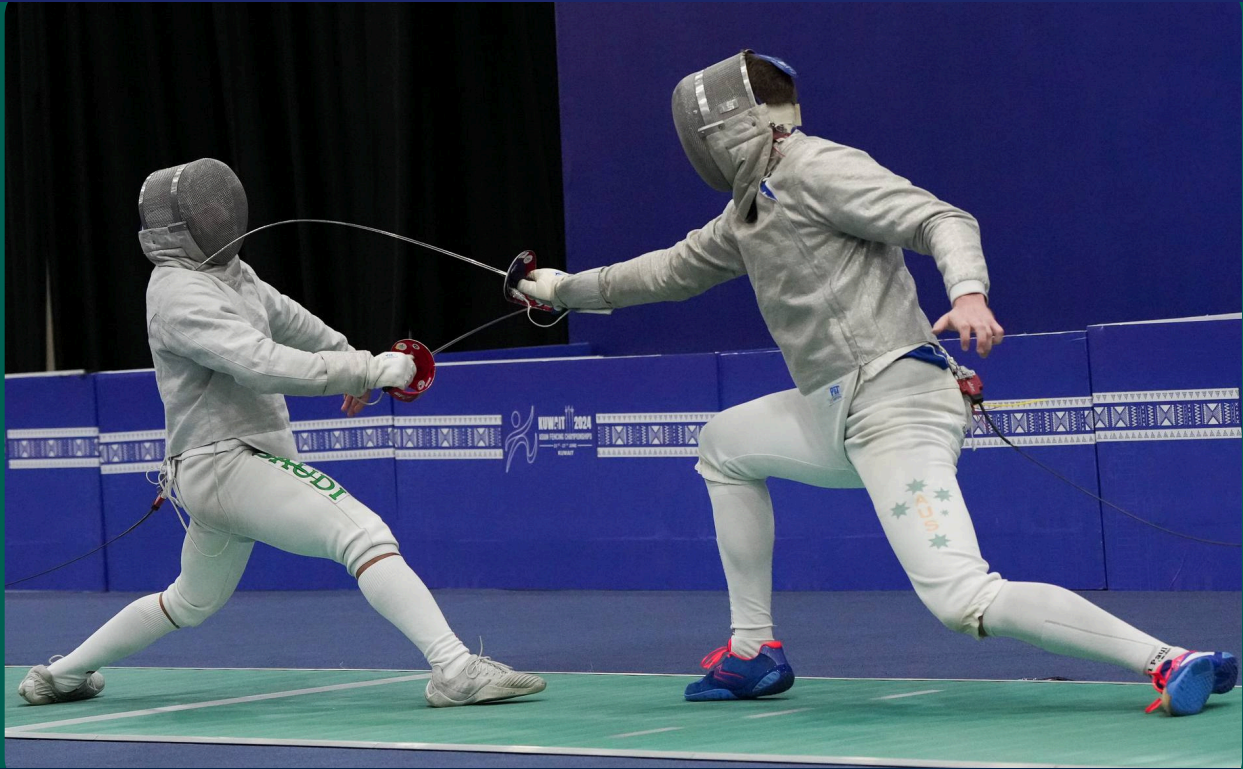




**2025 to 2028**

**STRATEGIC  
PLAN**

# OUR VALUES



## **ONE TEAM**

We collaborate as a diverse community and support each other to succeed.

We are inclusive, supportive and welcome difference.

## **EXCELLENCE**

We are committed to personal excellence and growth through fair play.

We are respectful, honest and passionate about our sport.

## **BRAVE**

We believe in purposeful change in our sport.

We are innovative, bold and courageous.



# OUR PURPOSE

We advance the sport of fencing by fostering participation and growing a diverse and supportive community. We support individuals to thrive and engage with fencing throughout their whole life.



# OUR ASPIRATIONS

To be a globally recognised leader in the Olympic sport of fencing. We will create an accessible community that values diversity to encourage passion for our sport and build lifelong connections through fencing.



Our organisation's strategic plan is on a four year horizon that aligns with the LA2028 Olympic and Paralympic cycle from 2025 to 2028.

Our strategic plan sets our vision and strategic direction, as well as framing our organisation's values which guide our decision-making.

The pillars of our strategy and key objectives are listed below, with the rest of our plan containing details for each objective and our measures of success.



## STRATEGIC PILLARS AND OBJECTIVES



### **Fencing for Everyone**

Promoting inclusivity, diversity, and lifelong participation in fencing.



### **Excellence in Governance and Safe Sport**

Upholding integrity and best practices in governance while prioritising safety for all participants.



### **Growth Through Development and Innovation**

Enhancing performance, participation, and sustainability with innovative approaches.



### **Connection to Community and Country**

Strengthening the Australian Fencing Federation's connection, and contribution, to society and the environment.





# FENCING FOR EVERYONE

Promoting inclusivity, diversity, and lifelong participation in fencing.

## Objective: Develop an inclusive and diverse environment to foster a life-long love for fencing

Initiative	Measures of Success
Support State Sporting Organisations and Affiliated Clubs to deliver fencing community events including veterans' and kids' days, family days and World Fencing come and try days.	Community events run successfully in some states by end of 2026; all states by end of 2027.
Implement our Play Well strategy including relaunching Aus Fence, Sporting Schools and hiring a Participation Manager.	Aus Fence and Sporting Schools launched by end of 2026. Participation Manager hired by mid-2025.
Develop partnerships that support wellbeing, ability, and pride in sport.	Each AFF competition has a sponsor as of the beginning of the 2027/28 season.
Develop a Fence Fit app for parents and guardians to encourage parental engagement in fencing.	App built before start of 2028.

## Objective: Foster a welcoming and nurturing team culture

Initiative	Measures of Success
Develop and implement an induction series for coaches, parents/guardians, athletes and referees that explains our pathways, our values and expected behaviours of our community.	Online sessions, videos, and learning materials planned and deliverable by end of 2026.
Develop and launch a national club network that allows fencers to travel interstate and train at participating clubs.	Program set up by mid-2025. 25% club participation by end of 2026; 50% by end of 2027.
Develop and implement mentoring toolkits for athletes, coaches and parents/guardians.	Toolkits created and made available by mid-2026.
Develop and launch an Aus Fencing Community app that includes key information for our community.	App launched by end of 2027.





# Objective: Increase understanding of all aspects of our sport through communication

Initiative	Measures of Success
Communicate our programs (Play Well, Win Well, Aus Fence) and organisation information through new communication channels such as apps and videos.	Win Well and Play Well strategies communicated via online channels by the end of 2025.
Develop a video series focused on the stories of our community members values that share our pathways, life lessons and values.	Interview series established by the end of 2027.
Translate our key written information to languages that are commonly used in our community.	Translated information and communications available by end of 2027.
Hold an annual community survey with a townhall and feedback sessions.	First annual survey launched at the end of National Championships in 2026. First annual townhall held by the end of 2026.
Establish a page on our website for FAQs	Dedicated FAQs page published by the end of 2025.





# EXCELLENCE IN GOVERNANCE AND SAFE SPORT

Upholding integrity and best practices in governance while prioritising safety for all participants.

## Objective: Implement best-practice governance

Initiative	Measures of Success
Conduct attributes mapping/ skills matrix for the AFF Board and all committees	Work with the ASC to establish attributes mapping and skills matrix by mid-2025.
Implement ASC governance recommendations following 2024 NSO recognition process	Demonstrate 100% compliance with ASC recommendations and directives by the end of 2026.
Develop Director score card process and conduct annual score card reviews.	Director and Board score cards with performance KPIs ratified and implemented by the end of 2026.
Develop funding for a CEO position to be able to appoint a CEO for Australian Fencing.	Funding for CEO developed throughout 2025-2027. CEO appointed by the end of 2028.
Conduct further Director training for Board members through ASC initiatives.	All new Board members having completed an ASC Director Induction by the end of 2028. 50% of Board members having completed an AICD Governance Course by the end of 2028.



Objective: Ensure multidimensional safety for our community

Initiative	Measures of Success
Conduct education across our community on safeguarding young people, integrity, inclusivity and codes of conduct.	Education conducted across all States by the end of 2026.
Establish MPIOs and Integrity Officers in every State and Club, supported by an integrity training bank that includes infographics on bystander training.	100% of States with an MPIO and 50% of Clubs with Integrity Officers by the end of 2028. Training Bank developed by the end of 2027.
Hire a National Integrity Manager to continue to embed the National Integrity Framework in our community and handle complaints	Appoint a National Integrity Manager by mid- 2025.



Objective: Increase transparency and accessibility of integrity and governance information

Initiative	Measures of Success
Introduce a digital communications triage and allocation system to ensure communications from members are handled in an effective and timely manner.	Web-based solution is built and integrated in the AFF website by the end of 2026. Once built, 80% of communications are resolved and closed within defined time frames.
Review and redesign the AFF website to make information easy to find.	Review AFF website and links by end of 2025. Update AFF website pages by the end of 2026.
The AFF Board to distribute communications on Director Scorecards and governance learnings after implementation and the next NSO recognition process.	Learnings communicated through online channels by mid-2027.

EXCELLENCE IN GOVERNANCE AND SAFE SPORT







# GROWTH THROUGH DEVELOPMENT AND INNOVATION

Enhancing performance, participation, and sustainability with innovative approaches.

**Objective: Implement clear development pathways for all athletes, coaches, referees, and administrators for holistic growth.**



Initiative	Measures of Success
Develop and implement development frameworks for all athletes, coaches, referees, volunteers, DT members, armoury and administrators.	Athlete Development Framework created and communicated for both fencing and wheelchair fencing by mid-2025. Development and role transition frameworks for other roles created and communicated by the end of 2027.
Communicate development pathways through multiple online channels.	Communicate pathways through multiple online channels by the end of 2027.
Create and deliver compulsory induction sessions for all athletes and parents.	First induction program for High Performance athletes and parents created by September 2025. Induction program for all new AFF members created by the end of 2028.
Provide athletes with transition support within and through the sport through partnerships.	Develop partnerships for work transition, officiating and administrator transition by the end of 2028.

**Objective: Explore, test and implement novel approaches to all aspects of the sport including competition, administration, coaching and officiating.**

Initiative	Measures of Success
Explore novel approaches to competition pathways.	One project for competition pathways tested and implemented by the end of 2028.
Explore novel approaches to administration and officiating.	One project for administration and officiating tested and implemented by the end of 2028.
Explore novel approaches to coaching and coaching development.	One project for coaching and coaching development tested and implemented by the end of 2028.



## Objective: Grow Australian Fencing to be recognised internationally as an emerging powerhouse

Initiative	Measures of Success
Implement the High-Performance Strategy for fencing and wheelchair fencing that is aligned to the Win Well pledge.	HP Strategy implemented through the 2025 to 2028 cycle.

## Objective: Integrate technology into all facets and levels of fencing to streamline operations and gain insights from data.

Initiative	Measures of Success
Create an app to simplify recording of fencing match data relevant to the What It Takes To Win strategy.	Prototype app built by the end of 2027.
Adopt technology solutions that enable the AFF to capture data and develop effective reporting mechanisms.	Effective reporting through technology solutions developed by the end of 2028.
Systems integration to establish a single source of truth for each data type (e.g. memberships, HPC records, payments).	Transition to one system of record by the end of 2028.

# GROWTH THROUGH DEVELOPMENT AND INNOVATION







# CONNECTION TO COMMUNITY AND COUNTRY

Strengthening the AFF's connection to society and the environment through cultural and societal contributions.

**Objective: Enhance our organisation's and our community's connection to, and care for, Country**

Initiative	Measures of Success
Co-design a Reconciliation Action Plan with Indigenous representation that includes the principle of data sovereignty and a plan for how the AFF can better engage with First Nations communities.	Co-designed RAP implemented by the end of 2026.
Partner with a relevant organisation to provide cultural training and toolkits to AFF members.	Cultural training programs and toolkits made available to members by end of 2028.



**Objective: Expand Australian Fencing's societal benefit.**

Initiative	Measures of Success
Establish an Australian Fencing charitable foundation which is aimed at increasing equitable opportunities in fencing and increasing our social impact through donations and equipment recycling.	Establish a charitable foundation by the end of 2028.
Develop charitable partnerships for competitions that aim to raise money and awareness for relevant societal causes such as mental health and youth homelessness.	Develop a charitable partnerships system by the end of 2028.

**Objective: Increase the sustainability (people, places and resources) of Australian Fencing**

Initiative	Measures of Success
Conduct a review of the AFF’s sustainability and identify actions for Australian Fencing.	Complete a sustainability review by the end of 2026.
Establish an AFF Sustainability Commission to lead the sustainability review and lead follow up actions.	Commission established by the end of 2026.
Establish the AFF as a carbon neutral organisation by 2032 through sustainability review actions.	By the end of 2028 the AFF is to report on progress against the review findings and actions to make for carbon neutrality.



**CONNECTION TO  
COMMUNITY AND COUNTRY**





