



**Fencing SA Inc**  
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# **Fencing SA Incorporated**

## **Strategic Plan**

### **Three-year Strategic Plan**

**2014 to 2016**

Fencing SA Inc is the State Association which promotes and controls the sport of fencing in South Australia and is affiliated under the Australian Fencing Federation. Fencing SA Inc has seven clubs affiliated under its banner along with a strong participation rate in schools in the metropolitan area. It is managed by an elected board, comprising a President, Vice-President, Treasurer, Secretary and Public Officer.

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## **Vision**

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Our vision is that South Australian society will 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.

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## **Mission**

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As South Australia's governing body for the sport of fencing in South Australia, 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 to compete at a local level as well as support to train for national and international level fencing.

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## **Our values**

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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

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## Long-term objectives

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To pursue its Vision and Mission, Fencing SA aims to achieve the following long-term objectives:

1. To ensure Fencing SA strives for efficient and effective management and administration to provide a sustainable organisation;
2. To foster the success of South Australian fencers up to National level and beyond;
3. To grow the participation and interest in Fencing through a range of strong development programs, that are agreed to and implemented in partnership with member clubs;
4. To provide a vibrant local competition program and host one National competition per year.

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## Our key stakeholders

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### 1. Management

- Australian Fencing Federation
- South Australian Government
- Board Members
- Media
- Committee Members

### 2. High performance

- University fencers
- Club fencers
- Elite fencers
- Accredited coaches
- Accredited referees
- Australian Fencing Federation
- South Australian Government

### 3. Sport development

- Clubs
- Schools
- Universities
- Coaches, referees, officials, volunteers
- Media

### 4. Competition

- Local competition committee
- National event committee
- South Australian Government
- Australian Fencing Federation
- Referees, officials, volunteers

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## Key Result Areas (KRA)

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The following Key Result Areas describe how Fencing SA hopes to achieve its long-term objectives and strategic priorities.

## KRA 1: Management

**Objective:** To ensure Fencing SA strives for efficient and effective management and administration to provide a sustainable organisation.

**Rationale:** Building an effective and sustainable association through the following strategic priorities will help ensure Fencing SA:

- maintains its board, coaches, officials and committee members
- has the financial resources to deliver as per this plan
- maintains good relationships with key stakeholders such as clubs, AFF, government
- embraces new technologies to improve communications with key stakeholders.

<b>Category</b>	<b>Strategic priorities</b>	<b>Key performance indicators</b>
1.1 Governance	1.1.1 Foster good governance of Fencing SA	Compliance with constitutional and legislative requirements
1.2 Operations	1.2.1 Ensure sustainable operational performance	Achieve performance targets outlined in annual operational plan
1.3 Financial management	1.3.1 Maintain good financial management practices	Compliance with Fencing SA financial policies and procedures
1.4 Stakeholder relations	1.4.1 Foster relationships and partnerships with key stakeholders	Increased levels of funding and services between Fencing SA and key stakeholders
1.5 Communications	1.5.1 Embrace new initiatives for information and communication technologies	90% member satisfaction with upgraded web-based communication systems
1.6 Risk management	1.6.1 Adopt strategies to manage identified risks	Compliance with strategies

## KRA 2: High Performance

**Objective:** To foster the success of South Australian fencers up to National level and beyond.

**Rationale:** Fostering fencers' success through the following strategic priorities will help to:

- improve South Australian fencers National rankings and beyond
- develop the next generation of high performance fencers
- ensure Fencing SA has a pool of quality high performance coaches, referees and officials to support fencer development.

Category		Strategic priorities		Key performance indicators
2.1	State Squads	2.1.1	Foster the ongoing success of U15, Cadet, Junior, Veteran and Open squads at a National level	Achieve top 4 national ranking for all South Australian team events and representation in top 4 placement for individual events
2.2	Youth development	2.2.1	Nurture and develop the schools programmes	Run dynamic schools leagues twice and year
		2.2.2	Build strong transition programmes from schools to university to club to national level	Increase of participants at each level successfully transition to next level
2.3	Coach/referee/official development	2.3.1	Develop a pool of accredited coaches	Maintain sufficient Level 1, 2 and 3 coaches to achieve goals
		2.3.2	Develop a pool of accredited referees	Maintain sufficient pool of trained referees to achieve goals
		2.3.3	Develop a pool of trained officials	Maintain adequate trained DTs to run local competitions
1.4	Club development	2.4.1	Foster high-level coaching availability to all affiliated clubs	Maintain consistent on-going high level coaching to fencers at all affiliated clubs

### KRA 3: Sport Development

**Objective:** To grow the participation and interest in Fencing through a range of strong development programs, that are agreed to and implemented in partnership with member clubs.

**Rationale:** Growing the participation and interest in Fencing through the following strategic priorities will help to:

- advance the level of participation in and support for clubs and schools
- protect and develop Fencing SA's coaches, referees and volunteers
- develop and maintain sufficient facilities and equipment to support clubs, schools and local competitions.

Category	Strategic priorities	Key performance indicators
3.1 Member protection	3.1.1 Develop and adopt a membership protection policy	Member protection policy endorsed at annual general meeting for incorporation into Fencing SA Inc's by-laws and circulated to all members
3.2 Clubs	3.2.1 Support the role of clubs in building and promoting fencing to local communities	Increase in average club membership levels
3.3 Coaches	3.3.1 Build a strong system of development for coaches	Increase the number of accredited coaches over five years
3.4 Referees	3.4.1 Build a strong system of development for coaches	Increase the number of accredited coaches over five years
3.5 Officials	3.5.1 Build a strong system of development of DTs and other officials	Increase the number of trained DTs for local competitions over five years
3.6 Volunteers	3.6.1 Support and develop the skills of volunteers	Annual recognition awards for key volunteers conducted
3.7 Targeted programs	3.7.1 Promote fencing to young Australians	Fencing SA coaches delivering fencing to schools and youth organisations and 50% of clubs delivering fencing to youths

#### **KRA 4: Competition**

**Objective:** To provide a vibrant local competition program and host one National competition per year.

**Rationale:** Providing a vibrant local competition program and hosting one National competition per year through the following strategic priorities will help to:

- provide access for fencers to higher levels of National competition within Australia and beyond
- grow and maintain a vibrant local competition for fencers of all levels.

Category		Strategic priorities		Key performance indicators
4.1	National events	4.1.1	Bid to host AFF #2 Tournament for 2013-2017	Successful bid for AFF #2 Tournament
4.2	Local competitions	4.2.1	Build a vibrant local competition program	Increase participation in all events at a local level

## Summary of outcomes 2014 - 2016

Key result area	
1. Management	
1.1	Compliance with constitutional and legislative requirements achieved through appropriate scheduling of meetings, recording of meetings and policy development
1.2	
1.3	Financial records formalised using quickbooks and financial reporting and auditing carried out using contemporary legal standards
1.4	
1.5	Website redeveloped in 2014 with basic content around policies, competitions and major events.  Database in place January 2015 with email lists and payment options available.  Facebook regularly getting 300+ likes for posts
1.6	Risk management policy developed in April 2016. Required for child protection.
2. High performance	
2.1	Top 4 national rankings achieved in at least one team competition in Epee and Foil under age team competitions over the past 3 years. Approximately 12 top 4 places in individual national competition across all weapons and both genders in the past 3 years.
2.2.1	Schools program has developed to 3 categories across both genders
2.2.2	Limited transition from Schools League to clubs and on to National competitions
2.3	Numbers of Coaches and Referees has increased
2.4	3 out of 5 clubs have Level 2 coaches
3. Sport development	
3.1	AFF Member Protection policy adopted and published 2014 Child Protection Policy published 2016 Risk Management Policy published 2016
3.2	Increase in average club membership levels
3.3	Number of accredited coaches has increased
3.4	Number of State and Nationally accredited referees has increased
3.5	Informal training of volunteers in Engarde
3.6	Recognition awards for volunteers to be presented in 2016
3.7	Girls school program delivered in 2014 and 2016 4 clubs deliver fencing to youths, 3 with specific classes
4. Competition	
4.1	AFC 2 hosted 2014 - 2017
4.2	Participation in State competitions has increased.