

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

<b>1.</b>	<b>Report Purpose</b>
	<p>Members will be aware that the council developed a 10-year Boxing Strategy for Belfast in 2013. The strategy was devised in partnership with the Irish Athletic Boxing Association (IABA), the Ulster Boxing Council (UBC), the County Antrim Boxing Board and Sport NI (SNI).</p> <p>Members will also be aware that the final boxing strategy was initially funded for 3 years from reserves with a budget £200,000 per annum.</p> <p>There was a significant underspend in year 1, this meant that the funding which was due to end in March 2016 extended to finance a 4<sup>th</sup> year of the programme ending on the 31<sup>st</sup> March 2017.</p> <p>The Belfast Boxing steering group was advised that the Council had not increased the estimates/budgets for the financial year and that it was now imperative that the group should find a way to sustain the Belfast City Council 10 year Boxing strategy without Belfast City Council Funds.</p> <p>As a result, the IABA Ulster Operations Manager devised a report on behalf of the Boxing steering group that was presented to People and Communities Committee who in turn referred it to the Strategic Policy and Resources Committee in 2017 asking for investment of £101,000. Subsequently the committee awarded £45,000 to the project, as a result the action plan and Key Performance Indicators originally submitted were reduced to reflect the reduction in funding. Additionally then we were also allocated £24,000 from the support for sport budget, bringing the total funding to £69,000</p> <p>Within this secondary report we are seeking further investment of £49,000 from Belfast City Council to sustain a boxing programme within Belfast that seeks to address the aims of the Belfast City Council Boxing Strategy in full. Therefore, the Belfast Boxing Steering Group have enclosed the Action Plan that was submitted at the outset, which encloses a full programme of events and projects designed to deliver and fulfil the aims of the 10 years boxing strategy.</p>

<b>2.</b>	<b>Recommendations</b>
	<p>The Committee is asked to consider the following;</p> <ul style="list-style-type: none"> <li>• Note the update report from the boxing steering group representatives as enclosed;</li> <li>• Agree the revised action plan for phase 2 of the strategy implementation; and</li> <li>• To approve the associated budgets and resources required as outlined within the main body of the report as they see fit.</li> </ul>

<b>3.</b>	<b>Main Report</b>																					
<b>3.1</b>	<p data-bbox="204 293 1230 356"><b>Overview of the Boxing Programme</b> Currently the 10-year boxing strategy 2012-2022 has been in place since March 2013.</p> <p data-bbox="204 398 592 427"><b>i. Steering Group Formed</b> A steering group was formed with representatives from the IABA, UBC, SNI and CAB alongside officers from BCC.</p> <p data-bbox="204 506 424 535"><b>Funding Received</b> During the past 4 years boxing in the city has received funding totally approximately £600,00 which was due to end on 31<sup>st</sup> March 2017.</p> <p data-bbox="204 651 679 680"><b>ii. Positions Previously Employed</b></p> <ul data-bbox="204 687 1477 965" style="list-style-type: none"> <li>• One (1) Project/Sports Development Officer was employed to oversee the programme and to provide administrative support in running and managing the programme. This post has been vacated and not continued. The IABA staff have partially absorbed the essential tasks of this development officers workload.</li> <li>• Two (2) community based coaches were also employed to deliver coaching session within the local schools, clubs and communities, helping to increase membership within clubs and to introduce a wide range of new participants to the sport. 1 Post was vacated and 1 was transferred across to the IABA in Mid August 2017.</li> </ul> <p data-bbox="204 1043 668 1072"><b>iii. Previous Programme Budgets</b> While there has been some movement between budget headings to facilitate underspends the Programme Budgets for the 4 previous years have remained constant. The standard programme budget over the 3 previous years were as follows:</p> <table border="1" data-bbox="204 1218 1423 2009"> <thead> <tr> <th data-bbox="204 1218 555 1254">Budget Heading</th> <th data-bbox="555 1218 906 1254">Amount</th> <th data-bbox="906 1218 1423 1254">Eligible expenditure</th> </tr> </thead> <tbody> <tr> <td data-bbox="204 1254 555 1328">Salaries/Posts</td> <td data-bbox="555 1254 906 1328">£75,000</td> <td data-bbox="906 1254 1423 1328">1x Development Officer 2 x Community Coaches</td> </tr> <tr> <td data-bbox="204 1328 555 1435">Events</td> <td data-bbox="555 1328 906 1435">£37,000</td> <td data-bbox="906 1328 1423 1435">Talent Events at County Antrim Level- Elite Style Events International Events and Local Events</td> </tr> <tr> <td data-bbox="204 1435 555 1545">Coach Education</td> <td data-bbox="555 1435 906 1545">£15,000</td> <td data-bbox="906 1435 1423 1545">Delivery of Coaching Courses, Safeguarding, First Aid, Strength and conditioning for boing tc.</td> </tr> <tr> <td data-bbox="204 1545 555 1798">Pathways</td> <td data-bbox="555 1545 906 1798">£38,000</td> <td data-bbox="906 1545 1423 1798">Costs associated with running Juvenile Squads in Belfast. Pathways to a club- school club links programmes. Boxing for wellbeing programmes Anti- Social behaviour outreach programmes</td> </tr> <tr> <td data-bbox="204 1798 555 1942">Club Support</td> <td data-bbox="555 1798 906 1942">£25,000</td> <td data-bbox="906 1798 1423 1942">Summer, Easter Halloween boxing camps Clubs received money to run boxing camps at holiday times</td> </tr> <tr> <td data-bbox="204 1942 555 2009">Governance</td> <td data-bbox="555 1942 906 2009">£10,000</td> <td data-bbox="906 1942 1423 2009">For Governance Related programmes or events</td> </tr> </tbody> </table>	Budget Heading	Amount	Eligible expenditure	Salaries/Posts	£75,000	1x Development Officer 2 x Community Coaches	Events	£37,000	Talent Events at County Antrim Level- Elite Style Events International Events and Local Events	Coach Education	£15,000	Delivery of Coaching Courses, Safeguarding, First Aid, Strength and conditioning for boing tc.	Pathways	£38,000	Costs associated with running Juvenile Squads in Belfast. Pathways to a club- school club links programmes. Boxing for wellbeing programmes Anti- Social behaviour outreach programmes	Club Support	£25,000	Summer, Easter Halloween boxing camps Clubs received money to run boxing camps at holiday times	Governance	£10,000	For Governance Related programmes or events
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Total	£200,000	
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#### **iv. Strategic Challenges and Action Plan**

The Boxing Strategy outlined four strategic challenges as follows:

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

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

#### **v. Monitoring and Evaluation**

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

##### **Benefits/improvements**

- An increase in the number of clubs overall, (2 Folding and 5 New Clubs)
- Membership had a 20% increase.
- Female membership and youth membership for Under 11's rose substantially with an accumulative total of 40%
- The number of non-coaching volunteers has risen by 63%, which is an average of 7 volunteers per club.
- Access NI percentages have improved and risen with 98.5% of coaching holding relevant certificates.
- Governance and management structures within clubs have increased
- Club development plans are in place in 25 clubs.
- Facilities have improved considerably, and have had a significant impact on the growth in female membership
- The Non Contact Boxing programme has been a runaway success with the quality of coaching and programme receiving unanimous praise.
- The strategy has been well received by clubs, and 80% of those who responded felt they had ownership of the strategy and 90% said that the programme was having a positive impact on their club.

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

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

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

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

**Recommendations**

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

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

The following are the recommendations outlined by the consultants;

Recommendations
1. Continue Non-Contact Boxing in Schools, with direct links between clubs and schools/youth centres.
2. Develop Governance and Management through Volunteers
3. Reach out to the community with boxing programmes linked to fitness, well-being and health.
4. Progress with the strategies actions should be monitored and reported on a regular basis
5. Provide mentoring support to clubs for selected actions
6. Liaise with schools in relation to staging boxing events in school premises
7. Engage with IABA Ulster Branch in complementary activities
8. Look to qualify more coaches
9. Assess the carrying capacity of each club in each membership category and plan for projected increases.

**3.2****Proposed Way Forward.**

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

While we have had an initial investment from the Council of £45,000 and a subsequent £24,000 from Support for Sport, it will be very difficult for the steering group to continue to deliver on the council strategy in full without further investment.

**New Action Plan- Phase 2**

Enclosed is the original and full action plan for the next phase of the programme from now until 31<sup>st</sup> March 2018. The steering group representatives have amended and added to the original action plans from the first 3 years of the strategy, ensuring to include the nine recommendations from the review carried out by the consultants.

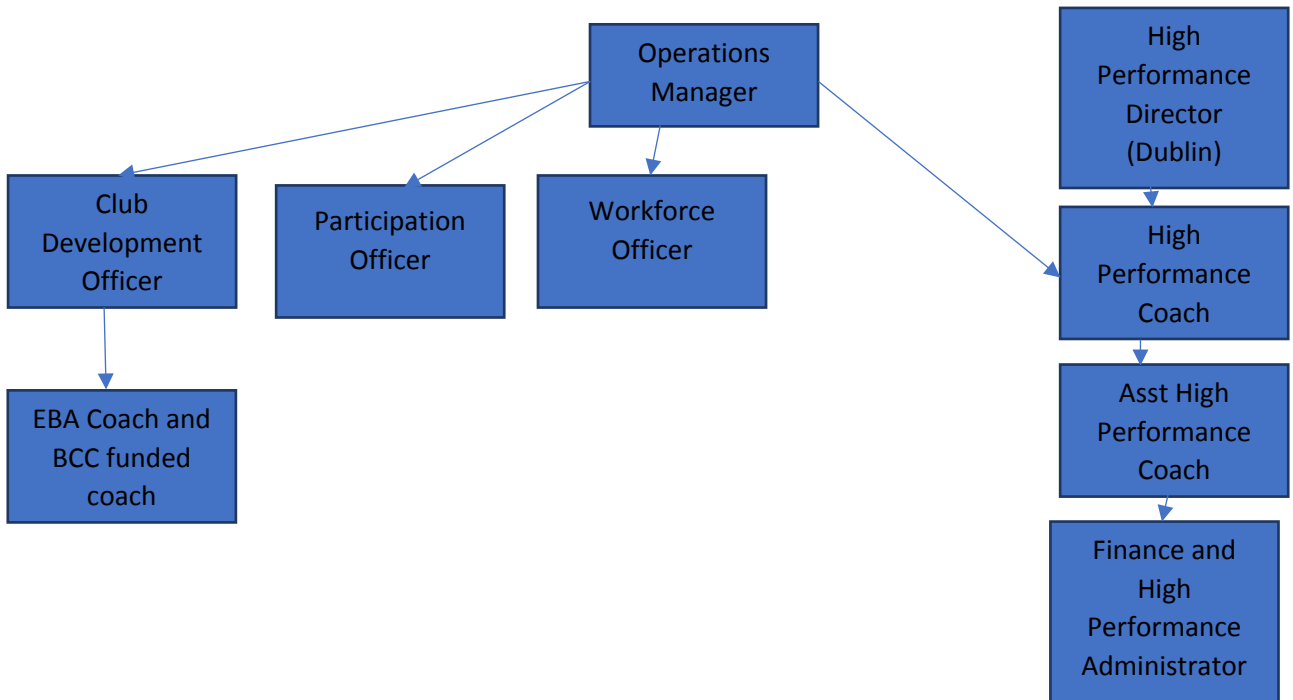
**Project Governance**

Despite the loss of the Project co-ordinator we anticipate the continued support of Belfast City Council Officers. County Antrim Representatives and IABA Ulster representatives will continue to support and attend these meetings, working in collaboration with BCC staff.

**Project Administration and Staffing**

The IABA have offered the services of an Officer who is based in Belfast to manage the coaching staff members and ultimately to manage and overseeing the project administration, we would ask for a 10% administration fee to help cover the additional workload and increased duties that the officer assigned to the project would be taking on. This has already provided a substantial saving on the salary costs of a full-time project officer and it decreased the staffing budget substantially required to deliver this programme. The IABA has assured the steering group of its capacity to take on and manage this programme of work the staffing structure within Ulster has multiplied by 8 since 2013.

The Operations structure within Ulster is now be as follows;



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

### Coaching Staffing

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

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

Therefore the IABA has sought to reduce and minimise the salaries required for the delivery of the Belfast boxing strategy, the IABA is currently helping to co-ordinate the programme by providing the services of a staff officer to bridge the gap left by the vacant sports development officer/project coordinator post and the IABA has also sustained the second coaching post from the Everybody active programme, therefore minimising the budgets for salaries to sustain this programme..

**Programme Outline/Action Plans**

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

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

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

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

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

If you refer to the enclosed Appendix 3, these are the revised action plans for phase 2 of the boxing programme. To enable the full implementation and delivery of the enclosed action plans we have outlined the following draft budget below, please note the previous award from the Strategic Policy and Resources Committee is also highlighted below for convenience.

**Revised Budgets/Finance Request- TABLE**

General Budget Heading	Previous Budget	1 <sup>st</sup> BCC Award from SP&R Committee	2 <sup>nd</sup> BCC Budget request 17-18 from SP&R Committee	Eligible Costs
Salaries/Posts	£75,000	£17,000	-	1 x Full Time Coaching Post and associated costs of employment. and set up costs(laptop) and pension Costs etc. This is where

					<p>we are seeking for BCC to resource the continuation of 1 of the coaching posts directly, IABA will sustain the 2<sup>nd</sup> coaching post through the new EBA Coaching post. And the IABA will seek to bridge the project coordinators gap by allocating a staff officer based in Belfast to coordinate this project.</p> <p>No further Budgets requested at this time.</p>
	Staff Running Costs		-	£2,000	General Overhead Costs such as desk costs etc- Rent, phone monthly charge, stationary, uniform, staff minimal coaches mileage budget.
	IABA Project Management/Administration Cost		5,000	£5,000	Management Cost for IABA taking over the main administration of the project at 10% of the total project budget, costs to offset the additional duties being allocated to staff, HR costs in recruiting/ possibly TUPEING and employing the coaching staff member,(s).
	Events	£37,000	24,000	£20,000	The programme of events has been partially funded by monies already identified by BCC from the Support for Sport Funds to the sum of £24,000. that have been segregated to be allocated to the steering group and the boxing strategy. The CAB will continue to run and deliver of programme of events.
	Coach Education	£15,000	-	-	The IABA will run training programmes for coaches through it workforce development post until the 31 <sup>st</sup> march 2018.
	Pathways (Boxer, Volunteers and Officials)	£38,000	£8,000	£12,000	To fund sections 1.0-3.0 of the action plan except for 1.3 which will be funded from events. talent ID Testing and £10,000 to host a celebration of talent tournament at the end of the talent squad sessions

				£2,000 will fun
Club Support & Grassroots	£25,000	£15,000	-	To fund section 6 of the newly proposed action plan.
Governance	£10,000	0	£10,000	To fund section 7 of the action plan, ensuring embed good relations throughout belfast
Total	£200,000	£45,000 + £24,000 Support for Sport Funds £69,000	£49,000	Total of £104,000 across 2 awards

The Steering group are therefore requesting a further £49,000 which equates to a total of £118,000 to ensure the continued delivery of the Belfast Boxing Strategy, this amount will minimise the disruption to the programme and would effectively maintain the outcomes that the strategy has always sought to deliver.

### Monitoring and Evaluation

This is where the IABA is using of its own software for the monitoring and evaluation framework going forward. We are also reporting on the KPI's as outlined within the action plans enclosed.

The IABA Monitoring and Evaluation Framework can include the following key elements;

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

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

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

### Sustainability

As a key partner, the IABA will invest significant time and resources in the project over the next funded phase of the project and subject to successful implementation, will seek to a) source additional financial



support to help with the sustainability of the project after this next initial funding period and b) to ensure the project is effectively monitored and evaluated over the next funded phase of the project, and that regular reports are submitted to the steering group and relevant stakeholders with a view to sustaining their continued support to sustain the programme.

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

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

#### **Human Resource Implications**

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

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

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

**Financial Implications**

The Financial Implications are outlined in the proposed budgets in the main body of the report. The Steering group are still seeking members support in the form of a further financial contribution of £49,000 to the programme costs totalling an award of £118,000 from various funds through Belfast City Council within this financial year.

**Equality and Good Relations Implications**

The strategy was equality screened in line with the Council process. Any new programme would be a continuation of the current programme. It is also anticipated that a new programmed would be re-screened.

The IABA would also add to this that the Operations Manager within Ulster is the Equality Officer within the IABA and is responsible for the screening of all IABA related programmes of work.

<b>4.</b>	<b>Appendices</b>
	Appendix 1- Proposed Original Action Plans Phase 2 of BCC Boxing Strategy 2012-2022.