

# GB Boxing

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# A WINNING CULTURE

GB Boxing  
Annual Review 2018/19





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## GB BOXING

GB Boxing was established in August 2008 to manage the world class performance programme (WCPP) for boxing and ensure the most capable male and female boxers from England, Scotland and Wales are given the best possible opportunity and support to develop, improve and win medals at major international tournaments and the Olympic Games.

GB Boxing's primary role is to train and prepare the elite boxers in the men and women's Podium and Podium Potential squads and identify and develop the next generation of boxers through its performance pathways activities.

The national governing bodies (NGBs) for boxing in England, Scotland and Wales are GB Boxing's principle stakeholders and are represented on its board along with an independent chairperson, GB Boxing's Chief Executive and four independent directors appointed for their particular expertise.

GB Boxing is based in a purpose-built training facility at the English Institute of Sport Sheffield and its largest source of funding is a grant of £14.6 million from UK Sport, made up of contributions from the National Lottery and the Exchequer. It also receives revenue and value-in-kind contributions from a range of commercial partnerships.

### VISION

To be recognised as the leading Olympic boxing nation, inspiring ever more people to box.

### MISSION

To continue to enhance the world's best performance system to enable each GB Boxer the very best opportunity to achieve his or her full potential.



## WINNING CULTURE AT THE HEART OF GB BOXING'S MEDAL SUCCESS

**Dame Katherine Grainger**  
Chair, UK Sport

### FOREWORD



During my career as an athlete, working with the media and now as Chair of UK Sport, I have had the absolute privilege of meeting many of Great Britain's best known Olympic boxers of recent years.

In every instance they have made a strong impression and possessed both a personal charisma and an infectious passion for their sport.

One of the memories from my first Olympics in Sydney is of Audley Harrison winning Team GB's final gold medal of the Games and, after a speedy change into his splendid closing ceremony outfit, arriving to join the rest of the team with a bandaged hand, a huge smile and a shining gold medal around his neck.

Like many of the boxers I have met, Audley was a larger-than-life character and over the course of his time in the Olympic Village he emerged as a popular and well-liked teammate.

Twelve years later, the same was true of Anthony Joshua, who like Audley went on to win Team GB's final medal of the Games in the super-heavyweight boxing category.

Despite being 6'6" and somebody that would stand-out in any company, I remember Josh (as everyone seemed to call him) as a lovely, humble guy who was just happy to be part of the team.

The same was true of Nicola Adams, who since making history at London 2012 has gone on to enjoy huge success and inspire a new generation of women to take-up the sport with her irrepressible personality and winning smile.

People like this are inspirational to be around and I have often thought there is something unique about boxing that helps to create and shape such characters. Boxing is unlike most other sports in that it combines a high level of physical risk and the very real possibility of getting hurt with potentially life changing consequences.

It can place extreme mental and physical demands on people and I think that when you put all of this together in a high performance environment it creates a special atmosphere.

This is certainly what I observed when I was fortunate to spend an afternoon in the GB Boxing gym in my role as Chair of UK Sport.

As a former athlete I love to see behind-the-scenes and watching people going about their day-to-day work in the gym is still one of the most special aspects of this role.

These are the environments where success is forged and my visit to GB Boxing left me in no doubt that the culture of the world class programme and the behaviours it engenders has been a significant factor in enabling the boxers to achieve so much in recent years.

The atmosphere in the gym is friendly and light-hearted and it is clearly a place where the boxers, coaches and support staff enjoy their work. Guests are made to feel welcome and there is a palpable sense of pride when people talk about the work of the programme.

The Performance Director, Rob McCracken, is central to this and it does not take very long in his company to realise what a huge influence Rob is in setting-the-tone and creating an atmosphere that is open and welcoming, yet business-like and professional.

The boxers I spoke to described being in the squad as like being a part of a bigger family and there is no doubt that there is an enormous sense of togetherness.

This is helped by the fact that GB Boxing is one of the few sports to have its own accommodation and when I visited the houses where the boxers and coaches live during training camps I was struck by the extent to which they really are a genuine physical community that work, eat and live together.

In the GB Boxing gym, the achievements of the past are celebrated and around the walls are huge pictures of Great Britain's Olympic boxing medallists.

These go back to 1956 yet also include boxers like Nicola Adams, Joshua Buatsi, Joe Joyce and Anthony Joshua, who are friends and former teammates of many of the current squad.

In some environments this could be stifling, but in the GB Boxing gym it feels inspiring and several of the boxers I spoke to talked about how it would be one of the proudest moments of their life to have their picture on the wall one day.

It all adds up to the creation of an environment and a culture that enables athletes to thrive and it is no surprise that so many boxers from the GB Boxing squad have won Olympic medals and enjoyed very successful careers in recent years.

It is a culture that is designed to deliver sustained success and as someone who has witnessed this environment in action, I am very hopeful that it will help the current generation to add to the achievements of the recent past and maintain Great Britain's fantastic track record in boxing at the Olympic Games.





# CHAIRMAN'S REVIEW



**Steven Esom** Chairman

When I started to think about my review of the last 12 months, it dawned on me that I have been the Chair of GB Boxing for more than five years. Aside from making me realise that time truly does fly, it also led me to reflect on the achievements and evolution of the world class performance programme (WCPP) in this period.

In my time as Chair I have been fortunate to see a great deal of success in the ring, not least the three medals our boxers won at Rio 2016 and a series of superb performances at last year's Commonwealth Games when members of the GB Boxing squad won 14 medals.

But when I reflect upon all the work that goes into delivering these successes and my own experiences of talking to the boxers, coaches and staff in the gym, the thing that makes me most proud over the last five years is the special nature of the culture that has been created at GB Boxing.

The existence of a positive, winning culture underpins everything that has been achieved by GB Boxing in recent years and is the result of many factors and the efforts of a whole team of people that buy into the values of the organisation and live by them every day.

High quality leadership is absolutely central to this and in Chief Executive, Matt Holt, and Performance Director, Rob McCracken, GB Boxing is fortunate to have two people that understand the importance of building a culture that can deliver sustained success.

As a globally renowned coach, Rob is hugely respected in the world of boxing and has achieved an enormous amount in the sport, yet the open and humble way in which he leads the performance programme sets a superb example to everyone.

More than this, Rob genuinely cares about the welfare of the boxers and whilst he is very driven by achieving the best outcomes on the field of play, he recognises the importance of developing the whole person and helping the boxers in their lives outside of and beyond sport.

These values and a holistic approach to developing our athletes is one of the hallmarks of the WCPP and reflects itself in the behaviours of all the boxers, coaches and support staff at GB Boxing. It creates a unique culture and a family atmosphere, which is quite an achievement when you consider that boxing is a tough, individual sport.

Visitors to GB Boxing often comment on the relaxed atmosphere and the 'buzz' in the gym and it does not surprise me that following her recent visit to GB Boxing, Dame Katherine Grainger talks in glowing terms about the culture of the programme in her Foreword to this Annual Review.

Likewise, the findings from UK Sport's 2018 review of the culture at GB Boxing are a source of great pride to everyone involved with the WCPP. The report rated the culture at GB Boxing as 'exceptional' and amongst the many positive comments contained within it, perhaps my favourite observation was when it noted: "There is an obvious pride in, and alignment to, a common goal which goes beyond medals and is ultimately about improving people's lives."



"There is an obvious pride in, and alignment to, a common goal which goes beyond medals and is ultimately about improving people's lives."

"...the thing that makes me most proud over the last five years is the special nature of the culture that has been created at GB Boxing."

The establishment of a winning culture and the creation of an environment where athletes actively enjoy coming to train has been absolutely central to the success that GB Boxing has achieved in recent years and over the 12 months covered by this Annual Review.

To have male and female boxers from the GB Boxing squad win 14 medals, including eight golds, at the 2018 Commonwealth Games was an extraordinary achievement and my personal highlight of the year in terms of performance, as it clearly meant so much to the boxers to win for their country at such a high profile sporting event.

We have also made excellent progress in our talent pathways and the expansion of the women's squads combined with the promising performances of a relatively new and inexperienced group at the 2018 European and World Championships all augurs well for the future.

Outside of the gym, GB Boxing has continued to develop as an organisation and secured a new partnership with Sting Sports, whilst continuing to enjoy an excellent reputation in the media and sporting circles.

The efforts of the boxers in being fantastic role models for both GB Boxing and the sport of boxing is central to this and nowhere was this more clear than in their admirable work in fulfilling 290 community appearances on behalf of the National Lottery in 2018-19.

All of these achievements, inside and outside of the ring, are underpinned by the positive winning culture that exists at GB Boxing.

It is something that everyone within the organisation has worked hard to create and as we look forward to the challenges of next year and the 2020 Olympic Games, I have no doubt that the strength of the culture we have created will be an important factor in enabling the boxers to fulfil their potential and ensure that GB Boxing continues to be successful.



"...a holistic approach to developing our athletes is one of the hallmarks of the WCPP and reflects itself in the behaviours of all the boxers, coaches and support staff at GB Boxing."





“The last 12 months has been a period of consolidation for the world class performance programme. The men and women in the GB Boxing squad have delivered consistently high levels of performance and made very good progress towards their goal of competing and winning medals at the 2020 Olympic Games.”



# PERFORMANCE REVIEW

The last 12 months has been a period of consolidation for the world class performance programme (WCPP). The men and women in the GB Boxing squad have delivered consistently high levels of performance and made very good progress towards their goal of competing and winning medals at the 2020 Olympic Games.

The men's squad is a talented and experienced group that has performed to a very high level throughout 2018-19. Although they did not have a European or World championships, they boxed in a number of top quality tournaments on the international circuit and consistently returned with multiple medals.

The women's squad faced a different set of challenges in 2018-19. Shorn of the medal winning talent of Nicola Adams and Savannah Marshall and latterly Lisa Whiteside, who departed the WCPP in the middle of 2018, the squad is a relatively inexperienced group, yet it faced a demanding schedule including European and World Championships and the Commonwealth Games.

The women rose to the challenge superbly with one boxer emerging as a world class talent whilst the rest of the squad delivered a series of promising performances which indicated they have the capabilities to operate at the elite level.

It amounted to a year of solid progress and has provided many positive indications that the squad will deliver more medal success for Team GB at Tokyo 2020.

Outside of the ring, the Commonwealth Games was an important staging post in the development of the boxers as it gave them experience of competing at a large, multi-sport event on foreign soil.

**“A talented contingent of boxers from the GB Boxing squad was selected to represent England, Scotland and Wales and went on to demonstrate the strength of boxing in Great Britain as men and women from the squad won 14 medals.”**

## 2018 COMMONWEALTH GAMES

The first big event of 2018 was the Commonwealth Games in Australia's Gold Coast which gave the men and women an opportunity to experience competing at a large multi-sport event. A talented contingent of boxers from the GB Boxing squad was selected to represent

England, Scotland and Wales and went on to demonstrate the strength of boxing in Great Britain as men and women from the squad won 14 medals.

The haul included eight golds as Lisa Whiteside, Sandy Ryan, Galal Yafai, Peter McGrail, Pat McCormack and Frazer Clarke were victorious for Team England, whilst Sammy Lee and Lauren Price topped the podium for Wales.

Silvers for two recent addition to the women's GB Boxing squad, Rosie Eccles and Paige Murney, were equally positive signs and indicated that the new members of the women's squad had the ability to succeed at international level.

Events of this type are not the same as boxing tournaments and provide a different set of challenges such as increased media attention, living in a Games environment with teammates from other sports and being away from home for an extended period.

The experience is very similar to an Olympic Games, so having the opportunity to compete at the Commonwealth Games was another important step in the development of the boxers and ensuring they have the best possible preparations for Tokyo 2020.







#### EUBC WOMEN'S EUROPEAN BOXING CHAMPIONSHIPS 2018

The Women's European Boxing Championships in June 2018 featured a relatively inexperienced line-up and was the first major tournament for several new members of the squad.

The boxers performed creditably and although the sole medal was a bronze for Lauren Price, it was an important learning experience and gave new boxers, such as Kariss Artingstall and Rosie Eccles, their first taste of a major competition.

#### AIBA WOMEN'S WORLD BOXING CHAMPIONSHIPS 2018

The emergence of Lauren Price as an outstanding international boxer continued at the 2018 World Championships in New Delhi, where she won another bronze medal and was once again the only member of the squad to secure a place on the podium. A quarter-final victory over the highly experienced Elzbieta Wojcki of Poland and an agonisingly close, split decision semi-final loss to 2016 Olympic silver medallist, Nouchka Fontijn, demonstrated Lauren's ability to compete against the best in the world and her meteoric rise was confirmed when she was placed at number three in the official AIBA world rankings published in December 2018.

"...competing at European and World championships played a significant part in accelerating the development of the women's squad in 2018-19."

Although the rest of the group did not win a medal at either the European or World Championships in 2018, the experience stood them in good stead as shown by a series of excellent performances at a number of international boxing competitions across the year.

This included gold for Rosie Eccles at the Ahmet Comert Memorial Tournament in Turkey, gold medals for Ellie Scotney and Sandy Ryan at the BoxAm in Spain and gold for Kariss Artingstall at the Bocskai in Hungary in March 2019.

These are high quality tournaments which feature many of the best boxers from Europe and further afield, and the combination of achieving success here, whilst also

getting the experience of competing at European and World championships played a significant part in accelerating the development of the women's squad in 2018-19.

This has been borne out in the early part of 2019-20 which has seen Demie-Jade Resztan, Kariss Artingstall and Rosie Eccles all win their first major medals whilst Lauren Price has continued her superb run of form with gold at the 2019 European Games.

Although the men had a quieter year in terms of major tournaments, they enjoyed great success at a number of smaller international boxing tournaments where they frequently secured multiple medals.

These included hauls of eight medals at the Ahmet Comert Memorial Tournament in Turkey and Romania's Golden Belt in September 2018; nine medals at the EUBC EU Championships in November 2018 and an unprecedented eight gold medals at Finland's Gee Bee tournament in March 2019.

"Although the men had a quieter year in terms of major tournaments, they enjoyed great success at a number of smaller international boxing tournaments where they frequently secured multiple medals."

#### AWARDS

The achievements of the men and women in the squad were recognised at the second GB Boxing Annual Awards evening in December 2018, which saw Pat McCormack and Lauren Price named best male and female boxer of the year by the GB Boxing coaches. McCormack, who remained unbeaten throughout 2018-19, scooped the Boxers' Boxer of the Year award.

Eight awards were handed out as part of the evening, which was hosted by Olympic bronze medallists Richie Woodhall and Joshua Buatsi, and recognised not just the performances of the boxers, but also their efforts in the community and the work of GB Boxing's support staff.



#### THE BEST YEAR OF MY CAREER

LAUREN PRICE, GB BOXING

**YOU WERE A CHAMPION KICK-BOXER AS TEENAGER AND THEN PLAYED INTERNATIONAL FOOTBALL FOR WALES. WHY DID YOU GIVE UP FOOTBALL TO BECOME A BOXER?**

I was boxing at the same time as I played football and in 2014 the Welsh national coach, Colin Jones, told me I was good enough to go the Commonwealth Games but I had to commit to boxing. It has always been my dream to go to the Olympics so I decided to give it a go as I reckoned I could go back to football if it did not work out.

I won a bronze at Glasgow 2014 so decided to stay with boxing. I made the GB Boxing squad in 2016 and then won gold at the Commonwealths in 2018, so I am happy with my decision.

#### HOW WOULD YOU DESCRIBE YOUR STYLE AS A BOXER?

I used to box at welterweight (69kg) so am not particularly big or tall for the weight, but I think that gives me an advantage in terms of speed. I am quick, have good footwork and am a good counter puncher.

#### HOW DO YOU THINK YOU CAN IMPROVE AS YOU WORK TOWARDS THE TOKYO OLYMPICS IN 2020?

It is just a case of continuing to do the things that have got me to where I am, so work hard in training and keep learning. We are very lucky at GB Boxing. We have the best facilities, a superb support team and great coaches. They have a lot of experience and are used to producing Olympic champions, so it's important to listen to them.

#### WHAT WAS THE HIGHLIGHT OF THE YEAR FOR YOU?

The Commonwealth Games was a great experience and to win gold for Wales, stand on the podium and hear the national anthem was special. Winning a medal at the World Championships was also great as it's the highest level of competition alongside the Olympics. Getting a bronze was not the same feeling as winning gold at the Commonwealth's but in terms of my overall career progression, it was important as it confirmed I am amongst the best in the world.

#### WHAT DO YOU THINK WERE THE REASONS WHY YOU HAD SUCH A GREAT YEAR IN 2018-2019?

I have been full-time with GB Boxing since 2016 and I just think it is the result of being able to train and live as a full-time athlete. I am in camp four days a week and train three times a day with top coaches, so I just think it was a case of all of that hard work coming together and paying-off.



#### MEDALS WON AT MAJOR CHAMPIONSHIPS IN 2018-19

**2018 Commonwealth Games, Gold Coast, Australia, 5-14 April 2018**

#### GOLD

**Galal Yafai (ENG), Light-flyweight, 49kg**  
**Lisa Whiteside (ENG), Flyweight, 51kg\***  
**Peter McGrail (ENG), Bantamweight, 56kg**  
**Pat McCormack (ENG), Welterweight, 69kg**  
**Sandy Ryan (ENG), Welterweight, 69kg**  
**Lauren Price (WAL), Middleweight, 75kg**  
**Sammy Lee (WAL), Light-heavyweight, 81kg**  
**Frazer Clarke (ENG), Super-heavyweight, 91kg+**

#### SILVER

**Paige Murney (ENG), Lightweight, 60kg**  
**Rosie Eccles (WAL), Welterweight, 69kg**

#### BRONZE

**Mickey McDonagh (WAL), Lightweight, 60kg**  
**Luke McCormack (ENG), Light-welterweight, 64kg**  
**John Doherty (SCO), Middleweight, 75kg\***  
**Cheavon Clarke (ENG), Heavyweight, 91kg**

**EUBC Women's European Boxing Championships, Sofia, Bulgaria, 4-13 June 2018**

#### BRONZE

**Lauren Price (WAL), Middleweight, 75kg**

**AIBA Women's World Boxing Championships, New Delhi, India, 15-24 November 2018**

#### BRONZE

**Lauren Price (WAL), Middleweight, 75kg**

\* Boxer has since left the GB Boxing squad





## PERFORMANCE PATHWAYS

Finding and developing new talent is critical to the ongoing success of GB Boxing and in 2018-19 it continued to make excellent progress in its performance pathways activities, most notably with the launch of a new performance guide, 'The Pathway to Success', to support grassroots coaches and boxers.

The guide was developed in conjunction with the national governing bodies (NGBs) of England, Scotland and Wales and uses the knowledge and experience of the coaches and support staff that work with the GB Boxing squad and the national teams to create a framework for the development of elite boxers.

**"Finding and developing new talent is critical to the ongoing success of GB Boxing and in 2018-19 it continued to make excellent progress in its Performance Pathways activities..."**

'The Pathway to Success' sets out the pathway for the progression of young boxers from school to senior level. It details a model for producing elite boxers which looks at every aspect of their development, as an athlete and a person, and covers the technical, tactical, physical and behavioural characteristics required to become a world class international boxer.

It was made available to boxers and coaches free of charge via the GB Boxing website and was downloaded more than 2,000 times in 2018-19.

Elsewhere the Women's Development Programme (WDP) and GB Boxing's partnership with the British Army, which had both been established in 2017, continued to identify and develop new female talent and saw two boxers that had progressed via this pathway, Kariss Artingstall and Tori Ellis-Willems, earn promotion to the Podium and Podium Potential squads respectively.

Close working relationships between GB Boxing's pathways staff and the performance teams in the home nation NGBs were central to the progress made in this area over the last 12 months and continue to play a vital role in ensuring the pipeline of new talent into the GB Boxing squad keeps flowing.

## COACH DEVELOPMENT

GB Boxing's coach development activities have continued to progress over the last 12 months and focused on providing support and personal development activities for GB Boxing's existing coaches, whilst at the same time working with the NGBs in England, Scotland and Wales to develop the next generation of world class coaches.

The current coaching team was boosted in April 2018 with the appointment of Graham Alderson as a full-time Podium coach with specific responsibility for overseeing the WDP. Professional support for the coaches across the year included a wide variety of learning and personal development opportunities covering experiential learning, on-the-job learning and formal qualifications.

Learning experiences have been set-up with a range of other sports and high performance organisations and over the last 12 months coaches from GB Boxing have visited a range of organisations including British Shooting, the Rugby Football Union, the Football Association, the Royal Air Force and the Air Ambulance Service.

Several of the coaches are taking formal qualifications and in April 2019, Senior Podium Coach, Dave Alloway was part of a cohort, that included England Football manager Gareth Southgate, which graduated from UK Sport's Elite Programme.

**"Senior Coach, Dave Alloway was part of a cohort, that included England Football manager Gareth Southgate, which graduated from UK Sport's Elite Programme."**

This two-year course is designed to help high performance coaches reach world class standards and uses specialised technology, experiences and expertise to enable participants to learn from other successful coaches.

## THE BUILDING BLOCKS FOR SUCCESS

GB Boxing has had another very successful year in terms of performance in 2018-19. An experienced group of men has continued to win multiple medals at international competitions whilst a new generation of women have made significant progress in their development and shown clear signs they have the capabilities to be successful at the highest level.

Further down the pathway, a range of initiatives have been developed to ensure GB Boxing continues to identify and develop the best young talents in Great Britain and bring them into the WCPP. At the same time, new expertise has been added to the coaching team where each member is supported with an individualised personal development programme.

All of this is designed to enable the boxers to be successful and as the next Olympic Games edges ever closer, GB Boxing can be confident that the building blocks are in place to help achieve this at Tokyo 2020 and beyond.

**"An experienced group of men has continued to win multiple medals at international competitions whilst a new generation of women have made significant progress in their development and shown clear signs they have the capabilities to be successful at the highest level."**



**MY ROLE AT GB BOXING**  
ROBERT GIBSON,  
PERFORMANCE PATHWAYS MANAGER

## WHY IS IT IMPORTANT TO DEVELOP A PATHWAY FOR THE BOXERS?

A clear pathway enables boxers to have an understanding of the steps required to become a top international boxer. It details the benchmarks they need to reach at each stage of their development and enables boxers to understand and appreciate what they need to do to progress to the elite level.

Last year we developed a Performance Guide to help grassroots boxers and coaches by setting-out this process and providing them with a framework designed to help boxers maximise their talent. The Guide is a model for producing elite boxers and covers the technical, tactical, physical and behavioural characteristics required to become a world class international boxer.

## WHAT HAVE BEEN THE BIGGEST ACHIEVEMENTS OF THE PATHWAYS WORK?

The improvements we have made in the way GB Boxing works with the home nation NGBs talent activities has been one of the major achievements as ultimately this ensures the boxers have the best possible chance of being successful and fulfilling their potential.

In terms of individuals, Peter McGrail and Ben Whittaker were part of the pathways programme from a young age and are now winning major medals and expect to be at Tokyo 2020.

Paige Murney graduated from the Women's Development Programme to win silver at the 2018 Commonwealth Games. Karriss Artingstall and Tori Ellis-Willems came through a partnership we have with the British Army and are now part of the GB Boxing squad and competing and winning medals at major tournaments.

## WHAT DOES YOUR ROLE AS PERFORMANCE PATHWAYS MANAGER INVOLVE?

One of the biggest challenges facing GB Boxing is the need to regenerate the squad after each Olympics as many of the boxers leave to pursue careers in professional boxing, so our work aims to help identify and develop new talent that has the potential to be part of the squad and go on to win medals at major tournaments and the Olympic Games.

## HOW DO YOU GO ABOUT DOING THIS?

We work closely with the NGBs in England, Scotland and Wales to identify the best young boxers and make sure the pathway is in place to help these boxers progress through the national systems and into the GB Boxing set-up.

Initially this might be through training weekends with the coaches in the GB Boxing gym. After that they join one of the development programmes before progressing into the Podium Potential and ultimately the Podium squad.

The aim is to provide boxers with a holistic education of what it takes to be a world class athlete as they progress along the pathway, so they also work with the sport scientists and support staff from the WCPP and are given help and advice in a range of areas including nutrition, conditioning, injury prevention and psychology.





# OPERATIONS REVIEW

“Being a well-managed and efficient organisation is central to the successful delivery of the world class performance programme for boxing and outside of the gym, GB Boxing has continued to go from strength-to-strength in 2018-19.”

## GOVERNANCE AND CULTURE

As a recipient of Government and National Lottery funding, through UK Sport, GB Boxing is expected to adhere to the highest standards of corporate governance and conduct in the way it operates the world class performance programme (WCPP) and deliver a duty of care to its athletes. Progress has been made in increasing the diversity of the GB Boxing board in the Tokyo cycle and an external review of the culture of the WCPP by UK Sport in 2018 rated it as “exceptional”.

**“The report went on to identify trust, strong leadership, a family environment, common purpose, ‘formal informality’, supportive relationships and cooperation as being the key pillars of the culture at GB Boxing.”**

Based on a three-day, ‘walk the floor’ exercise, which included 13 focus groups and eight one-to-one interviews with athletes, coaches and support staff, the report concluded: “The culture that was observed by the panel has all the hallmarks of an exceptional culture.”

The report went on to identify trust, strong leadership, a family environment, common purpose, ‘formal informality’, supportive relationships and cooperation as being the key pillars of the culture at GB Boxing. This was particularly evidenced in a strong agreement between the senior leadership, support staff, office staff, coaches, and athletes of ‘what it is like’ to be part of GB Boxing.

Everyone interviewed across all groups spoke very positively about GB Boxing. It highlighted the importance of personal development in the WCPP and concluded: “The common overarching goal of not just focusing on medals but to develop people is continually reinforced.”

## PARTNERSHIPS

On the commercial front, GB Boxing’s relationship with Lonsdale came to an end in 2018, and following a tender process, a new agreement was reached for Sting Sports to become its new Official Technical Partner.

The relationship means Sting will supply the boxers in the squad with kit and equipment and refurbish the training environment. GB Boxing’s partnership with its Official Sleep Partner, Hyde & Sleep, continued to thrive with a range of social media initiatives. Locally, GB Boxing remains an active partner in the Sheffield Chamber of Commerce and had representatives at a number of business events and seminars in the course of the last 12 months.

## COMMUNICATIONS AND REPUTATION

In the media and on its social media channels, GB Boxing continued to enjoy a very positive public profile in 2018-19 and the achievements of the boxers received extensive coverage in national and regional press and broadcast media. More than 30 journalists and broadcasters were hosted in the GB Boxing gym at a series of media days. Opportunities were also created to raise the profiles of the boxers by ensuring they were available to support media campaigns and activities by key partners such as UK Sport, Team GB, Team England and the National Lottery.

Given its status as the Olympic broadcaster, the BBC is an important outlet for GB Boxing and relationships have been strengthened in the last 12 months. Reporters from BBC Sport attended four of GB Boxing’s media days and the 2018 GB Boxing Championship was streamed live on the BBC Sport website and shown on the iPlayer where it secured healthy viewing figures.

In digital and social media channels, GB Boxing has continued to increase its reach in 2018-19. The number of people using the GB Boxing website increased by nearly 20 per cent to 63,602 whilst the views grew by four percent to 163,896. On social media, figures rose across all three of the major platforms and GB Boxing has over 23,000 followers on Twitter and Facebook. Its following on Instagram has more than doubled in the last 12 months and now exceeds 20,000.

On the public affairs front, GB Boxing hosted the local Member of Parliament (MP), Clive Betts MP, in the GB Boxing gym in July 2018 and is also an active member of the All Party Parliamentary Group (APPG) for boxing. GB Boxing was represented at every meeting of the APPG in 2018-19 which enabled it to build helpful relationships with a number of MPs, Government Ministers, Shadow Ministers and policy officials.

## COMMUNITY ENGAGEMENT

Boxing is a sport where the elite level traditionally retains close links with the grassroots and in recent years GB Boxing has significantly increased its work in the community.

Through its partnership with local charity, Sheffield Futures, GB Boxing helps to use sport to engage with young people from disadvantaged backgrounds with a view to helping them improve their life chances.

Over the last 12 months, 12 boxers and 10 staff have participated in five visits to youth clubs on behalf of Sheffield Futures and delivered a series of talks and boxing masterclasses.

In December 2018, more than 20 young people from the charity attended the GB Boxing Championships where they were put through their

paces by the GB Boxing coaches and had a question and answer session with a group of boxers prior to the event.

GB Boxing’s coaches and support staff also took part in a variety of activities throughout the year which raised more than £600 for Sheffield Futures. These included Easter and Christmas Bake-Offs and a member of the sport science team running the Sheffield 10K to raise funds.

**“Boxing is a sport where the elite level traditionally retains close links with the grassroots and in recent years GB Boxing has significantly increased its work in the community.”**

On a national level, GB Boxing backs home nation led community initiatives and in December 2018, it supported England Boxing’s work on disability when it hosted a group of disabled boxers at the GB Boxing Championships.

This involved a tour of the gym, a meet and greet with boxers from the squad and ringside seats for the event, which included a hearing loop for a blind participant.

As an organisation that receives public money, GB Boxing recognises the importance of having a positive impact on society and in 2018-19, 39 boxers from the squad delivered 290 community appearances on behalf of the National Lottery.

Every boxer made at least one appearance and over 90 per cent of the squad delivered more than five, meaning that boxing was one of the best performers amongst UK Sport funded sports in supporting the National Lottery.

GB Boxing’s status as one of the National Lottery’s most reliable ambassadors was reinforced in the early part of 2019 when two boxers from the squad, Calum French and Cyrus Pattinson, were chosen to appear in a new ‘Hometown’ campaign to promote the role of the National Lottery in supporting a wide-range of community initiatives across Great Britain.

All of these achievements have combined to represent a year of significant operational progress for GB Boxing. They have contributed to the long term sustainability of the WCPP and played an important part in shaping the culture of the organisation and creating an environment that gives GB Boxing the best possible chance of being successful at Tokyo 2020 and beyond.



# FINANCIAL REVIEW

The Financial Review contains extracts from the audited accounts for the year end March 2019. It includes details of GB Boxing’s board members and their sub-committee functions along with a summary of the Profit and Loss Account for the year and a copy of the Balance Sheet.

These condensed financial statements do not comprise statutory accounts within the meaning of section 435 of The Companies Act 2006. These accounts were reported upon by the company’s auditors, Smith Cooper, and delivered to the Registrar of Companies. The report of the auditors was unqualified, did not include a reference to any matter to which the auditors drew attention by way of emphasis without qualifying their report and did not contain statements under section 435 and 498 (2) and (3) respectively of the Companies Act.

The responsibility for the management and oversight of GB Boxing sits with its board of directors which is comprised of an independent chairperson, the Chief Executive of GB Boxing, two representatives from each of the three home nations and four independent directors appointed for their particular expertise.

**GB BOXING BOARD OF DIRECTORS**

The people listed here denote those who served on the board of GB Boxing for the period 1 April 2018 – 31 March 2019.

Board Member	Sub-committee function
Steven Esom, Chairman	Audit, Remuneration and Nominations committees (Chair)
Matthew Holt, Chief Executive Officer	
Caspar Hobbs, England Boxing	
Giorgio Brugnoli, England Boxing	Remuneration and Nominations committee
John MacPherson, Boxing Scotland (Resigned 11 July 2018)	Audit committee
Derek McAndrew, Welsh Boxing (Appointed 29 November 2018)	
Chris Type, Welsh Boxing (Appointed 29 November 2018)	
David Chadwick, Independent	Audit committee
Sara Symington, Independent	
Simon Toulson, Independent	
Lucy Walker, Independent	Audit and Nominations committee (Chair)

The make-up of the Nominations committee is as required for appointment to the board. The Appeals and Disciplinary committee is constituted according to the procedures for dealing with disciplinary matters..

Matthew Holt	Company Secretary
Smith Cooper	Auditors

**DETAILED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2019**

	2019	2018
	£	£
Income	3,227,759	3,502,593
Direct expenses	(1,611,838)	(1,880,983)
Gross surplus	1,615,921	1,621,610
Other operating income	30,762	30,762
Less: overheads		
Administration expenses	(1,624,805)	(1,576,485)
Operating surplus	21,878	75,887
Interest receivable	354	363
Tax on profit on ordinary activities	-	(5,041)
Surplus for the year	22,232	71,209



**SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2019**

<b>Turnover</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
UK Sport income	<b>3,050,781</b>	3,102,204
Foreign training camp	<b>78,910</b>	36,500
WSB grant income	<b>7,100</b>	171,215
Sponsorship and other income	<b>90,968</b>	192,674
	<b>3,227,759</b>	3,502,593
<b>Direct expenses</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Podium boxers	<b>302,845</b>	249,197
Development boxers	<b>15,884</b>	39,725
Female boxers	<b>126,973</b>	161,419
Talent group ID	<b>23,806</b>	11,361
Venue hire	<b>29,281</b>	101,190
Equipment and clothing	<b>20,034</b>	20,197
Coaches	<b>288,185</b>	315,119
Employees	<b>-</b>	1,331
Camps	<b>150,376</b>	141,160
Sports science and sports medicine	<b>479,041</b>	568,716
Cost of boxers' accommodation	<b>133,348</b>	179,136
UK Sport international relations	<b>17,833</b>	15,450
WSB costs	<b>24,232</b>	59,569
Officials	<b>-</b>	17,413
	<b>1,611,838</b>	1,880,983
<b>Other operating income</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Rent receivable	<b>30,762</b>	30,762
	<b>30,762</b>	30,762

<b>Administration expenses</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Directors' remuneration	<b>92,530</b>	88,840
Directors' pensions	<b>14,342</b>	13,164
Wages and salaries	<b>795,645</b>	756,627
Staff national insurance	<b>88,743</b>	85,576
Staff pensions	<b>52,487</b>	48,953
Staff training	<b>25,640</b>	20,687
Travel and subsistence	<b>19,542</b>	23,830
Consultancy fees	<b>54,415</b>	55,945
Printing, postage and stationery	<b>10,491</b>	10,871
Telephone and fax	<b>17,624</b>	25,294
Legal and professional fees	<b>8,864</b>	67,505
Auditors' remuneration	<b>8,873</b>	13,033
Equipment hire	<b>4,177</b>	4,555
Bank charges	<b>621</b>	1,101
Bad debts	<b>26</b>	(1,256)
Difference on foreign exchange	<b>(524)</b>	(362)
Sundry expenses	<b>7,311</b>	23,623
Rent and rates	<b>175,429</b>	175,419
Insurance	<b>68,249</b>	-
Repairs and maintenance	<b>12,322</b>	22,778
Depreciation	<b>4,004</b>	3,187
(Profit)/loss on sale of tangible assets	<b>91,430</b>	68,839
Disallowable input VAT	<b>51,508</b>	60,356
Credit card charges	<b>288</b>	288
Tickets	<b>20,768</b>	7,632
	<b>1,624,805</b>	1,576,485
<b>Interest receivable</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Bank interest receivable	<b>354</b>	363
	<b>354</b>	363

**BALANCE SHEET AS AT 31 MARCH 2019**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Fixed assets</b>		
Tangible assets	<b>1,201,593</b>	1,280,480
Investments	<b>1</b>	1
	<b>1,201,594</b>	1,280,481
<b>Current assets</b>		
Debtors: amounts falling due within one year	<b>149,952</b>	266,393
Cash at bank and in hand	<b>249,255</b>	169,379
	<b>399,207</b>	435,772
Creditors: amounts falling due within one year	<b>(155,783)</b>	(293,467)
<b>Net current assets</b>	<b>243,424</b>	142,305
<b>Total assets less current liabilities</b>	<b>1,445,018</b>	1,422,786
<b>Net assets</b>	<b>1,445,018</b>	1,422,786
<b>Capital and reserves</b>		
Profit and loss account	<b>1,445,018</b>	1,422,786
	<b>1,445,018</b>	1,422,786



# THE ROAD TO TOKYO



## LONG-TERM THINKING DRIVES SUSTAINABLE SUCCESS

### Rob McCracken MBE, Performance Director

One of the most important things I have learnt in my time as GB Boxing's Performance Director is the importance of long-term thinking.

A four-year Olympic cycle seems like a long time but when it comes to delivering sustainable success in boxing we have to think further ahead than just the next Games.

The reality of this sport means the majority of the boxers who make it to an Olympic Games will leave the world class performance programme (WCPP) at the end of the cycle.

It is a persistent challenge for GB Boxing and means that even though we are currently focused on the Tokyo Games, we also have one eye fixed on 2024 and the boxers that have the potential to compete and win medals in Paris.

The need to consistently regenerate the squad is one of the reasons why our work on performance pathways (featured in detail in the Performance Review section) is so important to the long-term success of GB Boxing.

The results of it can be seen in the make-up of the senior boxers in the current squad that expect to compete at the 2020 Olympics, many of whom we identified as "Tokyo boxers" as far back as 2015.

It meant they were ready to takeover as our number one boxers when eight of the 10 men that competed in Rio left the WCPP in 2016.

This succession planning has enabled the boxers to gain a great deal of top quality experience in the last three years and become seasoned international performers to the extent that every one of our front-line boxers in each weight class has won at least one major medal at a European or World Championships in the course of the Tokyo cycle.

In female boxing the situation is different. Women's boxing debuted at the 2012 Olympic Games and although participation has grown healthily in recent years the sport is still in its infancy at the elite level where the talent pool is not as deep as it is for men.

To address this we have adapted our pathways strategy for women and in the last 12 months this has begun to deliver results.

The creation of the Women's Development Programme and our partnership with the British Army have helped to increase the depth and breadth of the women's squads and some of the boxers we have identified via

these initiatives, most notably Kariss Artingstall, are now in the Podium group and aiming to compete at Tokyo 2020.

Further down the pathway we have identified several promising female boxers that are already showing signs they could be candidates for Paris 2024, provided they continue to develop, work hard and retain their commitment.

The same is true of the men's Podium squad where we have a number of talents that are already getting good international experience and will be well-placed to takeover as the number one boxer at their weight should any of the Tokyo 2020 boxers decide to join the professional ranks post-Games.

It all amounts to a fine balancing act and I am very fortunate at GB Boxing to work with a group of world class coaches that are backed-up by excellent sports scientists and support staff who understand the unique challenge we face in boxing.

Their ability to ensure our boxers win medals at tournament after tournament, yet still keep an eye on the long-term objective of delivering sustainable success is the reason why GB Boxing has achieved so much in recent years. They are a great team and, as long as we all continue to work hard and support each other, I am confident GB Boxing can deliver more success at Tokyo 2020 and beyond.



"...every one of our front-line boxers in each weight class has won at least one major medal at a European or World Championships in the course of the Tokyo cycle."

