

2024-28

Strategy



IN

YOUR
CORNER



About Us

IABA, formed in 1911, is the National Governing Body of Ireland's most successful Olympic sport, Boxing.

Our goal is to translate our keynote success in the ring to success in the administration and growth of our sport - becoming innovative, inclusive and development-focused.

This collaborative strategy will include modification of our structure; member talent ID and upskilling in all facets of our sport; showcasing boxing & the boxing community and attracting inward investment to accelerate boxing development.



IN
YOUR
CORNER




Introduction

In Your Corner is Irish Boxing's most ambitious strategic plan to date, and one in which we safeguard our heritage, and shape our legacy – not only as Ireland's most successful Olympic sport, but as the heart of the communities in which our clubs are rooted.

The creation of this far-reaching four-year plan was a highly collaborative process in which all members of the Boxing Community could engage in a range of in-person, remote and online settings. Each member of the Boxing Community who participated in this partnership process brought with them an intimate knowledge of our sport and invaluable sign-posting of our path forward, together.

This plan is published as IABA approaches the 100th anniversary of Irish Boxing's participation in the Olympic Games. Our sport remains Ireland's most successful Olympic Sport, winning 18 of Ireland's 35 medals up to Paris 2024. Half of Irish Boxing's Olympic medals have been won in an extraordinary 20 year period of international success. Our ability to contest and achieve on the international stage, relative to the size of our Association, is virtually unmatched. This talent must be supported and protected at every level through our High Performance Programme. **In Your Corner** includes a High Performance Youth & Junior Pathway process, and Coaching and Refereeing and Judging skill-building to ensure we can build, even further, on the international stage.





As our community evolves, the Association must further develop to meet the changing needs of the Irish Boxing Family.

This includes streamlining structure and creating more and better skill building opportunities for members in every kind of role in our community – from boxer, to youth and club leadership, regional and national leadership.

We must invest in our community to ensure it meets the needs members have shared with us, but also allows us to open the doors of our sport to wider society and grow the number of clubs, boxers – competitive and non-competitive, coaches, R&Js and boxing administrators.

We have many challenges to face at home and internationally. Our Association cannot continue to rely solely on our funders to finance our future development. Revenue streams must be identified and secured for investment in our sport. Our visibility in the media should no longer be tied only to our remarkable Olympic success, and we must invest in technologies to better serve our community. We must also decide where our future internationally lies. That decision is within the sole gift of our members.



The Board of Directors would like to highlight and acknowledge the role played by key partners and stakeholders, including the Dept. of Sport, Sport NI, Sport Ireland, the Institute of Sport, the Olympic Federation of Ireland, Belfast City Council, Dublin City Council and Local Sports Partnerships, in the growth and development of boxing, and the Boxing Community.

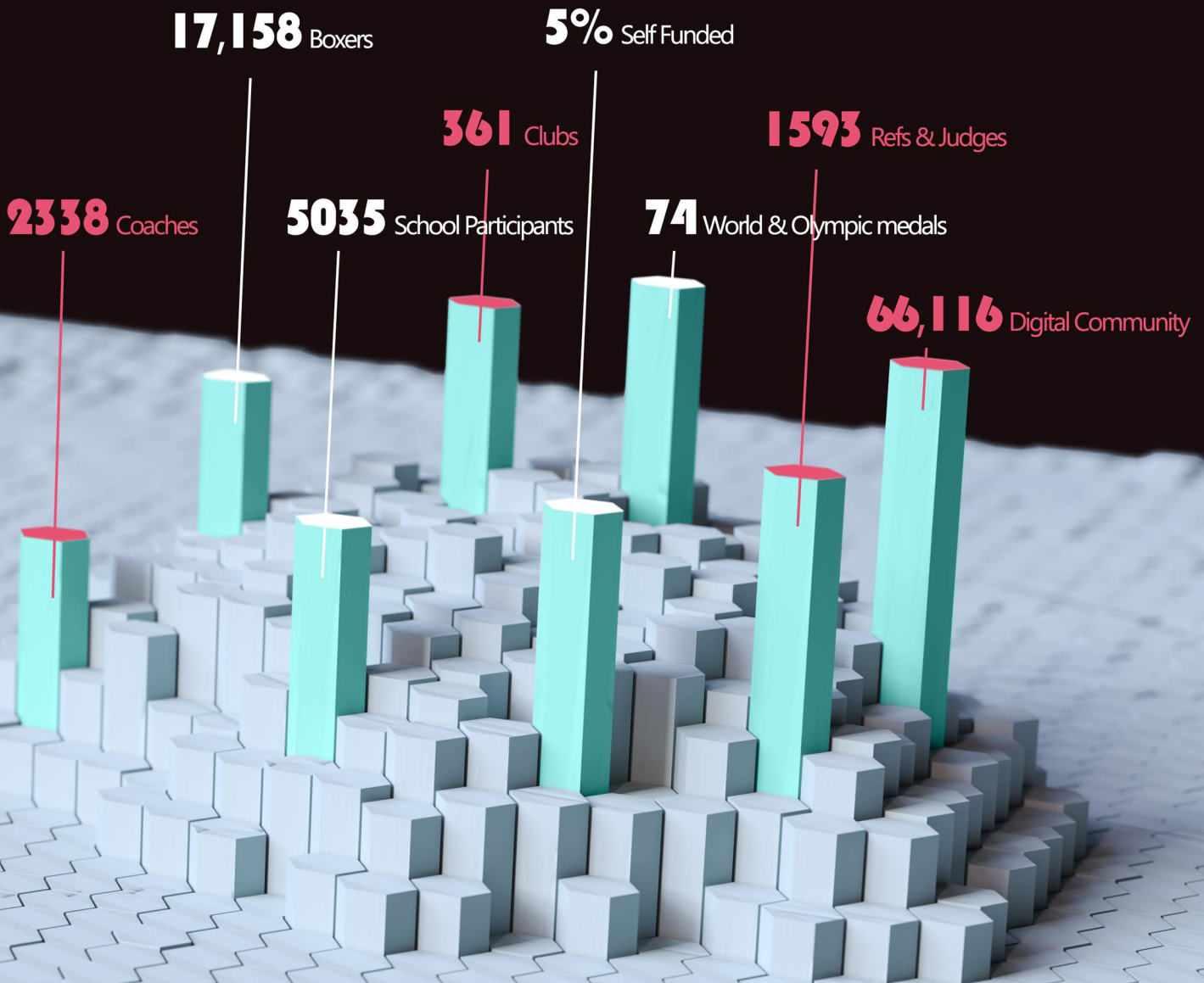
Finally, our Association would not exist without the thousands of people who give, relentlessly, of their time to their clubs, their boxers, and to local, regional and national competition. This strategy was created by the Boxing Community for the Boxing Community, and their support of it ensure a bright and certain future for our sport.



Our Vision

To honour our standing as Ireland's most successful Olympic Sport, and become Ireland's most innovative, inclusive and development-focused sporting community

Where we are now : 2024

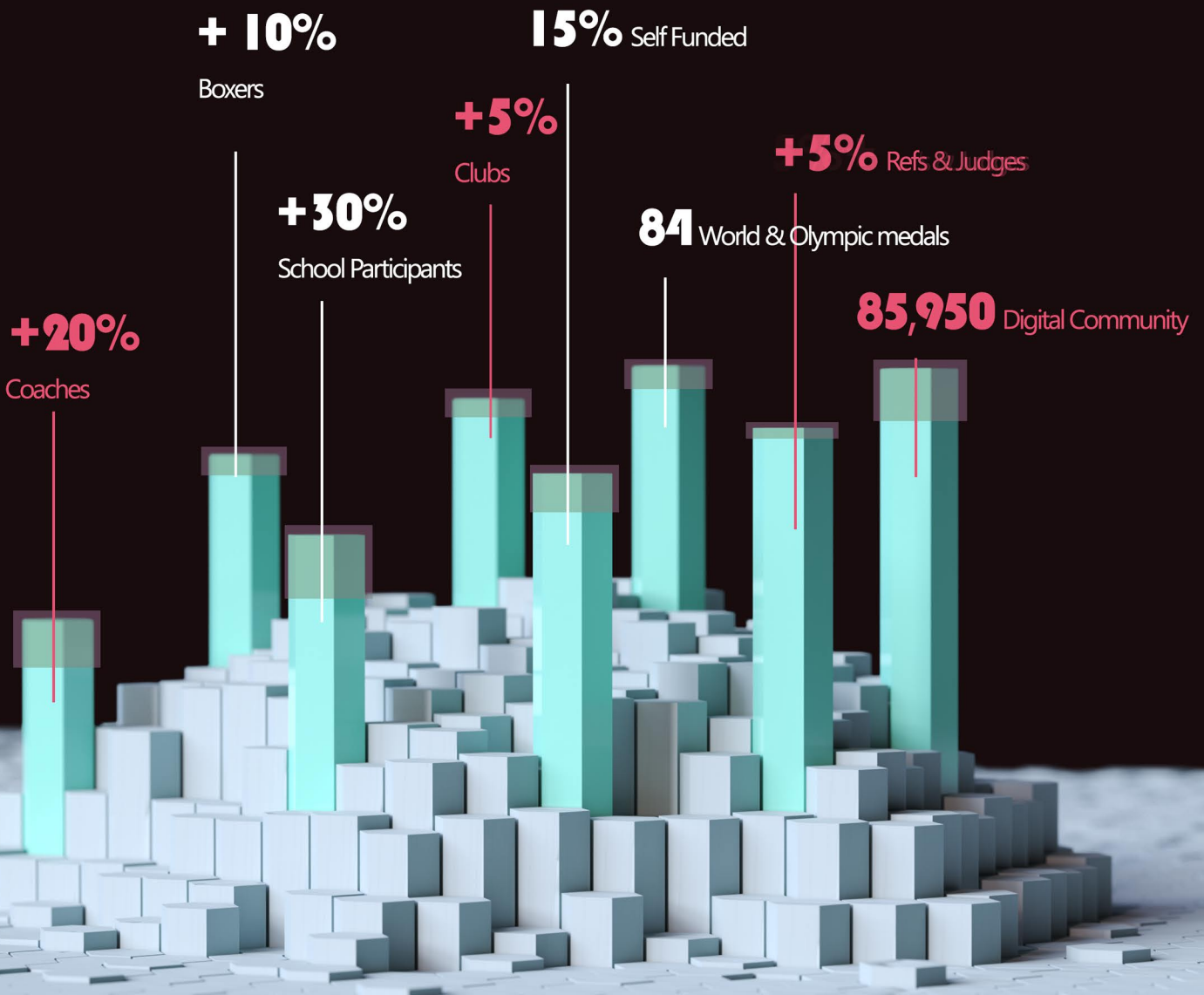


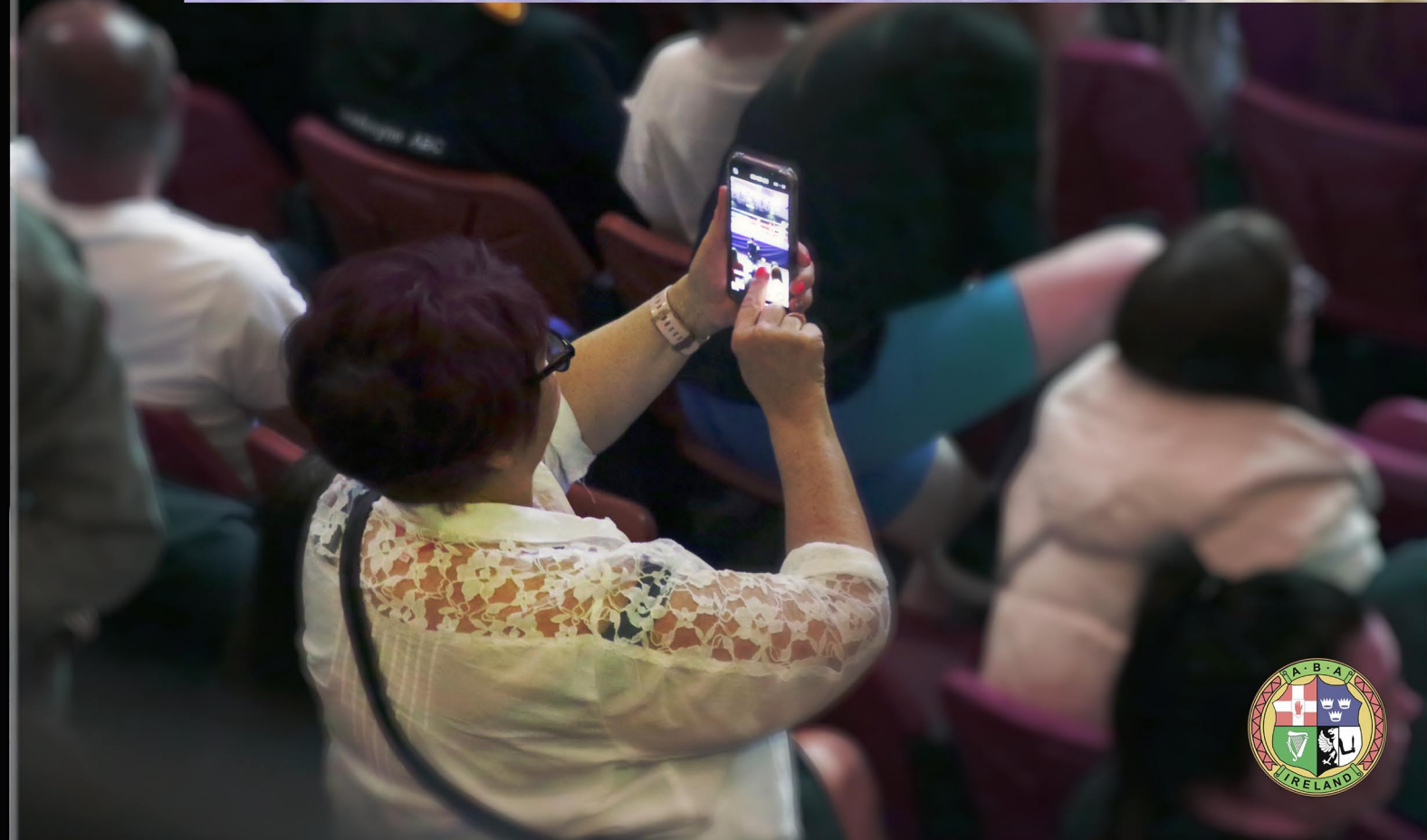


Our Vision

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Where we will go : 2028

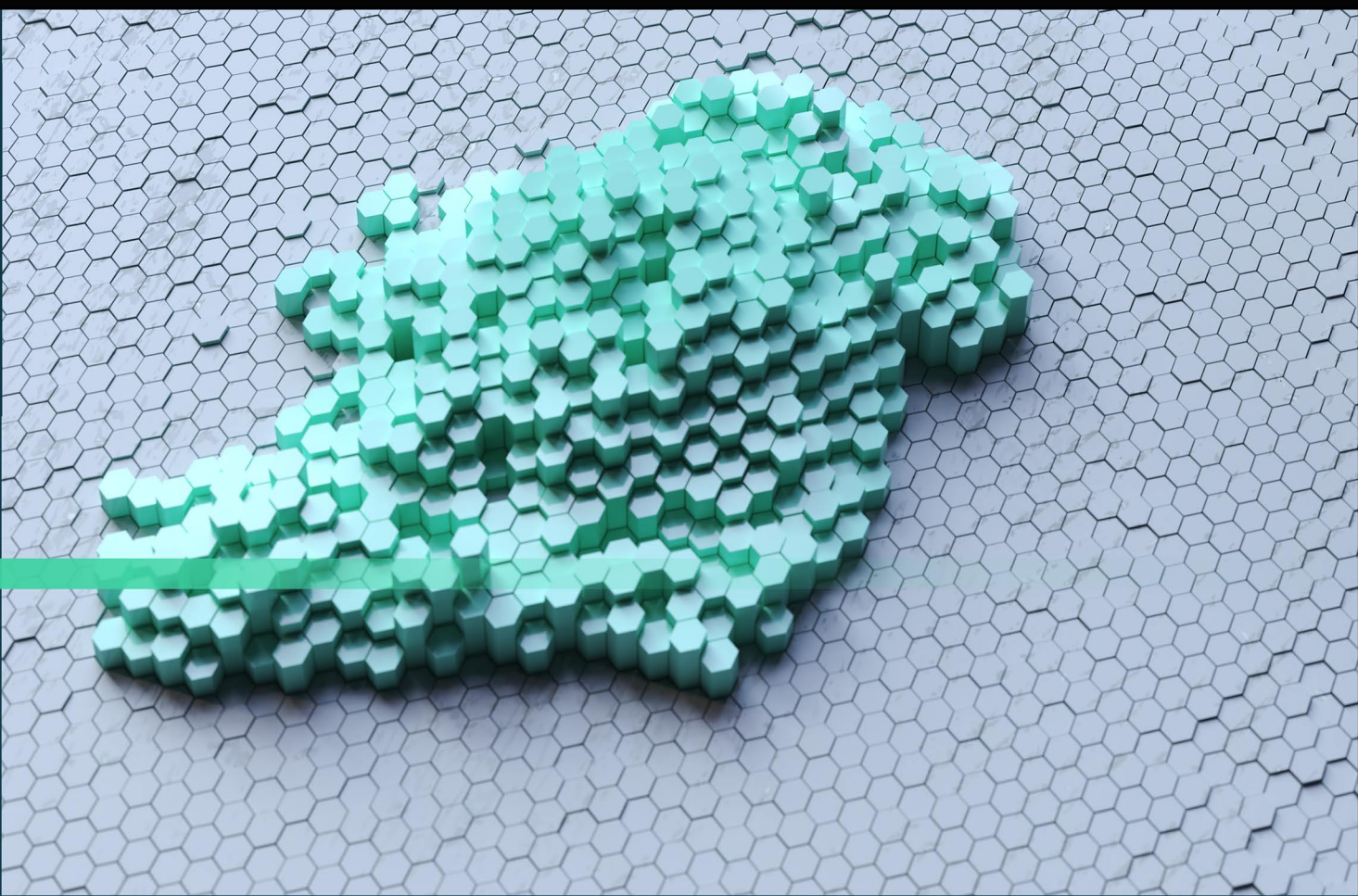




Our Purpose

To develop a culture of unity, promote engagement and participation in clubs and communities, and advance performance at all levels





Our Values

IABA places its greatest premium on developing a member-focused high performance organisation which creates value for all of its stakeholders.



Our Values

Respect

Everyone is appreciated for who they are, and all cultures and backgrounds are welcome.

Trust

We always act with integrity, and are transparent, fair and direct in all our actions. We act in the best interest of members and we build trust through our leadership.

Courage

We have the courage to change, and to make the right decisions. We have the courage to stand up and do what is right.

Excellence

We aim for Gold standard, and to achieve success.

Community

We promote unity and integration. All of us are part of boxing, with a common goal. Everyone counts.





Our guiding principles

We want to go from good to better to best.
We will do this through leadership and our guiding principles :

Diversity and Inclusion : We will continue to create an inclusive environment in all boxing communities and environments.

Transparency : We will share our decisions and operate to best practice governance guidelines.



Our Strategic Themes

1. **Organisation** : This includes leadership, staff, structure, governance, culture and operational excellence among staff and elected representatives.

2. **Clubs**: This includes the development of, and investment, in people: volunteers, club members, clubs, coaching, training, education, and leadership training.

3. **Participation & Performance** : This includes participation, performance, boxers, competition, wellbeing, health & safety.

4. **Image** : This includes communications internally & externally, image, raising profile, social capital, capitalising on our successes, and telling our story better.





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WIN YOUR CORNER





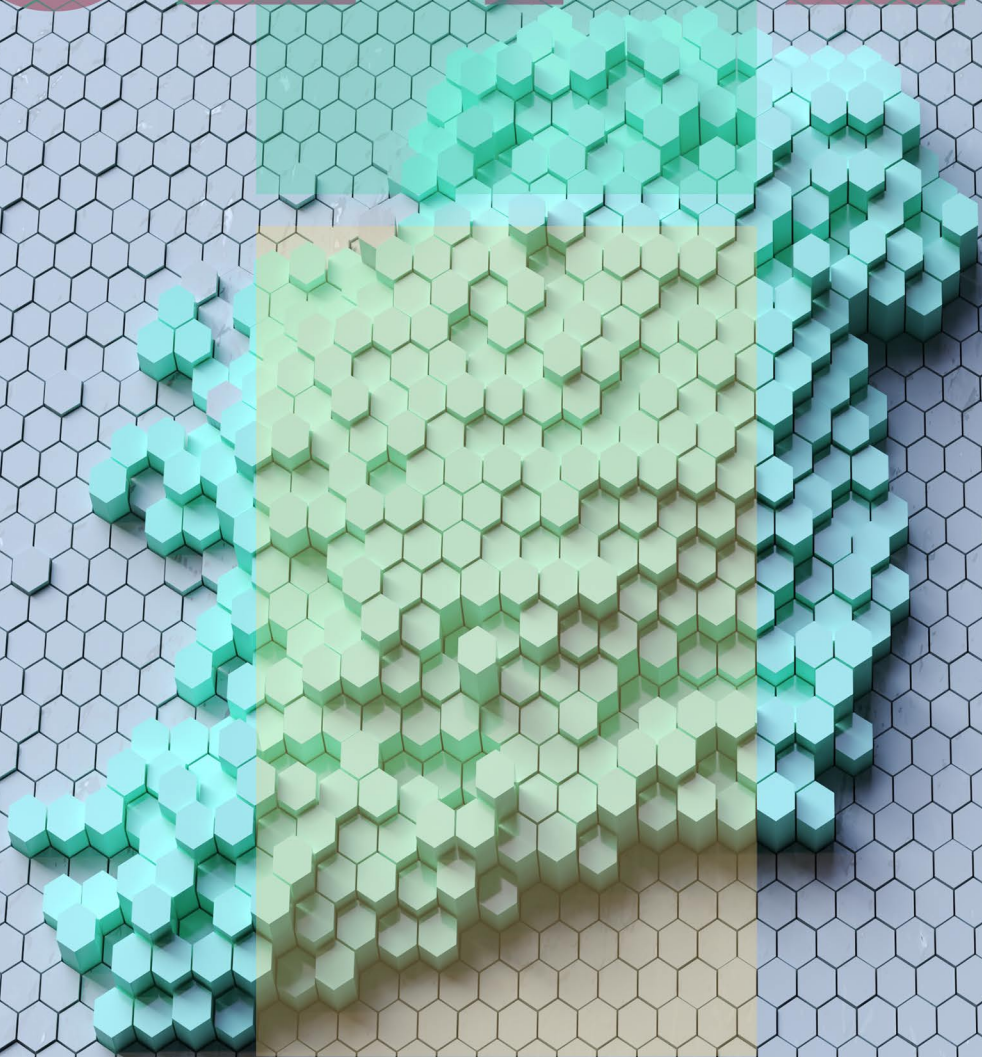
Our Headline Objectives

By 2028 we will have :

- Increased the number of participants on education courses at all levels by 25%
- Increased our number of clubs by 5%
- A High-Performance Pathway in operation
- Increased the number of medals won at international championships at all levels by 10%
- 21 Olympic medals
- Grown engagement in social media across all platforms by 30%
- Increased self-generated revenue to 15% of income
- Rebranded the organisation
- Increased the gender balance on all national committees to a minimum 40% of each gender; and have broadened diversity on national committees
- One leadership body
- A stronger presence on the National Sports Campus
- Commenced redevelopment of the National Stadium



2024-28



Theme 1 – Organisation

1. Objective: To review, reform & professionalise governance structures; to set up workable committees for all aspects of boxing and boxing development

Action to achieve that objective:

Establish and publish the governance structures, to include :

- Decision and action on the kind of structure to use as the federation's primary architecture.
- Publishing terms of reference & meeting minutes, with clear policies and measurement for all committees, including decision making process to aid transparency
- Recording and reflecting existing sub-committees, including role descriptions for members
- Identification and constitution of optimal subcommittee structure



- Regular review of committees and one monthly meeting of all boards
- Move to clearly defined competency based non-transferrable roles.
- Functioning Club/County/Province Governance, including appropriate gender balance
- Ensuring the Governance Code is updated annually and used as a roadmap for the organisation

KPI: Reform of the architecture of the federation / Minutes of each meeting published / Terms of Reference for all Committees published / Membership composition of all Committees published

Theme 1 – Organisation

2. Objective: To develop the Association's ability to operate in an efficient and effective manner.

Action to achieve that objective:

Establish optimal administrative structures and design processes to include:

- Building a HR structure (by contract/consultant), including job descriptions for all, skill audit gap, pay scales, training and development, staff progression.
- Investment in staff to ensure one person per role, the recruitment of senior staff and sufficient staffing across all roles.
- Ensure work practices are planned and designed, with a performance management system in place.
- Policy and procedures update, including but not limited to HR, recruitment of staff and volunteers, and selection where applicable.



- Management processes designed and aligned to structure
- IT Investment and improvement – including CRM, driven and managed by National Membership Services Manager
- Explore centralisation of administration to the Sports Campus
- Develop role descriptions for, and provide governance, leadership and administrative upskilling to, elected representatives and competition administrators and committee members
- Membership talent ID and development, including in administration, coaching, governance, leadership and competition organisation

KPI: Establishment of new HR structure/Governance and leadership upskilling/membership talent ID.

Theme 1 – Organisation

3. **Objective:** To encourage a culture that values individuality and diversity, while involving and developing people.

Action to achieve that objective:

We will undertake the following to build an optimum culture and develop our people:

- Collaborate with NGBs, LSPs and Sport Ireland, to build and share ideas, and develop our people
- Publish results and values, both internally and externally
- Develop a Learning Management System (LMS)
- Facilitate Diversity, Equality, Inclusion (DEI) learning
- Deliver a Women in Sport action plan for boxing, Q4, 2024
- Deliver an Inclusion Action Plan for boxing, Q1 2025

KPI: Published Women in Sport action plan, published Inclusion Action Plan





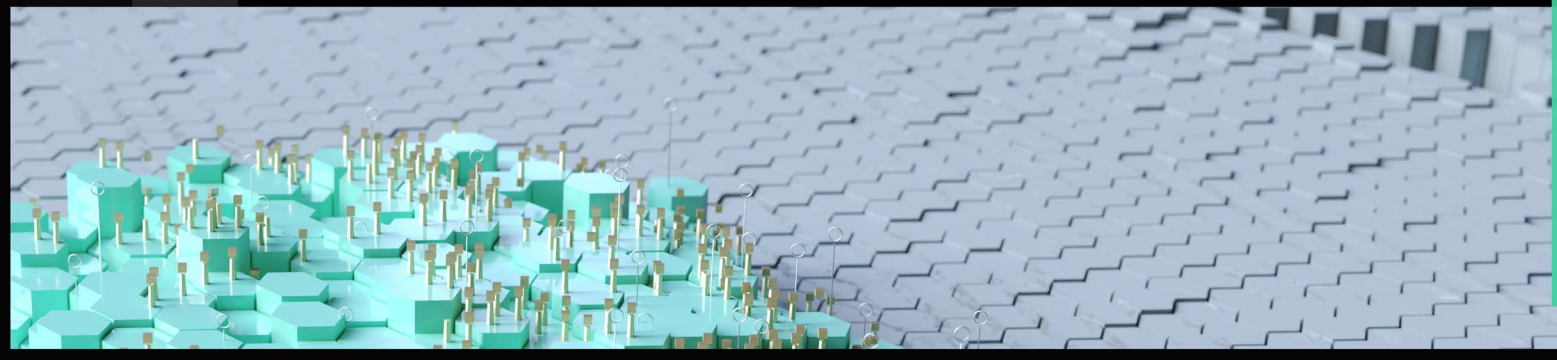
Theme 2 – Clubs

1. **Objective:** To develop a modern club structure that supports participation and volunteers

Action to achieve that objective:

Provide additional support to clubs, including:

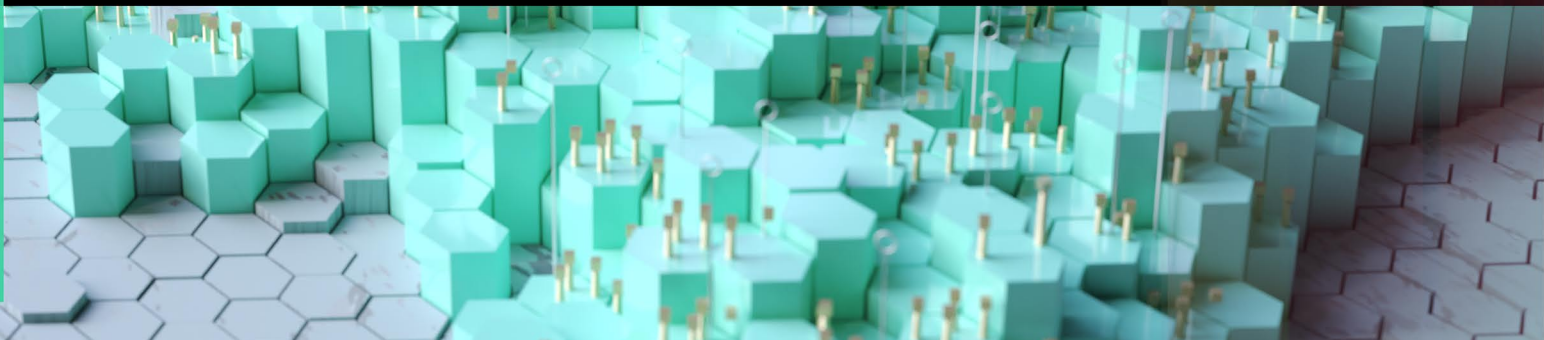
- Membership Services Manager and National Development Manager to conduct a needs-analysis of clubs
- Establish annual club and coaching forum
- Launch the IABA Clubmark programme and through that showcase best practice
- Ensure sufficient human resources to administer IABA Clubmark





- Regular, scheduled in person meetings around the country
- Regionalised rotation of Championships
- Governance guidance support delivered throughout the club network
- Launch of a new membership system

KPI: Hosting of club and coaching forums/Hosting of regionalised in-person meetings/ Specified number of clubs completing IBA Clubmark Programme annually





Theme 2 – Clubs

2. Objective: To make all members feel engaged

Action to achieve that objective:

Develop and support our membership by:

- Creating regular club support/upskilling videos (e.g. on coaching, club administration, child protection, first aid, women in sport, etc) delivered through LMS
- Developing a research project (with third level) into the social impact of boxing within communities
- Developing a volunteer leadership engagement initiative (to include Code of Conduct and other professional guidance)
- Work with the Local Sports Partnerships to support volunteers at a local level

KPI: Commissioning of LMS-publication of videos/delivery of social impact research project by end 2025

HOME OF CHAMPIONS

Ireland's Most Successful Olympian





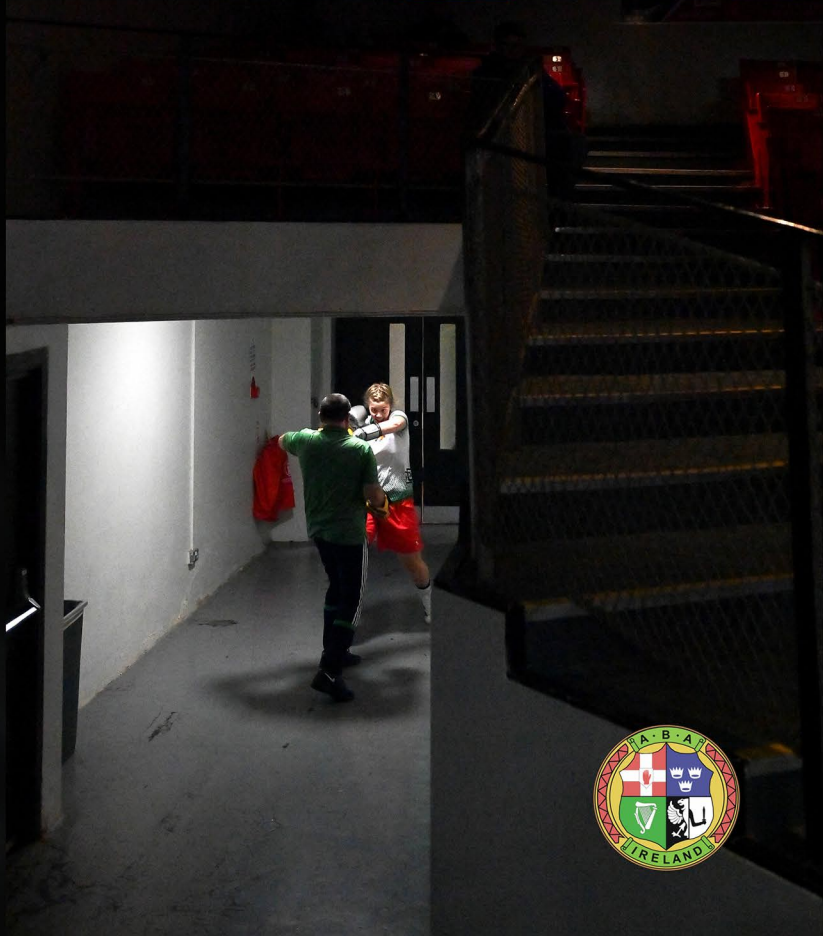
Theme 2 – Clubs

3. Objective: Establish a functioning coaching pathway

Actions to achieve that objective:

- Launch Level 1 coaching courses
- Launch Level 2 coaching courses
- Develop coaching Continuous Professional Development (CPD) and build out the coaching pathway
- Annual calendar of coaching courses delivered by start of year
- Increased number of coach education courses (to include coaching behaviour, nutrition/weight management, mental health guidelines, first-aid/medical guidance women and girls) & Anti-Doping Strategy, Strength and Conditioning coaching
- Grassroots basic boxing skills course available as part of coaching pathway

KPI: Launch of coaching courses / holding of coach education courses / 20% increase in the number of qualified coaches compared to 2020-2024





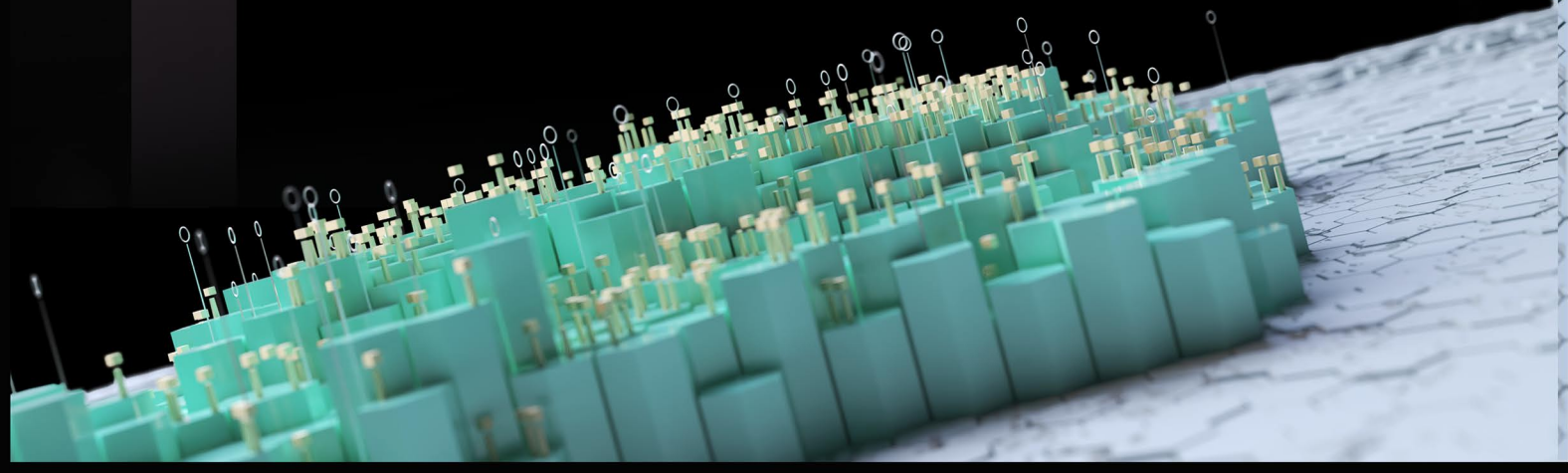
Theme 2 – Clubs

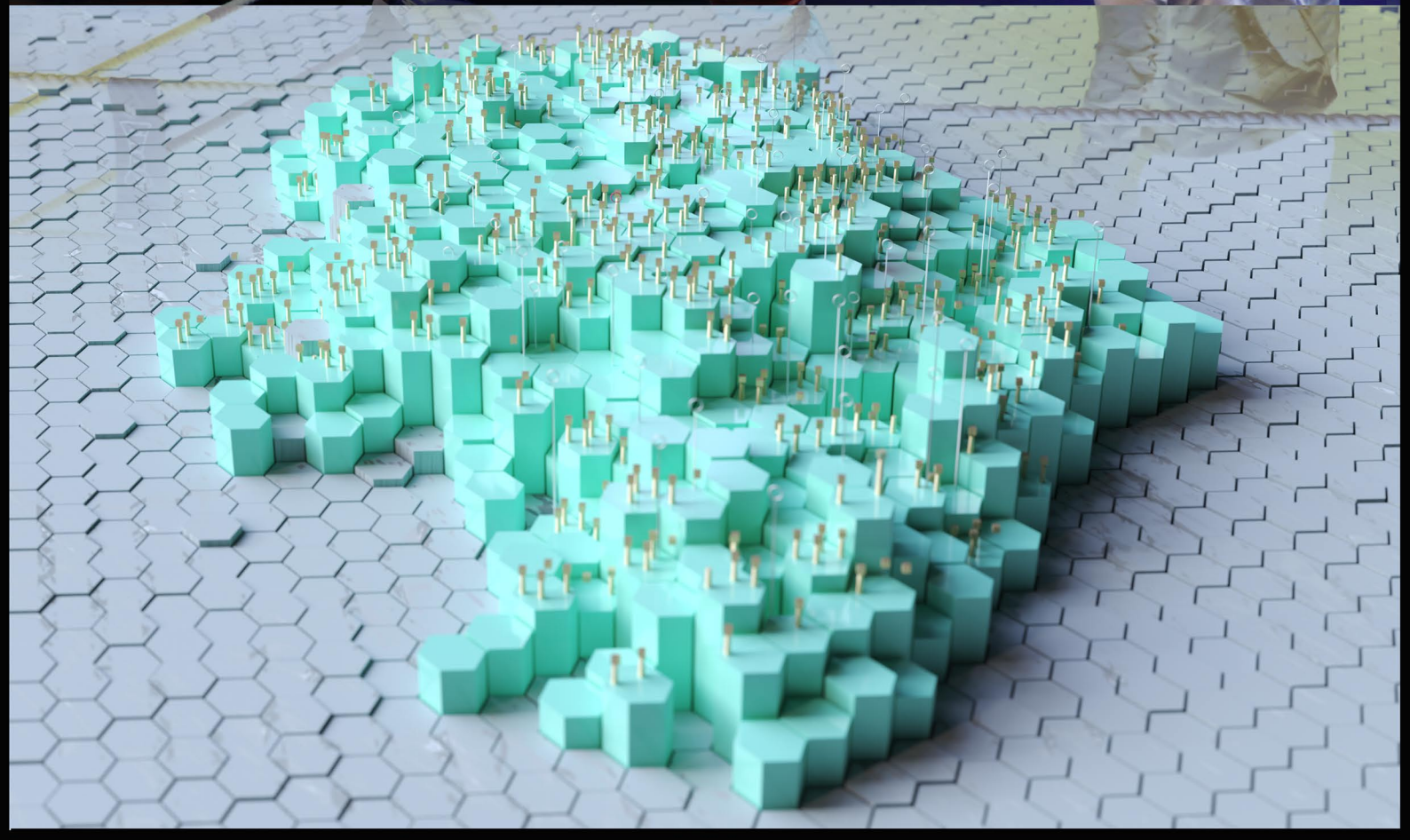
4. Objective: Continue to elevate the high performing standards of Refereeing & Judging (R+J)

Actions to achieve that objective:

- Develop an R+J education pathway
- Host annual education workshop to fill skills gaps in R+J
- Constitute an R+J committee, with TOR to include oversight and consistency
- High Performance Unit to hold more open days on the Sport Ireland campus to assist in education

KPI: Increase numbers completing R+J courses by 5%







Theme 3 – Participation & Performance

1. **Objective:** Create a boxing-centered environment that will inspire people to participate

Actions to achieve that objective:

- Build more capacity within boxing clubs by developing and retaining coaches and volunteers
- Provide development opportunities so all members of society can participate in the sport at the level they wish
- Hold open days at club level, county level and at provincial camp training to promote a welcoming environment for beginners, women & girls
- Create more awareness within schools of boxing, focusing on the fun, health and social aspect



- Create a school-club pathway for boxers
- Create a development/participation sub-committee to oversee development in this area
- Establish a Youth Council/forum and ensure athlete representation on all committees
- Establish a Boxing Scholarships scheme

KPI: Increased numbers of boxers within clubs-Numbers of clubs with welcome programmes





Theme 3 – Participation & Performance

2. Objective: Align pathways to High Performance

Actions to achieve that objective:

- Develop a talent identification programme for U22, Youth and Junior boxers
- Align talent pathways to Olympic programme and improve programs from grassroots to competitive levels
- Develop and apply minimum standards and selection policies for athletes, team managers-coaches, at all age and competition levels &, where applicable, R&Js
- Ensure all championships have members of applicable selection committee present
- Focus on retention within the sport through appropriate competition opportunities

KPI: Performance analysis and reporting system in place



IRL





Theme 3 – Participation & Performance

3. Objective: Ensure robust structures in all representative teams

Actions to achieve that objective:

- Adopt selection policies, including selection factors and criteria, for all team members - team managers, coaches, boxers and, where applicable, R&J's
- Promotion of boxer welfare and ensure that a high level of competency and medical fitness are requirements of all teams
- Prioritisation of anti-doping learning and education through IABA's iBoxClean programme
- Empower the disciplinary committee to enforce regulations, together with clubs and county boards



- Commission, conduct and implement a review of ringside medical service provision at National Championship bouts, and issue standards for implementation at club, county board and provincial unit boxing events
- All boxers to be medically examined before championships and in applicable instances, before each bout
- Ensure that glove steward checks both hand-wraps and gumshield prior to bout
- Enforce supervision of R+J at each championships to ensure fairness and promote R&J learning and development

KPI: Performance review in place at all competitions



Theme 4 – Image

1. Objective: Increase the sport's visibility and profile to generate more income, influence, and interest

Actions to achieve that objective:

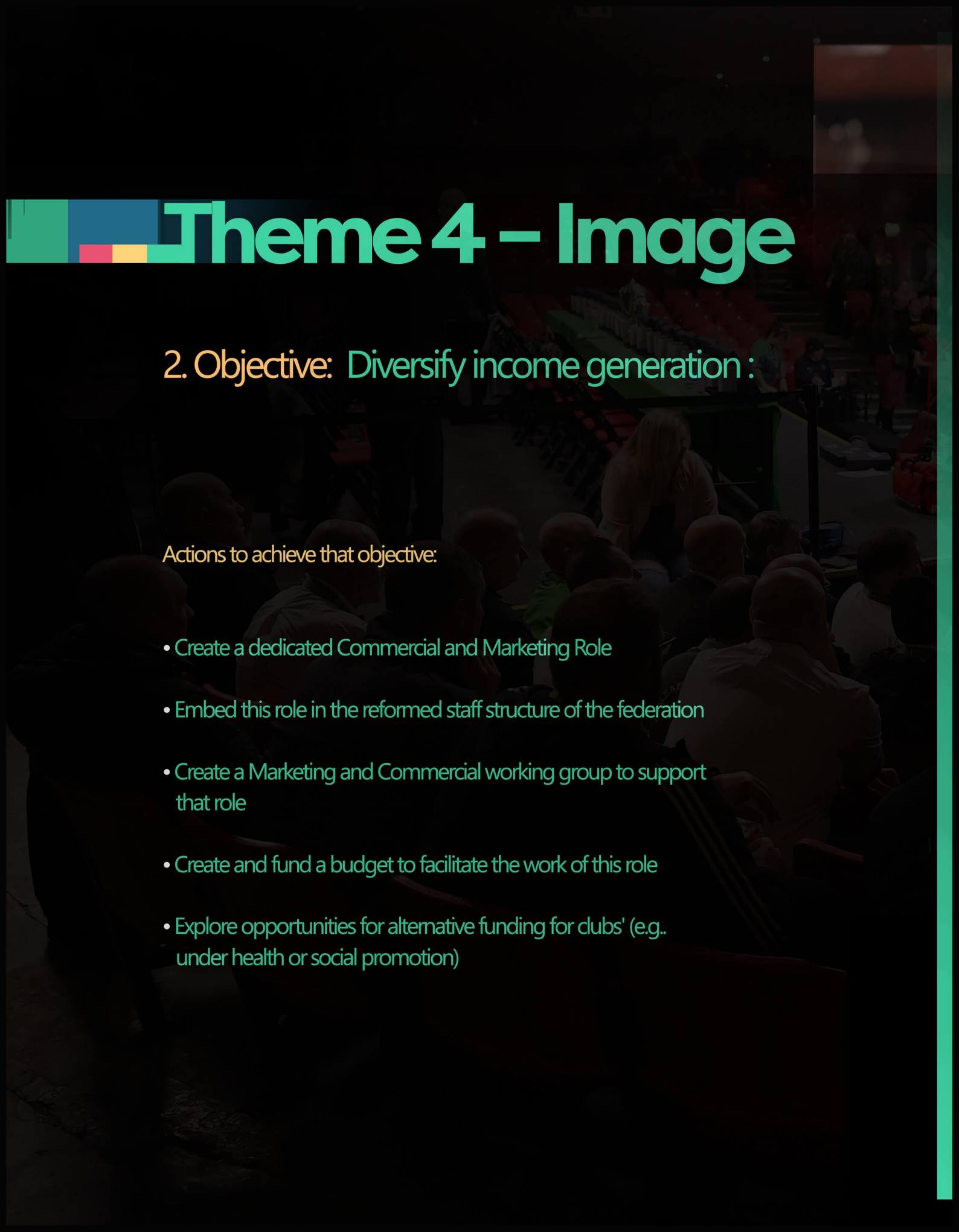
- Launch of new website, which showcases our sport and our community, and is a hub for information and learning
- Become a year-round sport in the media, through a focus on positive stories and engagement with mainstream media
- Facilitate and guide the Irish Boxing family in telling its own stories, via IABA channels, through film, text and multi-media
- Work on internal communication at county board, provincial unit and committee level to engage more effectively with membership



- Work with boxers and boxing community leaders to promote both the sport and themselves within boxing and to wider society
- Rebrand the organisation

KPI: Launch of new website / increased presence in main stream media landscape / implementation of intra-member communications network





Theme 4 – Image

2. Objective: Diversify income generation :

Actions to achieve that objective:

- Create a dedicated Commercial and Marketing Role
- Embed this role in the reformed staff structure of the federation
- Create a Marketing and Commercial working group to support that role
- Create and fund a budget to facilitate the work of this role
- Explore opportunities for alternative funding for clubs' (e.g. under health or social promotion)



- Explore other sponsorship opportunities e.g. schools' programmes nationwide and partnership with non-profit organisations
- Explore opportunities around masters boxing and a regulated version of white collar boxing
- Work with boxers and boxing community leaders to promote both them as roles models within boxing and to wider society and the sport itself

KPI: Marketing role and working group in place by mid 2025



Implementation

Once a strategy is developed the focus moves to implementation.

There are 12 objectives in this strategy.

The implementation of these objectives will form part of our annual operational plans.

An Implementation Working Group will meet quarterly and monitor and support the progress of the strategy.



Olympic Boxing

2024 is the centenary of Irish Olympic boxing.

We celebrate the 18 Olympic medalists
who've made boxing Ireland's most
successful Olympic sport





Medalists

John McNally	Bantamweight	1952	Helsinki	Silver
Fred Tiedt	Welterweight	1956	Melbourne	Silver
Tony Byrne	Lightweight	1956	Melbourne	Bronze
Fred Gilroy	Bantamweight	1956	Melbourne	Bronze
John Caldwell	Flyweight	1956	Melbourne	Bronze
Jim McCourt	Lightweight	1964	Tokyo	Bronze
Hugh Russell	Flyweight	1980	Moscow	Bronze
Michael Carruth	Welterweight	1992	Barcelona	Gold
Wayne McCullough	Bantamweight	1992	Barcelona	Silver
Kenneth Egan	Light heavyweight	2008	Beijing	Silver
Darren Sutherland	Middleweight	2008	Beijing	Bronze
Paddy Barnes	Light flyweight	2008	Beijing	Bronze
John Joe Nevin	Bantamweight	2012	London	Silver
Katie Taylor	Lightweight	2012	London	Gold
Michael Conlan	Flyweight	2012	London	Bronze
Paddy Barnes	Light flyweight	2012	London	Bronze
Kellie Harrington	Lightweight	2020	Tokyo	Gold
Aidan Walsh	Welterweight	2020	Tokyo	Bronze

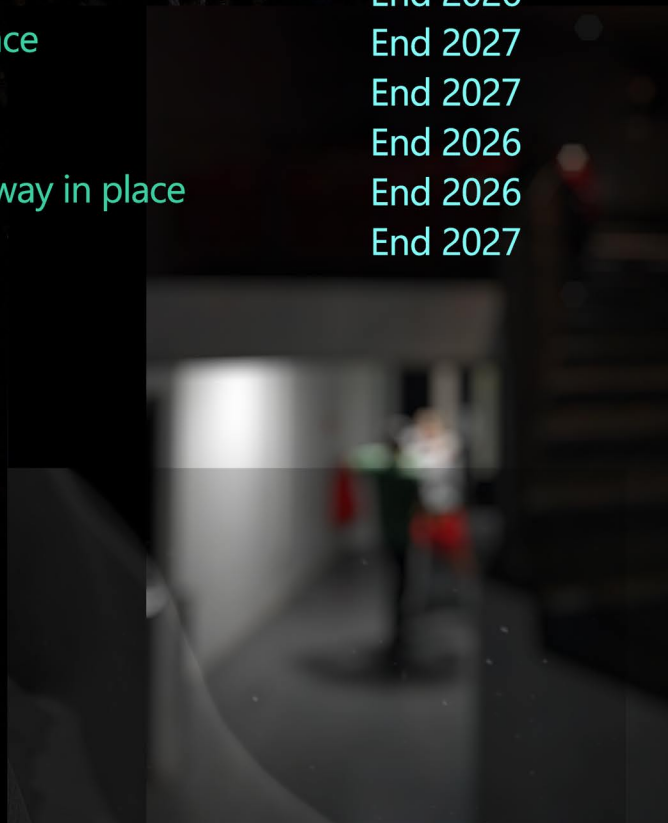


Roadmap to action

Action

Completed

Establish and publish the governance structures	End 2024
Establish optimal administrative structures	End 2025
National Stadium strategic plan	Mid 2025
Marketing Manager recruited	Mid 2025
Women in Sport action plan for boxing	End 2025
Full rollout of Clubmark programme	End 2027
Launch of a new membership system	End 2026
Third level research project on social impact of boxing	End 2026
Volunteer leadership programme	End 2026
Complete coaching pathway in place	End 2027
R+J education pathway	End 2027
Boxing Scholarships scheme	End 2026
Participation to performance pathway in place	End 2026
Organisational rebrand	End 2027





Acknowledgements

The clubs, volunteers and athletes who are the boxing community. All those who responded to the survey, came to consultation sessions or gave their time in the consultation for this strategy The staff and Board of the IABA.

