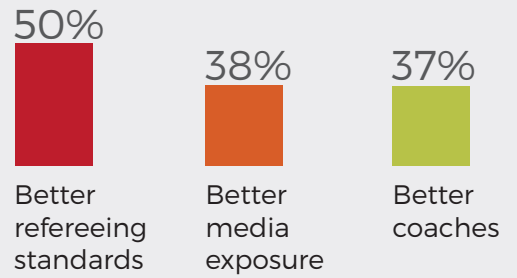


Printed or online newspapers

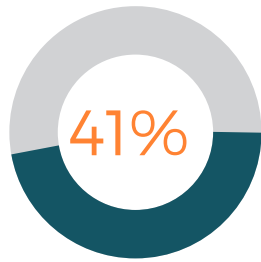
Your top 4 priorities for Irish Boxing



What can the IABA do to help?

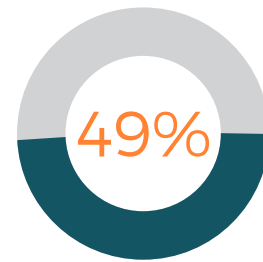


National Sports Campus at Abbotstown



Are not aware of facility

National Stadium



Have visited in last 12 months



A young boy with short, light-colored hair is the central focus, wearing a dark, sleeveless athletic top and white boxing trunks. He is holding a gold medal on a dark ribbon in his right hand, looking directly at the camera with a slight smile. His left hand is raised, showing a white boxing glove with a dark patch on the back. The background is a boxing ring with a wooden floor and a rope barrier. A large, stylized mural of a boxer is visible on the wall behind him. The entire image has a warm, orange-brown color cast.

**“ Our clubs are the
lifeblood of our
Association ”**

What boxing means to you

Feedback from focus groups



Belonging



Character building



Confidence



Commitment



Community



Competition



Controversy



Defensive art



Discipline



Enjoyment



Family



Fitness



Friendship



In my DNA



Life changing



Passion



Politics



My life



Opportunity



My purpose



Social responsibility



Skill



Volunteers



Warrior



Pride

Who are our key audiences

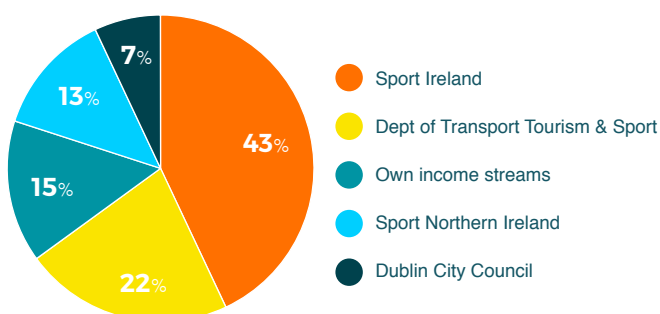


Where we want to be

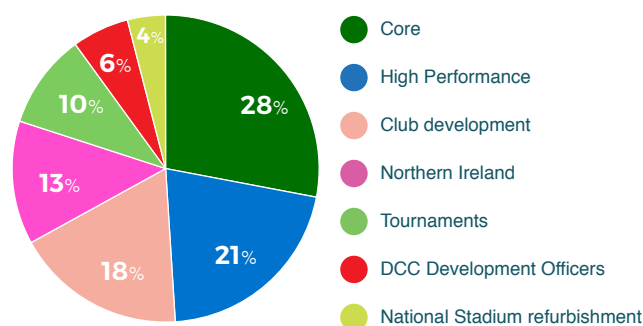
Where are we now

- Historically most successful Olympic sport
- Strong club and volunteer network
- Pride and passion in our sport which reaches into all communities
- Traditional Association
- Fragmented relationships
- Poor communications and public image

Income 2015



Expenditure 2015



Where we want to be in 2020

- Modern fit for purpose dynamic organisation
- Listening and respecting each other
- Working in the best interests of boxing
- Success on the international stage
- Engaging and communicating effectively
- Growing numbers involved in boxing
- Increasing and diversifying our funding streams

Overall Aims

- Increase participation by 15%
- Establish robust corporate governance systems at all levels
- Communicate more effectively
- Increase own income streams and diversify to 25% of overall income by 2020
- Top five in world rankings. Top three countries of boxers qualified for Tokyo 2020

Long Term Aim

World number one boxing nation

Our Plan



Our Goals



In the ring

Develop and support the sport of boxing to ensure growth and success at all levels

At the core of our existence is boxing. Improving and enhancing the pathway for recreational, competitive and elite boxing is central to our being and in achieving success



Outside the ring

Fully support and respect our members and volunteers and provide the right environment to help us grow our sport

We have listened. We recognise and understand our members and volunteers needs as we progress and develop our sport



In the spotlight

Champion Irish boxing, tell our story, build our brand and raise our profile

Our review has highlighted a desire to promote and communicate a more positive image of boxing



Our Association - Back to basics

Strengthen and improve our Association to ensure we operate as a modern day fit for purpose professional national sporting body

We need to take pride in our history and tradition while recognising the need for change from a traditionally structured Association to a more modern day fit for purpose well led national sporting body

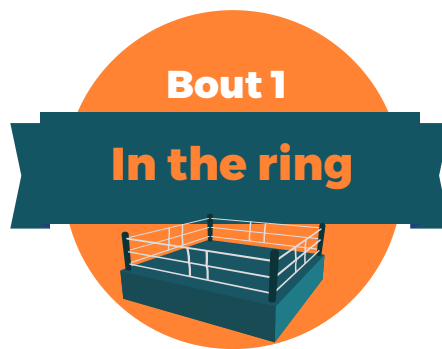


Our finances

Maximise our funding and improve our financial standing by diversifying income streams and becoming more financially self sufficient

We acknowledge and thank our stakeholders for their continued financial assistance. We need to retain this assistance but also identify new revenue streams to support our long-term development and growth

Our Goals and our Actions



Develop and support the sport of boxing to ensure growth and success at all levels

What we are going to do	By When
1.1 Encourage participation	
1.1.1 Ensure our Values (Respect, Trust, Inclusion, Excellence, Teamwork, Integrity and Leadership) are at the core of everything we do and are visible in all our communications so everybody feels welcome to join and participate in boxing	Ongoing
1.1.2 Collaborate with local authorities to increase the number of development officers at regional level	Ongoing
1.1.3 Examine reasons for boxers dropping out of our sport and produce a plan to address these issues where possible	Ongoing
1.1.4 Establish current membership around the country through our new customer relationship management (CRM) system	2017

What we are going to do	By When
1.1.5 Produce template for clubs to help them strengthen and promote boxing in their local areas both from a sports and health perspective	2017
1.1.6 Promote the school's "Start Box" programme to all the regions	2017
1.1.7 Identify new ways to strengthen our reach in disadvantaged areas	2017
1.1.8 Initiate boxing for fitness programmes into our clubs using the expertise within boxing to deliver fitness and wellbeing to a potentially greater number of people	2017
1.1.9 Encourage parents to get involved through club open nights and ongoing communications through a welcome pack template for clubs	2017
1.1.10 Continue to encourage clubs to promote themselves as female friendly to inspire women and young girls to get involved in our sport	2017
1.1.11 Develop other programmes suitable to be rolled out by clubs in conjunction with their local schools and communities	2018
1.1.12 Develop greater links between clubs and colleges/universities to retain our boxers at third level, develop further third level championships, encourage recruitment drives within third level clubs	2018
1.1.13 Collaborate with other sports to leverage our sport through use of existing structures in regional areas	2018
1.1.14 Review and measure our existing competition structure and set a target to increase participation in our competitions	2018
1.1.15 Re-energise and design a new competition framework to increase participation and meet the agreed target	2020

1.2 Increase our coaching numbers and ensure consistent standards of coaching	
1.2.1 Develop a clear pathway for coaches from club to international level	Ongoing
1.2.2 Work with third level institutions to incorporate boxing more into the third level system	Ongoing
1.2.3 Evaluate and audit the current coaching programme and update our database	2017
1.2.4 High Performance Director to design a national coaching programme and engage with High Performance Coaches to support and roll out coaching programmes and regional workshops	2017

What we are going to do	By When
1.2.5 Educate and inform our members on the pathway to becoming a coach by issuing coaching information directly on a regular basis	2017
1.2.6 Roll out existing female coaching courses to each province with aim to have 100 additional female coaches qualified each year	2017
1.2.7 Host annual coaching conference	2017
1.2.8 Introduce a code of conduct for coaches	2017
1.2.9 Support club coaches via ongoing coach education	2017
1.2.10 Encourage our former boxers and former participants of the High Performance Programme to qualify and actively participate as coaches	2018
1.2.11 Assessment at all levels of coaching to be introduced	2018
1.2.12 Increase the number of tutors within the coaching programme	2019

1.3 Improve judging and refereeing standards	
1.3.1 Provide ongoing training and mentoring	Ongoing
1.3.2 Encourage our referees and judges to attain international standards	Ongoing
1.3.3 Support our participants to actively seek appointments to international competitions	Ongoing
1.3.4 Ensure our Values (Trusts, Respect, Inclusion, Excellence, Teamwork, Integrity and Leadership) form part of the education programme	2017
1.3.5 Set clear criteria and standards which must be met in order to qualify and to continue to receive appointments	2017
1.3.6 Introduce a code of conduct for referees and judges	2017
1.3.7 Audit number and geographic location of our referees and judges	2017
1.3.8 Review the appointments process for individual events to ensure openness and transparency	2017
1.3.9 Inform members on how to become a judge and/or a referee and establish a clear career path for achieving this	2018
1.3.10 Rollout a recruitment campaign to encourage new participants	2018
1.3.11 Run sufficient courses to achieve appropriate numbers at all levels	2018

What we are going to do	By When
1.4 Provide clear boxer pathway from initial participation to high performance level	
1.4.1 Create a structured pipeline to identify talent to compete at the highest standard possible and ensure this is communicated to all	Ongoing
1.4.2 Implement disciplinary sanctions at all levels of boxing	Ongoing
1.4.3 Examine and develop opportunities within AIBA Pro Boxing framework in conjunction with High Performance Director	Ongoing
1.4.4 Appoint an experienced and qualified High Performance Director to lead the High Performance Unit at all major competitions including the Olympic Games	2017
1.4.5 Establish a new organisational structure for the High Performance Unit consisting of; High Performance Director, High Performance Head Coach, High Performance Coaches, High Performance Administration Manager, full time physiotherapist, medical expert, High Performance Board and support services with clear defined roles and responsibilities for each	2017
1.4.6 High Performance Director to have responsibility for adhering to agreed budgets and for discipline within the unit and reporting to the CEO	2017
1.4.7 High Performance training to take place in world class training facilities in National Sports Campus Abbotstown	2017
1.4.8 Create a regional structure to ensure boxers meet their full potential at all levels	2017
1.4.9 Instil discipline throughout the programme and introduce a scale of disciplinary offences and a code of conduct to be signed by all participants	2017
1.4.10 Continue working with the Institute of Sport to ensure the latest sports science technology, performance analysis, data analytics, nutrition and strength and conditioning programmes are delivered to our High Performance Unit together with educational and personal development assistance for our boxers	2017
1.4.11 Communicate and engage with the wider boxing community on work completed on a regular basis	2017
1.4.12 Design a programme with third level institutions to develop educational opportunities for boxers	2017
1.4.13 Carry out a feasibility study with a consortium of partners to assess the viability of establishing an Irish based World Series Boxing franchise	2018



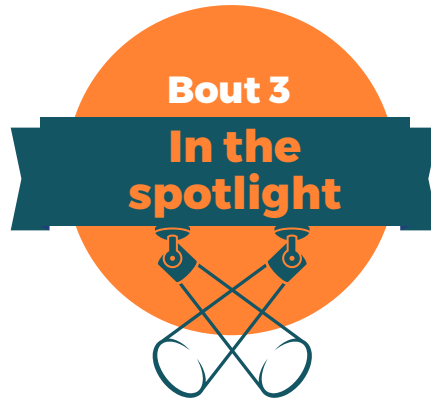
Fully support and respect our members and volunteers and provide the right environment to help us grow our sport

What we are going to do	By When
<p>2.1 Support our Officer Board, Central Council, Provincial Councils, County Boards, Clubs, Members and Volunteers in a more effective way</p>	
<p>2.1.1 Bring the knowledge, skills and expertise of our High Performance Director, coaches and boxers to the boxing family via club visits and open days</p>	<p>Ongoing</p>
<p>2.1.2 Develop and distribute a “Member’s Charter”</p>	<p>2017</p>
<p>2.1.3 Staff to work and engage with volunteers by providing assistance on queries</p>	<p>2017</p>
<p>2.1.4 Provide opportunities to visit the facilities at National Sports Campus Abbotstown</p>	<p>2017</p>
<p>2.1.5 Develop opportunities for clubs to use the National Stadium for more club events</p>	<p>2017</p>
<p>2.1.6 Stock take and put equipment process protocol in place for volunteers for team gear</p>	<p>2017</p>
<p>2.1.7 Roll out education and training workshops with guides and toolkits. To include; Running your Club; Boxer Welfare; Child Protection; Social Media; Fundraising/Finance; Communications/PR; Good Governance; Anti-Doping; Insurance; Health and Safety; IT / Cybersecurity; Facility Development</p>	<p>2018</p>

What we are going to do	By When
2.1.8 Provide a member's specific area on our website with downloadable tools and resources	2018
2.1.9 Highlight and support the excellent work our clubs are doing in their communities	2018
2.1.10 Roll out and support a club accreditation process which measures a club's progress and development via a gold, silver and bronze accreditation system	2019

2.2 Recognise the valuable contribution of all our volunteers	
2.2.1 Say "thank you"	Ongoing
2.2.2 Enhance the existing annual awards event to focus on all those who volunteer in our sport	2017
2.2.3 Build and develop relationships between volunteers and staff by forming working committees to work together on key projects and events	2017
2.2.4 Create a new monthly recognition programme "Club of the Month" for members	2018

2.3 Development Officers	
2.3.1 Continue to expand our work with Local Sports Partnerships	Ongoing
2.3.2 Define the role of all Development Officers	2017
2.3.3 Appoint Development Officers to work on a regional basis	2017
2.3.4 Continue our work with Dublin City Council on evolving and developing the role to ensure maximum effectiveness	2017
2.3.5 Initiate meetings with other local authorities to investigate opportunities for investment in at least six new Development Officers	2020



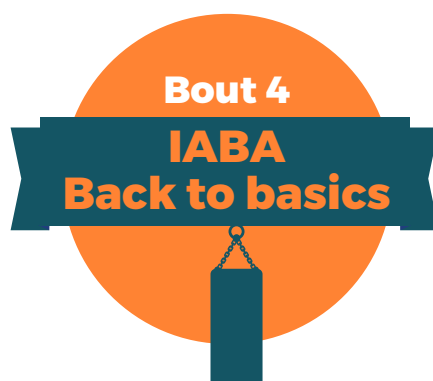
Champion Irish boxing, tell our boxing story, build our brand and raise our profile

How we get there	By When
3.1 Rebrand the Association to reflect a modern dynamic inclusive and progressive home of boxing	
3.1.1 Design a new look and feel for the Association to attract new members and corporate partners	2017
3.1.2 Launch new brand	2018
3.1.3 Roll out brand to our members, clubs, agencies and partners	2018/2019
3.2 Boxers to partake in promotional activities to promote the sport of boxing in a positive way	
3.2.1 Attend a set number of key events, launches and the Annual Convention each year	2017
3.2.2 Visit clubs to raise profile of boxing	2017
3.2.3 Ensure our medal winners on the international stage are recognised, promoted by the Association and a protocol is put in place	2017
3.2.4 Leverage any participation of our boxers in World Series Boxing	2018

How we get there	By When
3.3 Produce communications plan to promote and tell the Irish boxing story in a proactive and effective way	
3.3.1 Review communications channels	2017
3.3.2 Produce internal and external communications plan to include: <ul style="list-style-type: none"> · Core messages · Digital content plan · Best practice and latest technology 	2017
3.3.3 Agree our core messages and speak with one voice through an agreed spokesperson	2017
3.3.4 Promote our core messages, events, boxers and competitions to print, radio, tv, online and social media channels	2017
3.3.5 Develop a media rights package to ensure our sport is viewed by as many people as possible	2017
3.3.6 Appoint Communications/ Commercial Manager	2017
3.3.7 Implement a communications system to engage directly with our members	2018

3.4 Build and improve relationships with our key audiences to widen our reach and impact	
3.4.1 Implement this strategic plan	Ongoing
3.4.2 Develop a lobbying and influencing plan on behalf of boxing to include relevant political, media, international and domestic audiences	Ongoing
3.4.3 Identify key issues and use our voice to influence and build alliances within AIBA more effectively and collaborate with other national boxing Associations to effect change where needed	Ongoing
3.4.4 Develop a stakeholder plan which clearly identifies our objectives for each of our key audiences	2017
3.4.5 Clearly set out the role of the Board, President, Chairman and Chief Executive Officer in relation to key stakeholder meetings	2017

How we get there	By When
3.5 Use latest technology available to communicate more effectively	
3.5.1 Implement a communications system to engage directly with our members	2017
3.5.2 Build a digital boxing community through review and expansion of all social media channels	2017
3.5.3 Publish a monthly club E-newsletter	2017
3.5.4 Redesign website to make information more accessible, to include video content and to reflect new brand of the Association	2018
3.5.5 Utilise a national database to collate all key performance indicators, activities and finances	2018
3.6 Market our Sport	
3.6.1 Produce marketing plan to re-energise interest in attending boxing and to highlight the entertaining skilful appeal it has	2017



Strengthen and improve our Association to ensure we operate as a modern day fit for purpose professional national sporting body

What we are going to do	By When
4.1 Introduce necessary changes to the governance and structures of the Association	
4.1.1 Review and update IABA Rules in line with best practice and the “Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland” to include: <ul style="list-style-type: none"> · Structures of the Association · Roles and responsibilities of: Board, Council, Officers, Provincial Councils, County Boards, President, Chairman, Treasurer, Secretary and CEO · Committee’s remit and terms of reference · Executive and non-executive functions · Boxing specific rules · Disciplinary rules · Codes of conduct at all levels 	2017
4.1.2 Update the Association’s organisational chart and set out decision making processes	2017
4.1.3 Appoint an experienced and qualified High Performance Director to lead the High Performance Unit at all major competitions including the Olympic games with responsibility for adhering to agreed high performance budget and discipline within the unit	2017
4.1.4 Establish a new organisational structure for the High Performance Unit consisting of; High Performance Director, High Performance Head Coach, High Performance Coaches, High Performance Administration Manager, full time Physiotherapist, medical expert, High Performance Board and support services with clear defined roles and responsibilities for each	2017
4.1.5 Review and update all Association policies	2018

What we are going to do	By When
4.2 Inspire, motivate and lead from the top of the Association	
4.2.1 Roll out our new Vision, Mission, Values and Strategic Plan to clubs in a nationwide roadshow	2017
4.2.2 Speak with one voice via agreed communications channel	2017
4.2.3 Lead by example through two-way engagement and nationwide club visits	2017
4.3 Ensure all staff are operating in an effective way and are fully supported	
4.3.1 Build relationships between staff and volunteers through working together on key boxing projects	Ongoing
4.3.2 Review all Human Resource policies and procedures and update the employee handbook	2017
4.3.3 Provide induction to staff to cover all areas including; the Association's Values, the importance of volunteers and their role in representing Irish boxing	2017
4.3.4 Train and upskill staff to meet the needs of the Association	2017
4.3.5 All staff to visit the National Sports Campus, Abottstown	2017
4.3.6 Introduce best practice recruitment and selection procedures for all appointments	2017
4.3.7 Hold regular staff meetings and team building exercises	2017

What we are going to do	By When
4.4 Instil the Values of Irish Boxing in the culture of how we do our business	
4.4.1 Reference our new Values in our communications, meetings and daily work	2017
4.4.2 Teach children taking part in boxing the importance of our Values	2017
4.4.3 All programmes to incorporate our Values	2017
4.4.4 All our training and workshops to incorporate our Values	2017
4.4.5 Become more open and transparent though publication of key meeting updates on website, quarterly reports and CEO annual review in convention report	2017
4.4.6 Display posters in our clubs, our offices and at our boxing events	2018
4.5 Review office facilities	
4.5.1 Evaluate our options with regard to facilities available at the National Stadium and the National Sports Campus Abbotstown	2017
4.5.2 Examine plan for use of office space at the National Stadium	2017
4.5.3 Meet with other sports to identify best practice	2017
4.6 Use our National Convention as the annual flagship event for IABA to showcase the year's activities and successes	
4.6.1 Put plan in place for hosting of event	2017
4.6.2 Communicate importance of attendance and participation	2017
4.6.3 Set clear agenda, presentations and running order	2017
4.6.4 CEO to present and publish annual activity report	2017
4.6.5 Engage members with interesting boxing related content	2017
4.6.6 Use latest technology and video to enhance delegate experience	2017



Maximise our funding and improve our financial standing by diversifying income streams and becoming more financially self sufficient

What we are going to do	By When
5.1 Maximise our funding and improve our financial standing by diversifying income streams and becoming more financially self sufficient	
5.1.1 Work together to implement all funding criteria	2017
5.1.2 Build solid working relationships with our funders	2017
5.1.3 Agree plan for regular communications and meetings	2017
5.1.4 Implement this plan	2020
5.2 Identify new funding opportunities	
5.2.1 Research funding available from non-sport budgets (e.g. Health, Education, Social Protection and Training programmes) or other programmes or initiatives (e.g. EU, Cross Border)	2017
5.2.2 Research Corporate Social Responsibility (CSR) opportunities for boxing	2017
5.2.3 Apply to AIBA for any other funding which may be available	2017
5.2.4 Develop new plans and programmes to target funding and to meet funding criteria (e.g. female participation)	2018

What we are going to do	By When
5.3 Secure key sponsorship and media rights partners	
5.3.1 Prepare a fit for purpose pitch and rights package for the sponsorship and media market	2017
5.3.2 Utilise all contacts and relationships to maximise the commercial potential of Irish Boxing in the Irish sports market	2017
5.3.3 Liaise with Boxers to agree their participation in commercial activities and activation of sponsorship and media rights	2017
5.3.4 Develop programmes which increase growth in boxing and are attractive to sponsors and media partners	2018
5.4 Examine potential revenue opportunities from the National Stadium	
5.4.1 Examine existing revenue streams from the National Stadium and prepare an annual events plan to maximise revenue streams from the venue and car park	2017
5.4.2 Employ a Stadium Manager to run and promote the National Stadium as a venue	2017
5.4.3 Explore the naming rights potential for the National Stadium	2018
5.4.4 Review the options available to IABA with regard to re development or potential sale of the National Stadium	2018
5.4.5 Ensure all national events are marketed and profitable	2019
5.5 Identify potential funding streams for our members	
5.5.1 Provide assistance and guidance to clubs to enable them complete grant applications	2017
5.5.2 Work with external stakeholder agencies that have a mutual interest in funding and governance of clubs (e.g. Clann Credo, Pobal)	2018
5.5.3 Examine fundraising initiatives for clubs undertaken by other sporting bodies (e.g. online club lotto, national draw)	2018
5.6 Review our affiliation fees and structures to affiliate directly with IABA	
5.6.1 Review fees for membership	2018

Highlights 2017-2020



2017

- Values at core of Association
- Operational plan implemented to achieve strategic goals
- Post Rio recommendations implemented
- More female friendly clubs
- Members informed on coaching pathway
- High Performance Director appointed

- New website and re-brand
- Restructured organisation
- Club education and training rolled out
- Coaching assessment introduced
- Recruitment campaign launched for judges and referees

2018



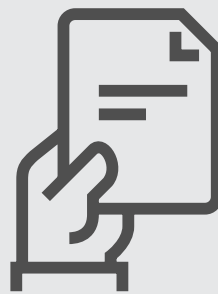


- Strategic plan implemented
- Plan 2017-2020 reviewed
- Plan 2021-2024 developed

2019

2020

- Key stakeholder database in place
- Income streams increased and diversified
- Club accreditation process implemented
- Number of tutors and coaching programmes increased
- New brand rolled out



Implementation of Plan

This plan will be supported by an annual operational plan. This operational plan will be prepared by the CEO and approved by the Board in conjunction with preparing annual budgets. This operational plan will take each of the actions and set out clearly:

1. Who is responsible for each action
2. Specific details of how each action will be implemented
3. How each action will be measured for success through key performance indicators
4. Detailed timetable and milestones for each action and each of the five overall goals
5. Budgets required and potential revenue streams
6. Resources required to achieve each action

The CEO will manage this process on a daily basis and the operational plan will form the framework for individual staff objectives which in turn will form part of our annual staff performance management reviews.

A steering committee consisting of members of the Board and staff, chaired by the CEO, will also oversee implementation to ensure each of the

strategic goals are being met in line with the overall timetable. This committee will meet on a quarterly basis to monitor progress of the operational plan in line with this overall strategic plan.

The strategic plan will be measured on a quarterly basis by the Board of Directors and members will be updated on our progression.

Conclusion

Boxing matters. Values are important. Change is not always easy. Working together is vital. This plan is one of change. We should always respect the people who in the past gave so much to our sport while we look to the future. This plan is designed to make sure our Association is fit for purpose, has the correct governance structure, encourages more participation in our sport, sets clear pathways for our coaches, referees and judges, supports our clubs, our boxers, our

volunteers and strengthens our finances to deliver on all our objectives. We need to communicate more effectively, listen to each other and ensure our Association is open and transparent.

Everything we do will be in the best interests of Irish Boxing. We are a boxing family, so let us come together as one and work to make sure that this plan is implemented and make our Association one that we are all even more proud of.



Acknowledgements

Steering group

The IABA would like to thank the Steering Group

Des Fitzgerald (Chairman)

Fergal Carruth (CEO)

Michael Carruth

Andy Lee

Larry Morrison

Consultants

We also especially thank the independent consultants - Lisa Clancy of Clansult Ltd and Sarah O'Shea of SOS Sports Consult Ltd who worked professionally to produce this strategic plan.

Participants

AIBA

Boxers

Boxing journalists

Coaching Ireland

Department of Transport, Tourism and Sport

Dublin City Council

High Performance Coaches

Institute of Sport

Staff

All our administrative, high performance, coaching (male and female) staff also provided very valuable feedback.

Members and volunteers

We would also like to thank all our members, clubs, volunteers, coaches, boxers, referees and judges who assisted and participated in the various focus groups around the country and in one on one meetings or phone calls.

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JGA Sports

Media

Landmark Insurance

Olympic Council of Ireland

Sport Ireland

Sport Northern Ireland

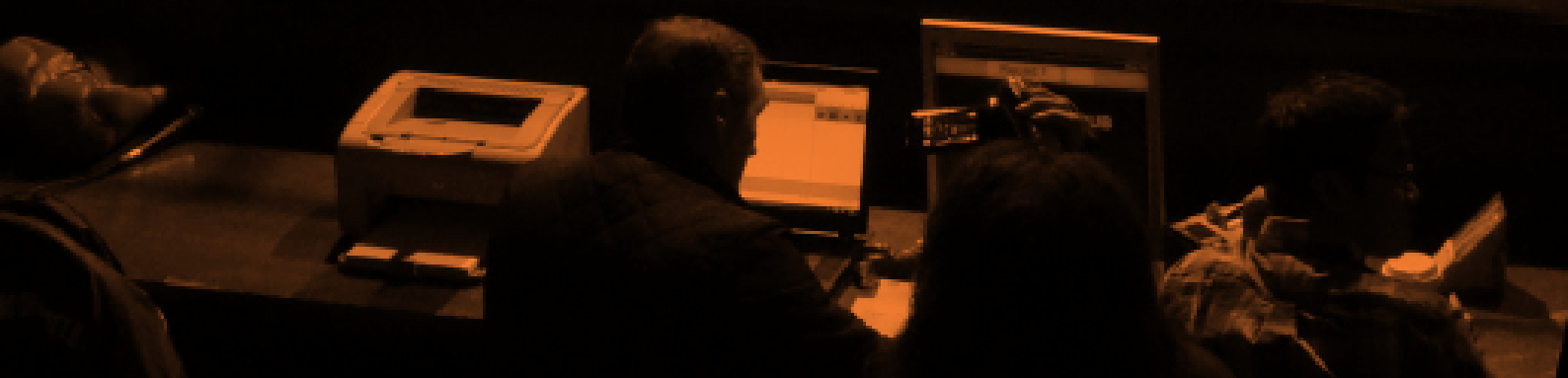
The Star

Wilson Hartnell



“

**Let's
Box Clever
together”**



**2017-
2020
Strategic
Plan**



Boxing Clever

IRISH ATHLETIC BOXING ASSOCIATION



Prepared by:

