



Australian Government
Australian Sports Commission



BOXING AUSTRALIA LIMITED

STRATEGIC PLAN

2014 to 2018

Dear Boxing Supporter,

The 2014-2018 Boxing Australia Limited Strategic Plan will focus on the recommendations from the Boxing Review that was finalised in 2012 by implementing those strategies to seize future potential opportunities.

The new strategic plan recognises that we are the leaders of Boxing within Australia and that we need to foster and grow the sport. Our plan provides the platform to identify new opportunities to increase participation at the grass roots level and maximise our potential for sustained international success.

We are pleased to present you with the 2014-2018 Boxing Australia Strategic Plan. The Strategic Plan focuses on Boxing Australia's Mission, Vision and Values. These three areas are then driven by our Operational Areas and guided by our Leadership.

A key to the implementation of our Strategic Plan is the on-going support from the Australian Sports Commission (ASC), Australian Institute of Sport (AIS) and the pathways provided by the International Boxing Association (AIBA), Australian Olympic Committee (AOC), Australian Commonwealth Games Association (ACGA) and our eight Member Associations, but more importantly our biggest stakeholders which are our boxers, coaches, referees & judges and volunteers.

We look forward to a successful 2014-2018.

Regards,

A handwritten signature in black ink, appearing to read "Ted Tanner".

Ted Tanner
President
Boxing Australia Limited

A handwritten signature in black ink, appearing to read "Kable Kelleway".

Kable Kelleway
Chief Executive Officer

OUR BRAND

VISION

Boxing is recognised in the general Australian community as a great sport

MISSION

To foster a growing sport, with Australian boxers recognised among the best in the world, the sport regarded positively by the wider community and with services to all participants delivered efficiently and effectively on a national basis

VALUES

LEADERSHIP – the boxing community is committed to effective, open and accountable leadership in the interests of all members of and participants of the sport

RESPECT – all participants in the sport and the general community are treated with respect and dignity

EXCELLENCE – all members of the boxing community continually strive for excellence in every way

INCLUSIVE – members and participants from all backgrounds are welcome and are treated equally in a positive environment

OUR BUSINESS

Boxing Australia's business is based around five governance and operational functions. These functions are Leadership, Sports Development, High Performance & Athlete Pathways, Enhanced Capability & Capacities and Commercialisation & Marketing.

LEADERSHIP

For Boxing Australia to maintain and be recognised as a benchmark in Corporate Governance

For Boxing Australia and its Member Associations to maintain efficient and effective program management procedures and policies

For Boxing Australia to maintain sound financial management

Sports Development

To increase participation within boxing through traditional and new markets

To engage and promote 'boxing for all' to diverse population segments

To improve all participants experiences of boxing

High Performance & Athlete Pathways

Top 10 in the World by 2018, Number 1 Commonwealth Nation by 2018, One Junior/Youth Gold Medal by 2018 and One Olympic or World Championship Medal by 2018

Enhanced Capability & Capacities

Nationally driven coach education program to develop the highest quality coaches

Nationally driven education and training program for referee & judges at all levels to provide the highest quality officiating

Effective transfer of information for coaches and RJs and opportunities for professional development

Marketing & Commercial

To promote boxing as a healthy and exciting sport which is skills based, provides opportunities to excel and develops positive attributes for life

To improve non-government revenue streams consistent with a self-supporting organisation

LEADERSHIP

Objectives

1. For Boxing Australia to maintain and be recognised as a benchmark in Corporate Governance
2. For Boxing Australia and its Member Associations to maintain efficient and effective program management procedures and policies
3. For Boxing Australia to maintain sound financial management

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 1.1: Sound Governance	<ul style="list-style-type: none"> - BAL and its Member Associations (MAs) to be recognised as meeting national benchmarks in governance, operating in the interests of their members and participants and in accordance with domestic law and the requirements of AIBA 	<ul style="list-style-type: none"> - All MAs to maintain constitutions consistent with that of BAL. Constitutions reviewed annually - BAL Strategic Plan monitored bi-annually 	<ul style="list-style-type: none"> - MAs & BAL Board - BAL Board
KRA 1.2: United, nationally focused organisation	<ul style="list-style-type: none"> - MAs to have operational/strategic plans consistent with BAL's strategic plan and direction - Uniform websites to cover BAL and all MAs - A national database in place for consistency in collection of informational and documentation - BAL to undertake regular consultation and information transfer between BAL and MAs - Expansion of BAL network into areas where BAL authority is weak 	<ul style="list-style-type: none"> - All MA strategic plans consistent with BAL by 2015 - Uniform websites in place by 2015 - National database in place by end of 2015 - Two meetings per annum between BAL and MAs and documentation regularly transferred - Coach & RJ accreditation courses/or workshops in Nth QLD and Nth NSW each year 	<ul style="list-style-type: none"> - MAs & BAL Board - MAs & BAL Board - MAs & BAL Board - MAs & BAL Board - BAL Board, Boxing QLD and Boxing NSW
KRA 1.3: Efficient & effective management structures and systems	<ul style="list-style-type: none"> - Nationally consistent policies and regulations communicated to all MAs - Integration of BAL into the AIS Combat Centre - Establishment of effective centralised staff arrangements - Effective decision making, review and reporting systems - Ensure that all compliance deadlines are met (i.e. ASC, ACGA, AOC, etc) 	<ul style="list-style-type: none"> - Central register of BAL regulations and policies, published on website - BAL incorporated into the Combat Centre by end of 2014 - Centralised staff and resources by end of 2015 - Regular reporting to the Board electronically with four face-to-face meetings per annum and bi-annual reviews of performance - 100% compliance 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL CEO
KRA 1.4: Sound Financial Management	<ul style="list-style-type: none"> - Annual budgets and Costed Operational Plans for BAL approved by the Board and monitored regularly 	<ul style="list-style-type: none"> - Budget and Costed Operational Plans adopted by the Board annually and reviewed every 6 months 	<ul style="list-style-type: none"> - BAL Board & BAL CEO

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 1.4: Sound Financial Management (cont)	<ul style="list-style-type: none"> - Rigorous financial oversight and reporting procedures - Maintain up to date financial delegations 	<ul style="list-style-type: none"> - Monthly financial reports to the Board - Review Financial delegations annually 	<ul style="list-style-type: none"> - BAL Board, BAL CEO & BAL FAO - BAL Board & BAL FAO
KRA 1.5: Risk Management	<ul style="list-style-type: none"> - Maintain a national Risk Management Regulation - National policies or regulations on privacy, participant protection, anti-doping, anti-match fixing and dispute management - All participants and officials to be covered by effective national insurance through registration - BAL to monitor MA financial viability - Maintain and implement Competition Regulations, Participant Protection Regulation and Risk Management Regulations - Undertake education to assist boxers, coaches and officials to understand anti-doping policies and procedures 	<ul style="list-style-type: none"> - Risk Management Regulation adopted by the Board and MAs and reviewed annually - Regulations implemented by MAs by end of 2015 - National insurance policy in place covered by registration fee by end of 2014 - MAs subject to BAL financial review through Constitution clauses - Review of Competition Regulation, PPR and RMR annually - Implementation of Anti-Doping regulations education at BAL tournaments, including all national camps 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board - BAL Board & BAL CEO - BAL CEO

SPORTS DEVELOPMENT

Objectives

1. To increase participation within boxing through traditional and new markets
2. To engage and promote 'boxing for all' to diverse population segments
3. To improve all participants experiences of boxing

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 2.1: Increase traditional competition participation	<ul style="list-style-type: none"> - Development of a 2015/2018 Participation Plan - Development of national marketing collateral and initiatives - Enter into discussions with other boxing codes (League, Global) regarding potential opportunities 	<ul style="list-style-type: none"> - Plan completed by the end of 2015 - Marketing collateral and initiatives developed by end 2015 - Ongoing discussions held through 2015 to 2018 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - MAs & BAL CEO - BAL Board
KRA 2.2: Development of New Participation Market Product	<ul style="list-style-type: none"> - Development of Boxing Fitness Course - Appointment of a Fitness & Participation Manager to drive the program - Development of BoxFit branding and marketing collateral - Implementation of BoxFit program 	<ul style="list-style-type: none"> - Boxing Fitness course approved by fitness provider by mid 2015 - Employment of Fitness & Participation Manager commenced in early 2015 - Branding and marketing collateral finalised in mid-2015 - Registration and licensing model developed 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO
KRA 2.3: Introduce BoxTag Participation	<ul style="list-style-type: none"> - Explore commercial partnerships to manage and invest into BoxTag - Development of BoxTag registration and licensing model - Finalise arrangement with a preferred supplier to produce equipment and software 	<ul style="list-style-type: none"> - Research potential companies that may wish to invest and manage BoxTag on behalf of the BoxTag Group and BAL - Licensing and registration model developed and implemented by 2016 - Agreement entered into with commercial supplier by 2016 	<ul style="list-style-type: none"> - BoxTag Group and BAL Board - BoxTag Group and BAL Board - BoxTag Group and BAL Board
KRA 2.4: Development of Diversity Programs	<ul style="list-style-type: none"> - Continuation of Deadly Boxing program focusing on camps in indigenous remote communities - Develop initiatives to promote women's boxing and CALD boxing programs. 	<ul style="list-style-type: none"> - Two camps per year in NT & Far Nth Queensland - Specific regional camps held for Women and CALD boxers by 2016 	<ul style="list-style-type: none"> - BAL CEO - BAL CEO
KRA 2.5 Improved MA, Club and tournament management	<ul style="list-style-type: none"> - Create and maintain policies and procedures for conducting effective tournaments 	<ul style="list-style-type: none"> - Procedure Manual developed for management tournaments 	<ul style="list-style-type: none"> - BAL CEO

HIGH PERFORMANCE & ATHLETE PATHWAYS

Objectives

1. Top 10 in the World by 2018, Number 1 Commonwealth Nation by 2018, One Junior/Youth Gold Medal by 2018 and One Olympic or World Championship Medal by 2018

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 3.1: Athletes	<ul style="list-style-type: none"> - Develop a holistic athlete pathway that demonstrates a clear progression - Development & maintenance of BAL Nomenclature Framework - Development and implementation of an Athlete Monitoring System (AMS) 	<ul style="list-style-type: none"> - National Athlete Pathway Framework is in place for all stages of High Performance - Categorisation and selection of athletes each year - AMS in place by 2015 and 80% weekly compliance with data input 	<ul style="list-style-type: none"> - BAL Board, BAL CEO & HC - BAL CEO & HC - BAL CEO & HC
KRA 3.2 Coaches	<ul style="list-style-type: none"> - Development and maintenance of high performance coaching structure - Improve the standard of coaches nationally 	<ul style="list-style-type: none"> - Appointment of HC, DC, FC, NRDC and RDCs. - Review of coach education program - 20 regional coaches to visit AIS Combat Centre per year 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL CEO & HC - BAL CEO & AIS Combat Centre
KRA 3.3 Daily Training Environment	<ul style="list-style-type: none"> - Ensure the quality of the centralised (camp-based) training environment fosters and contributes to AWE targets - Ensure the quality of the decentralised training environment fosters and contributes to AWE targets 	<ul style="list-style-type: none"> - Increased performance in conditioning - Increased technical performance 	<ul style="list-style-type: none"> - BAL CEO & HC - BAL CEO & HC
KRA 3.4 Competition	<ul style="list-style-type: none"> - Greater international competitions per year for targeted AWE athletes - International competition opportunities for secondary AWE athletes - Development of International friends to be held at the AIS Combat Centre 	<ul style="list-style-type: none"> - Four international tournaments per year - Minimum of one international tournaments per year - Minimum of one country to visit Australia per year 	<ul style="list-style-type: none"> - BAL CEO & HC - BAL CEO, HC & FC - BAL CEO, HC & AIS Combat Centre
KRA 3.5 Referee & Judges	<ul style="list-style-type: none"> - Greater international opportunities for targeted RJs - Greater officiating opportunities at National & International Camps for sparring and competition 	<ul style="list-style-type: none"> - One RJ to attend each HP tour that includes competition - An RJ to attend all national comps for competition sparring 	<ul style="list-style-type: none"> - BAL CEO & RJ Committee - BAL CEO & RJ Committee
KRA 3.6 Research and Innovation	<ul style="list-style-type: none"> - Maintain MOU with AIS and Judo for the AIS Combat Centre - Develop sport specific discipline knowledge and capacity through PhDs 	<ul style="list-style-type: none"> - MOU signed off in 2014 for three years. - MOU renewed in 2017 - Five PhD students commenced with the AIS Combat Centre by end of 2014 	<ul style="list-style-type: none"> - BAL Board - AIS Combat Centre

ENHANCED CAPABILITY & CAPACITIES

Objectives

1. Nationally driven coach education program to develop the highest quality coaches
2. Nationally driven education and training program for referee & judges at all levels to provide the highest quality officiating
3. Effective transfer of information for coaches and RJs and opportunities for professional development

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 4.1: Enhanced coaching capabilities and, as a consequence, improved coaching available to Australian boxers	<ul style="list-style-type: none"> - National approaches to coach education - Appointment of national coaches responsible for coach education - All national coaches to have individual performance plans - Appointment of nationally accredited coach education presenters with each MA - Promotion of Level 1 package and regular accreditation courses - Initiate and promote AIBA Star 1, 2 & 3 courses and encourage coaches to complete - Identification of young coaches for fast-tracking - Attract new coaches including from amongst ex-athletes - Preparation of basic instructional video 	<ul style="list-style-type: none"> - Update national coach accreditation policy by mid 2016 - Appointment of HC & DC responsible for coach education by mid 2014 - Coaches meeting 70% of KPIs - Presenters appointed in all MAs and regions by mid 2014 - Conduct nationally 15 Level 1 accreditation courses covering 300 coaches annually (including updates) - Increase the number of AIBA 1 Star coaches to 30, AIBA 2 Star coaches to 20 and AIBA 3 Star coaches to 10 by 2018 - 3 coaches identified for fast-tracking by end 2016 - 3 senior athletes to undertake the L1 course annually - Video developed by end 2015 	<ul style="list-style-type: none"> - BAL CEO & BAL HC - BAL Board & BAL CEO - BAL CEO - BAL CEO, BAL HC & BAL DC - BAL CEO - BAL CEO - BAL HC & BAL DC - BAL HC & BAL DC - BAL HC & BAL DC
KRA 4.2: Enhanced RJ officiating capabilities	<ul style="list-style-type: none"> - National RJ accreditation policy consistent with international requirements - National program of RJ seminars accrediting more RJs - Initiate and promote AIBA Star 1, 2 & 3 courses and encourage RJs to complete 	<ul style="list-style-type: none"> - Update RJ accreditation policy (as required) - Six RJ education seminars held annually each accrediting 120 RJs each year (refresher) - Accredited 10 new RJs nationally each year - Two ex-boxers accredited annually - Five RJ AIBA 1-Star accredited each year - Four RJ accredited with AIBA 3-Star by 2018 	<ul style="list-style-type: none"> - BAL RJ Committee - BAL RJ Committee - BAL RJ Committee - BAL RJ Committee - BAL RJ Committee - BAL RJ Committee

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 4.3: Professional opportunities for coaches and RJs	<ul style="list-style-type: none"> - Maintain and develop international competition opportunities for coaches and RJs - Communicate external development opportunities for coaches and RJs 	<ul style="list-style-type: none"> - Maintain and potentially increase international competition opportunities for coaches and RJs - Disseminate opportunities through a network 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL CEO
KRA 4.4: Quality information resources available for all Coaches, RJs and MAs	<ul style="list-style-type: none"> - Disseminate instructional material through online communication systems - Communicate up-to-date information to all coaches, RJs and MAs 	<ul style="list-style-type: none"> - Informative and timely information communicated regularly 	<ul style="list-style-type: none"> - BAL CEO - BAL CEO
KRA 4.5: National communication system to ensure rapid dissemination of news and technical information	<ul style="list-style-type: none"> - Establish national online communications system able to carry coach, boxer, RJ technical and education information and two-way communication between HC and home coaches 	<ul style="list-style-type: none"> - Communication system progressively implemented, completed and utilised by end 2015 	<ul style="list-style-type: none"> - BAL Board & BAL CEO
KRA 4.6: Professional opportunities for volunteer workforce	<ul style="list-style-type: none"> - Communicate and promote professional opportunities that exist through various industry services 	<ul style="list-style-type: none"> - Information distributed to Member Associations as it arises - One volunteer per Member Association engaged in a personal development activity each year 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - Member Associations, BAL Board & BAL CEO

COMMERCIAL & MARKETING

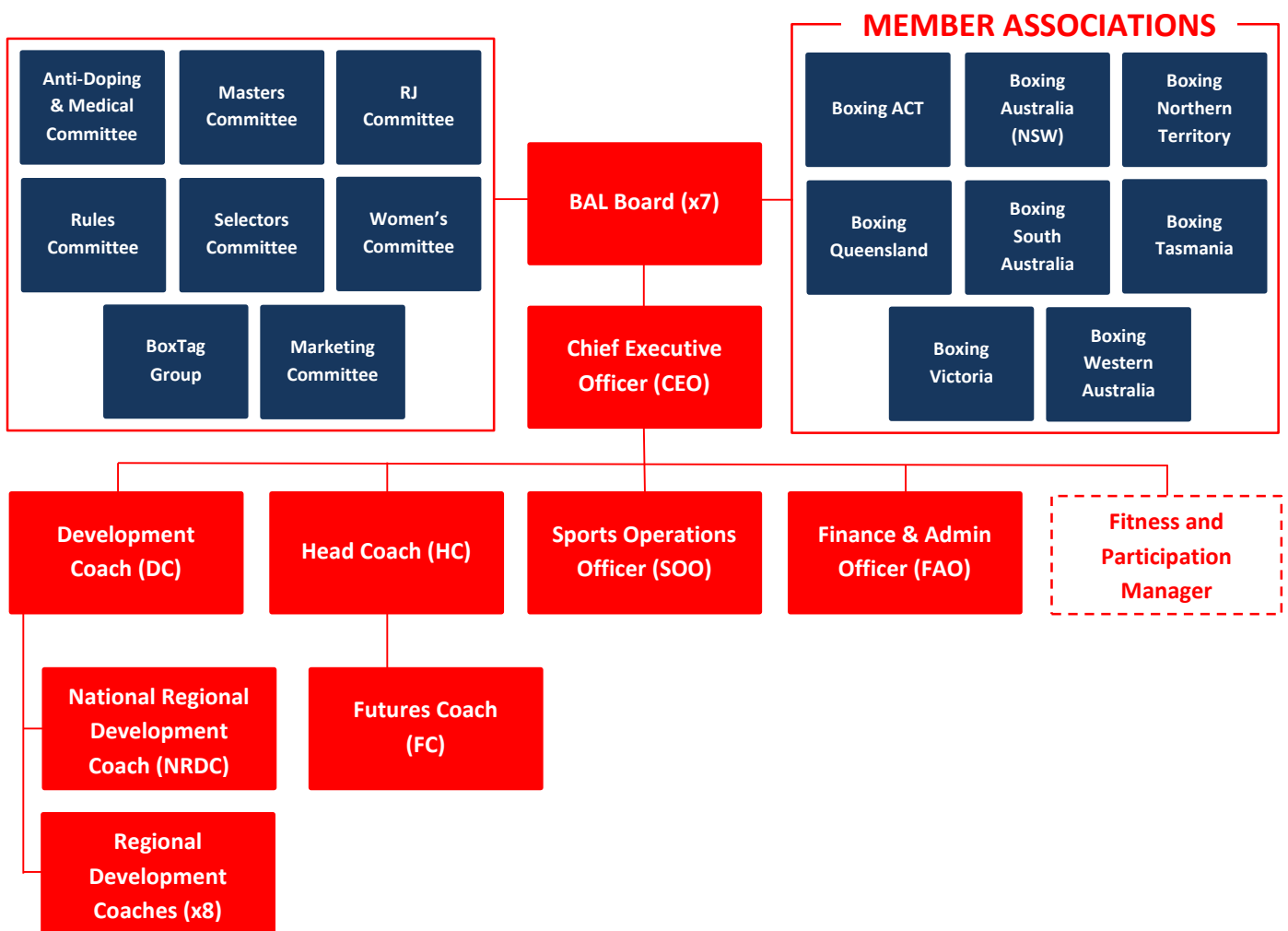
Objectives

1. To promote boxing as a healthy and exciting sport which is skills based, provides opportunities to excel and develops positive attributes for life
2. To improve non-government revenue streams consistent with a self-supporting organisation

DRIVER	STRATEGIES	KPI	RESPONSIBILITY
KRA 5.1: Promotion of a positive image of boxing, including its recognition as a means of encouraging personal development, esteem and discipline	<ul style="list-style-type: none"> - Promote positive stories through web-based, print and other media - Broadcast major events through TV or webcast - Undertake programs in indigenous, ethnic and disadvantaged communities 	<ul style="list-style-type: none"> - Engage assistance to write and disseminate positive news stories - 20 positive stories generated per annum - Australian Championships broadcasted by 2016 - 4 programs undertake in special communities by 2016 	<ul style="list-style-type: none"> - BAL CEO - BAL CEO - BAL Board & BAL CEO - BAL Board & BAL CEO
KRA 5.2: Effective and efficient national communications	<ul style="list-style-type: none"> - Strengthen national communication - Maintain comprehensive national database of officials, coaches, RJs and boxers - Maintain national and international calendar of events on website - Disseminate news of interest nationally 	<ul style="list-style-type: none"> - National communications network in place by late 2015 - Up-to-date database of all officials and participants by start of 2016 - Comprehensive Calendar of Events posted on website (start of each calendar year) - Contact media writers to produce regular news items 	<ul style="list-style-type: none"> - BAL Board & BAL CEO - BAL Board & MAS - BAL Board & BAL CEO - BAL CEO
KRA 5.3 Improved commercial opportunities	<ul style="list-style-type: none"> - Establish marketing committee - Develop marketing plan identifying new areas for revenue raising for Boxing Fitness Program - Develop new sponsorship arrangements with suppliers - Develop entry fees for Australian Championships - Continue commercial arrangements for Coach Education Fees - Explore participation and registration fees for Masters Boxing - Explore and develop new commercial events 	<ul style="list-style-type: none"> - Marketing Committee established by end 2015 - Marketing Plan complete by mid 2016 - Fitness program generating revenue of \$30K (2015), \$100K (2016) \$200K (2017) and \$300K (2018) - VIK and contra agreements in place (on-going) - \$4K raised annually to offset costs - \$10K raised annually - Registration initiated in 2015 - Two new events for 2015 and two more by 2016 	<ul style="list-style-type: none"> - BAL Board - BAL Board - BAL Board & BAL CEO - BAL Board & BAL CEO - BAL CEO - BAL Board & CEO - BAL Board & CEO

BAL STRUCTURE

Boxing Australia's organisational structure is headed up by the BAL Board, BAL Management and Staff. The structure is complemented by various standing committees that provide expertise in specific areas. Our Member Associations are our key stakeholder that provide operational support to participants at the grass-roots level.





BOXING AUSTRALIA LIMITED

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