

STRATEGIC PLAN 2004-2007



Victorian Amateur Fencing
Association



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- Peter Osvath Victorian Amateur Fencing Association
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- Tom Forsell Sport and Recreation Victoria



Rear 534 Mt Alexander Road
ASCOT VALE VIC 3032
Ph: 03 9326 1662
Fax: 03 9326 0991
email leisure@jeavons.com.au



1. INTRODUCTION

This 2004 - 2007 Strategic Plan will lay the foundation for further growth of fencing in Victoria.

Five Key Result Areas have been identified for the Victorian Amateur Fencing Association (VAFA). This plan sets out actions under each area.

2. VISION & MISSION

VAFA's vision is:

The Victorian public will recognise fencing as an exciting, accessible and challenging sport that provides opportunities for participation at the recreational, competitive and elite levels.

VAFA's mission is to:

Provide leadership and consistent support to its member clubs in the promotion and development of the sport

- Develop and implement state programs focussed on participation, high performance, competition, coaching and officiating
- Represent the interests of its members to the national body, government and other sporting organisations.



3. KEY OBJECTIVES FOR CHANGE

In order for VAFA to move forward it must, as a priority, address five areas:

1. Develop the VAFA service in order to create reasons and mechanisms for VAFA to increase its membership.

When fencers ask "why should I join the VAFA?" there should 10 reasons:

- Free newsletter (journal) & newsheet
 - Advertisement and promotion of events and demonstrations
 - Development of the sport, education kits, the school program and career paths
 - Access to the Fencing Factory
 - Set rankings
 - Accreditation and coaching programs
 - The social program
 - Administration of State competitions
 - Equipment distribution/ replacement program
 - Represent Victorian fencers at the national level
2. Restructure the costs of affiliation to make it more affordable, enhance the sense of value, create a point of distinction between a clubs' service and VAFA's services, and make payment more convenient.
 3. Create reasons for VAFA to come into contact with individual fencers to promote affiliation and its benefits, and access volunteers for specific tasks eg journal articles, demonstrations, promotional activities, etc.
 4. Increase the value and use of the Fencing Factory (FF): increase its profile, improve services, provide further opportunities for social or interclub/ sport development activities, and access to coaches.
 5. Increase the number and calibre of coaches: through promotion, professional development and training opportunities.



4. STRATEGIES & ACTIONS

KRA 1: GROWING & DEVELOPING PARTICIPATION

- What has been achieved
 - Career pathways have been drafted to guide people that may have different objectives in fencing.
 - Approximately 30% of fencers in Victoria are affiliated with VAFA.
 - A six-week pilot program has been completed with Fioretto Fencing Club in conjunction with Wheelchair Sports. It had ten participants.
 - Fencing programs in schools have exposed over 2000 children per year to the sport.
 - Programs have targeted the increasing veteran participation.
 - There are currently 228 paid VAFA members.
 - University venues are already access compliant.

Strategy 1.1 Grow the size of the clubs

- Rationale

To increase the viability of clubs and increase the depth of competition, especially for each of the younger age groups.
- Objectives/ targets
 - Grow each non-university club to a minimum of 150 members by 2007.
 - Grow each non-university club (with no permanent venue) to a minimum of 70 members by 2006.
 - Grow university clubs to a minimum of 50 members by 2006.
- Initiatives/ actions
 - Assess the capacity of each club to accommodate the growth targets in 2004.
 - Investigate strategies to ensure that proposed growth can be supported by existing facilities and club resources in 2004.
 - For each club, identify up to five schools and one university within its catchment to provide educational programs, PE programs, school holiday programs and ongoing promotion.
 - Develop a relationship with each university club to encourage those leaving to make the transition to another club eg introductory offers etc.



- Have each club develop a relationship with a university that currently does not have an established club to run beginner programs.

1.2 Increase the number of affiliated fencers

□ Rationale

A rise in the number of people affiliating will help VAFA improve the position of the sport in Victoria.

□ Objectives/ targets

- Increase the percentage of active fencers affiliated with VAFA from the estimated current level of 30% to 50% by 2005, 75% by 2006 and 80% by 2007.

□ Initiatives/ actions

- Prepare an introductory document for all fencers explaining the benefits of being affiliated with VAFA, including:
 - Email bulletins that advertise what's on, (events, meetings, public demonstrations, social meets) rankings, swap meets, sale of second hand equipment, local news etc.
 - Journal
 - Social program
 - Promotion of events, the Fencing Factory and the sport in general
 - Rankings
 - Accreditation programs
 - Public demonstrations
 - Venues
 - State competitions
 - Equipment/ weapons distribution/ program
 - Education kits
 - Coaching program
 - Membership cards identifying level of affiliation
 - Introduce an introductory package for people who participate in beginner's classes outlining the benefits of being affiliated with VAFA.
- Create incentives for clubs and coaches to recommend that fencers become affiliated with VAFA, through devising benefits such as an insurance scheme. (Refer also to section 5.6).



1.3 Increase depth of the lower levels of competition

□ Rationale:

The position/ strength of the lower grades determines the overall strength of VAFA. Strong numbers in the lower grades means the sport is healthy and has a capacity to grow.

□ Objectives/ targets

- Increase the number of fencers attending open and junior competitions by 20% over the next two years.
- Investigate the possibility of formulating an interclub championship, (club against club format) which has a ladder and finals system by 2006.
- Have a representative from VAFA attend each beginners class at least once starting in 2005.
- By 2006, introduce a VAFA sponsored competition at the end of each beginners class, providing experience, and trophies as a reward.

□ Initiatives/ actions

- From grade four onwards, begin to educate children about the sport of fencing through information packs and sessions within schools.
- Organise two open/ fun days a year starting in 2004 to be run at the Fencing Factory.
- Provide an education package about the sport and its history, for parents of beginners.
- Provide introductory packages for schools that include beginners' equipment and possibly fibreglass weapons.
- Advertise the social program and the VAFA benefits members receive to encourage more social fencers to participate and affiliate.
- Discuss the possibility of commencing a fencing club v club competition at a general meeting late in 2004, if a positive response is received, hold three more major meetings in 2005 with a view to beginning the competition in 2006.



1.4 Development of coaching and coaches

□ Rationale

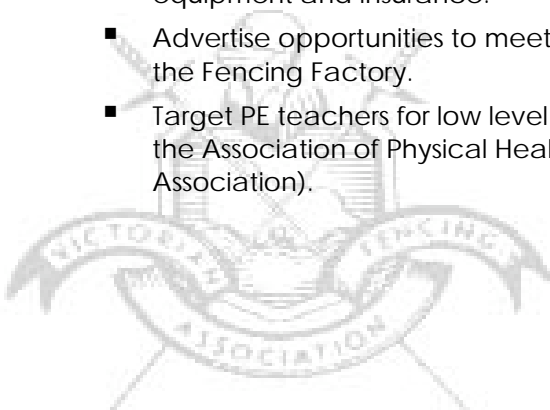
To enable more clubs to develop and run more development programs, additional coaches will be required to grow the sport. Capitalise on the fact that the national coach is based in Victoria.

□ Objectives/ targets

- Increase the number of Level 1 coaches in the sport by 20% by 2006.
- Increase the number of Level 2 coaches in the sport by 10% by 2006.
- Develop a series of coaching workshop/ seminars/ biennial conferences starting in 2004.
- Develop promotional info about coaching education and opportunities by 2004.
- Introduce a low level coaching accreditation to suit PE teachers and parents by 2005.
- Provide greater access to the national coach.

□ Initiatives/ actions

- Advertise coaching courses through clubs, to existing coaches, in *Around the Bouts* and on the website.
- Prepare an info pack about pathways to becoming a coach, and the benefits of becoming a coach that can be handed out and downloaded from the website.
- Create a poster to be pinned up on notice boards in all clubs throughout Victoria detailing how to become a coach.
- Hold one Level 1 coaching course per year.
- Hold a Level 2 coaching course once every two years.
- Hold a one day coaching conference featuring international guests every two years.
- Provide accredited/ affiliated coaches opportunities to be employed in the VAFA schools program and to be advised of employment opportunities in clubs.
- Provide a 20% discount off coaching courses for members of VAFA.
- Introduce a package for coaches providing special deals on equipment and insurance.
- Advertise opportunities to meet the national coach through functions at the Fencing Factory.
- Target PE teachers for low level coaching courses by advertising through the Association of Physical Health and Recreation (Teachers Association).



1.5 Wheelchair fencing

□ Rationale

To make the sport accessible to all people regardless of their physical ability.

□ Objectives/ targets

- Take the model that Fioretto have introduced and expand it to one more club by the end of 2004.
- Introduce two interclub competition/ fun/ activity days for wheelchair fencers in 2005.
- Organise accessibility assessments to be made on all non-university fencing club venues throughout 2004 to provide clubs with ideas on how to increase the accessibility of their venue.
- Contact the Department of Human Services about funding to improve the lift access at the Fencing Factory by 2004.
- Forge links with AAA programs in the City of Moreland.

□ Initiatives/ actions

- Develop a stronger relationship with Wheelchair Sports Victoria.
- Increase promotion via organisations that cater for people with a disability to encourage people to participate in fencing.
- Determine a venue to be considered the headquarters for wheelchair fencing within Victoria.
- Assess the options to make the Fencing Factory accessible.
- Increase interest within wheelchair fencing to the point where interclub bouts and competitions will be a natural progression.
- Offer coaches information sessions/ courses on coaching wheelchair athletes.
- Provide all clubs with an explanation of the Access for All Abilities (AAA) program , what it achieves and contact lists across the state.



1.6 Participation in regional Victoria

□ Rationale

To create a greater impact it would be more cost effective in the short term to focus on building depth of competition within the inner metropolitan areas of Melbourne.

□ Objectives/ targets

- Focus on participation in regional areas like Ballarat, Bendigo and Shepparton only once there has been a 20% growth in metropolitan participation.

□ Initiatives/ actions

Once the 20% increase in participation has been achieved:

- Advertise coaching courses in rural regions.
- Work closely with Regional Sports Associations and older adult networks.
- Develop existing coaching resources located in regional areas.
- Form an alliance with a major university within each rural city to establish a club or to run beginner programs:
 - Ballarat: University of Ballarat
 - Bendigo: La Trobe University
 - Shepparton: La Trobe University
 - Warrnambool: Deakin University

1.7 Fencing in schools

□ Rationale

To provide a stronger base of people for the sport of fencing in Victoria.

□ Objectives/ targets

- Increase the number of schools participating in introductory fencing programs by 5% each year.
- Increase by 25% the number of schools participating in the Victorian Schools Fencing Commission competitions by 2007.
- Introduce fencing as a sport that is offered by a private provider for schools by the end of 2004.



- Initiatives/ actions
 - Continue to fully support and seek to increase funding for the State Development Officer.
 - Advertise the introductory program within the Education Department's promotional channels.
 - Contact two private providers, eg Coach Approach Pty Ltd, and Kelly Sports to enquire about the possibility of fencing being included in programs offered to schools, as a part of their physical education program.

1.8 Develop the sport's career pathways

- Rationale

To provide fencers of all abilities with an insight into what is required to reach a certain level or position in the sport of fencing, whether it is to be an elite fencer, coach, or the president of VAFA.
- Objectives/ targets
 - Finalise pathways by the end of February in 2004.
 - Advertise pathways in the first or second journal of 2004.
 - Ensure pathways are accessible for people on the Internet by March in 2004.
- Initiatives/ actions
 - Simplify pathways and advertise them to individual fencers of all levels.
 - Place a large emphasis on communicating the appropriate pathways to beginners in the sport in an attempt to plot the progression of newcomers to the sport.



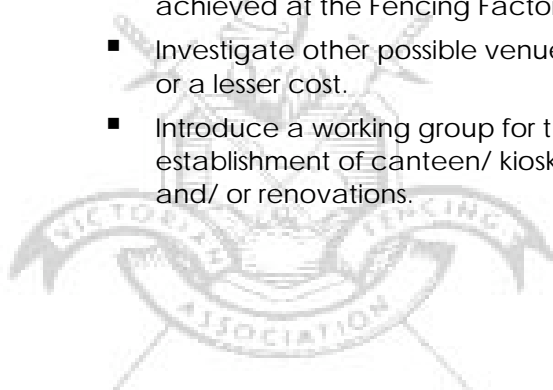
KRA 2. VENUES & COMPETITION

- What has been achieved
 - VAFA has a venue for the conduct of state level competitions: the Fencing Factory.
 - The Fencing Factory has six dedicated pistes.
 - Competition results are currently advertised in 'Around the Bouts' and on the VAFA web site.
 - A ranking system has been developed for A, B and C grade, for both men and women in Foil, Epee and Sabre. This is posted on the VAFA website.

2.1 Efficiency/ quality of events

- Rationale

To make competitions run more efficiently, and to make the Fencing Factory a more appealing place for fencers, coaches, administrators, parents and spectators.
- Objectives/ targets
 - Increase the number of pistes at the Fencing Factory by four by the end of 2004.
 - Provide some dedicated space and amenities for spectators, family friends and potential fencers in 2004-5.
 - Aim to recover 25% of the cost to VAFA of the venue rental, through events run.
 - Introduce a low scale canteen/ kiosk at all state and national events in 2005 held at the Fencing Factory.
 - Improve cleanliness, standard of toilets and change facilities in 2004-05.
- Initiatives/ actions
 - Review the capability of the Fencing Factory to meet financial, spatial, quality, event, amenity and social requirements by February in 2004.
 - Work with Local Councils and State Government (Sport and Recreation Victoria, Facilities Department) to find an alternate venue in the Eastern suburbs by 2007 (because the first two objectives may not be able to be achieved at the Fencing Factory).
 - Investigate other possible venues that meet the requirements at equal or a lesser cost.
 - Introduce a working group for the Fencing Factory to review: establishment of canteen/ kiosk, condition of toilets, a cleaning roster and/ or renovations.



- Initiatives/ actions (cont'd)
 - Train volunteers in use of Engrade so that competitions can be run using a computer.
 - Ensure all pistes are flush to the floor by the end of 2004.
 - Publish articles in bulletin emphasising the need for people to clean up after themselves at club venues and at the Fencing Factory.

2.2 Social competitions/ open days

- Rationale

To make the Fencing Factory more accessible to members of VAFA.
- Objectives/ targets
 - Introduce opportunities for social fencers to bout and opportunities for young participants to compete against other clubs at least four times per year from 2004.
- Initiatives/ actions
 - Introduce two open days per year with a canteen/ kiosk and demonstrations of the three weapons.
 - Introduce some inter club social participation and under 13 social competitions after VAFA organised events.

2.3 Promotion of the venue

- Rationale

To promote the Fencing Factory especially during events and to attract/ expose more people to the sport.
- Objectives/ targets
 - For every competition held in 2004 at the Fencing Factory, place street signs on four major intersections leading to the venue (subject to town planning requirements).
 - To have a major recognisable sign made at the entrance to the Fencing Factory by 2004.



- Initiatives/ actions
 - Advertise in free publications (Age & Leader papers) when major competitions are being held.
 - Determine the best locations for signs and seek Council planning approval.
 - Apply for a Moreland City Council community grant for a major sign.
 - Seek a real estate agent sponsor for signs.
 - Explore funding through Arts Victoria for a mural to be erected at the entrance to the Fencing Factory.

2.4 Results

- Rationale

Advertising results will be a motivation for fencers and for the general promotion of the sport.
- Objectives/ targets
 - Aim for six of the top ten fencers in national events to be Victorian by 2006.
 - For all state competitions starting in 2004, have results posted on the website within two days of the event.
- Initiatives/ actions
 - Further encourage/ partially sponsor fencers to attend national events that are being held interstate.
 - Publish all national and state results in the Herald Sun and The Age newspapers.
 - Publish news of placegetters (in National Events) in their relevant community newspapers.
 - Provide additional training opportunities for fencers that have reached an elite level.
 - Provide fencers with a copy of individual results from each competition.



2.5 Ranking

□ Rationale

A clear and concise ranking system to inform all fencers of their standing within Victoria.

Better quality prizes will encourage more people to participate in competitions, and add to the prestige of the ranking system.

□ Objectives/ targets

- Introduce a ranking system for juniors, U13, U15, U17 and U20 age groups, for both male and female, in all the weapons by 2005.
- Assign the duty of a ranking officer to a volunteer whose sole duty is to oversee the rankings of VAFA in 2004.
- Provide results from all competitions affecting state rankings to VAFA's ranking officer within 24 hours of the event from 2004.
- Provide a function within the website that enables VAFA members to check their ranking in all disciplines by 2007.

□ Initiatives/ actions

- Establish prizes or trophies for the leaders of each division
- Introduce two specific events a year from 2004 with double points towards state rankings.
- Revise the website to provide and update ranking details.



KRA 3. COMMUNICATION AND PROMOTION

- What has been achieved
 - On 05/01/2003, an article titled "The next big things" by Eugenie Kelly published in Sunday Life- The Sunday Age Magazine. It featured fencing as number one on the list of new fitness trends to try, publicity of this nature is fantastic for the sport.
 - *Around the Bouts* has become a well recognised form of communication with people who are affiliated with VAFA.
 - A number of clubs receive regular media coverage, as do the elite Victorian fencers, as the result of proactive efforts.

3.1 Public Demonstrations

- Rationale

By educating the public about the sport of fencing, the likelihood of people trying out the sport or allowing their children to participate will increase. Capitalise on the publicity provided by media and current movies.
- Objectives/ targets
 - Liaise with shopping centres in areas close to clubs to host one demonstration per club in 2004.
 - Introduce one additional festival demonstration per year, as well as the one shopping centre demonstration per club from 2005.
- Initiatives/ actions
 - Organise one public demonstration per club, plus one O week demonstration per university club, per year.
 - Organise two sandwich board signs for the club to advertise its public demonstrations in high traffic areas of the shopping centre.
 - Organise microphones so that a commentator/ educator can talk to the audience viewing the demonstration.
 - Hand out a simple introduction sheet about fencing that includes where people can go to fence at all public demonstrations.
 - Organise a VAFA member to staff a table to handle enquiries/ memberships at each public demonstration.



3.2 Event and sport promotion

□ Rationale

Increase the number of times the general public are exposed to the sport, thus increasing interest in fencing.

□ Objectives/ targets

- Increase street advertising (street banner and four sandwich board signs on street corners) when state and national events are being held at the Fencing Factory starting in 2004.
- Strive to have two magazine articles published a year starting in 2004.

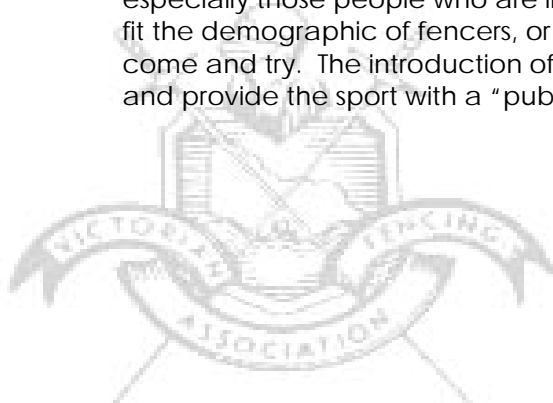
□ Initiatives/ actions

- Develop relationships with people that can increase the perception and the coverage of fencing, (local advertisers, former champions, journalists or identities).
- Prepare a marketing budget (roughly 10% of incoming revenue) to provide VAFA with a guide on how much to spend on advertising per week/ month/ year.
- Test the possibility of advertising the sport of fencing on notice boards in doctor surgeries and clinics.
- Write two major articles a year for publications like:
 - Sunday magazines
 - Lifestyle magazines
 - Sporting interest magazines
 - Martial Arts magazines
 - Arts/ theatre magazines
 - Parks and Leisure Australia, and Australian Leisure Management
 - Sport and Recreation Victoria magazine – Active State

3.3 Potential partners/ markets

□ Rationale

To link/ expose the sport of fencing to as many people as possible, especially those people who are likely to convert from other activities, who fit the demographic of fencers, or who may be interested in the sport to come and try. The introduction of role models will attract media interest and provide the sport with a "public face".

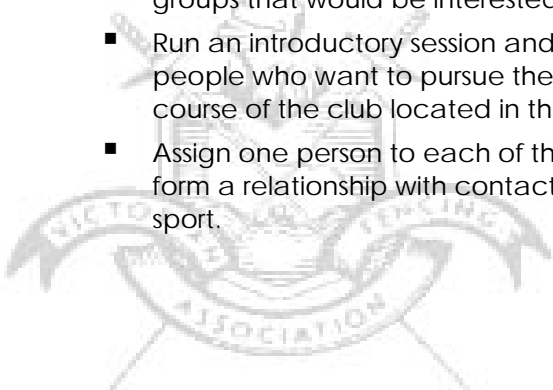


□ Objectives/ targets

- Identify at least two role models for the sport (one male one female) or face for the sport by August in 2004.
- Run an introductory session/ lesson with one group per club in 2004 that can be linked with a club located in its immediate area.
- Run a similar session for a different group in each club's area In 2005.
- Present a plan for a fencing/ aerobic program to the YMCA (to possibly adopt) by the end of 2005.
- In 2006 present the concept to other youth groups including:
 - Cub/ scouts
 - Girl guides
 - Church groups
 - Youth programs organised by Local Government
- Target existing members of related activities:
 - Martial Arts:
 - Investigate/ advertise towards the Budo Kai movement (higher level). Also place advertisements in martial arts magazines or publications during 2004.
 - Theatre, Ballet, Music:
 - Advertise/ public demonstrations at Victorian College of the Arts throughout 2005. Also through the VUT Performance Arts courses and Deakin University's Theatre Arts faculty.
 - University Clubs:
 - Provide public demonstrations during orientation week and make links to clubs within the immediate area in 2005.
 - Disability Groups:
 - Can help with the provision of volunteer labour on event days, at public demonstrations or the day to day running of VAFA.

□ Initiatives/ actions

- Identify role models within the sport of fencing who have been champions or who are fencers and are now high profile business people or media personalities etc. who can speak for fencing or attract press at events or public demonstrations.
- Introduce role models at public demonstrations, in magazine articles, introduction kit videos and in other forms of information sessions.
- Liaise with Local Government Authorities or the YMCA to find possible groups that would be interested in participating in such a program.
- Run an introductory session and lessons at each group for interested people who want to pursue the sport, provide links to the beginner's course of the club located in the area.
- Assign one person to each of the two target markets listed above to form a relationship with contacts and organisations to promote the sport.



3.4 Information channels

□ Rationale

To formalise the communication channels between clubs and VAFA and ensure a more effective flow of information.

□ Objectives/ targets

- Develop a formal club delegate system whereby each club has a delegate that attends VAFA committee meetings held once every three months, by the end of 2004.
- Ensure clubs are the first point of contact between fencers and VAFA in 2004.
- Continue regular dialogue with AFF and ensure that the roles within each organization are clearly defined.

□ Initiatives/ actions

- Change the structure of VAFA to appoint club representatives to VAFA and ensure more effective communication channels are established within each club.
- Give VAFA a reliable contact point within each club to convey information and opinions regarding VAFA to the all of the club's members.

3.5 Changing the public image

□ Rationale:

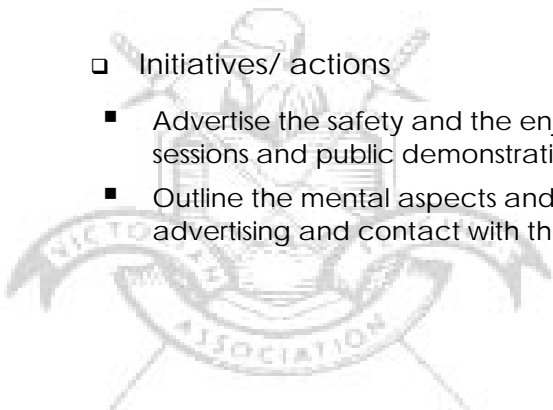
A favourable public image will entice more people to try the sport.

□ Objectives/ targets

- Change the name and logo of the Victorian Amateur Fencing Association (VAFA) to Fencing Victoria (FVic) or similar, and announce the decision and new logo at the 2004 Annual Dinner.
- Alter the perception of the sport and pitch it as the latest sport in which the people of Melbourne are participating.

□ Initiatives/ actions

- Advertise the safety and the enjoyment of the sport at all introductory sessions and public demonstrations.
- Outline the mental aspects and fitness benefits of the sport in all advertising and contact with the public.



3.6 Keeping in touch with members/ ex members

□ Rationale

To continue to respond to reasons why people are leaving the sport or ceasing to be affiliated.

□ Objectives/ targets

- Complete an interview/ survey with fencers who have ceased playing the sport after being in it for at least six months: 30% of fencing dropouts in 2004, 50% in 2005, 60% in 2006 and 70% in 2007.

□ Initiatives/ actions

- Maintain contact with ex-fencers to:
 - Ascertain why they left the sport and whether anything could have been done to make their time in fencing more enjoyable.
 - offer an avenue for equipment resale.
 - Source volunteers, coaches and role models.
 - Introduce more dialogue and efficient forms of communication with individual fencers through email and increased number of bulletins.
 - Offer Friend of Fencing Affiliation to ex fencers so they can maintain social and informational links with the sport.



3.7 Publish a journal as well as a regular bulletin

□ Rationale

To make regular contact with VAFA members, provide members with something that they can keep and reinforces the fact that they belong to a unique sport, provides interesting reading material and a quick conduit for information about events, news, results etc.

□ Objectives/ targets

- Introduce a short and concise bulletin/ or email update of news and what's on information, for sale information, etc, to be distributed once a month during 2004.
- Continue with the production of a journal (called *Around the Bouts*) with longer articles and letters to the editor two to four times a year starting in 2004.

□ Initiatives/ actions

- Identify potential list moderators or email newsletter editors and advertise contact details for receipt of information.
- Source external and national assistance to develop the journal to a higher standard magazine.

3.8 Sponsorship

□ Rationale

Sponsorship of VAFA is required if the sport is going to be able to afford to promote the sport so as to create an impact from 2004.

□ Objectives/ targets

- Develop a sponsorship proposal in 2004 outlining different categories and levels of sponsorship and what the sponsor receives in return.

□ Initiatives/ actions

- Identify sponsors that could help with equipment: eg Aladdin, an airline, who may offer subsidised trips for fencers travelling to national or international competitions, White King to sponsor uniforms, prizes at events, trophies for annual dinners, naming rights for a new venue.
- Send out a sponsorship proposal and sponsorship package, and organise to meet perspective organisations in 2004.



KRA 4. EQUIPMENT

- What has been achieved
 - A swap meet has been conducted at the Fencing Factory.

4.1 Cost/ availability of second hand equipment

- Rationale

Access to equipment is a barrier to participation.

A second hand sales system for pre-loved fencing equipment would lower start-up costs for potential fencers.

An avenue for VAFA members to utilise if their own weapons have been damaged or they are waiting to purchase new equipment would be beneficial as sometimes it takes a long time to source equipment.
- Objectives/ targets
 - Introduce a second hand equipment scheme by the end of 2005. This might include advertising equipment or a second hand store at the Fencing Factory. (Equipment can be sold on commission, and/ or on a sliding scale depending on VAFA membership eg VAFA keeping 5% of the price for VAFA members and 10% for non-VAFA members).
 - Investigate the possibility of being able to become a supplier of equipment for fencers, or work in a partnership with Aladdin Sports to provide a discount for members of VAFA in 2004-05.
 - Purchase a kit of equipment to be hired out to VAFA members from 2004.
- Initiatives/ actions
 - Devote a section of the VAFA bulletin to the advertisement of second hand equipment in 2004.
 - Investigate options to become an agent/ importer of equipment.
 - Negotiate with suppliers to receive a bulk purchase discount on equipment.



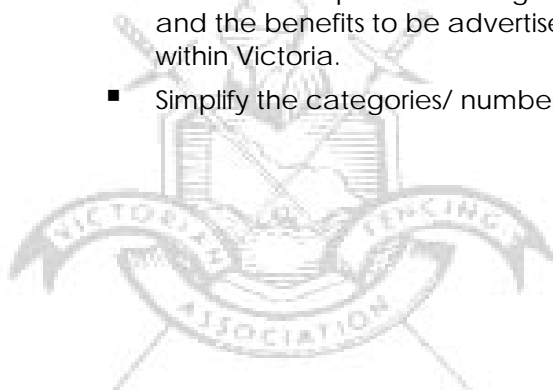
KRA 5. ORGANISATIONAL DEVELOPMENT & GOVERNANCE

- What has been achieved
 - Review of equipment has been completed for the risk management policy
 - A seven-tier affiliation fee structure has been developed:
 - Senior Fencer: \$110
 - Coach – non fencing: \$60
 - Junior fencer (U20) \$55
 - Volunteer \$35
 - Novice Fencer \$35
 - School Fencer \$25
 - Beginner \$7

5.1 Cost of affiliation

- Rationale

To simplify and develop a cost structure that will attract more people to affiliate with VAFA.
- Objectives/ targets
 - Create a new affiliation package with an affordable price by 2004.
 - Advertise the benefits and interpret the value of VAFA membership in 2004.
 - Introduce a family membership package to be included on the 2005 application form.
 - Introduce a social membership that allows entry to one state competition and provides a 30% discount on tickets to social functions.
- Initiatives/ actions
 - Inform/ educate members of the new cost structure at the 2004 annual dinner.
 - Send out an email to all members and past members regarding the new cost structure.
 - Create an A3 poster outlining the concept of the new cost structure and the benefits to be advertised on notice boards at all fencing clubs within Victoria.
 - Simplify the categories/ number of affiliation options.



5.2 Social program

□ Rationale

A social calendar of events provides VAFA members with a conduit and an opportunity to meet new people and network. It is also an avenue for VAFA to provide additional value to members.

□ Objectives/ targets

- Introduce a social program from 2004 onwards with at least three events in the first year and an annual dinner. VAFA members receive a discount (eg 20%).
- Introduce a school holiday beginners program at the Fencing Factory commencing in the September holidays of 2004.
- In 2004-05 introduce a movie night after the Fencing World Championships which shows some of the highlights from the event.

□ Initiatives/ actions

- Appoint a social committee responsible for planning of the social events.
- Investigate contributing to two school holiday programs through schools with established previous programs.

5.3 Awards, rankings and recognition program

□ Rationale

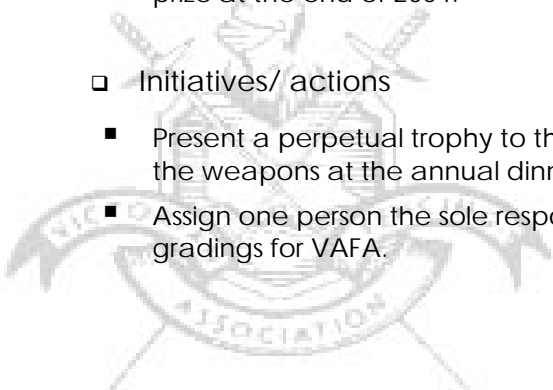
Provide aspirations for fencers regardless of age or ability.

□ Objectives/ targets

- Introduce an awards scheme by the end of 2004 which may also include those not based on skill (ie most consistent, most improved, best presented etc).
- Identify two sponsors for awards by 2004.
- Award the top three fencers from each class with a trophy, plaque or prize at the end of 2004.

□ Initiatives/ actions

- Present a perpetual trophy to the overall number one fencer in each of the weapons at the annual dinner.
- Assign one person the sole responsibility of administering the ranking and gradings for VAFA.



5.4 Annual dinner

□ Rationale

To provide fencing in Victoria with a night of nights.

□ Objectives/ targets

- Introduce an annual dinner at the end of 2004, VAFA members receive 20% off the entry fee.
- Aim to have 150 people in attendance in 2004.
- Aim to attract 200 people to the event in 2005.

□ Initiatives/ actions

- Invite guest speakers and international fencing guests.
- Consider including a fundraising auction (eg memorabilia).
- Ensure the initial event is of a high quality to ensure people want to be a part of the ones that follow.
- Capitalise on the experience of other sports like baseball, softball and snow sports who currently run successful annual dinners.
- Provide recognition to VAFA volunteers eg through an award or mementos for their efforts.

5.5 Review of constitution

□ Rationale

Revisit the constitution to review issues concerning the elections of commission positions and a balance of roles within the commissions.

□ Objectives/ targets

- In 2004 hold a three-part review of the constitution.
 - Part 1: Draft Constitution- Meeting with executive of VAFA to prepare a draft to present to members of VAFA.
 - Part 2: Meeting of fencers- Discuss elements of the draft and ask for people's opinions and comments. Open to all fencers.
 - Part 3: Final Constitution- Present the final constitution to the executive of VAFA for final comments. Discuss comments and agree precisely on changes so they can be made.



- Initiatives/ actions
 - Simplify and update the constitution to reflect the structure and operations of VAFA.
 - Update the terminology throughout the constitution, eg change chairman to chair.
 - Revise commissions so that no member is represented on more than one commission.
 - Update the constitution to include a category for general fencers, reword the purpose of the organisation etc.
 - Ensure all VAFA affiliated clubs are represented on the VAFA Commission.
 - Develop a constitution to ensure the roles of volunteers and people on commissions are clear, concise and achievable.

5.6 Risk management

- Rationale

The organisation needs to have a risk management policy to determine the level of risk associated with the management of fencing and to put in place strategies to reduce the exposure of VAFA to identified risks.
- Objectives/ targets
 - Draft a risk management assessment and policy by the end of February 2004.
 - Investigate a bulk insurance deal that provides insurance for all coaches and clubs (excluding university, covered under own insurance) by the end of 2004.
- Initiatives/ actions
 - Using the Australian Standard (Guidelines for Managing Risk in Sport and Recreation – HB 246-2002 & Risk Management – AS/NZS 4360:1999) for risk assessment to identify risk and determine strategies to address risk.
 - Organise meeting with VAFA members to review a draft Risk Management policy and progress it through to its final stage.



5. SUMMARY ACTION PLAN

KRA 1. Growing & Developing Participation			
ACTIONS	WHO'S RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
1.1 Assess capacity of clubs to accommodate growth targets.	Public Officer	N/A	2004
1.2 Investigate strategies to ensure that proposed growth can be supported by existing facilities and club resources.	Public Officer	N/A	2004
1.3 Grow each non-university club to a minimum of 70 members.	President	N/A	2006
1.4 Grow each university clubs to have at least 50 members.	President	N/A	2006
1.5 Grow each non-university club to a minimum of 150 members.	President	N/A	2007
1.6 Increase the percentage of active fencers who affiliate to 50%.	Public Officer	N/A	2005
1.7 Increase percentage all fencers who affiliate with VAFA to 75%.	Public Officer	N/A	2006
1.8 Increase the percentage of active fencers who affiliate to 80%.	Public Officer	N/A	2007
1.9 Ensure a VAFA representative attends a beginners' class at least once.	President	N/A	Start 2005
1.10 Introduce a VAFA sponsored competition at the end of each beginners class.	President		Start 2006
1.11 Organise two open/ fun days to be run at the FF, for lower level fencers	State Development Officer		2004
1.12 Increase the number of fencers attending open & junior events by 20%	Public Officer	N/A	2006
1.13 Investigate an interclub championship, with a ladder & finals system by 2006.	Tournament Secretary		2006
1.14 Develop promotional info on coaching education & opportunities.	Coaching Commission		2004
1.15 Hold two workshops on coaching with high profile speakers & international & interstate guests.	Coaching commission		2004
1.16 Introduce coaching accreditation for PE teachers & parents.	Coaching Commission		2005
1.17 Increase the number of Level 1 coaches in the sport by 20%	Coaching Commission	N/A	2006
1.18 Increase the number of Level 2 coaches in the sport by 10%	Coaching commission	N/A	2006
1.19 Hold a major coaching conference once every two years.	Coaching Commission		Start in 2005



KRA 1 Growing & Developing Participation (cont'd)

ACTION	WHO'S RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
1.20 Organise access audits of all fencing club venues.	Junior Vice President		2004
1.21 Contact the Department of Human Services about funding to improve the lift access at the FF.	State Development Officer	DHS	April 2004
1.22 Apply the Fioretto Wheelchair Fencing Model to one more club.	State Dev Officer	Wheelchair Sports Vic	2004
1.23 Introduce two interclub competition/ fun/ activity days for wheelchair fencers.	Junior Vice President	Wheelchair Sports Vic	2005
1.24 Introduce fencing offered by a private provider for schools.	Schools Fencing Commission	N/A	2004
1.25 Increase the number of schools participating in Introductory fencing programs by 5% per year.	Schools Fencing Commission	N/A	Starting in 2004
1.26 Increase the number of schools participating in the Victorian Schools Fencing Commission competitions by 25%.	Schools Fencing Commission	N/A	2007
1.27 Finalise career pathways.	Senior Vice President	N/A	Feb 2004.
1.28 Advertise pathways in the first or second journal of 2004	Around the Bouts Editor	N/A	2004
1.29 Ensure career pathways are accessible for people on the Internet.	Senior Vice President	N/A	Mar 2004

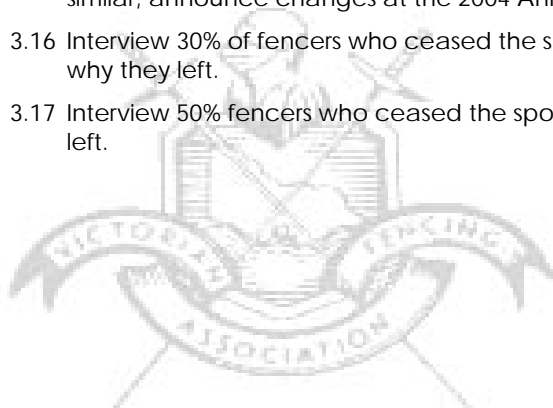


KRA 2. Venues & Competition			
ACTION	WHO'S RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
2.1 Increase the number of pistes at the FF by four.	Junior Vice President		2004
2.2 Provide space/amenities for spectators, family friends etc in FF	Junior Vice President		2004-5
2.3 Improve FF cleanliness, standard of toilets & change facilities.	Junior Vice President		2004-05
2.4 Review the capability of FF to meet all VAFA requirements.	State Dev Office	N/A	2004
2.5 Ensure all pistes are flush to the floor.	Junior Vice President		2004
2.6 Introduce a low scale canteen/ kiosk at all state and national events held at the FF.	Tournament Secretary		2005
2.7 Work with Local Councils and State Government to determine options for an alternate State venue in the Eastern suburbs .	President/ State Dev Officer	SRV	2007
2.8 Recover 25% of the cost to VAFA of the venue rental through events run.	President	N/A	Start 2004
2.9 Introduce opportunities for social fencers & junior interclub at the FF four times per year.	Social Committee	N/A	April 2004
2.10 Place street signs on intersections near FF for all competitions held.	Publicity Officer	Arts Victoria	2004
2.11 Develop a major recognisable sign/ mural at the entrance to the FF.	State Development Officer	Arts Victoria	2004
2.12 Post results for all state competitions on website within two days.	Tournament Secretary	N/A	2004
2.13 Ensure six of the top ten fencers in national events are Victorian.	Coaching Commission	N/A	2006
2.14 Deliver competition results affecting rankings to VAFA's ranking officer within 24 hours of event.	President	N/A	2004
2.15 Introduce two specific events a year worth double points towards the rankings.	Tournament Secretary	N/A	2004
2.16 Assign the duty of a ranking officer to a volunteer who's sole duty is to oversee the rankings	President	N/A	2004
2.17 Introduce a ranking system for juniors in all weapons that are competed are competed in each age group.	Ranking Officer	N/A	2005
2.18 Provide a website that enables members of VAFA to retrieve personal ranking in all disciplines.	Ranking Officer		2007



KRA 3. Communication & Promotion

ACTION	WHO'S RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
3.1 Host one fencing demonstration per club at a local shopping centre per year, and one "O" week demonstration per university club per year.	Publicity Officer		2004
3.2 Introduce one additional festival demonstration per year per club,	Publicity Officer		Start in 2005
3.3 Write two major articles a year in major recognisable publications.	Publicity Officer	N/A	Start 2004
3.4 Identify two role models to be the face of the sport.	President/ Publicity Officer	N/A	2004
3.5 Place advertisements in martial arts magazines or publications.	Newsletter Editors	N/A	2004
3.6 Organise for each club to run an introductory session with a community group located in each clubs immediate area.	State Dev Officer/ Publicity Officer		2004
3.7 Contact peak disability bodies (including AAA) to investigate recruiting people with a disability to volunteer roles within the organization	State Dev Officer	N/A	2005
3.8 Organise two introductory sessions for clubs with community groups in each club's immediate area.	Publicity Officer		Start in 2005
3.9 Advertise/ public demos at Vic College of Arts.	Newsletter Editors	Victorian College of the Arts	2005
3.10 Provide public demonstrations at University Orientation weeks and provide links to clubs located within the immediate area.	State Dev Officer	Various Universities	2005
3.11 Present a fencing/ aerobic program plan to the YMCA.	State Dev Officer/ President/ Publicity Officer		2005
3.12 Present the fencing/ aerobic concept to other youth groups.	State Dev Officer		2006
3.13 Invite each club to have delegate at all VAFA committee meetings.	President	N/A	2004
3.14 Ensure clubs are the first point of contact between fencers and VAFA	President	N/A	2004
3.15 Change the name and logo of the Victorian Amateur Fencing Association (VAFA) to Fencing Victoria (FVic) or similar, announce changes at the 2004 Annual Dinner.	President		Nov 2004
3.16 Interview 30% of fencers who ceased the sport in 2004 as to why they left.	Public Officer	N/A	Dec 2004
3.17 Interview 50% fencers who ceased the sport as to why they left.	Public Officer	N/A	2005



KRA 3. Communication & Promotion			
3.18 Interview 60% fencers who have ceased the sport.	Public Officer	N/A	2006
3.19 Interview 70% fencers who have ceased the sport.	Public Officer	N/A	2007
3.20 Introduce a concise news sheet/ or email news update (what's on for sale info etc. for distribution once a month during 2004.	Newsletter Editors	N/A	2004
3.21 Convert <i>Around the Bouts</i> into a publication that has a longer journal type of articles and release two to four times a year	Newsletter Editors	N/A	2004
3.22 Develop sponsorship proposal in 2004 outlining different categories and levels of sponsorship and what the sponsor receives in return.	Publicity Officer	N/A	2004
3.23 Send out a sponsorship package & organise to meet prospective sponsors in 2004.	State Dev Officer/ President/ Publicity Officer	N/A	2004

KRA 4. Equipment			
ACTION	WHOS RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
4.1 Purchase a kit of equipment that can be hired out to members.	Armourer	Aladdin Sports	2004
4.2 Introduce a second hand store at the FF.	Armourer	N/A	2005
4.3 Investigate the possibility of an alliance with Aladdin Sports for the supply of equipment	Armourer	Aladdin sports	2005

KRA 5. Organisational Development & Governance			
ACTION	WHO'S RESPONSIBLE	POSSIBLE FUNDING	TIME FRAME
5.1 Advertise the benefits of a VAFA membership.	Public & Publicity Officer	N/A	2004
5.2 Inform/ educate members of the new cost structure at the 2004 Annual Dinner.	President	N/A	Nov 2004
5.3 Introduce a family membership option to be available in 2005.	Public Officer	N/A	Dec 2004
5.4 Create a new affiliation package with advertised benefits for 2005	Public Officer	N/A	Dec 2004
5.5 Introduce a Social Committee	President	N/A	2004



KRA 5. Organisational Development & Governance (cont'd)			
5.6	Introduce a social program with at least two events in the first year and an Annual Dinner	Social committee	2004
5.7	Introduce a movie night showing highlights from the Fencing World Championships.	Selection Commission	Independent Cinemas 2004
5.8	Introduce a school holiday beginners program at the FF.	Coaching commission	Sept 2004
5.9	Introduce an awards scheme including awards not based on skill (like most improved, best presented) to be announced at the Annual Dinner.	Coaching Commission/President	Identify two sponsors to fund awards Nov 2004
5.10	Award the top three fencers from each class with trophy, plaque or prize at the Annual Dinner	Selection Commission/Tournament Secretary	Identify two sponsors to fund awards Nov 2004
5.11	Introduce annual dinner with 150 people in attendance.	Social Committee	Nov 2004
5.12	Attract 200 people to the annual dinner.	Social Committee	N/A Nov 2005
5.13	Hold a three-part review of the constitution.	VAFA Executive	N/A 2004
5.14	Investigate a bulk insurance deal providing insurance for coaches and clubs.	State Development Officer/President	SRV 2004
5.15	Have a risk management policy drafted.	VAFA Executive	N/A Feb 2004

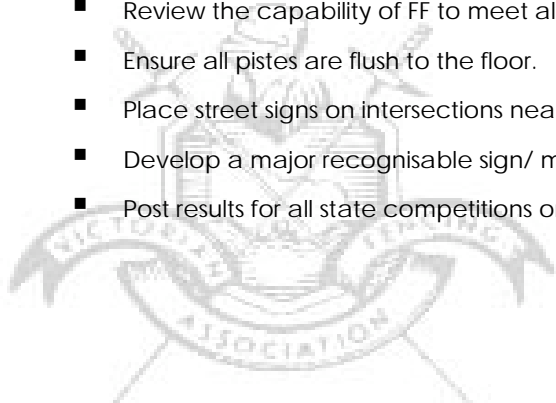


6. ACTION PLAN BY YEAR

2004 ACTIONS	TIME FRAME
<ul style="list-style-type: none"> ▪ Increase the number of schools participating in Introductory fencing programs by 5% per year. 	Start in 2004
<ul style="list-style-type: none"> ▪ Recover 25% of the cost to VAFA of the venue rental through events run. 	Start in 2004
<ul style="list-style-type: none"> ▪ Write two major articles a year in major recognisable publications. 	Start in 2004
<ul style="list-style-type: none"> ▪ Have a risk management policy drafted. 	Feb 2004
<ul style="list-style-type: none"> ▪ Finalise career pathways. 	Feb 2004
<ul style="list-style-type: none"> ▪ Ensure career pathways are accessible for people on the Internet. 	Mar 2004
<ul style="list-style-type: none"> ▪ Contact the Department of Human Services about funding to improve the lift access at the FF. 	April 2004
<ul style="list-style-type: none"> ▪ Introduce opportunities for social fencers & junior interclub at the FF four times per year. 	April 2004
<ul style="list-style-type: none"> ▪ Introduce a school holiday beginners program at the FF. 	Sept 2004
<ul style="list-style-type: none"> ▪ Introduce an awards scheme including awards not based on skill (like most improved, best presented) to be announced at the Annual Dinner. 	Nov 2004
<ul style="list-style-type: none"> ▪ Award the top three fencers from each class with trophy, plaque or prize at the Annual Dinner 	Nov 2004
<ul style="list-style-type: none"> ▪ Introduce annual dinner with 150 people in attendance. 	Nov 2004
<ul style="list-style-type: none"> ▪ Inform/ educate members of the new cost structure at the 2004 Annual Dinner. 	Nov 2004
<ul style="list-style-type: none"> ▪ Change the name and logo of the Victorian Amateur Fencing Association (VAFA) to Fencing Victoria (FVic), announce changes at the 2004 Annual Dinner. 	Nov 2004
<ul style="list-style-type: none"> ▪ Interview 30% of fencers who ceased the sport in 2004 as to why they left. 	Dec 2004
<ul style="list-style-type: none"> ▪ Introduce a family membership option to be available in 2005. 	Dec 2004
<ul style="list-style-type: none"> ▪ Create a new affiliation package with advertised benefits for 2005 	Dec 2004
<ul style="list-style-type: none"> ▪ Assess capacity of clubs to accommodate growth targets. 	2004
<ul style="list-style-type: none"> ▪ Advertise the benefits of a VAFA membership. 	2004
<ul style="list-style-type: none"> ▪ Introduce a Social Committee 	2004
<ul style="list-style-type: none"> ▪ Introduce a social program with at least two events in the first year and an Annual Dinner 	2004

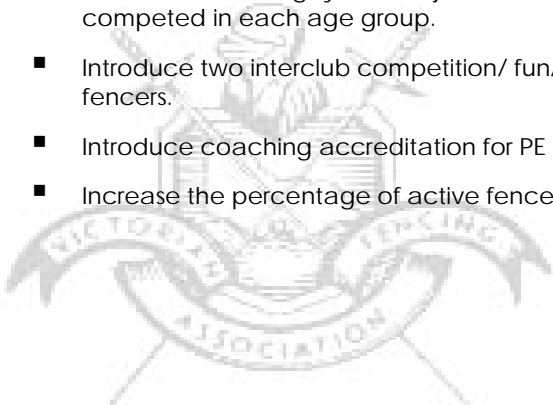


2004 ACTIONS (cont'd)	TIME FRAME
<ul style="list-style-type: none"> ▪ Introduce a movie night showing highlights from the Fencing World Championships. 	2004
<ul style="list-style-type: none"> ▪ Hold a three-part review of the constitution. 	2004
<ul style="list-style-type: none"> ▪ Investigate a bulk insurance deal providing insurance for coaches and clubs. 	2004
<ul style="list-style-type: none"> ▪ Purchase a kit of equipment that can be hired out to members. 	2004
<ul style="list-style-type: none"> ▪ Introduce a concise news sheet/ or email news update (what's on for sale info etc. for distribution once a month during 2004. 	2004
<ul style="list-style-type: none"> ▪ Convert Around the Bouts into a publication that has a longer journal type of articles and release two to four times a year 	2004
<ul style="list-style-type: none"> ▪ Develop sponsorship proposal in 2004 outlining different categories and levels of sponsorship and what the sponsor receives in return. 	2004
<ul style="list-style-type: none"> ▪ Send out a sponsorship package & organise to meet prospective sponsors in 2004. 	2004
<ul style="list-style-type: none"> ▪ Invite each club to have a delegate at all VAFA committee meetings. 	2004
<ul style="list-style-type: none"> ▪ Ensure clubs are the first point of contact between fencers and VAFA 	2004
<ul style="list-style-type: none"> ▪ Identify two role models to be the face of the sport. 	2004
<ul style="list-style-type: none"> ▪ Place advertisements in martial arts magazines or publications. 	2004
<ul style="list-style-type: none"> ▪ Organise for each club to run an introductory session with a community group located in each clubs immediate area. 	2004
<ul style="list-style-type: none"> ▪ Host one fencing demonstration per club at a local shopping centre per year, and one "O' week demonstration per university club per year. 	2004
<ul style="list-style-type: none"> ▪ Investigate strategies to ensure that proposed growth can be supported by existing facilities and club resources. 	2004
<ul style="list-style-type: none"> ▪ Organise two open/ fun days to be run at the FF, for lower level fencers 	2004
<ul style="list-style-type: none"> ▪ Develop promotional info on coaching education & opportunities. 	2004
<ul style="list-style-type: none"> ▪ Hold two workshops on coaching with high profile speakers & international & interstate guests. 	2004
<ul style="list-style-type: none"> ▪ Organise access audits of all fencing club venues. 	2004
<ul style="list-style-type: none"> ▪ Introduce fencing offered by a private provider for schools. 	2004
<ul style="list-style-type: none"> ▪ Apply the Fioretto Wheelchair Fencing Model to one more club. 	2004
<ul style="list-style-type: none"> ▪ Advertise pathways in the first or second journal of 2004 	2004
<ul style="list-style-type: none"> ▪ Increase the number of pistes at the FF by four. 	2004
<ul style="list-style-type: none"> ▪ Review the capability of FF to meet all VAFA requirements. 	2004
<ul style="list-style-type: none"> ▪ Ensure all pistes are flush to the floor. 	2004
<ul style="list-style-type: none"> ▪ Place street signs on intersections near FF for all competitions held. 	2004
<ul style="list-style-type: none"> ▪ Develop a major recognisable sign/ mural at the entrance to the FF. 	2004
<ul style="list-style-type: none"> ▪ Post results for all state competitions on website within two days. 	2004



2004 ACTIONS (cont'd)	TIME FRAME
<ul style="list-style-type: none"> ▪ Deliver competition results affecting rankings to VAFA's ranking officer within 24 hours of event. 	2004
<ul style="list-style-type: none"> ▪ Introduce two specific events a year worth double points towards the rankings. 	2004
<ul style="list-style-type: none"> ▪ Assign the duty of a ranking officer to a volunteer who's sole duty is to oversee the rankings 	2004
<ul style="list-style-type: none"> ▪ Provide space/amenities for spectators, family friends etc in FF 	2004-05
<ul style="list-style-type: none"> ▪ Improve FF cleanliness, standard of toilets & change facilities. 	2004-05

2005 ACTIONS	TIME FRAME
<ul style="list-style-type: none"> ▪ Hold a major coaching conference once every two years. 	Start in 2005
<ul style="list-style-type: none"> ▪ Ensure a VAFA representative attends a beginners' class at least once. 	Start in 2005
<ul style="list-style-type: none"> ▪ Introduce one additional festival demonstration per year per club, 	Start in 2005
<ul style="list-style-type: none"> ▪ Organise two introductory sessions for clubs with community groups in each club's immediate area. 	Start in 2005
<ul style="list-style-type: none"> ▪ Attract 200 people to the annual dinner. 	Nov 2005
<ul style="list-style-type: none"> ▪ Interview 50% fencers who ceased the sport as to why they left.. 	2005
<ul style="list-style-type: none"> ▪ Contact peak disability bodies to investigate recruiting people with a disability to volunteer roles within the organization 	2005
<ul style="list-style-type: none"> ▪ Present a fencing/ aerobic program plan to the YMCA. 	2005
<ul style="list-style-type: none"> ▪ Advertise/ public demos at Vic College of Arts. 	2005
<ul style="list-style-type: none"> ▪ Provide public demonstrations at University Orientation weeks and provide links to clubs located within the immediate area. 	2005
<ul style="list-style-type: none"> ▪ Introduce a second hand store at the FF. 	2005
<ul style="list-style-type: none"> ▪ Investigate the possibility of an alliance with Aladdin Sports for the supply of equipment 	2005
<ul style="list-style-type: none"> ▪ Introduce a low scale canteen/ kiosk at all state and national events held at the FF. 	2005
<ul style="list-style-type: none"> ▪ Introduce a ranking system for juniors in all weapons that are competed are competed in each age group. 	2005
<ul style="list-style-type: none"> ▪ Introduce two interclub competition/ fun/ activity days for wheelchair fencers. 	2005
<ul style="list-style-type: none"> ▪ Introduce coaching accreditation for PE teachers & parents. 	2005
<ul style="list-style-type: none"> ▪ Increase the percentage of active fencers who affiliate to 50%. 	2005



2006 ACTIONS	TIME FRAME
<ul style="list-style-type: none"> ▪ Introduce a VAFA sponsored competition at the end of each beginners class. 	Start in 2006
<ul style="list-style-type: none"> ▪ Grow each non-university club to a minimum of 70 members. 	2006
<ul style="list-style-type: none"> ▪ Increase the number of Level 2 coaches in the sport by 10% 	2006
<ul style="list-style-type: none"> ▪ Grow each university clubs to have at least 50 members. 	2006
<ul style="list-style-type: none"> ▪ Ensure six of the top ten fencers in national events are Victorian. 	2006
<ul style="list-style-type: none"> ▪ Increase percentage all fencers who affiliate with VAFA to 75%. 	2006
<ul style="list-style-type: none"> ▪ Increase the number of fencers attending open & junior events by 20% 	2006
<ul style="list-style-type: none"> ▪ Investigate an interclub championship, with a ladder & finals system 	2006
<ul style="list-style-type: none"> ▪ Present the fencing/ aerobic concept to other youth groups. 	2006
<ul style="list-style-type: none"> ▪ Interview 60% fencers who have ceased the sport. 	2006
<ul style="list-style-type: none"> ▪ Increase the number of Level 1 coaches in the sport by 20% 	2006

2007 ACTIONS	TIME FRAME
<ul style="list-style-type: none"> ▪ Grow each non-university club to a minimum of 150 members. 	2007
<ul style="list-style-type: none"> ▪ Interview 70% fencers who have ceased the sport. 	2007
<ul style="list-style-type: none"> ▪ Provide a website that enables members of VAFA to retrieve personal ranking in all disciplines. 	2007
<ul style="list-style-type: none"> ▪ Work with Local Councils and State Government to determine options for an alternate State venue in the Eastern suburbs. 	2007
<ul style="list-style-type: none"> ▪ Increase the percentage of active fencers who affiliate to 80%. 	2007
<ul style="list-style-type: none"> ▪ Increase the number of schools participating in the Victorian Schools Fencing Commission competitions by 25%. 	2007

