

# 2021-2024 Strategic Plan



# Message from the Board

On behalf of the Fencing SA Board, I am pleased to present our Strategic Plan for 2021-2024. Over the past few years, we have made good progress in implementing some key initiatives, consolidating our financial position, and continuing to progress our sport even with the challenges that COVID-19 presented over the past year.

However, there is much work still to be done to ensure the long-term and sustainable growth of our sport in South Australia and in all areas of activity. To that end, our Strategic Plan identifies the following five key strategic priorities:

- Increase participation
- High performance
- Grassroots development
- Support diversity and inclusion
- Good governance

Each of these strategic priorities are supported by a range of initiatives which we aim to implement over the coming three-year period.

Building on from our 2017-2020 Strategic Plan, the Board has outlined a program to develop the profile and performance of our sport at the individual, club, state, and national levels.

We look forward to working more collaboratively with the clubs and members of the broader fencing community to achieve our goals.

We strongly believe that every member of the community has an opportunity to contribute to the continued growth and development of the sport.

Andrea Chaplin

**President**

**Fencing South Australia**

# Our purpose

Fencing SA (FSA) is the State Association which promotes and controls the sport of fencing in South Australia and is affiliated under the Australian Fencing Federation (AFF). Fencing SA Inc has six clubs affiliated under its banner along with a good participation rate in schools in the metropolitan area.

As South Australia's governing body for the sport of fencing, Fencing SA:

- Provides leadership and support to its member clubs in the promotion and development of the sport through the development of fencers, coaches, and referees.
- Provides opportunities for fencers to develop their skills by competing at a state level, and support to train for national and international level fencing.

# Our vision

Our vision is for the South Australian society to recognise fencing as an exciting, accessible, and challenging sport providing suitable opportunities for participation at recreational and competitive levels as well as pathways and support to elite levels.

# Our values

Everything we do is underpinned by our values. They guide the way we behave, think, and make decisions. Our values drive our culture and form the foundation for relationships with our members, the fencing community, and stakeholders.

In relation to external stakeholders, we will:

- be inclusive and endeavour to achieve commitment
- be responsive to their needs
- listen and communicate openly
- be open and transparent

In relation to internal stakeholders, we will:

- strive for excellence and innovation
- be cooperative and work as a team
- listen and communicate openly
- value the wellbeing and diversity of our people

# 2021-2024 Strategic Plan

## Key strategies

### **Increase participation**

Increasing social and competitive participation is fundamental to FSA's purpose, as greater numbers translate to more viable clubs, stronger competition and more alternative pathways for fencers seeking ongoing involvement.

FSA will support clubs to strengthen their participation base by making fencing a sport of choice. In addition to increasing the raw number of active fencers, FSA is committed to being an inclusive sport which supports men and women equally, strives for a culturally diverse membership, and increases access to fencing for all.

### **High performance**

Fencing has a proud history as one of the five original Olympic sports in the modern era and qualifying individual fencers and teams to the Olympics remains a driving force behind the AFF supporting operations.

FSA will collaborate with the AFF to develop high performance athlete pathways to achieve incremental and constant improvement in national and international rankings, aligning programs where possible with club delivery models.

### **Grassroots development**

FSA will continue to build on increasing our support base to allow us to increase participation in the sport.

We wish to continue to provide opportunities for coaching and refereeing courses in addition to providing support for tournament management skills to ensure we reduce any key person risk.

### **Support diversity and inclusion**

FSA is committed to promoting the right to diversity, equality, respect, inclusion, and substantive equality, and we wish to encourage an environment of respect and appreciation of differences.

FSA believes in treating all people with respect and dignity. It strives to create and foster a supportive and understanding environment in which all individuals realise their maximum potential within the organisation, regardless of their difference.

### **Governance and Safe Sport**

FSA is committed to defining and documenting its structure, the duties, responsibilities and powers of members, policies, committees, and management to ensure the Board can demonstrate accountability and transparency to its members and stakeholders.

Integrity in fencing will be addressed on and off the playing field through an unequivocal commitment to fairness, respect, and a safe sporting environment. FSA will continue to develop policies and procedures which protect individuals, promote fair competitions, and support the health, safety, and wellbeing of everyone involved in the sport.

# 1 Increase Participation

Increasing social and competitive participation is fundamental to FSA's purpose, as greater numbers translate to more viable clubs, stronger competition and more alternative pathways for fencers seeking ongoing involvement.

FSA will support clubs to strengthen their participation base by making fencing a sport of choice. In addition to increasing the raw number of active fencers, FSA is committed to being an inclusive sport which supports men and women equally, strives for a culturally diverse membership and increases access to fencing for all.

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	HOW WILL WE MEASURE SUCCESS
Raise awareness of contemporary fencing as an exciting, accessible, and competitive sport for all age groups.	<ul style="list-style-type: none"> <li>Identify opportunities to improve branding with quality images, graphic design, and signage.</li> <li>Identify opportunities for external media coverage and distribute suitable media releases as opportunities arise.</li> <li>Regularly publish quality news and event promotions to FSA digital channels (website and social media presence).</li> <li>Identify and explore new and emerging channels/platforms and establish a presence there for the FSA where suitable.</li> </ul>	<ul style="list-style-type: none"> <li>Review and update the FSA website annually and update content as the need arises.</li> <li>Ensure newsletters are published at minimum monthly.</li> <li>Increase social media presence and publish regular updates.</li> </ul>
Develop new channels to deliver participation programs.	<ul style="list-style-type: none"> <li>Look at opportunities to deliver programs in community centres etc – with the promotion of AUSFENCE program.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded channels to deliver programs.</li> <li>Promote the accreditation pathway for AUSFENCE.</li> </ul>
Develop capability at the school and club level to deliver participation programs.	<ul style="list-style-type: none"> <li>Increase accredited coaches / facilitators available to deliver participation programs.</li> <li>Promote the AFF's AUSFENCE program.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded schools program.</li> <li>Develop resources and make available for clubs for use starting 2023.</li> </ul>
Increase participation in FSA competitions.	<ul style="list-style-type: none"> <li>Strengthen the quality of FSA competitions.</li> <li>Consider recommendations from the AFF's Diversity, Equity, and Inclusion Working Group.</li> </ul>	<ul style="list-style-type: none"> <li>Entry numbers in FSA state competitions increase year on year from 2022 onwards.</li> </ul>
Promote and support Para fencing.	<ul style="list-style-type: none"> <li>Identify funding sources to assist with Para fencing equipment or initiatives.</li> <li>Promote fencing to identified disability support service providers.</li> <li>Foster relationships with Disabilities Sports Australia and Paralympics Australia and explore opportunities for collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Create and execute a target marketing campaign to promote fencing to disability support service providers by the end of 2022.</li> <li>Para fencing demonstration and/or instructional at one or more AFC competitions each year to promote Para fencing in Australia by the 2023.</li> <li>Para fencing opportunities available to athletes by 2024.</li> </ul>
Effectively capture and report participation and membership data.	<ul style="list-style-type: none"> <li>Accurately capture strategic information and report participation data at all levels.</li> <li>Leverage captured data to improve governance, development, marketing, and funding initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Procure and implement a membership data capturing IT solution by the end of 2021 (<i>completed 2021</i>).</li> </ul>

## 2 High performance

Fencing has a proud history as one of the five original Olympic sports in the modern era and qualifying individual fencers and teams to the Olympics remains a driving force behind AFF supporting operations.

FSA will collaborate with the AFF to develop high performance athlete pathways to achieve incremental and constant improvement in national and international rankings, aligning programs where possible with club delivery models.

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	HOW WILL WE MEASURE SUCCESS
Deliver a High-Performance Program which supports State fencers to be successful at national and international events and qualify for a future Olympic Games.	<ul style="list-style-type: none"> <li>In conjunction with the AFF and key weapon coaches, develop and implement a structured high-performance program capable of producing long-term, sustainable state, national and international success.</li> <li>Identify and implement measures to actively support members of the National Squad (NS).</li> <li>Encourage and support NS athletes in pursuing sponsorship opportunities.</li> <li>Regularly review and refine the high-performance program to identify areas for continuous improvement.</li> <li>Identify key coaches in SA in each weapon to work with NS and SA athletes to continue to develop and strengthen program.</li> </ul>	<ul style="list-style-type: none"> <li>Establish and document the new High-Performance Program by end 2022.</li> <li>Review and update policies relating to selection and rankings to support updated High Performance Program initiatives including rankings to be consistent with the practices of the AFF.</li> <li>Performance of NS athletes at National and International competitions.</li> </ul>
Strengthen development pathways.	<ul style="list-style-type: none"> <li>In conjunction with the AFF, develop and implement dedicated elite athlete pathways. The objective of the AFF National Performance Pathway (NPP) Program is to deliver a multi-weapon program through which every AFF athlete can access development opportunities that support them to maximise their potential.</li> <li>Maximise athlete development opportunities through an aligned delivery structure which includes clubs, State, and NPP Program activity.</li> </ul>	<ul style="list-style-type: none"> <li>Work together with Australian Fencing on the Performance Pathway Plan.</li> <li>Strong participation in the AFF High Performance Pathway, across all weapons and genders.</li> </ul>
Increase access to external expertise.	<ul style="list-style-type: none"> <li>Explore potential to partner with the State institutes of sports and/or university sector to draw on sports science expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Access to dedicated, fencing-specific support services for NS athletes in areas such as physiotherapy, strength &amp; conditioning, sports psychology, biomechanics, and video analysis by the end of 2023.</li> </ul>

### 3 Grassroots development

FSA will continue to build on increasing our support base to allow us to increase participation in the sport.

We wish to continue to provide opportunities for coaching and refereeing courses in addition to providing support for tournament management skills to ensure we reduce any key person risk.

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	HOW WILL WE MEASURE SUCCESS
Increase the number of coaches.	<ul style="list-style-type: none"> <li>• Implement an easily accessible tiered accreditation system administered by the AFF.</li> <li>• Ensure annual delivery of a Level 1 Coaching course each year.</li> <li>• Promote diversity among coaches by actively recruiting demographic groups which may be under-represented.</li> </ul>	<ul style="list-style-type: none"> <li>• Level 1 coaching courses delivered annually.</li> <li>• Participants in AFF Level 2 Coaching courses.</li> </ul>
Strengthen coaching expertise.	<ul style="list-style-type: none"> <li>• Implement training and formal development programs for state coaches, including requirements for ongoing professional education and development.</li> <li>• Work with the AFF to provide opportunities for National coach training.</li> <li>• Provide opportunities for club coaches to work with State/AFF National coaches.</li> <li>• Create opportunities for coaches to accompany State fencers to National competitions.</li> <li>• Provide Level 1 coaching courses on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Make available an expanded digital coaching resource.</li> <li>• Coaches traveling interstate with State athletes for competitions.</li> <li>• Level 1 coaching courses delivered annually.</li> </ul>
Increase the number of accredited referees.	<ul style="list-style-type: none"> <li>• Provide referee development courses and opportunities to referee State competitions</li> <li>• Work with the AFF to provide National opportunities for referee training and certification.</li> <li>• Promote diversity in the pool of nationally-accredited referees by actively recruiting demographic groups which may be under-represented.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a referee course annually.</li> <li>• Increased number of State referees.</li> <li>• Increased number of South Australian nationally-accredited referees.</li> </ul>
Develop State tournament management capability.	<ul style="list-style-type: none"> <li>• Continue to cross-skill members of the fencing community in ability to run competitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of key person risk and competition roster implemented.</li> </ul>

## 4 Support diversity and inclusion

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Creation of Transgender Guidelines.	<ul style="list-style-type: none"><li>• Inform, support, and educate with guidelines for review.</li></ul>	<ul style="list-style-type: none"><li>• Inform the SA fencing community and publish guidelines (<i>completed June 2022</i>).</li></ul>
Creation of Diversity and Inclusion Policy.	<ul style="list-style-type: none"><li>• Create and update Diversity and Inclusion Policy.</li></ul>	<ul style="list-style-type: none"><li>• Updated Policy to be finalised by end of 2022.</li></ul>
Increase Para fencing opportunities.	<ul style="list-style-type: none"><li>• Identify funding sources to assist with Para fencing equipment or initiatives.</li><li>• Promote fencing to identified disability support service providers.</li><li>• Foster relationships with Disabilities Sports Australia and Paralympics Australia and explore opportunities for collaboration.</li></ul>	<ul style="list-style-type: none"><li>• Create and execute a target marketing campaign to promote fencing to disability support service providers by the end of 2022.</li><li>• Para fencing demonstration and/or instructional at one or more AFC competitions each year to promote Para fencing in Australia by the 2023.</li><li>• Para fencing opportunities available to athletes by 2024.</li></ul>

## 5 Governance and Safe Sport

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WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	HOW WILL WE MEASURE SUCCESS
Make fencing a safe sport.	<ul style="list-style-type: none"> <li>Maintain, update, and rationalise safe sport policies and procedures in line with current legislation, rules and regulations and community standards.</li> <li>Ensure Clubs and athletes are regularly reminded of FSA's policies and procedures.</li> <li>Maintain relationship and open dialogue with the AFF and Sports Integrity Australia.</li> <li>Explore options for health and wellbeing framework for athletes.</li> <li>Ensure all coaches and volunteers have the appropriate training and checks in line with current legislation.</li> <li>Work with Clubs to develop and improve governance practices where required.</li> </ul>	<ul style="list-style-type: none"> <li>Review, update and rationalise policies and procedures in line with current legislation, rules and regulations and community standards by the end of 2021 (<i>completed 2021</i>).</li> <li>Ensure annual reviews are completed on all policies.</li> <li>FSA and Club policies and procedures are compliant with the directives of applicable governing bodies and external funding agencies.</li> </ul>
Develop a monthly scorecard.	<ul style="list-style-type: none"> <li>Evaluate the Board's performance and controls to drive continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard reviewed quarterly at Board meeting from mid-2022.</li> </ul>
Enhance the risk management plan.	<ul style="list-style-type: none"> <li>Update the risk management plan to ensure robust processes to identify and manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Updated plan to be delivered by end of 2022.</li> </ul>

