Ulster Boxing
Club Development Plan
2013-17
CONTENTS

Page 3 – Introduction & Ulster Club Development Plan

Page 4 – Where are we now?

Page 5 – Club Audit

Page 7 – Club Management

Page 8 - Club People

Page 9 – SWOT Analysis

Page 10 – Where do we want to go?

Page 11 – Table 1: Club Development Framework

Page 12 – How do we get there?

Page 13 – Year 1 - Ulster Club Development Plan

Page 14 – Year 2 to 4 - Provisional Actions

Appendix 1: Club Audit
Introduction

It is the IABA’s vision;

‘To be Ireland’s leading Olympic sport and one of the World’s leading boxing nations in competition, development and governance.’

To realise this vision the IABA through the Strategic Plan 2011-16 identifies 4 main areas to focus on;

- Pathways
- Coach Education and Development
- Club Development
- Governance

This strategic plan and the Implementation Plan for the Ulster Boxing Council goes further and targets 3 areas to focus on;

- Sound internal infrastructure at club level
- Generating investment for clubs
- Boxer and volunteer development

Ulster Club Development Plan

As a result and in recognition of Ulster clubs the IABA secured funding to further support the development of clubs within the province. As boxing enters a new and exciting era this document will outline the support clubs can expect and give more detail about the programme over the next 4 years. The plan will be for every affiliated club in Ulster and aims to offer opportunities for all regardless of your stage of development.

It should be noted that the investment into Ulster Boxing Club Development by the IABA through Sport NI, will focus on clubs based in Northern Ireland but the programme will offer guidance on good practice that is applicable to all amateur boxing clubs.
Where are we now?

To get an idea of the development position of clubs this document has used previous research highlighted within;

- **Irish Amateur Boxing Association** - Strategic Plan 2011-2016
- **Ulster Provisional Boxing Council** - Implementation Plan for the IABA National Strategy 2011-2016
- **Sport NI** – Boxing Investment Programme 2012–2015

The IABA have also completed a *Club Development Self-Evaluation* (Sport NI: Performance Focus 2013-17). This provided an opportunity to benchmark against 7 Key Areas (See Table 1: Club Development Framework) and has helped shape the plan to support Ulster clubs. The main priorities for development from the self-evaluation are;

- Enhance the experience of all participants within the sport through improvement of current systems
- Build growth management systems to support increased participation
- Implement good governance to all clubs
- Educate volunteers, coaches and boxers on rules, governance and good practice within clubs and competition

The Self Evaluation highlighted;

**Strengths**

- Comprehensive database of clubs and contacts
- Officer employed to support clubs
- Priority to develop a Club Development Plan to guide the work of IABA

**Areas for Development**

- Club Development Plan
- Communication Plan
- Support services for clubs
- Clubmark specific for Boxing
Club Audit

The research and self-evaluation has been further enhanced by an Ulster Club Audit carried out in March 2013. Over 70% of clubs returned the Ulster Boxing Club Audit and this was a fantastic response and shows the desire of clubs wanting to develop their club, their members and their sport. The following findings from the audit are focused purely on club development and the needs of clubs.

In March 2013 Ulster have **128 clubs** affiliated to the IABA with **98 in Northern Ireland**. With a wide geographic spread clubs are accessible to a large population both urban and rural;

![CLUBS](image)

Within the 98 clubs there are a total of **6350 members** (competitive and recreational);

- 80% of members being male
- 60% are aged Under 18
- 35% are 18 to 49
- 5% are 50+
Club focus/ambition

85% of clubs who responded felt their main focus was to offer their local community opportunities to participate in boxing.

45% also highlighted their ambition to produce the best boxers and fulfil the potential in each boxer.

Activities

When asked what type of activity the clubs offers;

- 100% said Competitive opportunities
- 80% said Fitness Sessions
- 75% said Non Competitive activity

Barriers

55% of clubs felt their current facilities were the main barrier to develop their club.

More than half of clubs felt a lack of coaches, volunteers and administrators and the training of these people were barriers to development (53%).

Just under half of clubs felt finances, including running costs, travel to competitions, rent, etc were major barriers (44%).
**Club Management**

From the clubs who returned the audit there was a positive response in terms of the support that could be offered through the Club Development programme.

- 69% of clubs want *Sports Development* support
- 65% of clubs *Club Management* support
- 30% of clubs *Policy Development* support
- 83% of clubs are interested in a *Boxing* specific *Clubmark* *

*12 Belfast based clubs have achieved Clubmark through their local council scheme (March 2013)*

**Security of Tenure**

From the clubs (61) that returned information on the ownership/lease arrangement of their club premises;

![Security of Tenure Chart]

Security of Tenure Chart:
- OWN OR 20+ YRS: 30%
- 10-19 YRS: 15%
- 5-9 YRS: 5%
- NONE OR <5YRS: 50%
Club People

In terms of developing the people within clubs all areas where considered important but in terms of ranking priorities, clubs identified;

1\textsuperscript{st} – Developing more \textbf{Coaches}
2\textsuperscript{nd} – Increasing \textbf{Child Protection} Awareness
3\textsuperscript{rd} – Developing more \textbf{1\textsuperscript{st} Aid} qualified volunteers
4\textsuperscript{th} – Increasing the number of \textbf{Volunteers}
5\textsuperscript{th} – Increasing the number of \textbf{Referee/Judges}

To develop clubs

Other key points that came out of the audit included;

* Regular Consultation and Support from IABA, based around need
* Better Communication from IABA
* A planned, structured and timely Development Programme for clubs
* More Government Departments involved to increase funding
SWOT Analysis

This SWOT Analysis summarises aforementioned research and findings;

**Strength**
- Established Tradition/Large number of clubs in province
- Medal success
- Commitment of volunteers
- Employment of Club Development Manager
- Positive response and desire for Club Development support

**Weakness**
- Facilities/Clubs struggling financially
- Links to schools
- Ability to attract funding
- Lack of coaches, volunteers and administers

**Opportunities**
- IABA Club Development Programme
- Sport NI Boxing Investment Programme
- Local Authority support e.g. Belfast City Council Boxing Strategy
- Active Communities Programme

**Threats**
- Increasing costs
- Decline in volunteers
- Access to funding
Where do we want to go?

'To be Ireland’s leading Olympic sport and one of the World’s leading boxing nations in competition, development and governance’

To achieve the vision it is important to know what this would look like in terms of Club Development. The Club Development Framework (Pg 11) was used in the self-evaluation process and has allowed the IABA to benchmark against what Excellence would look like in terms of Club Development; when club development best practice has been fully applied, is world-leading and is being continuously improved.

At this stage of development the IABA will be focusing around the areas of;

**Governance & Club Management**
- Constitution
- Child Protection & Equity Policies
- Security of Tenure & Adequate Insurance

**Finance & Funding**
- Correct Banking Procedures in all clubs
- Supporting clubs through Boxing Investment application

**Coach & Volunteer Development**
- Recruitment & Volunteer toolkit
- Training & Education opportunities

**Communication**
- Communicate Club Development Support Service
- Develop resources and templates for Club Development
- Access to resources on Ulster Boxing website
### Table 1: Club Development Framework

<table>
<thead>
<tr>
<th>Governing Body Club Development Planning</th>
<th>Governing Body – Club Communication and Affiliation</th>
<th>Knowledge and Understanding of Club’s Development Position</th>
<th>Development Support and Guidance Provided to Clubs</th>
<th>Club Supporting Education and Development System</th>
<th>Club Development and Accreditation Scheme</th>
<th>Recognition, Reward and Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your sport have an operational club development plan in place, fully aligned to the National Strategy with a clear plan for implementation?</td>
<td>Does your sport have effective and proactive communication and understanding between the governing body and clubs, in place?</td>
<td>Does your sport have a comprehensive knowledge of the development position and needs of the clubs within your sport?</td>
<td>Does your sport provide an extensive package of club development support and guidance to the clubs within your sport and communicate this effectively to these clubs?</td>
<td>Does your sport have a comprehensive programme of relevant education and continuous development opportunities for club coaches and ‘non-coaching’ volunteers?</td>
<td>Does your sport have a Clubmark NI endorsed accreditation scheme fully embedded within the sport, with robust assessment and significant club support?</td>
<td>Does your sport have a comprehensive programme in place, providing regular opportunities to recognise, reward and raise the profile of clubs and their personnel?</td>
</tr>
</tbody>
</table>
| Your sport has a clearly defined governing body strategy and action plan for club development in place which is aligned to the governing bodies overall plan/strategy and incorporates all relevant structures. | Your sport has a comprehensive database of all clubs and associated contacts in place which is aligned to governing body information and is reviewed / updated annually. | Your sport has a clear and comprehensive knowledge of the development position of affiliated clubs within the sport collected through a formal process. | Your sport offers extensive support, guidance, training or resources to clubs in the following areas:  
- Developmentally appropriate Participant/Athlete development.  
- Club outreach, partnership development and community links.  
- Club coach, leader and official development, support and guidance (including relevant legal and insurance information).  
- Volunteer management and development.  
- Club governance, management and administration.  
- Club finance, funding, business models.  
- Club facilities and equipment.  
- Safeguarding and vetting.  
- Including people with disabilities.  
- Club development planning.  
- New club – start up. | Your sport has a well-established Clubmark NI endorsed club development and accreditation scheme in place to support the development and recognition of your clubs. | Your sport’s Clubmark NI scheme is linked to significant club support structures and resources, both human and physical, to support the development of the clubs within the sport. | Your sport has completed an audit of your club and club personnel-profile-raising activities. | Your sport has a comprehensive database of all clubs and associated contacts in place which is aligned to governing body information and is reviewed / updated annually. | Your sport has a clear and comprehensive knowledge of the development position of affiliated clubs within the sport collected through a formal process. | Your sport offers extensive support, guidance, training or resources to clubs in the following areas:  
- Developmentally appropriate Participant/Athlete development.  
- Club outreach, partnership development and community links.  
- Club coach, leader and official development, support and guidance (including relevant legal and insurance information).  
- Volunteer management and development.  
- Club governance, management and administration.  
- Club finance, funding, business models.  
- Club facilities and equipment.  
- Safeguarding and vetting.  
- Including people with disabilities.  
- Club development planning.  
- New club – start up. | Your sport has a comprehensive programme of relevant education and continuous development opportunities for club coaches and ‘non-coaching’ volunteers? | Does your sport have an operational club development plan in place, fully aligned to the National Strategy with a clear plan for implementation? | Does your sport have effective and proactive communication and understanding between the governing body and clubs, in place? | Does your sport have a comprehensive knowledge of the development position and needs of the clubs within your sport? | Does your sport provide an extensive package of club development support and guidance to the clubs within your sport and communicate this effectively to these clubs? | Does your sport have a Clubmark NI endorsed accreditation scheme fully embedded within the sport, with robust assessment and significant club support? | Does your sport have a comprehensive programme in place, providing regular opportunities to recognise, reward and raise the profile of clubs and their personnel? |
How do we get there?

Sport in general is entering a phase of modernisation and these are exciting times with the potential to take our sport to a new level. In Irish Amateur Boxing we face the challenge of ensuring we continue to produce at the highest level and continue to develop strong, safe and vibrant clubs to attract more people to our sport.

Nothing worth doing is ever easy but with the support of Ulster Boxing Council, County Boards, Member Clubs and external partners, the IABA will meet this challenge by developing and communicating a range of resources and services highlighted in Ulster Club Development Plan – Year 1.

Thank you

Before we move onto the action side of the plan, the IABA would like to thank the Ulster Provincial Boxing Council and County Boards for their support and their continued efforts for our sport.

The Ulster Boxing Club Development Plan is design for and driven by the clubs and the response and input from the clubs is greatly appreciated. The process of communication between governing body and club will be ongoing and is vital to ensure we address the current and emerging development needs of the clubs.

For any further information please contact;

IABA
Ulster Club Development Manager
House of Sport
2a Upper Malone Road
Belfast
BT9 5LA
Tel: 028 90383224  Mob: 07711008998  Email: steven@iaba.ie
## Year 1 - Ulster Club Development Plan

<table>
<thead>
<tr>
<th>Performance Focus Area</th>
<th>Club Development Action</th>
<th>Target</th>
<th>Timescale</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Needs Info</td>
<td>Club Audit</td>
<td>Response from majority of clubs</td>
<td>March 2013</td>
<td>IABA</td>
</tr>
<tr>
<td>Planning</td>
<td>Club Development Plan</td>
<td>Clear plan for clubs</td>
<td>May 2013</td>
<td>IABA</td>
</tr>
<tr>
<td>Communication and Affiliation</td>
<td>Communication Strategy</td>
<td>Clear strategy</td>
<td>June 2013</td>
<td>IABA</td>
</tr>
<tr>
<td></td>
<td>Ulster Boxing Council</td>
<td>Regular communication</td>
<td>April 2013</td>
<td>IABA/UPBC</td>
</tr>
<tr>
<td></td>
<td>County Boards</td>
<td>Regular communication</td>
<td>April 2013</td>
<td>IABA/County Boards</td>
</tr>
<tr>
<td></td>
<td>Online</td>
<td>Regular communication</td>
<td>May 2013</td>
<td>IABA</td>
</tr>
<tr>
<td>Support Services</td>
<td>Resources &amp; Templates</td>
<td>Basic funding requirement templates</td>
<td>May/June 2013</td>
<td>IABA</td>
</tr>
<tr>
<td></td>
<td>Online access</td>
<td>Clubmark template</td>
<td>March 2014</td>
<td>IABA</td>
</tr>
<tr>
<td>Education Opportunities</td>
<td>Workshops: Governance &amp; Club Management</td>
<td>5 x regional workshops</td>
<td>May/June 2013</td>
<td>IABA/SNI</td>
</tr>
<tr>
<td></td>
<td>Finance &amp; Funding</td>
<td>5 x regional workshops</td>
<td>June/July 2013</td>
<td>IABA</td>
</tr>
<tr>
<td></td>
<td>Sports Development</td>
<td>5 x regional workshops</td>
<td>July/August 2013</td>
<td>IABA</td>
</tr>
<tr>
<td></td>
<td>Coach &amp; Volunteer</td>
<td>3 x Safeguarding</td>
<td>June/December 2013</td>
<td>IABA/Local Authorities</td>
</tr>
<tr>
<td></td>
<td>Development Courses</td>
<td>3 x Child Protection</td>
<td>June/December 2013</td>
<td>IABA/Local Authorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 x 1st Aid</td>
<td>June/December 2013</td>
<td>IABA/Local Authorities</td>
</tr>
<tr>
<td>Accreditation Scheme</td>
<td>Boxing Specific Clubmark</td>
<td>Launch programme</td>
<td>March 2014</td>
<td>IABA</td>
</tr>
<tr>
<td>Reward and Profile</td>
<td>Promotion</td>
<td>Increase awareness</td>
<td>Ongoing</td>
<td>IABA/UPBC/Counties/Clubs</td>
</tr>
</tbody>
</table>
Years 2 to 4 - Provisional Actions

The plan is designed to be flexible and respond to the emerging needs of clubs but below are provisional actions.

Year 2: 2014/15

- Wide scale roll-out of club (non-coaching) volunteer learning opportunities previously developed in the areas of club governance and management, club finance and funding and club-based sports development.
- Further enhancing and embedding of governing body structure to clubs communication methods and effectiveness.
- Development of a process to capture updated club needs information (on an on-going basis) to build on / update the intelligence developed through the initial year 0/1 club audit process.
- Development and introduction of support and guidance for clubs on volunteer management and development, including recruitment, development, management, recognition and retention.
- Development and introduction of support and guidance for clubs on club development planning.
- Development and introduction of CPD opportunities for club-based coaches.
- Application and embedding of club development and accreditation scheme assessment and support processes.
- Creation of awareness and understanding of the IABA Ulster Boxing club accreditation scheme and associated club development benefits.
Year 3: 2015/16

- Development of an awareness and understanding of the IABA talent structures and system amongst club-based coaches including related selection protocols, processes and the key athlete competencies that they can contribute to developing within the club coaching environment.
- Development and introduction of athlete development guidance for clubs and coaches to create some level of synergy between the club and talent coaching environments so that they are complimentary.
- Develop structures to support club-based coaches in their development and deployment including enhancing CPD opportunities for coaches through informal and/or non-formal methods based on identified coach development needs.
- Introduce support for clubs to enhance their profile through traditional media and e-media sources.

Year 4: 2016/17

- Embed previous actions.
- Embed the guidance around club athlete development and create smooth links between the club and talent environments through which athletes at the appropriate level can seamlessly transfer within the pathway.
- Embed support, learning opportunities and guidance for club-based coaches.
- Ensure there is an established flow of clubs gaining accreditation through the IABA Ulster Boxing Club Accreditation Scheme.

Creation of local boxing club development networks or networks based on county board areas to create a structure for peer learning between clubs, coaches and volunteers, a delivery structure for IABA led club-development support and a sounding board for IABA club development initiatives, services and support including the identification of club needs.