

BOXING AUSTRALIA Inc.



STRATEGIC PLAN 2010-2014

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# 1 INTRODUCTION

Boxing Australia Inc. (BAI), the internationally recognised Australian National Sporting Organisation for boxing, is responsible for the conduct and direction within Australia of a modern and exciting sport which demands great commitment from highly disciplined, dedicated and talented athletes.

The sport nationally operates through a national office, with offices also in each state and territory serving the State and Territory Associations as integral partners which, through the operation of programs at the local level, are accountable for the development and operation of the sport within their areas, so contributing to a unified direction for the development of boxing nationally.

For over a century Australian boxers have been representing our nation at the world's premier sporting event, the Olympic Games. In the 1908 London Olympics Snowy Baker won a silver medal in the middleweight division and, in the years since, other Australian boxers have won silver and bronze medals at Olympic Games. But, Australia is yet to produce an Olympic boxing gold medallist. This is a major objective for BAI, along with success at the Commonwealth Games and World Championships, and overall development of our sport.

Our sport is faced with many challenges and responsibilities that require the adoption by BAI's Board of 5 Directors of a dynamic and strategic national approach to the development and conduct of Australian boxing.

Following is the Strategic Plan the BAI Board of Directors in consultation with BAI's Member Associations has created to best develop our sport in the period 2010-14. Strategic planning comprises knowledge of knowing where you are, where you are going, and how you are going to get there. It is the responsibility of all involved in the sport to work to ensure the effective outcomes identified in the plan. If we can, together, achieve the strategic objectives we have set ourselves, we can be confident that we can grow our sport nationally and achieve success internationally.

This Strategic Plan has been developed through a collaborative consultation by all board members and reflects broad agreement from all about our future directions and aspirations and the methods through which we believe we can reach our goals. To be useful, a Strategic Plan must be a living document. It is intended that this Plan will be kept under constant review by the Board of BAI and that, each year, there will be a general review undertaken through which we will judge our progress towards achieving the Vision we have identified for our sport.

Additionally, in implementation of the Strategic Plan BAI's Directors, supported by BAI's Chief Executive Officer, are responsible for the day-to-day management of the sport. In this we look to the continued support of our State and Territory Associations.

In development of our sport BAI greatly appreciates the financial and other support received from the Australian Sports Commission (ASC), the Australian Commonwealth Games Association (ACGA) and the Australian Olympic Committee (AOC).

Ted Tanner  
Chairperson

## **2 VISION FOR AUSTRALIAN BOXING**

Our vision for boxing is for a growing sport with Australian boxers recognised as among the best in the world measured by continuing success in international tournaments and for our sport to be accepted by the community for the positive contribution it makes to the development of individuals.

### **MISSION**

BAI and its State and Territory Member Associations are committed to achieving our Vision for boxing in Australia through good leadership, efficient administration and sound financial management both within BAI itself and in the State and Territory Member Associations, and in the provision of effective services to boxers, coaches, referees and judges and the BAI community as a whole.

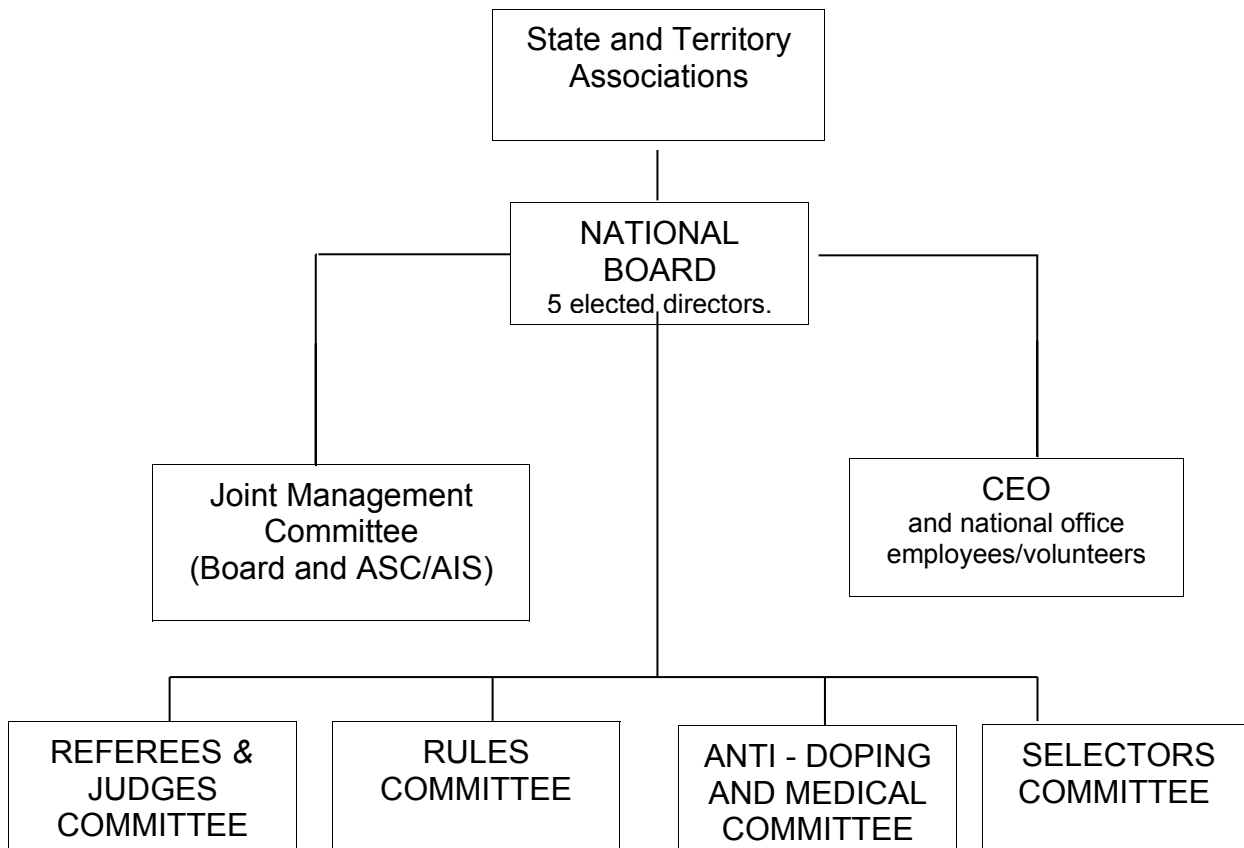
## **3 CORE BUSINESS AREAS**

- Management
- Sport Development
- High Performance, Talent Identification and Development
- Marketing and Services

## **4 KEY STAKEHOLDERS**

- State & Territory Member Associations
- International Boxing Association (AIBA)
- Australian Sports Commission / Australian Institute of Sport
- Australian Olympic Committee
- Australian Commonwealth Games Association
- Boxers
- Coaches
- Technical Officials
- Volunteers

## 5 ORGANISATIONAL STRUCTURE



## 6 CORE BUSINESS AREA 1: Management

Objective: For *BAI and its Member Associations* to have an efficient and effective national corporate governance structure that facilitates the achievement of *BAI's Vision*.

Category	Strategic Priorities	Key Performance Indicators
1.1 Sound Governance.	<p>BAI and its Member Associations to meet the best practice principles of good governance, demonstrating that they are democratic organisations, and that all their members and participants in the sport are treated with transparency, fairness and equity.</p> <p>Manage and strengthen stakeholder relations.</p>	<p>Constitutions of BAI's and each Member Association mandate democratically elected boards, ensure stakeholder input and implement procedures for accountability. Each association accountable for instituting and maintaining democratic constitutions.</p> <p>Strong relationships with stakeholders, sponsors and the BAI community.</p>
1.2 A united, nationally focussed organisation.	<p>State &amp; Territory Member Associations to develop strategic plans consistent with the national direction.</p> <p>Develop a national data base to collect information relevant to boxing on a national basis for the benefit of all members.</p> <p>Ensure uniform national requirements in Member Association registration documents</p>	<p>Number of State/Territory Member Association strategic plans in place which are complementary to BAI's national Strategic Plan.</p> <p>Development of national data base.</p> <p>National registration forms and procedures developed, adopted and implemented by Member Associations.</p>
1.3 Efficient and effective management structures and systems.	<p>Maintain, review and develop policies and by-laws and ensure these communicated nationally.</p> <p>Ensure clear definition of roles and responsibilities within BAI and between the national and state bodies.</p> <p>Ensure implementation of effective review and reporting systems.</p> <p>Ensure that all compliance deadlines are met, (e.g. AOC, ACGA, ASC, SDSR).</p>	<p>Central register of BAI by-laws/policies and published on website and reviewed regularly.</p> <p>Roles determined and clearly documented by mid 2010.</p> <p>Regular reporting to board and annual reviews of performance.</p> <p>Implement systems to ensure 100% compliance.</p>
1.4 Financially viable organisation.	<p>Develop, approve &amp; implement costed budgets and annual Operational Plans.</p> <p>Establish and maintain rigorous financial oversight and reporting procedures.</p>	<p>Adoption of annual budget and costed annual Operational Plans by the Board.</p> <p>Monthly financial reporting at Board meetings, Board approval of expenditures in excess of \$5,000, and delegation of authority to persons to co-sign cheques.</p>

1.5 Risk Management	Adopt and implement an organisation-wide Risk Management Policy.	Risk Management Policy adopted by Board and Council and implemented by BAI and BAI Member Associations. Risk Management Policy reviewed annually and updated as required.
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## 7 CORE BUSINESS AREA 2: Sport Development

Objective 1: *Increased participation including emphasis on female and junior development.*

Objective 2: *Nationally driven coach education program to develop highest quality coaches and coaching*

Objective 3: *Nationally driven education & training program for referees & judges at all levels to provide highest quality officiating*

Category	Strategic Priorities	Key Performance Indicators
2.1 Increased participation.	States to take prime responsibility for promoting participation.	States to report annually on participation numbers in nationally consistent format.
2.2 Improved junior development.	Develop a national junior development strategy with accountability for implementation resting with state associations.	National junior development strategy developed by end 2010 indicating activities of each state. Member Associations report annually on implementation.
2.3 Enhanced coaching capabilities and, as a consequence, improved quality of coaching available to Australian boxers.	<p>Develop clear pathways for coach development.</p> <p>Maintain and develop coach accreditation program consistent with international requirements.</p> <p>Seek appointment of national coach responsible for coach education through national coaching seminars and development of education program.</p> <p>Attract new coaches, including from amongst ex athletes.</p>	<p>Pathways statement developed and communicated.</p> <p>Regular conduct of accreditation courses nationwide and increase in coaches accredited at Level 1 and 2.</p> <p>Accreditation courses reviewed and updated as required.</p> <p>Member Associations conduct, and coaches undertake, coach accreditation updating courses each year.</p> <p>Appointment of national coach.</p> <p>Numbers of seminars held and numbers of coaches attending nationwide annually.</p> <p>Numbers of new coaches nationally. Number of ex athletes encouraged into coaching nationally.</p>
2.4 Enhanced R&J officiating capabilities.	<p>Maintain and develop national R&amp;J accreditation policy/by-law consistent with international requirements.</p> <p>Develop R&amp;J education seminars and national accreditation program.</p> <p>Attract and retain R&amp;Js including through a supportive working environment.</p>	<p>R&amp;J accreditation policy/by-law developed, maintained and implemented.</p> <p>R&amp;J education seminars and accreditation program conducted annually.</p> <p>Number of R&amp;J's that attend.</p> <p>Numbers of accredited R&amp;J's.</p> <p>Numbers of ex athletes encouraged into R&amp;J</p>

2.5 International competition experience for coaches and R&J's.	Maintain and develop international competition programs for coaches and R&J's.	Maintenance of and increase in international competition opportunities for coaches and R&J's.
2.6 Quality information resources available for all coaches, R&Js and Member Associations.	<p>Develop a national Information database.</p> <p>Communicate up to date information to all coaches, R&amp;Js and Member Associations.</p>	<p>National databases created &amp; utilised by Member Associations.</p> <p>Informative and timely information communicated regularly.</p>

## 8 CORE BUSINESS AREA 3: High Performance, Talent Identification & Development

Objective: *To develop National High Performance and Talent Identification and Development Programs that maximise opportunities for talented athletes to achieve success at the highest international level.*

Category	Strategies	Performance Indicators
3.1 Maintenance and improvement of High Performance Program (HPP) at AIS for elite athletes and national team members under National Head Coach	Maintain HP program at AIS.  Maintain good relationship with AIS through informal communication and Pathways to Podium (P2P) HP Advisory Committee	Maintenance of numbers of AIS scholarship holders.  Regular meetings with HP Advisory Committee. Increase in number of nationwide participants in HPP.
3.2 Improved support for talented junior athletes.	In conjunction with Member Associations and Head Coach identify talented junior athletes and provide clear pathways for selection into national squads.	Development of clear pathway for junior athletes by Member Associations. Number of juniors selected in national squads.
3.3 Improved support for talented athletes not in the HPP (including NTID and AIS programs to increase number of well prepared athletes (senior and junior) to events overseas.	Develop strong underpinning programs nationwide in support of the HPP to operate through camp programs in states.  Investigate individual scholarships with SIS/SAS to support these athletes.	HPP running quality camps in states, organised by Member Associations. Increased number of nationwide participants in the HPP with concentration on junior athletes.  Number of scholarships granted.
3.4 Increased international Competition and Training Program.	Send more senior and underage teams to train and compete overseas.  Invite overseas teams to train and compete in Australia.	Increased numbers of elite and underage boxers training and competing internationally.  Numbers of teams training and competing in Australia.
3.5 Enlarged and effective National Talent Identification and Development Program.	Review NTID program with view to expanding its base and integrating it into the normal pathways within the sport	NTID program broadened in scope. Increase in athletes and coaches participating in more camps in more locations.

<p>3.6 Retention of elite High Performance Program athletes.</p>	<p>Continue efforts toward securing income support to selected elite athletes.</p> <p>Member Associations to seek income/scholarship, sports science or other support from state institutes.</p> <p>Seek better working/apprenticeship arrangements with employers, TAFE institutes.</p>	<p>The number of HPP boxers provided with adequate income support and their rate of retention to the compulsory AIBA competition retirement age.</p> <p>Number of athletes with state assistance.</p> <p>Discussions held with ACE on including athletes with trades. Numbers of athletes with special arrangements.</p>
<p>3.7 Development of Australian Women's boxing</p>	<p>Develop a case for women's boxing to encourage female participation.</p> <p>Provide enhanced competition opportunities in Australia and regular training camps.</p> <p>Provide opportunities for more international competition.</p> <p>Seek scholarship support from state programs.</p>	<p>BAI and Member Associations to develop strategies and programs to increase numbers of female athletes.</p> <p>Number of female athletes competing in Australian competitions and attending local training camps.</p> <p>Numbers of athletes competing internationally.</p> <p>Numbers of athletes with financial support.</p>
<p>3.8 Promotion of Dope Free Sport</p>	<p>Maintain compliance with BAI's Anti-Doping Policy and with WADA, AIBA and ASADA requirements.</p> <p>Ensure anti-doping rules and practices are fully understood and followed by relevant persons.</p> <p>Member Associations to promulgate anti-doping policies and receive from athletes and coaches signed commitments to observe BAI's ADP.</p>	<p>Full compliance achieved and maintained.</p> <p>Promulgated through national information network.</p> <p>Holding of education seminars at state and national tournaments. Commitments obtained from all athletes.</p>

## 9 CORE BUSINESS AREA 4: Marketing & Services

Objective 1: *To promote boxing as a healthy and exiting sport which is skills based, provides opportunities to excel and develops positive attributes for life.*

Objective 2: *To provide services that enhance opportunities for and the safety of all participants.*

Category	Strategic Priorities	Key Performance Indicators
4.1 Enhanced national profile to promote the positive image of boxing, including its recognition as a means of encouraging personal development and discipline.	<p>Promote positive stories through web-based, print and other media.</p> <p>Initiate as possible discussions with Government authorities on the value of boxing to indigenous, ethnic and disadvantaged communities.</p>	<p>Numbers of positive news stories generated, including by Member Associations.</p> <p>Extent of support for boxing from governments, law enforcement agencies or social organisations, including for initiatives aimed at target groups.</p>
4.2 Effective and efficient national communication system in place.	<p>Strengthen communication networks for whole of sport, particularly through IT applications including up to date websites, Facebook and other technologies.</p> <p>Maintain effective email distributions lists.</p> <p>Maintain national and international Calendar of Events.</p> <p>Establish a national database of office bearers, officials, coaches and international and potential international boxers.</p> <p>Investigate opportunities for television coverage of major local events or important events overseas, particularly where Australians are competing.</p>	<p>National IT network in place with content distributed regularly, including latest sports news. Consistency in style of websites by Member Associations nationally.</p> <p>Effective email distribution lists established.</p> <p>Comprehensive Calendar of Events posted on website.</p> <p>Up to date database created and maintained.</p> <p>Number of opportunities explored nationally.</p>
4.3 Improved tournament management.	<p>Create and maintain policies/by-laws/procedures manuals that assist in holding and conducting effective tournaments</p>	<p>Best practice tournament management policies/by-laws/procedures manuals adopted and implemented by BAI and Member Associations and posted on website.</p>
4.4 Enhanced Sponsorship Opportunities.	<p>Develop national sponsorship plan.</p> <p>Encourage Member Associations to raise local sponsorships.</p>	<p>Sponsorship Plan created and profitably implemented.</p> <p>Increase in local sponsorships.</p> <p>Amount of local sponsorship support.</p>

<p>4.5 Effective measures in place to ensure safe participation.</p>	<p>Ensure BAI and Member Associations, boxers, R/J's and coaches are adequately insured.</p> <p>Maintain and implement Competition rules, Member Protection Policy and Risk Management Policy</p> <p>Undertake presentations/courses to assist boxers and coaches understand Anti-Doping policy and procedures.</p>	<p>BAI and Member Associations have adequate insurance policies in place to cover the associations, their members and participants in their activities.</p> <p>Regular review of Competition Rules, MMP and RMP and their effective implementation by BAI and Member Associations.</p> <p>Implementation of Anti-Doping policy education at BAI tournaments, including those run by Member Associations.</p>
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