

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 run competitive opportunities for Belfast talent squads 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 1 volunteer education event with 27 clubs represented 1 volunteer recognition event with 27 clubs represented 2 officials to reach bespoke talented referee and judges training per year 20 new referees and judges per year 	<ul style="list-style-type: none"> 5 coaches to received talented coach bespoke training and mentoring 20 new coaches to b trained each year New online coaching course and resources to be designed 50 new people to access online resources per year Increase the number of female coaches in line with EBA Belfast targets New inclusive boxing module to be designed March 2019 	<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"> 2 clubs to attain Club mark accreditation or reaccreditation per year Deliver of good relations programme to 180 participants within the holiday camps.
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.	<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</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</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	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

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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	KPI	Resource/Budget/eligible cost
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>

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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 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. 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 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 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"> • 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 	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.

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		<ul style="list-style-type: none"> • 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 <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.
Aim	2.0 To recruit, train and sustain active volunteers, who are trained to best practice standards within Belfast - continued			
Action	KPI	Action	KPI	Resource/Budget/eligible cost
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 st 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.</p> <p>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>

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3.0 To recruit, train and sustain active officials, who are qualified to the highest standards within Belfast.				
Aim	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 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 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 & 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>	<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 31st March each year.</p> <p>4 year target by 31st 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 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 31st March each year.</p> <p>4 year target by 31st 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. Belfast City Council Funds to cover cost of running course to include venue hire, hospitality, tutor costs.</p>

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		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 st March 2019 50 new participants to access online resources per year target by 31 st 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 st March each year. 4 year target by 31 st 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

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	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>

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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"> 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 approx.</p>
Aim	5.0 To grow and sustain club membership within Belfast - CONTINUED			
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 st 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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