

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	<ul style="list-style-type: none"> • To run talent ID Testing for 2 Belfast Squads • To run 2 talent squads in Belfast • To host events for talent squads and development squads at various all age groups leading into the Ulster High Performance Unit. • To monitor numbers of boxers getting free elite gym membership • No of boxers obtaining support for sport grants • The hosting of Boxing in Belfast for commonwealth youth games 2020 • Production of volunteering leaflet • To support the delivery of an IABA led volunteer education event made for boxing clubs in Ulster • Workforce Officer to Deliver on Sport NI Targets providing a range of opportunities measured as follows <ul style="list-style-type: none"> ○ No. of Officials Learning Opp's ○ No. of Club Volunteer Learning Opp's 	<ul style="list-style-type: none"> • Employing a full time workforce education officer • Workforce Officer to Deliver on Sport NI Targets providing a range of opportunities measured as follows: <ul style="list-style-type: none"> ○ No. of Coach/Learning Opp's • In addition to SNI Targets the Workforce Development Officer will deliver the following Belfast related targets • 2 level 1 courses= 20 new coaches • 1 level 2 course- 10 coaches upskilled • 2 first aid courses • 2 safeguarding courses. 	<ul style="list-style-type: none"> • 80 participants at come and try it event • 800 pupils to take part in non contact boxing • 80 participants at Belfast boxing open day • No. of new clubs to be developed per year and to avail of seeding grant- target 2 • No. of clubs to obtain equipment grants per year- target of 4 • No of clubs to obtain-membership growth grant- target of 22. • Monitor the no. of new clubs • Monitor the no of new members to boxing within Belfast. • Monitor the number of clubs availing of the grant aid above. • 2 clubs to apply for support for sport grant per year • 180 participants on holiday camps per annum 	<ul style="list-style-type: none"> • Deliver of good relations programme to 180 participants.

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
1.1 To provide talent squads within Belfast at a range of age groups, linking into the IABA performance pathway.	<p>To run talent ID Testing to select boxers for the following talent squads;</p> <p>Boy 1,2& 3 (11-14) Girl 1,2& 3(11-14)</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& 3 (11-14) Girl 1,2&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- approximately £2,000</p>
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)	<p>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)</p>	<p>IABA High Performance Coach will oversee the design of the programme. In addition to his staff time, we will also ensure that the IABA Assistant High Performance Coach (due to be recruited in next 3 months) takes some sessions for the talented coaches who will deliver the squad training. The Assistant HP Coach in Ulster will mentor the coaches taking the talent squad training sessions.</p> <p>All Squads will also be brought up to the High Performance Unit in UUJ to take part in a session with the High Performance Coach.</p>	<p>All Belfast Clubs who cater for the following age groups:</p> <p>Boy 1,2&3 (11-14) Girl 1,2&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 for the squads- approximately £4,000 per squad x 2 squads.- total £8,000</p>

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	Action
1.3 To host events for talent squads and development squads at various all age groups leading into the Ulster High Performance Unit.	To run a calendar of competitions/competitive opportunities for the young boxers to showcase their talent.	<p>The CAB representatives will arrange a plethora of intercounty competition within Belfast venues and will provide referee/judges and table officials.</p> <p>Examples of Competitions are as follows:</p> <ul style="list-style-type: none"> • Antrim 3's for ages 11-18- Bouts for boxers with 0-3 bouts • Antrim 6's for ages 11-18- bouts for boxers with 0-6 bouts. • International bouts against UK home nations, Scotland, England and Wales. Open events For ages 11-18 • Halloween Open Event ages 11-18. • Youth Event for age 16&17 Pre-senior elite age group, select teams and international teams. 	<p>Boy 1,2&3 (11-14)</p> <p>Girl 1,2&3(11-14)</p>	<p>CAB Volunteer time to organise, run and administer the county competition/competitive opp's.</p> <p>Belfast City Council Funds requested for Venue Hire, official's payments and medals for participants- approximately. This will only run if we obtain further funding for this element-£8,750 per event = £43,750. So £24,000 from Support for Sport and £20,000 from other bcc funds.</p> <p>Round up to £44,000</p>
1.4 Free Gym Membership for Elite Performers	Numbers of Boxers successful in obtaining free membership per year	<p>BCC to provide details of the scheme to the steering group</p> <p>Steering group will be responsible to distribute and communicate widely the scheme and its criteria. IABA staff can help boxers fill out forms if necessary</p>	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	<p>BCC to provide details of the scheme to the steering group</p> <p>IABA Performance Pathways committee will be responsible to distribute and communicate widely the scheme and its criteria to all boxers within the HP Unit.</p> <p>IABA staff can help boxers fill out forms if necessary</p>	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	Action
1.6 To work with BCC and NICGC for hosting Commonwealth Youth Championship Boxing in 2020 in Belfast	To host the Youth Commonwealth Boxing Championships in 2020 in a Belfast Venue such as Girdwood.	<p>IABA will engage with NICGC around preferable venues that can accommodate boxing, taking into consideration the following factors:</p> <ul style="list-style-type: none"> 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>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>	Boxers aged 16 and 17 and eligible to take part for Northern Ireland Commonwealth Games Team.	<p>NICGC Funds as Event Organiser</p> <p>BCC Funds towards the hosting of Youth Commonwealth Games 2020 Sponsorship</p> <p>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
2.1 To support the production of materials to attract volunteers into boxing.	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, and to plot Belfast clubs onto Ulster Boxing Website with an interactive map, so that anyone can log on and see where the nearest club is and their training times and contact details. Requesting Funds from Belfast City Council for the publication/printing of the aforementioned materials and also for IT costs to integrate the club data into the interactive map on the UBC Website.	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
2.2 To support the delivery of an IABA led volunteer education event made for boxing clubs in Ulster	1 event to be delivered per year- targeting all 27 clubs delivered by 31 st 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 for all Ulster Clubs- all Belfast clubs would be included within this. 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"> • ClubMark- all associated best practice policies and procedures • Child protection training and updates • Health and safety of club facilities • New IABA Policies and procedures • Good Relations Training and update • Fundraising, Grant aid and sponsorship • Affiliation procedures • Volunteer committee roles and responsibilities • How to chair meetings • Roles and responsibilities of a club Treasurer • Examples and workshops providing examples of best practice Community outreach programmes such as: boxing for fitness, mental health and well-being programmes, rehabilitation programmes for offenders. BCC- to provide Girdwood Venue through GLL. If this is not possible we would seek to hire a Belfast Hotel venue	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 IABA to fund this for an Ulster Wide Event. Clubs Outside Belfast could attend at a cost. This will only run in Belfast if there are any provisional underspends in the events budget. Otherwise at present it is due to be hosted outside of Belfast.

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
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 st 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 requested for approx. – none requested in this financial year due to time constraints- however planned for future years within the strategy</p>
3.2 To deliver grassroots refereeing, judging qualifications and table officials- ie	<p>Delivery of 1 referee & judging course- 20 new referees by 31st March each year.</p> <p>1 scoring/event official course per year- 10 newly trained officials per year</p>	<p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year</p> <p>CAB will advertise, market and promote these opportunities to its affiliated members. CAB will also identify clubs who may not have qualified referees and judges within their clubs.</p> <p>UBC will also provide Referee Tutors to run the Level 1 and Level 2 referee and judging qualifications</p>	<p>New aspiring referees/judges aged 16 +</p> <p>Current Clubs without referee/judges</p> <p>New Clubs under development</p> <p>Clubs looking to run club events and tournaments</p>	Belfast City Council Funds requested for approx. – none requested in this financial year due to time constraints- however planned for future years within the strategy

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
4.1 To support the delivery of an IABA led Workforce Education programme for talented coaches	<p>To work with 5 coaches per year delivering a bespoke education programme by 31st March each year.</p> <p>4 year target by 31st March 2021.</p>	<p>IABA to provide expertise of HPC within Ulster and the performance pathways committee to help identify talented coaches within Belfast to take part in the programme.</p> <p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year.</p> <p>We will measure the number of coach learner opportunities.</p>	<p>Identified Level 1 and Level 2 Coaches, actively coaching in Belfast, identified by the Ulster HP Coach as potentially talented coaches with ability to progress to national and international coaching.</p>	<p>IABA Staff time and committee members time -HP Coach Ulster, performance pathways committee and Workforce Officer</p> <p>Belfast City Council Funds requested – none requested in this financial year due to time constraints- however planned for future years within the strategy</p>
4.2 To source funding for the delivery of grassroots boxing qualifications- ie level 1 and level 2 IABA coaching awards, first aid and safeguarding	<p>20 new level 1 coaches by 31st March each year.</p> <p>10 new level 2 coaches</p> <p>2 first aid courses</p> <p>2 safeguarding courses</p>	<p>IABA will utilise the EBA programme budget to train new female coaches within Belfast.</p> <p>IABA will also provide the Workforce Development Officer to run and administer the administration for the programme each year</p> <p>CAB will advertise, market and promote these opportunities to its affiliated members. CAB will also identify clubs who may be either under or over capacity regards coaching-members ratio's.</p> <p>CAB will also provide Coaching Tutors to run the Level 1 and Level 2 qualifications.</p>	<p>New aspiring coaches aged 16 +</p> <p>Current Clubs who's carrying capacity is exceeding their number of qualified coaches</p> <p>Clubs looking to set up new sections to their clubs; eg female section, over 50's health and well-being etc</p>	<p>EBA- Funds for new Female Coaches.</p> <p>SNI Funding.</p> <p>Belfast City Council Funds requested for – none requested in this financial year due to time constraints- however planned for future years within the strategy</p>

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
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- £30,000(salaries) 1x EBA Coach(no extra costs out of EBA funds) Venue Hire, additional coaches to deal with capacity and marketing and advertising info and hire o ring etc if necessary - £2,000</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 traditionally have no involvement in boxing.	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. 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- £23,000(salaries) x 8 months pro rata- £17k 1x EBA Coach(no extra costs out of EBA funds) BCC to provide Venue Hire within own budgets.</i>
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"> Seeding Grants for newly developed clubs or junior sections of senior clubs. Equipment Grants for clubs who can demonstrate the need for equipment for new clubs or existing clubs who have grown or need replacement equipment. Or Membership Development Grants <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 Total £15,000</p>

5.0 To grow and sustain club membership within Belfast - CONTINUED				
Aim				
Action	KPI's	Action	KPI's	Action
5.5 Produce a club signposting leaflet, with details of all local Belfast clubs	Leaflet produced by 31 st March 2018.	IABA to design leaflet with relevant details of all local clubs and club secretaries. CAB to distribute to all clubs BCC to fund production of leaflet	Parents of Boxers, Boxers, Youth Clubs, Schools etc.	
5.6 Promote the Support for Sport Scheme with local boxing clubs	Encourage 2 clubs to apply per year	IABA Staff to work with clubs to work up applications for Support for sport schemes.	27 Boxing Clubs based in Belfast	N/a No programme costs, only staff time.
5.7 Boxing Holiday Camps	180 participants per year	IABA Staff to arrange and organise Easter and Summer Holiday Camps for Boxing. CAB to provide coaches to aid EBA and Community Coaches. 15 participants per camp x 4 camps per holiday period x 3 holiday periods. Total of 180 participants IABA will administer the booking process.	All 27 Boxing Clubs based in Belfast, target local schools also.	<i>1X Community Based Boxing Coach- £30,000(salaries)</i> <i>1x EBA Coach(no extra costs out of EBA funds)</i> Programme Costs- Venue Hire, Coaching Wages for additional coaches, marketing materials to facilitate bookings 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
6.1 To deliver a good relations programme within Belfast	To deliver a good relations programme to 180 participants per year	<p>IABA Operations Manager to build in Good Relations Programme into the holiday camps with 180 participants.</p> <p>We will deliver a scaled down version of the training programme from what is currently delivered to IABA Members.</p> <p>Production of leaflets, posters and banners and other marketing material to be displayed around all 29 belfast clubs.</p> <p>29 clubs with a banner, posters and leaflets- £10,000</p>		<p>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.</p> <p>Good Relations Marketing material around all Belfast Clubs. £10,000</p>