



## **Fencing South Australia Incorporated – Strategic Plan 2017 – 2020**

The FSA Board is pleased to present our Strategic Plan for 2017 to 2020.

The Strategic Plan identifies the following five key strategic imperatives:

1. Increase Participation
2. Raise Profile
3. Achieve Financial Autonomy
4. Improve Elite Performance
5. Enhance Governance and Leadership

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

The Board has outlined an ambitious program to develop the profile and performance of the sport at the individual, club, state and national levels.

We look forward to working 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.

## Increase Participation

### Key Objectives

1. Significantly increase the number of people participating in a 'fencing experience'
2. Engage more female participants in fencing experiences
3. Materially increase the conversion of fencing participants to active club members

### Strategic Delivery

Implement a coordinated State Participation and Development strategy to deliver fencing programs to grassroots participants through a variety of platforms. Collaborate with clubs to provide a variety of fencing experiences.

Lead Initiative	Supporting initiatives
Design new participation offerings to meet consumer preferences	<ul style="list-style-type: none"><li>• Develop strategies to encourage girls and women of all ages to participate in fencing.</li><li>• In conjunction with the AFF, implement a simplified AusFence 'fencing experience' program using modified equipment to be run in primary and junior secondary schools over a single term.</li><li>• Design and promote, in conjunction with clubs, tailored programs for adult beginners wishing to participate in fencing on a one-off, social or short-term basis.</li></ul>
Develop new channels to deliver participation programs	<ul style="list-style-type: none"><li>• Design and implement fencing programs designed to target specific community groups.</li><li>• Establish ongoing wheelchair fencing programs.</li></ul>
Expand capability to deliver participation Programs	<ul style="list-style-type: none"><li>• Expand the group of coaches / facilitators available to deliver participation programs.</li><li>• Explore potential to train non-fencers to deliver participation programs.</li></ul>
Increase conversion of fencing participants to active members	<ul style="list-style-type: none"><li>• Pilot ideas to bridge the transition gap from schools-based programs to local clubs.</li><li>• Ensure clubs have access to available funding opportunities for equipment needs.</li><li>• Attract past fencers back to the sport</li><li>• Encourage hands-on participation by 'fencing parents'</li></ul>

	<ul style="list-style-type: none"> <li>• Strengthen connections with club participants and encourage conversion to active membership.</li> </ul>
Create opportunities in the northern suburbs for more exposure to fencing	<ul style="list-style-type: none"> <li>• Consult councils to determine funding/facilities opportunities in the Northern Suburbs.</li> <li>• Recruit an Administrator and Coach to develop the club.</li> <li>• Actively promote fencing in northern primary schools.</li> </ul>
Effectively capture and report participation data	<ul style="list-style-type: none"> <li>• In conjunction with the AFF develop a coach based reporting portal to capture participation data.</li> <li>• Investigate opportunities to motivate coaches to report participation.</li> </ul>
Develop the FSA Vacation Camp program	<ul style="list-style-type: none"> <li>• Appoint a manager to expand the program.</li> <li>• Maximise the economic potential of the program.</li> <li>• Pursue geographically diverse opportunities for venues.</li> </ul>
<p><u>Measuring Success - 2020 targets</u></p> <ul style="list-style-type: none"> <li>• 200 Registered Fencers in South Australia</li> <li>• Increase the rate of female participation by 100% on 2016 figures.</li> <li>• One new club operational in the Northern Suburbs</li> <li>• 4 Junior Fencing Vacation programs offered per year</li> <li>• 2 general meetings per year for clubs to collaborate on developing products</li> </ul>	

## Raise Profile

### Key Objectives:

- Recognition of fencing in South Australia as a viable, enjoyable, inclusive, modern sport.
- Broad understanding of the general principles of fencing in the wider community
- Recognition of FSA elite athletes and their achievements within the fencing community.

### Strategic Delivery:

Implement a coordinated marketing and media strategy that encompasses a focus on social media while still engaging mainstream media.

Lead Initiative	Supporting initiatives
Increase media profile	Effectively deliver information within the fencing community via social media platforms.
	Distribute periodic press releases to attract interest of state based conventional media organisations prior to, during and after important events.
	Develop a framework for clubs to promote themselves and upcoming events by utilising a range of multimedia resources.
	Create one additional 'Media Event' per year (in addition to RCT) that can be leveraged for marketing
Solidify a recognisable brand	Maintain communications surrounding national harmonisation branding.
	Diversify state branded merchandise.
	Explore sponsorship possibilities for events, teams and the organisation as a whole.
Strengthen relationships with key stakeholders	Enhance relationships with schools, Sports SA and the SA Olympic Committee.
<u>Measuring Success - 2020 targets</u>	
<ul style="list-style-type: none"><li>● 10% of SA population understand fencing is offered as a sport in this state.</li><li>● 2% of SA population understand how a hit is scored.</li><li>● Two promotional events (outside of RC) each year raise the profile of fencing.</li></ul>	

## Achieve Financial Autonomy

### Key Objectives

1. Develop alternative and multiple streams of revenue for FSA related activities and governance
2. Remove reliance on government funding

### Strategic Delivery

Remove reliance on the provision of government grants to cover FSA activities. Identify and develop additional streams of revenue to give FSA the ability to grow and provide resources for the enhancement and improvement of Fencing in South Australia

Lead Initiative	Supporting initiatives
Increase sponsorship of the Robyn Chaplin Memorial Tournament to cover 100% of costs	<ul style="list-style-type: none"> <li>● Formation of sponsorship committee to identify sponsorship assets and opportunities for Robyn Chaplin Tournament.</li> <li>● Identify potential sponsors for targeted engagement</li> <li>● Lock in multi-year agreements with current and new sponsors</li> </ul>
	<ul style="list-style-type: none"> <li>●</li> </ul>
Develop merchandise Robyn Chaplin Memorial Tournament	<ul style="list-style-type: none"> <li>● Formation of product development team to identify appropriate merchandise for the Robyn Chaplin Memorial Tournament</li> <li>● Pre-order sales via registration and online activities to reduce overstocking</li> <li>● Provide free shipping opportunities for additional sales at Robyn Chaplin Memorial Tournament</li> <li>● Develop partnership with merchandise manufacturers for the sale and distribution of items</li> </ul>
Develop merchandise for the general fencing community	<ul style="list-style-type: none"> <li>● Formation of product development team to identify general merchandise</li> <li>● Establish online presence for sales of merchandise</li> <li>● Develop partnership with merchandise manufacturers for the sale and distribution of items</li> <li>● Production of merchandise samples and distribution to FSA affiliated clubs</li> </ul>

<p>Increase Sponsorship of the High Performance Squad to cover 100% of costs</p>	<ul style="list-style-type: none"> <li>● Formation of sponsorship committee for identification of sponsorship assets and opportunities for High Performance Squad</li> <li>● Identify potential sponsors for targeted engagement</li> <li>● Engage sponsor for 100% of the cost of the HPS uniform with an ongoing agreement</li> <li>● Lock in multi-year agreements with current and new sponsors</li> </ul>
<p>Development of HPS uniform 100% costs covered by sponsorship</p>	<ul style="list-style-type: none"> <li>● Design and development of a HPS exclusive uniform (Jacket, Hoodie, T-Shirt, Pants, Socks, Glove, fencing equipment etc) which clearly distinguishes HPS members</li> <li>● Make purchase and use of HPS uniform a condition of membership of the HPS</li> <li>● Require HPS members to wear the HPS uniform at interstate and public events to create a uniform appearance and enhance team unity</li> </ul>
<p>Creation of Foundation accounts for individual tax deductible donations to FSA driven initiatives</p>	<ul style="list-style-type: none"> <li>● Identification of FSA activities for the creation of Foundation accounts <ul style="list-style-type: none"> <li>○ High Performance Squad</li> <li>○ Fencing SA Venue and Infrastructure</li> <li>○ Junior Development</li> </ul> </li> <li>● Creation of Sports Foundation accounts to provide individuals with the opportunity to make tax deductible donations to FSA activities</li> <li>● Development of a communication pack for potential contributors to clearly explain the purpose and mechanics of the foundation accounts</li> <li>● Development and advertising of donation opportunities to the fencing community and beyond.</li> </ul>
<p><u>Measuring Success</u></p> <ul style="list-style-type: none"> <li>● 100% coverage of Robyn Chaplin Memorial Tournament by ongoing sponsorship agreements</li> <li>● 100% coverage of the High Performance Squad by ongoing sponsorship agreements</li> <li>● 100% increase in income from merchandise sales for the Robyn Chaplin Memorial Tournament</li> <li>● Establishment of ongoing partnerships for manufacture and delivery of FSA</li> </ul>	

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- All HPS members outfitted in HPS uniform and costs fully covered by ongoing sponsorship agreement
- Provision of subsidies for FSA HPS, venue and infrastructure and Junior development costs from foundation donations

## Improve Elite Performance

### Key Objectives

- Develop fencers of a high enough level to attempt qualification for Olympic Games.
- To strengthen the development pathways for elite fencers in South Australia.
- To improve our support of coaching and high performance.

### Strategic Delivery

Implement a nationally integrated high performance program in South Australia to the benefit of elite and developing fencers.

Lead Initiative	Supporting initiatives
Reconfigure existing HP program	Fulfill training obligations for South Australian athletes who are members of the Australian Fencing Team (AFT) and Australian Fencing Squad (AFS).
	Structure program to encourage commitment to minimum training and competition involvement to foster high level state and national success.
	Maximise opportunities for HP fencers to gain experience at national and international competitions and training camps.
	Continue to support and retain HP fencers with assistance in balancing sporting and educational/professional aspirations.
	Regular review and refinement of HP program to suit athlete needs.
Strengthen development pathways	Provide clear development pathways for junior and cadet athletes where access to appropriate training and competition opportunities are apparent.
	Improve management of local competitions to provide a suitable environment for competitive development.
	Encourage state-wide participation in competitions.
	Promote engagement with the national fencing community at an interstate level.



Enhance coaching expertise	Provide adequate Level 0 and Level 1 coaching courses to build the next generation of high performance coaches.
	Encourage collaboration with national/international coaching education institutions.
	Provide opportunities for qualified coaches to accompany state teams at national events.
	Instigate coach training and meetings to foster an integrated approach to coaching at the state level.
	Identify and encourage high level athletes to gain coaching qualifications, with focus on female mentors.
Utilise external expertise	Encourage athletes to engage with a range of support services in areas such as physiotherapy, psychology, strength/conditioning, biomechanics and video analysis.
	Build relationships with state sporting organisations, eg. SASI, SportsSA, Office of Rec. and Sport
Increase accessibility to facilities/equipment	Review and upgrade FSA competition and training specific gear as necessary.
	Ensure access to state equipment for development programs.
	Investigate opportunities for permanent venue.
<p>Targets to be achieved by 2020:</p> <ul style="list-style-type: none"> <li>● One athlete attempting to qualify for the Olympics.</li> <li>● One top 10 ranking fencer across each age, gender and weapon category.</li> <li>● Top 2 placing in 50% of national team events across each age, gender and weapon category.</li> </ul>	

## Enhance Governance and Leadership

### Key Objectives

- Provide a voice for all members in creating the governing body
- Develop a culture of stability, service and renewal within the Board of Fencing SA
- Clearly split the roles of governance and those paid to provide service to the organisation

### Strategic Delivery

Modify the constitution to be more inclusive while providing safeguards that maintain stability, renewal and clear lines of responsibility.

Lead Initiative	Supporting initiatives
More fencers are represented in the voting at FSA Special General and Annual General Meetings	Modify the FSA constitution to provide voting rights to all members in some form.
Increase board members length of terms while limiting the total time they may serve.	Modify the FSA constitution to make 2 year terms for board members.
	Modify the FSA constitution to limit the number of terms that an individual can be on the FSA board.
	Modify the FSA constitution so that there are a maximum of 3 members elected in any one year.
Create contracted, professional (paid) positions within the administration, marketing, coaching and supervisory functions of the association	Modify the FSA constitution to clearly define and delineate the governance and executive functions of the organisation.
	Ensure that all remunerated positions have contracts outlining the job and person specifications.
	All remunerated positions have limited tenure.
Targets to be achieved by 2020: <ul style="list-style-type: none"> <li>• FSA Board positions are considered attractive for career, professional and service reasons.</li> <li>• There are competitive elections for all FSA Board positions from suitably qualified candidates.</li> <li>• All services provided by Fencing SA are managed by paid employees or contractors.</li> </ul>	