

# IN THE RED CORNER

Welsh Boxing  
Strategic Plan  
2020 - 2025

[www.welshboxing.org](http://www.welshboxing.org)







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# 1. MESSAGE FROM 'THE RED CORNER'

Welsh Boxing is enjoying an unprecedented period of growth and success.

With over 120 community clubs and just under 3,000 members of all ages taking part in our sport and with the continued medal winning success of our athletes at the Gold Coast Commonwealth Games and more recently domestic, European and World Championships we have never been a more relevant or successful organisation.

But, as the saying goes 'better never stops' and as a national organisation with a huge ambition and a positive contribution to make to the health and wellbeing of our Nation we must continually strive to improve and ensure that we deliver a fantastic, welcoming experience to all of our members and the wider community who use our clubs and facilities, whether it be for competition, fitness, activity or simply friendship.

Welsh Boxing wants to evolve. We want to do better!

We know the positive impact we already make on our communities – but we want to do more! We want to involve more people of all ages, backgrounds and abilities. We want to be an important part of the local community, helping to build social cohesion, resilience and confidence, particularly amongst young boys and girls. We want them to join us 'in the red corner'!

We also want to remain a respected, successful, competitor on the World Stage, building on our heritage and sustaining our success by inspiring the next generation of athletes – we want to make their dreams happen. We want to help them achieve their ambition with us in the 'red corner'!

This strategy sets out our ambitious plan for Welsh boxing over the next five years. We recognize that we cannot deliver this plan alone and we look forward to our members, stakeholders and partners joining us on our journey. Through collaboration we will achieve more.

Join us 'in the 'red corner'.

**Derek McAndrew**  
**Chair, Welsh Boxing**

**BETTER**  
**never**  
**stops**







# 2. STRATEGIC REVIEW

Welsh Boxing has undertaken a comprehensive review to help inform and develop this strategic plan. This review process has provided a welcome opportunity for us to review our current activities, our strengths as well as the challenges we face moving forward.

We have also been keen to revisit our core purpose refresh our vision and set a series of ambitious goals that we wish to achieve over the next 5 years. This process has involved a review led by the Board and Staff, including a retrospective look at previous Welsh Boxing strategies, an horizon scanning exercise looking at wider issues affecting our sport and the wider sector and other factors that influence our work such as the 'Vision for Sport in Wales', the new Sport Wales strategy and investment framework, the anticipated adoption of the community sports partnerships across Wales and key priorities of Welsh Government such as the Well-being of Future Generations (Wales) Act 2015.

Other key influences arising from political, economic, social and technological environments have also helped to shape our thinking.

Critically, our strategy development process has involved consultation exercises with our membership and other key stakeholders to understand both how they currently view our activities as well as the priorities they would like to see us pursuing over the next few years.

This strategic plan is the result of the above process and we are confident that it reflects the views of our members, stakeholders as well as other factors that we need to take account of between now and 2025.

We see this as only the start of our journey and, therefore, will be committed to continuing to engage with our community to ensure we stay on the right track.

**Committed  
to continuing to  
engage with our  
community**



### 3. **VISION** | MISSION | CORE BELIEFS

‘Through boxing, building stronger, more active and cohesive communities, where dreams begin’





# VISION | MISSION | CORE BELIEFS

Working as ONE TEAM to welcome everyone into our sport, enabling them to take part, have fun, connect, thrive and succeed through:

- Being visible
- Being inclusive
- Being participant and athlete centred
- Being bold



# VISION | MISSION | CORE BELIEFS

This strategy is guided by the belief that everyone in our boxing community should have the right to participate, inspiring a lifelong enjoyment of sport and physical activity and leading to improved well-being.

## OUR CORE VALUES



- Inclusive opportunities should be provided for all people irrespective of age, disability, gender, gender reassignment, race, religion or belief, sex and sexual orientation.
- Viewing activity as a means of increasing positive emotional and physical well-being, confidence, friendships and new skills.
- Treating everyone with respect and dignity.
- That everything we do will be driven by integrity, transparency and high ethical standards.





## 4. OUR GUIDING PRINCIPLES

We recognise that the way in which we approach our work will be of critical importance in realising our strategic goals and objectives. Our approach will be underpinned by the following guiding principles:

- **Culture and Behaviours:** As an organisation we want to live our values every day. From the boardroom to the 'ring' we will be supporting everyone to promote positive culture and behaviours which will reinforce our values of integrity, equality, respect and openness.
- **Best People:** We will strive to ensure that we appoint, support and develop our people. Whether Board or staff member, coach or volunteer our team across Wales is our biggest asset and ultimately will determine the success of this strategy.
- **Partnership:** We recognise that we cannot achieve our goals in isolation. Together we can achieve more. That is why we are excited to work with our membership, our national, regional and local stakeholders and partners who collectively will support and contribute to the success of our vision and ambition for our sport.
- **Engagement:** We want to be an organisation that talks with and listens to the needs of our members, participants and partners. Through regular engagement we will make better, more informed decisions, ensuring that we remain athlete and participant centred and are always working in the very best interests of our sport.
- **Focus:** This strategy will be our 'road map' for the next five years. The decisions we make, the resources we use and the people we work with will all be focussed on achieving our goals.
- **Innovation:** We need to be an agile, innovative organisation that responds easily to change and the challenges that we face, exploiting opportunities as they arise.

**From the  
boardroom  
to the 'ring'  
we will be  
supporting  
everyone**





## 5. OUR GOALS

### Goal One: Culture, leadership and governance

Create a positive 'lived' culture which reflects our values and be respected for delivering strong leadership that drives the very highest standards of governance and ethical behaviours.

### Goal Two: Active clubs active communities

Build on the success and hard work of our clubs and communities by supporting and where appropriate enabling more activity to happen, resulting in more people loving our sport, joining our clubs and enjoying healthier and happier lives.

### Goal Three: Sustaining success

Continue to be respected for the performance of our athletes, the success they enjoy, the contribution they make to the sporting heritage of our nation and the positive impact they have on our communities and the young people who dream of wearing the 'vest'.



### Goal Four: Communicating, listening and engaging

Create an effective communications plan which celebrates our collective achievements, profiles our sport, enables us to talk with our clubs and communities connect with people through new channels which reflects changing technology and the way we interact.

### Goal Five: Growing our resources

Develop an income generation plan which builds on existing, traditional funding streams, whilst at the same time identifying new opportunities to generate more resource to support our ambition to grow our sport.

## GOAL ONE: CULTURE, LEADERSHIP AND GOVERNANCE

Create a positive 'lived' culture which reflects our values and be respected for delivering strong leadership that drives the very highest standards of governance and ethical behaviours.

- Develop behaviours which underpin our values and are the foundation for all of our actions.
- Maintain strong, transparent leadership which drives our business and is accountable for its actions.
- Work with the principles of the Governance and Leadership Framework for Governing Bodies of Sport identifying priorities for action over the next five years.
- Reflect equality and diversity in our thinking and actions, maintaining progress within the Equality Standard Framework.
- Maintain the highest standards of safeguarding in our sport.
- Commit to a more inclusive delivery system by working with Disability Sport Wales to implement the 'insport' model.
- Respect and support the emotional and physical well-being of our board, staff, coaches, support and volunteer teams.
- Ensure we have the right level of resource to deliver this strategy.





## GOAL TWO: ACTIVE CLUBS ACTIVE COMMUNITIES

Build on the success and hard work of our clubs and communities by supporting them and where appropriate enabling more activity to happen, resulting in more people loving our sport, joining our boxing family and enjoying healthier, happier lives.

- Support our Clubs to help them grow their membership and generate additional income, helping them to thrive.
- Help Clubs with information on funding streams and other financial support, providing best practice workshops, guidance and templates for clubs on financial sustainability.
- Work with our Clubs to make available their space to local community groups and activities, encouraging regular usage, promoting social cohesion and helping them to grow their income and thrive.
- Partner with national and community partners and agencies to grow awareness of what our clubs have to offer and to help make them become more visible to their local community.
- Support our clubs and their community partners to build healthy activity for people of all ages, backgrounds and abilities.
- Work with our Clubs and Districts to deliver Club and Inter-Club tournaments in a safe, friendly and sustainable environments.
- Create positive partnerships with schools, colleges and Universities to promote, signpost and encourage new membership.
- Support our Clubs and community partners to have sufficient coaches, judges, officials and volunteers to meet the demand of existing and increased participation in our sport.
- Deliver education courses in all parts of Wales ensuring that courses are affordable and take account of the available time of our volunteers.
- Positively promote our courses to men and women from all communities, ensuring that we create positive role models.
- Support our clubs on important areas such as health and safety, safeguarding, finance and administration.
- Train our Club volunteers to be able to run their clubs well and to meet basic management requirements.

**Build  
healthy activity for  
people of all ages,  
backgrounds and  
abilities**

## GOAL THREE: SUSTAINING SUCCESS

Continue to be respected for the performance of our athletes, the success they enjoy, the contribution they make to the sporting heritage of our nation and the positive impact they have on our communities and the young people who dream of wearing the 'red vest'

- Work with our Clubs and Districts to review the journey of a talented boxer from grassroots to elite competition, making it as simple as possible to achieve their personal best.
- Ensure that talented boxers can develop their potential irrespective of social background or cost.
- Ensure that women and girls have equal access to our talent pathways and that we continue to promote both their potential and their success, creating role models to inspire the next generation.
- Identify, support and nurture male and female coaches who have the potential to support talented boxers on the Welsh Boxing performance pathway.
- Ensure that our competition structures support our boxing pathway.
- Work with our partners at Sport Wales and Team Wales to maximise our potential to deliver medal winning performances at future Games.





## GOAL FOUR: COMMUNICATING, LISTENING AND ENGAGING

Create an effective communications plan which celebrates our collective achievements, profiles our sport, enables us to talk with our clubs and communities and connects with people through channels which reflect modern technology.

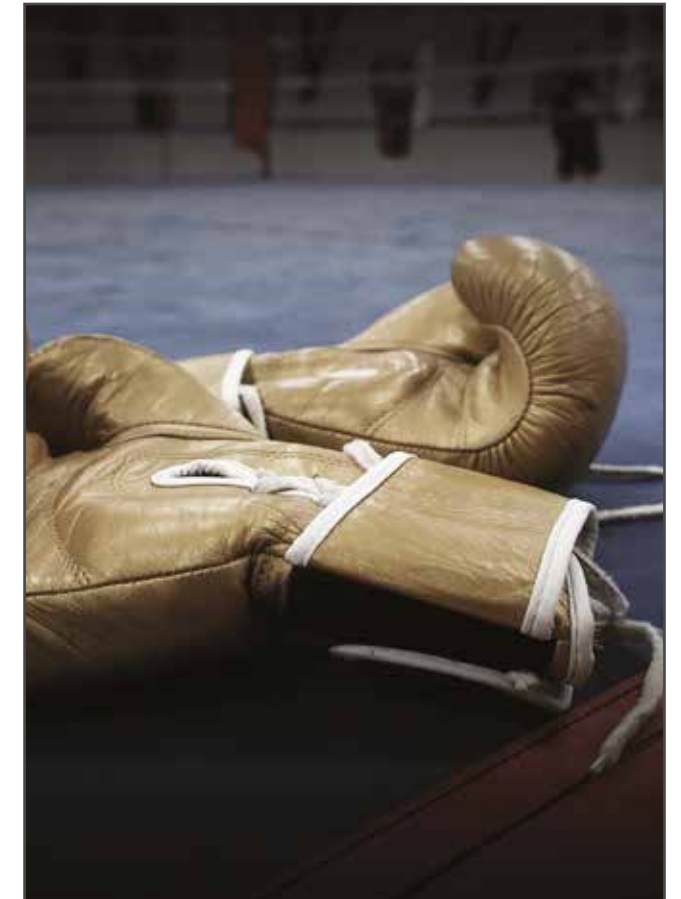
- Build a new exciting brand for Welsh Boxing.
- Profile our sport and the benefits it brings to emotional and physical well-being.
- Use technology and our social media channels to promote and celebrate the work of our clubs and volunteers and the positive impact they have on our local communities.
- Help our clubs by running campaigns to attract more volunteers to support the running of the facilities, where possible sharing information and models of best practise.
- Listen to our Clubs to ensure that we understand their needs and where support is most needed, including annual surveys.
- Profile our athletes and celebrate the success they achieve, recognise and utilise the heritage of our sport.
- Create an athletes' feedback forum to ensure the sport stays relevant.
- Embed our commitment to equality and diversity across every aspect of our communications plan.



## GOAL FIVE: GROWING OUR RESOURCES

Develop an income generation plan which builds on existing, traditional funding streams, whilst identifying new opportunities to diversify and generate additional resources to support our ambition to grow our sport.

- Work with Sport Wales to meet the aspirations of their new investment framework.
- Produce a strategy to attract new commercial investors and sponsors.
- Explore other income generation opportunities and the optimum model that Welsh Boxing needs to adopt to be successful in attracting new investment.
- Explore opportunities for shared services and value in kind to offset costs.
- Explore the potential for merchandising and other corporate partnerships moving forward.





## 6. DELIVERING OUR STRATEGY

To be effective a framework will be introduced to ensure that we deliver on our strategy :

- The Board will receive regular reports on the progress of our strategy, with a comprehensive update of progress every six months and a full review at the end of year two.
- Budgets will be aligned to ensure that the right level of resource is being allocated to deliver the strategy.
- Ensure that our Board, staff and workforce are aligned, motivated, supported and trained to deliver our strategy.
- Annual operational plans will be agreed to deliver the strategic goals.
- An annual report will be produced and shared widely, providing an update on progress made and priorities for the next twelve months.
- Agreed strategic outcomes and targets will be set and monitored annually.
- Our communications plan will support our strategic plan, telling the compelling story of boxing and the impact it has on our clubs, communities and athletes.

**Full  
review at the  
end of year  
two**

**Telling the  
compelling  
story of  
boxing**

**Aligned,  
motivated,  
supported &  
trained**





## 7. WHAT DOES GREAT LOOK LIKE?

Welsh Boxing is committed to achieving and where appropriate measuring the impact our strategy. Whilst we will continue to measure the growth and performance of our sport we are also excited to share the impact it has on our members, participants and communities.

We will do this by developing a series of qualitative tools to monitor progress the following social outcomes and to provide insight and learning for the future:

- We want to use boxing to improve people's lives.
- We want to help people, particularly children and young people, to become more confident and motivated, ready for life and the opportunities it brings.
- We want to keep boxing fun, ensuring people enjoy our sport and keep returning to our clubs and facilities on a regular basis.
- Through boxing, we want to give people new skills so that we can help them to reach their full potential in life.
- We want to make the boxing club the heart of our communities – demonstrating its effectiveness in contributing toward social cohesion and tolerance.
- We want Welsh Boxing to be a sport that is open and respectful to all. Everyone of all backgrounds and abilities are welcome to join our 'family' and our clubs.
- We want our athletes to be successful on the domestic and international stage – bringing pride to our Nation and inspiring young people
- We want to promote Welsh Boxing, to be seen, heard and respected.





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