

# Public Document Pack

Democratic Services Section  
Chief Executive's Department  
Belfast City Council  
City Hall  
Belfast  
BT1 5GS



Belfast  
City Council

27<sup>th</sup> December, 2017

## **MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Friday, 5th January, 2018 at 9.30 am, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

### **AGENDA:**

1. **Routine Matters**
  - (a) Apologies
  - (b) Declarations of Interest
2. **RESTRICTED - Revenue Estimates and District Rate 2018/19 (Pages 1 - 16)**
3. **Boxing Strategy (Pages 17 - 32)**



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<b>Subject:</b>	Boxing Strategy
<b>Date:</b>	5 January 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Director City & Neighbourhood Services
<b>Contact Officer:</b>	Rose Crozier, Assistant Director City & Neighbourhood Services

<b>Restricted Reports</b>	
<b>Is this report restricted?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>If Yes, when will the report become unrestricted?</b>	
<b>After Committee Decision</b>	<input type="checkbox"/>
<b>After Council Decision</b>	<input type="checkbox"/>
<b>Some time in the future</b>	<input type="checkbox"/>
<b>Never</b>	<input type="checkbox"/>

<b>Call-in</b>	
<b>Is the decision eligible for Call-in?</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	<p>The purpose of this report is to provide further detail on the request for funding to support the implementation of the Belfast Boxing Strategy through the Irish Athletic Boxing Association (IABA). The report is being presented in the context of the rate setting process for 2018/19.</p> <p>The report also requests permission to produce of a Belfast City Council Sports Development Strategy which would, among other things, steer future decisions on directly supporting National Governing Bodies of Sport.</p>
<b>2.0</b>	<b>Recommendations</b>

2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Consider the funding request in the amount of £200,000 per annum for the next three years.</li> <li>• Approve the development of a Belfast City Council Sports Development Strategy and an associated funding strategy.</li> <li>• Consider any future funding requests from sporting bodies including IABA in the context of this strategy.</li> </ul>														
<b>3.0</b>	<b>Main report</b>														
3.1	<p><b>Background</b></p> <p>Belfast’s Amateur Boxing Strategy has been funded by Belfast City Council for four years with an actual spend of approximately £140k per annum from a total fund of £600k. The original allocation was £200k per annum for 3 years.</p> <p>Representatives from Antrim Boxing and IABA attended the People and Communities committee in November 2017 seeking support for funding of £200k per annum to sustain the Belfast Amateur Boxing Strategy to 2020. The Committee recommended to SP&amp;R that the request for £200k be supported and considered through the rating process.</p>														
3.2	<p><u>£200,000 Council Support for Boxing Strategy</u></p> <p>The Antrim Boxing/IABA proposal recommends the Belfast Boxing Strategy Steering Group (representative of BCC, Sport NI and Antrim Boxing) will continue to have oversight of delivery of the strategy outcomes and action plans, ensuring that all resources are used in Belfast for the benefit of Belfast clubs and boxers. Specific performance indicators and targets are in place. The action plan submitted by Antrim Boxing/IABA for the next phase of the Strategy has been developed using the existing themes and budget headings, namely;</p> <table border="1" data-bbox="341 1460 1311 1823"> <tr> <td>Salary – Development Officer and coaches</td> <td>£75,000</td> </tr> <tr> <td>Pathways</td> <td>£38,000</td> </tr> <tr> <td>Events</td> <td>£37,000</td> </tr> <tr> <td>Coach Education</td> <td>£15,000</td> </tr> <tr> <td>Club Support</td> <td>£25,000</td> </tr> <tr> <td>Governance</td> <td>£10,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>£200,000</b></td> </tr> </table> <p>Detailed action plans and performance indicators are provided in Appendix One.</p>	Salary – Development Officer and coaches	£75,000	Pathways	£38,000	Events	£37,000	Coach Education	£15,000	Club Support	£25,000	Governance	£10,000	<b>Total</b>	<b>£200,000</b>
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3.3	<p><u>Sport NI Support for Belfast Boxing Strategy</u></p> <p>Sport NI provide direct financial support to IABA for delivery of programmes across Northern Ireland through their Sporting Clubs and Sporting Winners programmes – in total £311k to support Ulster Boxing. The Sporting Clubs indicative awards is £548,676 for the term 17/18 to 20/21, with a confirmed amount of £118,750 for year 1 awarded to IABA to support Ulster Boxing. The Sporting Winners indicative award is £861,882 for the term 17/18 to 20/21, with a confirmed amount of £192,863 for year 1 allocated to IABA to support Ulster Boxing.</p> <p>Sport NI view their investment through their Sporting Clubs programme as complementary to the Belfast Boxing strategy through increased capacity within the IABA. Sport NI is confident that the sport of boxing has the capacity to deliver on multiple targets in community, club and performance contexts. It is also Sport NI’s approach that it believes that sports governing bodies should be diversifying income streams and reducing reliance on Sport NI investment. This includes but is not limited to expecting organisations to source other income through membership, sponsorship and other public funding opportunities. To that end, it is positive that IABA have a strategic proposal with Belfast City Council.</p>
3.4	<p><u>Other Governing Body Funding by Belfast City Council</u></p> <p>Generally, Belfast City Council sports programmes provide funding only to Belfast based sports organisations. Along with support to IABA for the Belfast Boxing Strategy, the other exception to this is support to the Irish Football Association (IFA) for the Stadium Community Benefits Initiative which was a requirement of the Department of Culture Arts and Leisure (DCAL) funding for development Olympia Leisure Centre and the National Football Stadium at Windsor Park. Council support for this Initiative is £1 million matched by £0.5 million from the IFA over ten years. This funding is held by Belfast City Council and delivery is co-ordinated through a Sports Development Officer.</p>
3.5	<p><u>Production of Belfast City Council Sports Development Strategy</u></p> <p>A sports development strategy will provide a framework for future decision making on providing funding to National Governing Bodies of Sport delivering programmes in Belfast in support of existing funding streams and work programmes which enhance sporting opportunities Belfast’s sporting organisations and individuals.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Detailed action plan

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## SUMMARY OF STRATEGIC CHALLENGES, AIMS AND KPIS

Strategic Challenge	Pathways	Coach Education	Club Development and Grassroots	Governance
Strategic Aims	<p>1.0 To have an effective efficient Pathway to engage and nurture talent within Belfast</p> <p>2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast</p> <p>3.0 To recruit, train and sustain active officials, who are trained to the highest standards within Belfast</p>	<p>4.0 To recruit, train and sustain active coaches, who are trained to the highest standards within Belfast</p>	<p>5.0 To grow and sustain club membership within Belfast</p>	<p>6.0 To promote and sustain Good governance standards within Belfast boxing clubs.</p>
KPI's Page 21	<ul style="list-style-type: none"> <li>To run talent ID Testing for 2 Belfast Squads</li> <li>To run 2 talent squads in Belfast</li> <li>To run competitive opportunities for Belfast talent squads</li> <li>To monitor numbers of boxers getting free elite gym membership</li> <li>No of boxers obtaining support for sport grants</li> <li>The hosting of Boxing in Belfast for commonwealth youth games 2020</li> <li>Production of volunteering leaflet</li> <li>1 volunteer education event with 27 clubs represented</li> <li>1 volunteer recognition event with 27 clubs represented</li> <li>2 officials to reach bespoke talented referee and judges training per year</li> <li>20 new referees and judges per year</li> </ul>	<ul style="list-style-type: none"> <li>5 coaches to received talented coach bespoke training and mentoring</li> <li>20 new coaches to b trained each year</li> <li>New online coaching course and resources to be designed</li> <li>50 new people to access online resources per year</li> <li>Increase the number of female coaches in line with EBA Belfast targets</li> <li>New inclusive boxing module to be designed March 2019</li> </ul>	<ul style="list-style-type: none"> <li>80 participants at come and try it event</li> <li>800 pupils to take part in non contact boxing</li> <li>80 participants at Belfast boxing open day</li> <li>No. of new clubs to be developed per year and to avail of seeding grant- target 2</li> <li>No. of clubs to obtain equipment grants per year- target of 4</li> <li>No of clubs to obtain-membership growth grant- target of 22.</li> <li>Monitor the no. of new clubs</li> <li>Monitor the no of new members to boxing within Belfast.</li> <li>Monitor the number of clubs availing of the grant aid above.</li> <li>2 clubs to apply for support for sport grant per year</li> <li>180 participants on holiday camps per annum</li> </ul>	<ul style="list-style-type: none"> <li>2 clubs to attain Club mark accreditation or reaccreditation per year</li> <li>Deliver of good relations programme to 180 participants within the holiday camps.</li> </ul>
Budgets	£38,000- Pathways & £37,000- Events	£15,000	£25,000	£10,000
Salaries				£75,000
Total				£200,000

## 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.	To run talent ID Testing to select boxers for the following talent squads;  Boy 1,2& 3 (11-14) Girl 1,2& 3(11-14)	IABA Assistant HP Coach in Ulster will train all talented coaches taking the talent squad training sessions in the assessment and talent ID process.  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.	All Belfast Clubs who cater for the following age groups:  Boy 1,2& 3 (11-14) Girl 1,2&3(11-14)	IABA Staff time – Assistant High Performance Coach  Belfast City Council Funds requested for coaching costs of talented coaches for testing process and venue hire
1.2 To run talent squads within Belfast for the following age groups; Boy 1,2&3 (11-14) Girl 1,2&3(11-14)	1.2 To run talent squads within Belfast for the following age groups; Boy 1,2&3 (11-14) Girl 1,2&3(11-14)	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.  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.	All Belfast Clubs who cater for the following age groups:  Boy 1,2&3 (11-14) Girl 1,2&3(11-14)	IABA Staff time – High Performance Coach and Assistant High Performance Coach  Belfast City Council Funds requested for coaching costs of talented coaches Venue Hire and appropriate equipment

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	KPI	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 give 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) 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 payments and 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 to distribute and communicate 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 Support for Sport- Individuals Grant	Numbers of Boxers successful in obtaining grant aid per year	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 boxers fill out forms if necessary	All National champions and Ulster and Antrim Champion boxers	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

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	KPI	Resource/Budget/eligible cost
<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:                      Accessibility,                      Financial resource                      Public Infrastructure- roads, transport, amenities                      Accommodation arrangements for teams.                      Venue capacity for teams and spectators                      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 Sponsorship                      SNI and DoC Grant Aid.</p>

Aim	2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost
2.1 To support the production of materials to attract volunteers into boxing clubs	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. The production of a volunteering post to encourage parents and boxers to volunteer and give time back to their club.	IABA Club Development Officer to design the volunteering leaflet and also the volunteering poster.  Requesting Funds from Belfast City Council for the publication/printing of the aforementioned materials.	Parents of boxers, boxers themselves within clubs.  Youth and school organisations with young adults looking to add to their CV and to volunteer for UCAS points etc.  Youth Justice and Probation Board- community Service programmes.	IABA Staff time – Club Development Officer  Belfast City Council Funds requested for printing costs
2.2 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 all 27 clubs delivered by 31 <sup>st</sup> March each year.	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 IABA will also provide the Workforce Development Officer to run and administer the organisation each year. Topics and workshops to be included: <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> </ul>	All 27 Belfast based clubs, with a minimum of 3 club representatives to attend and a maximum of 5.  New Clubs under development.  Clubs Outside Belfast could attend at a cost.	IABA Staff time – Club Dev, Operations Manager, H&S Officer and CP Officer and Workforce Officer  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.

		<ul style="list-style-type: none"> <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.
<b>Aim</b>	<b>2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast - continued</b>			
<b>Action</b>	<b>KPI</b>	<b>Action</b>	<b>KPI</b>	<b>Resource/Budget/eligible cost</b>
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> <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. Operations Manager to draw up full categories and entry forms etc.</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 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/award.</p>

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 To support the delivery of an IABA led officials education programme for talented officials within Belfast	2- Officials each year- to be delivered by 31 <sup>st</sup> March each year.	<p>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.</p> <p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year.</p>	Identified Level 1 and Level 2 referees and judges, actively judging in Belfast, identified by the Ulster refereeing and judging committee as potentially talented referees and judges with ability to progress to national and international events.	<p>IABA Staff time and committee members time - UBC Referee and Judges committee and Workforce Officer</p> <p>Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.</p>
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>	<p>Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.</p>

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 within Belfast.			
Action	KPI	Partners, Roles and Responsibilities	Target Audience	Resource/Budget/eligible cost
4.1 To support the delivery of an IABA led Coach education programme for talented coaches within Belfast	<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 2022.</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 to cover cost of running course to include venue hire, hospitality, tutor costs.</p>
4.2 To source funding for the delivery of grassroots boxing qualifications- ie level 1 and level 2 IABA coaching awards	<p>20 new coaches by 31<sup>st</sup> March each year.</p> <p>4 year target by 31<sup>st</sup> March 2022.</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</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</p>	<p>EBA- Funds for new Female Coaches.</p> <p>Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.</p>



		identify clubs who may be either under or over capacity regards coaching-members ratio's.  CAB will also provide Coaching Tutors to run the Level 1 and Level 2 qualifications.	health and well-being etc	
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 2019 50 new participants to access online resources per year target by 31 <sup>st</sup> March 2022.	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.
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 2022.	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.

STRATEGIC CHALLENGE NUMBER 3: Club Support and Grassroots Development

5.0 To grow and sustain club membership within Belfast				
Aim	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	80 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>1X Community Based Boxing Coach-salary cost 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</i>
5.2 Continue to run non-contact boxing sessions in schools	800	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>1X Community Based Boxing Coach- £23,000( salaries) x 8 months pro rata- £17k 1x EBA Coach( no extra costs out of EBA funds) No additional costs- IABA will provide coaches with equipment.</i>
5.3 Host Belfast Boxing Open Day for individuals and groups who would	80	IABA to organise and arrange with local residents groups, community groups and youth groups to come and try it events in conjunction with CAB.	Females Children and young people, schools,	<i>1X Community Based Boxing Coach salary 1x EBA Coach( no extra costs out of EBA funds) BCC to provide Venue Hire within own budgets.</i>

traditionally have no involvement in boxing.		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.	people with disabilities and people from areas of deprivation.	
5.4 Provide start up and or membership growth funding to allow for the development of new clubs or growing club membership across the city.	Monitor the growth of membership across Belfast clubs	BCC to provide grant aid for seeding grants and equipment grants through the sports development team if possible.  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.	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> <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> <p>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.</p> <p>Up to 30 clubs a year x £500.= £15,000 approx.</p>
<b>5.0 To grow and sustain club membership within Belfast - CONTINUED</b>				
Action	KPI's	Action	KPI's	Resource/Budget/eligible cost
5.5 Produce a club signposting leaflet, with details of all local Belfast clubs	Leaflet produced by 31 <sup>st</sup> March 2019.	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.	
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- salary</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 onto camps.

## 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/eligible cost
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 29 belfast based clubs	IABA Club Development Officer Staff Time BCC Funds £500 for bronze level accreditation £750 for silver level accreditation £200 for reaccreditation
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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