

## Belfast Boxing Strategy 2021-2022 Plan

### SUMMARY OF STRATEGIC CHALLENGES, AIMS AND KPIS

Strategic Challenge	Pathways	Coach Education	Club Development and Grassroots	Governance
Strategic Aims	1.0 To have an effective efficient Pathway to engage and nurture talent within Belfast 2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast 3.0 To recruit, train and sustain active officials, who are trained to the highest standards within Belfast 7.0 Events Schedule and Numbers.	4.0 To recruit, train and sustain active coaches, who are trained to the highest standards within Belfast	5.0 To grow and sustain club membership within Belfast	6.0 To promote and sustain Good governance standards within Belfast boxing clubs.
KPI'S	1.1/1.2 - To run 2/3 talent squads in Belfast 1.3 - To run competitive opportunities for Belfast talent squads 1.4 -To monitor numbers of boxers getting free elite gym membership 1.5 – 6 talented boxers obtaining outside funding 2.1 - 1 volunteer education event with 30 clubs represented 2.2 - 1 volunteer recognition event with 30 clubs represented 3.1 -Officials to receive training in line with world standards and systems. 3.2 - 20 new referees and judges per year 3.3 - Training for volunteers/committee members in line with best practice skills and procedures. 7.1 – 8 Local Events per year 7.2 – 2 International Events per year 7.3 – 150 male competitors 7.4 – 50 Female competitors 7.5 – 50 visiting competitors 7.6 – 150 Belfast competitors 7.7 - 5 visiting officials 7.8 – 15 Belfast officials	4.1 -5 coaches to received talented coach bespoke training and mentoring 4.2 -20 new coaches to be trained each year 4.3 - 50 people accessing online coaching area to be updated on a regular basis. 4.4 - Increase the number of female coaches across the city 7 new female coaches. 4.5 - All clubs to receive personalised toolkit with 10 of clubs to be trained up and appoint a mental health champion 4.6- Inclusive boxing module to be rolled out to clubs and volunteers. 5 clubs to participate.	5.1 - 160 participants at come and try it event 5.2- 1600 pupils to take part in non-contact boxing 5.3 -160 participants at Belfast boxing open day (should restrictions allow this) 5.4.1 -No. of new clubs to be developed per year and to avail of seeding grant- target 2 5.4.2- No. of clubs to obtain equipment grants per year- target of 4 5.4.3 -No of clubs to obtain-membership growth grant- target of 22. 5.4.4 - Online Membership retention / community Partnership 5.5 - 50 of new members to boxing within Belfast. 5.4 -30 of clubs availing of the grant aid above. 5.6 - 15 clubs to Belfast City Council Community Support Funding 5.7 -180 participants on holiday camps per annum	6.1 -3 clubs to attain Club mark accreditation or 8 - 10reaccreditation per year 6.2 - Delivery of good relations programme to 180 participants within the holiday camps.
Budgets	£21,500- Pathways & £42,000- Events	£13,000	£21,000 + £16,000 Underspend from 20/21	£4,000
Salaries				£98,500
Total				£216,000

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### 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/eligible cost
1.1 To provide talent squads within Belfast at a range of age groups, linking into the IABA performance pathway and talent ID Testing.	<p>To run talent ID Testing to select boxers for the following talent squads.</p> <p>Boy 1,2&amp; 3 (11-14) x 2 (Novice Boys 0-6 bouts &amp; Open Class boys 6+ Bouts)</p> <p>Girl 1,2&amp; 3(11-14)</p> <p>Also, to link in with UHP camps in which Belfast Boxers will be part of also.</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 in line 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 1,2&amp; 3 (11-14) x 2 (Novice Boys 0-6 bouts &amp; Open Class boys 6+ Bouts)</p> <p>Girl 1,2&amp; 3(11-14)</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. Costs related to Talent camps coaching, accommodation/ Travel.</p>
1.2 To run talent squads within Belfast for the following age groups.	<p>1.2 To run talent squads within Belfast for the following age groups.</p> <p>Boy 1,2&amp; 3 (11-14) x 2 (Novice Boys 0-6 bouts &amp; Open Class boys 6+ Bouts)</p> <p>Girl 1,2&amp; 3(11-14)</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 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 1,2&amp; 3 (11-14) x Open Class boys 6+ Bouts)</p> <p>Girl 1,2&amp; 3(11-14)</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 Venue Hire and appropriate equipment, refreshments for coaches involved.</p>

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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				
Action	KPI	Action	Target Audience	Resource/Budget/eligible cost
1.3 To provide an end competition for the talent squads to compete against other county teams	To run 1 competitions/competitive opportunities for the young boxers to showcase their talent and to demonstrate their progression since being on the talent squad programme.	The CAB representatives will arrange a county competition within a Belfast venue and will provide referee/judges and table officials. Belfast City Council employees to book the mayor and the chair of the people and communities committee to attend the event and present medals and a short speech.  BCC Marketing staff to provide PR support to gather local press and media coverage and interest.	Boy 1,2& 3 (11-14) x 2 (Novice Boys 0-6 bouts & Open Class boys 6+ Bouts)  Girl 1,2& 3(11-14)	CAB Volunteer time to organise, run and administer the county competition/competitive opp's. Belfast City Council Funds requested for Venue Hire, officials' fees, and purchase of medals for participants- approximately.
1.4 Free Gym Membership for Elite Performers	Numbers of Boxers successful in obtaining free membership per year	BCC to provide details of the scheme to the steering group  Steering group will be responsible for distributing and communicating widely the scheme and its criteria. IABA staff can help boxers fill out forms if necessary	All National champions and Ulster and Antrim Champion boxers	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
1.5 Promote individual talents boxers' grants	6 Numbers of Boxers successful in obtaining grant aid per year. (Mary peters trust, GLL foundation, HP Athlete Support Scheme).	BCC to provide details of the scheme to the steering group  IABA Performance Pathways committee will be responsible to distribute and communicate widely the scheme and its criteria to all boxers within the HP Unit. IABA staff can help assist boxers fill out forms if necessary	All National champions and Ulster and Antrim Champion boxers	IABA Staff to distribute and promote grant aid schemes to the Ulster HP Unit and any talented boxers in Belfast No cost aside from staff time

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2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast				
Aim	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost
2.1 To support the delivery of an IABA led volunteer education event made for boxing clubs in Belfast.	1 event to be delivered per year- targeting 30clubs delivered by March 2022	<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>Possible topics and workshops to be included:</p> <ul style="list-style-type: none"> <li>• Health and safety of club facilities</li> <li>• Mental Health and Wellbeing workshop</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>• Committee Skills</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>	<p>All 30 Belfast based clubs' representatives to attend.</p> <p>New Clubs under development.</p> <p>Clubs Outside Belfast could attend at a cost.</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 could be used for this if based in Belfast, however this could possibly be funding from other sources outside of Belfast. But we would like flexibility to host in BCC and to help cover BCC club costs if required.</p> <p>Clubs Outside Belfast could attend at a cost.</p>

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Aim	2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast – continued			
Action	KPI	Action	Target Audience	Resource/Budget/eligible cost
2.2 To host a volunteer recognition event, to help sustain the level of volunteering within the sport.	1 event to be delivered per year- targeting 30 clubs delivered by March 2022	<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 Chairperson of the People and Communities Committee each year to speak and present prizes at the event.</p> <p>BCC Marketing and PR support from the media team within BCC, to help attract local press coverage.</p> <p>Independent committee to adjudicate on the entries. Operations Manager to draw up full categories and entry forms etc.</p> <p>IABA Ulster Staff to work with CAB to organise and administrate the event.</p>	All 30 Belfast based clubs' representatives to attend.	<p>IABA Operations Manager Staff Time</p> <p>Independent Committee</p> <p>BCC Mayor and Chairperson of People and Communities Committee – Time at the event for short speech and presentation of a prize each.</p> <p>BBC Funds requested for marketing materials, venue hire, presenter costs and volunteer recognition certificates/trophies/awards/ Venue Hire/ Refreshments.</p>

Aim	3.0 To recruit, train and sustain active officials, who are qualified to the highest standards within Belfast.			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost
3.1 Officials to receive training in line with world standards and systems.	1 scoring/event official course per year- 10 newly trained officials per year	IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year	New aspiring referees/judges aged 18+	Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.
3.2 To deliver grassroots refereeing, judging qualifications and table officials.	Delivery of 1 referee & judging course- 20 new referees by 31 <sup>st</sup> March each year.	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>Current Clubs without referee/judges</p> <p>New Clubs under development</p> <p>Clubs looking to run club events and tournaments</p>	Possibility of running event for the assessment of new officials and for new computerised scoring system.

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3.3 to Train committee members on best practice.	Delivery of committee courses/training throughout the year to improve club governance.	UBC will also provide Referee Tutors to run the Level 1 and Level 2 referee and judging qualifications	Link in some of the aspects of the club mark scheme to help clubs improve governance.	
<b>Aim</b>	<b>7.0 Funding to support competitive local and international events in Belfast</b>			
<b>Action</b>	<b>KPI</b>	<b>Partners, Roles and Responsibilities</b>	<b>Target Audience</b>	<b>Resource/Budget/eligible cost</b>
7.1 – Local Events per year 7.2 – International Events per year 7.3 – male competitors 7.4 – Female competitors 7.5 – visiting competitors 7.6 – Belfast competitors 7.7 - visiting officials 7.8 – Belfast officials	To deliver the number of events, competitors, and official opportunities in the events plan.  8 Local Events per year 2 International Events per year 150 male competitors 50 Female competitors 50 visiting competitors 150 Belfast competitors 5 visiting officials 15 Belfast officials	Through the CAB and Boxing Development Officer liaising together venues across the city will be used to host events & competitive opportunities for both boxers and officials across the city as well as inviting in a range of competition from across the County, Province, Continent	All Belfast Based clubs, boxers, and officials.	BCC funds will be used to host the events and consume the costs agreed in the events plan.

### STRATEGIC CHALLENGE NUMBER 2: COACH EDUCATION AND DEVELOPMENT

<b>Aim</b>	<b>4.0 To recruit, train and sustain active coaches, who are qualified to the highest standards within Belfast.</b>			
<b>Action</b>	<b>KPI</b>	<b>Partners, Roles and Responsibilities</b>	<b>Target Audience</b>	<b>Resource/Budget/eligible cost</b>
4.1 To support the delivery of an IABA led Coach education programme for talented coaches within Belfast	To work with 5 coaches per year delivering a bespoke education programme by 30 <sup>th</sup> of September	IABA to provide expertise of Assistant HPC within Ulster and the performance pathways committee to help identify talented coaches within Belfast to take part in the programme.	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.	IABA Staff time and committee members time -HP Coach Ulster, performance pathways committee and Workforce Officer

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		IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year.		Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.
4.2 To Support the delivery of grassroots boxing qualifications- i.e., level 1	20 new coaches by 31 <sup>st</sup> March each year.	IABA Workforce Development Officer to run and administer the programme each year  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 ratios.  CAB will also provide Coaching Tutors to run the Level 1 qualifications.	New aspiring coaches aged 18 +  Current Clubs who's carrying capacity is exceeding their number of qualified coaches  Clubs looking to set up new sections to their clubs; e.g. female section, over 50's health and well-being etc	Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.
4.3 To update online Coaching / volunteer resources and inform clubs of updates.	Area to be updated on a regular basis with up to 50 new participants accessing the online resources area per year target by 31 <sup>st</sup> March 2022.	IABA will also provide the Workforce Development Officer who will liaise with the other development officers, HP coaches and CAB to provide a range of online learning opportunities to clubs / volunteers.	A wide range of coaches from grassroots up to talented coach level.	This has now been launched and we will continue to update the online learning areas & social media pages with constant updates and learning ops.
4.4 To increase the number of female coaches in Belfast	To ensure that all coaching courses that are ran throughout the city have female representation. 7 new female coaches.	IABA will utilise the strategy to help increase the number of female coaches in Belfast. Our Workforce Development Officer will work closely with the Belfast Development officer on assuring designated spots on course for females.	Parents of female boxers, female boxers themselves, youth and school groups, Women's groups etc- all in a bid to actively target females to become coaches.	BCC Funds and IABA Funds- no additional funds required.
4.5 To work alongside mental health providers to generate a boxing specific tool kit and train clubs up in mental health and wellbeing awareness	We will work with TAMHI and other providers to design a toolkit for every club and run training and webinars with each club where we will encourage clubs to appoint a mental health champion. 10 clubs in first year.	IABA will also provide the Workforce Development Officer who will organise with each club the training / webinar sessions that will be delivered by professionals to each individual club.	A wide range of coaches from grassroots up to talented coach level.	Belfast City Council Funds requested for design of toolkit and to bring in providers to deliver training and workshops with clubs.

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4.6- Inclusive boxing module to be rolled out to clubs and volunteers	To roll out our designed inclusive boxing module to clubs' yet to go through the training. Also, to complete classroom-based session with clubs who complete part 1 online. 5 clubs.	IABA will provide the Workforce Development officer who will work with the Boxing Development Officer to set a date for training and to engage with clubs.	Coaches, Committee, Parents and Boxers.	Belfast City Council Funds Requested for room hire, refreshments and tutor costs.
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### STRATEGIC CHALLENGE NUMBER 3: Club Support and Grassroots Development

Aim	5.0 To grow and sustain club membership within Belfast			
Action	KPI's	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost
5.1 To hold come and try it events in collaboration with BCC sports development initiatives	160 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 BCC to fund and promote event as BCC Event, BCC Media and PR Team to help get good local press coverage.	Females Children and young people, schools, people with disabilities and people from areas of deprivation.	<i>2X Community Based Boxing Coach-salary cost</i>  <i>Venue Hire, additional coaches to deal with capacity and marketing and advertising info and hire o ring etc if necessary</i>
5.2 Continue to run non-contact boxing sessions in schools	1600	IABA Development officer to organise and arrange non-contact sessions within schools 2 Community Based coaches to run sessions BCC to fund and promote schools' sessions. BCC Media and PR Team to help do a media launch for schools' sessions and get good local press coverage.	Females Children and young people, schools, people with disabilities and people from areas of deprivation.	<i>2X Community Based Boxing Coach- £23,000(salaries)</i>  <i>Equipment to be purchased for new coach to conduct the duties of the role.</i>
5.3 Host Belfast Boxing Open Day for individuals and groups who would traditionally not be involved in boxing.	160	IABA to organise and arrange with residents' groups, community groups and youth groups to come and try it events in conjunction with CAB.  2 Community Based coaches to run the event IABA Development Officer to arrange BCC to fund and promote event as BCC Event, BCC Media and PR Team to help get good local press coverage.	Females Children and young people, schools, people with disabilities and people from areas of deprivation.	<i>2X Community Based Boxing Coach salary</i> <i>BCC to provide Venue Hire within own budgets.</i>
5.4 Provide start up and or membership growth funding to allow for the	Monitor the growth of membership	BCC to provide grant aid for seeding grants and equipment grants through the sports development team if possible.	New Boxing Clubs within Belfast	<ul style="list-style-type: none"> <li>Seeding Grants for newly developed clubs or junior sections of senior clubs.</li> </ul>

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development of new clubs or growing club membership across the city. 5.4.1 – New clubs grants 5.4.2 – Equipment grants 5.4.3 – Membership Development Grants 5.4.4 – Online Membership retention / community Partnership	across Belfast. 2 new clubs. 2 New clubs grants 4 Equipment grants 27 Membership Development Grants 32 Online Membership retention / community Partnership	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.  The committee can devise the application process and scheme if required.  Existing clubs to provide online training videos, posters, zoom sessions or session plans to existing members and create a partnership with local community groups to target potential new members.	<ul style="list-style-type: none"> <li>• Equipment Grants for clubs who can demonstrate the need for equipment for new clubs or existing clubs who have grown or need replacement equipment.</li> <li>• Or Membership Development Grants</li> </ul> All at a cost of £500 per club to run come and try it event/holiday camps in a bid to increase membership of their clubs.  Up to 30 clubs a year x £500. = £16,000 approx.  £500 x 32 clubs = £16,000 (please note this is subject to approval from committee to carry over 20/21 underspend funding).	
<b>Aim</b>	<b>5.0 To grow and sustain club membership within Belfast - CONTINUED</b>			
Action	KPI's	Action	Target Audience	Resource/Budget/eligible cost
5.5 New members	50 new members within clubs	To feed new members thorough the school's programme and membership growth programmes into the club environment. Link directly in with the clubs.	Targeting underrepresented groups within the sport	<i>Using initiatives listed above.</i>
5.6 Promote the Belfast City Council Community Support Funding	Encourage 15 clubs to apply per year	IABA Staff to work with clubs to work up applications for Support for sport schemes.	33 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.	33 Boxing Clubs based in Belfast, target local schools also.	<i>2X Community Based Boxing Coach- salary Programme Costs- Venue Hire, Coaching Wages for additional coaches, marketing materials to facilitate bookings onto camps.</i>

### STRATEGIC CHALLENGE NUMBER 4: GOVERNANCE

<b>Aim</b>	<b>6.0 To promote, improve and sustain good governance standards within Belfast Clubs</b>			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost

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6.1 To work with Belfast based clubs to achieve club mark	To work with 3 new clubs per year to attain accreditation and 8-10reaccreditation.	IABA Development Officer to work with clubs to achieve club mark.	All Belfast based clubs	IABA Club Development Officer Staff Time BCC Funds £500 for new accreditation.
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.  Costs- tutor, venue hire and hospitality and any administration costs.

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