



# Fencing New Zealand

(Fencing New Zealand Incorporated)

## **National Development Plan**

October 2025

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# Table of Contents

Table of Contents	2
Introduction	3
Current State	3
Future State	3
Fencing New Zealand - Core Values	3
National Development Plan	4
Vision	4
Summary of Goals and Focus Areas	4
Objectives	5
Focus Area: Growing yet Sustainable Community	6
A. Grow Membership	6
B. Retention	7
C. Succession Planning	9
D. Foster an Inclusive Community	10
Focus Area: Develop and Encourage	11
Enable fencers to be the best they can be	11
A. Pathway	11
B. High Performance Programme	12
C. Athlete Education	14
Enable coaches, referees and officiators to be the best they can be	15
A. Working Together	15
B. Development : Coach	15
C. Development : Referee	16
D. Development : Officiators	18
E. Ranking System and Representative Selection Policy	20
Focus Area: Calendar and Events Support Development	21
A. National Calendar	21
B. Competitions	22
Focus Area: Administration	24
A. Fencing Community Database	24
B. Safe Environment	25
Safe Environment - Educate Athletes	26
Focus Area: Build Profile of Fencing in the Community	27
A. Communications within the Fencing Community	27
B. Communication and Interactions with Schools	27
C. Increase Visibility	28
D. Foster Relationships	30

## Introduction

This Development Plan provides a structured approach for Fencing New Zealand (FeNZ) to advance the sport, drive growth, increase participation, enhance performance, build a sustainable community, and foster community engagement. It ensures that every individual has the opportunity to participate, compete, and thrive in fencing at all levels.

With a commitment to nurturing talent, this plan outlines FeNZ's vision, mission, and strategic objectives, providing a roadmap for the next three to five years.

Key focus areas of this Development Plan include creating a sustainable community; developing athletes, coaches, referees and other officiators; competition, and increasing awareness of the sport. By prioritising these areas, we aim to further create a system that supports fencers, coaches, and the wider fencing community.

To achieve FeNZ's strategic goals the New Zealand fencing community must work together to elevate the sport to new heights and inspire the next generation of athletes.

## Current State

Over the past decade, there have been several attempts to establish a development programme for fencing in New Zealand. While the vision behind these efforts has been commendable, the plans have often failed to account for the rapidly changing landscape of the sport, including shifts in attitudes and the availability of resources—both technical and financial—for fencers in geographically isolated areas within the international fencing community.

The current state of 'development' within the Fencing New Zealand community is characterised by disjointed efforts and a lack of cohesion. Despite the existence of promising plans, and adhoc individual achievements, there is a noticeable disconnect between clubs, regions and factions which prevents effective and cohesive collaboration. This fragmentation leads to duplicated efforts, placing an additional burden on our already stretched volunteers. As a result, the potential for growth and improvement within the sport is hindered, highlighting the urgent need for a more unified approach to development and resource sharing.

## Future State

To grow and sustain fencing in New Zealand and provide our fencers with opportunities to grow from participating to excelling on the international stage, we must leverage and develop our coaching, officiating, and fencing talent more effectively. By expanding our grassroots base, we can create a larger pool for developing high-performance athletes and enhancing our coaching, refereeing, and officiating capabilities. Investing in these areas will foster a strong competitive environment and ensure the sustainability and success of fencing at both national and international levels.

For the plan to be successful, the governing body, commissions and supporting roles within FeNZ need to collaborate and work together, with the Development Officer acting as the conduit to ensure cohesiveness.

A development plan should be adaptive and flexible, participant-centric, establishing a supportive structure that enables athletes to thrive in a social or competitive environment.

## Fencing New Zealand - Core Values

Fencing New Zealand's core values underpin our objectives, what we strive to achieve and how we work together as a community. Our values drive our culture and form the foundation for relationships with our members, the fencing community, and stakeholders.

- **Encourage:** Support our athletes in achieving their goals at every level. Work together as a community to achieve our objectives.
- **Excellence:** Work together to achieve excellence in all areas of the sport, while recognising that the definition of excellence will continually shift and that we must adapt and change accordingly
- **Respect:** Treat each other and all members of our community with respect.

# National Development Plan

Fencing New Zealand’s constitutional objectives, core values, and goals collectively shape the focus areas of the National Development Plan, encompassing all aspects of the sport.



## Vision

“To inspire and enable people to start, stay and thrive in the sport of fencing.”

## Summary of Goals and Focus Areas

Segments of the focus areas overlap to help achieve Fencing New Zealand's development goals.

CORE GOAL	HOW TO ACHIEVE IT					
Grow Membership	Pathway	Athlete Education	Coach Development	Quality Local Tournaments	Comms and Interaction with Schools	Publicity - Media
Retention					Ranking and Selection	
High Performance Programme						
Coach Development	Pathway	Coach Education				
Referee Development	Pathway	Referee Education	Quality Events	National Calendar		
Officiating Development	Pathway	DT Education				
Build Fencings Profile in the Community	Foster Relationships				Comms and Interaction with Schools	Publicity - Media
Administration	Succession Planning	Management Education	Working Together	Fencing Community Database		

## Objectives

- **Develop and encourage:** Develop and encourage fencers to be the best that they can be
- **Sustainable community:** Build a sustainable community of fencers, volunteers, coaches and supporters, providing opportunities.
- **Calendar supports development:** Deliver a calendar to support athlete development working with regions to and clubs to deliver sustainable participant centric competitions.
- **Quality events:** Organise and run cohesive, high-quality competitive and social events that are fit for purpose.
- **High standards:** Attain a high and consistent standard of coaching and officiating.
- **Health and Safety:** Support the well-being, health and safety of everyone involved in the sport.
- **Build Profile in the Community:** Increase awareness of fencing in schools, communities, local businesses, the media and New Zealand sports agencies. Celebrate success at all levels.

These objectives can only be achieved and maintained over time if the FeNZ Board, the organisational structure, and the fencing community actively support them.

## Focus Area: Growing yet Sustainable Community

**Objective:** Build a sustainable community of fencers, volunteers, coaches, and supporters by providing opportunities. Growing and retaining the number of fencers involved in both social and competitive fencing is vital to maintaining a strong, sustainable fencing community.

**Core Goals:** Grow Membership. Retention. Administration.

### A. Grow Membership

**Objective:** Grassroots fencers are vital to the sustainability and longevity of the sport. An increase in membership grows clubs; creates stronger competitions, assists with the financial viability of the sport including competitions, increases the number assisting with administrative and other non-fencing roles.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Provide opportunities and pathways for grassroots fencers to grow within the Fencing community, as social or competitive fencers, coaches or officials	<ul style="list-style-type: none"> <li>Develop a strong school fencing programme which encourages participation</li> </ul>	<ul style="list-style-type: none"> <li>Develop centralised resources for schools (fencers and officials)</li> <li>Promote social and competitive individual and team events</li> <li>Develop accredited coaches to deliver programmes in schools</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Retention</li> <li>Centralised resource repository that supports school programmes</li> </ul>	<ul style="list-style-type: none"> <li>Region</li> <li>Officiating Commission</li> <li>Coaches Commission</li> <li>Athletes Commission (?)</li> </ul>	
	<ul style="list-style-type: none"> <li>At a national level, provide a transparent and fair programme</li> </ul>	<ul style="list-style-type: none"> <li>Socialise pathways, programmes, opportunities</li> <li>Create Secondary School competition guidelines and adhere to them</li> <li>Revisit format of school teams competitions to ensure all fencers are able to compete, not a perceived elite group</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities are advertised and well subscribed</li> <li>Expanded and accessible national schools' teams' competition</li> <li>Increased awareness of opportunities by sports directors</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> <li>Development Director</li> <li>Athletes Commission</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
	<ul style="list-style-type: none"> <li>Develop club fencing, encouraging participation in individual and team events</li> </ul>	<ul style="list-style-type: none"> <li>Develop centralised resources for clubs</li> <li>Promote social and competitive club, regional, national events</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Region</li> </ul>	
New channels	<ul style="list-style-type: none"> <li>Investigate and develop new channels to deliver programmes including demographics/groups that may currently be underrepresented</li> <li>Promote diversity in the pool of nationally accredited officials by actively recruiting demographic groups which may be under-represented</li> </ul>	<ul style="list-style-type: none"> <li>Create and expand outreach programme, leveraging</li> <li>Centralised resources</li> <li>Templated format</li> <li>Increased number of accredited referees</li> </ul>	<ul style="list-style-type: none"> <li>Expanded channels to deliver programmes</li> <li>Membership growth</li> <li>Delivery of a programme that meets our community's needs</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Region</li> <li>Development Officer</li> </ul>	

## B. Retention

**Objective:** Retention, including alternative pathways, is essential for creating a sustainable fencing community. It allows individuals to remain engaged with the sport in various roles—whether as fencers, referees, officials, or coaches—thereby enhancing inclusivity and ensuring a diverse, sustainable environment.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Future pathway	<ul style="list-style-type: none"> <li>Provide social and competitive pathways to enable retention within the fencing community</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness and connections to clubs after secondary school to help fencers continue their involvement in the sport.</li> <li>Socialise events opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Retention of fencer's post-secondary school</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Alternate pathways	<ul style="list-style-type: none"> <li>• Provide alternate social and competitive pathways to enable retention within the fencing community</li> </ul>	<ul style="list-style-type: none"> <li>• Create programmes within schools and clubs</li> <li>• Socialise pathways, programmes, opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase youth officials</li> <li>• Schools are aware of and recognise officiating achievements</li> <li>• Continued engagement of fencers within the community</li> </ul>	<ul style="list-style-type: none"> <li>• Officiating Commission</li> <li>• Development Officer</li> </ul>	
Mature fencers	<ul style="list-style-type: none"> <li>• Engage and or retain mature fencers</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate opportunities to retain mature fencers <ul style="list-style-type: none"> <li>• Social fencing</li> <li>• Regional competitions</li> <li>• Administration</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increased membership</li> <li>• Increased numbers of vets in social and competitive fencing</li> <li>• Leverage expertise</li> </ul>		
Learning and development	<ul style="list-style-type: none"> <li>• National camps to support development</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a sustainable programme of regional trainings / camps for all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Development opportunities for fencers, coaches and officials</li> <li>• Regions support and are part of the programme</li> </ul>	<ul style="list-style-type: none"> <li>• Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• In progress</li> </ul>

## C. Succession Planning

**Objective:** Succession planning is crucial for a sustainable fencing community and for fostering increased participation, as it ensures continuity of leadership and expertise.

This approach develops a pipeline of skilled individuals who can assume essential roles and support the community's growth and vitality over time.

Succession planning encompasses the roles of Club and Board members, as well as ensuring there is a capable pool of officials, referees, and coaches.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Succession planning	<ul style="list-style-type: none"> <li>Create and implement programmes to develop and increase the number of <u>officials</u> able to run a regional and national competition</li> </ul>	<ul style="list-style-type: none"> <li>Outreach campaign to parents, supporters and past members of the fencing community</li> <li>Implement an accredited system at all levels, starting at club and regional levels</li> <li>Volunteer training session (break the barrier of the unknown)</li> </ul>	<ul style="list-style-type: none"> <li>Increased pool of officials</li> <li>Training fosters a sense of capability as well as awareness of roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Regions</li> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Create and implement programmes to develop and increase the number of local <u>referees</u> able to officiate at a regional or national competition</li> </ul>	<ul style="list-style-type: none"> <li>Outreach campaigns</li> <li>Implement an accredited system, starting at club level</li> <li>Training and mentoring (break the barrier of the unknown)</li> </ul>	<ul style="list-style-type: none"> <li>Increased pool of referees</li> <li>Training builds capability and confidence</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Build awareness of what it takes to manage and grow a club and or region</li> </ul>	<ul style="list-style-type: none"> <li>Outreach campaign to parent, and supporters and past members of the fencing community to assist and fulfil roles within clubs, regional and national boards</li> <li>Mentorship programme</li> <li>Social media campaign</li> </ul>	<ul style="list-style-type: none"> <li>Growth in volunteers assisting at a club, regional or national level</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li></li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
	<ul style="list-style-type: none"> <li>• Online resources</li> </ul>	<ul style="list-style-type: none"> <li>• Create online resources with guides, templates, and other resources for official, referees, running a fencing club</li> </ul>	<ul style="list-style-type: none"> <li>• Centralised repository of easy to understand information</li> </ul>		

## D. Foster an Inclusive Community

**Objective:** Foster a supportive and inclusive environment where all individuals can reach their full potential.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Inclusion Policy	<ul style="list-style-type: none"> <li>• Diversity and Inclusion Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Inform, support and educate community</li> <li>• Yearly reviews of FeNZ's Inclusion Policy to ensure it is kept relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Policy reflects current legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Regions</li> <li>• Commissions</li> </ul>	

## Focus Area: Develop and Encourage

**Objective:** Encourage and enable athletes, coaches, referees, and other officials to be the best they can be at a local or international level. Provide a pathway to facilitate participation at local, regional, national, Oceania, and international events.

**Core Goals:** Grow Membership. Retention. High Performance Programme. Coach Development. Referee Development. Officiating Development. Coach Development

This focus area is divided into specific segments—fencers, coaches, and officials—to ensure dedicated attention and development for each group.

### Enable fencers to be the best they can be

**Objective:** Encourage and enable fencers to be the best they can be at a local or international level. Provide a pathway to enable fencers to compete at local, regional, national, Oceania, and international competitions as individuals or part of a team.

#### A. Pathway

**Objective:** Development pathways inform the steps to progress from a national to international level appropriate to their age.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Development pathways	<ul style="list-style-type: none"> <li>Formalise development pathways</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement development pathways for each age group</li> <li>Create and socialise development pathways</li> <li>Provide guidance to fencers, parents and coaches on development pathways (including training and competition progression)</li> </ul>	<ul style="list-style-type: none"> <li>Pathways for all age group including seniors and vets</li> <li>Athlete and parent awareness of available pathways</li> </ul>		
		<ul style="list-style-type: none"> <li>Provide athletes with development pathways for the 2028 and 2032 Olympic cycle, ensuring they align with Sport</li> </ul>	<ul style="list-style-type: none"> <li>Pathways align so that IOC recognises Fencers achievements</li> </ul>		

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
		NZ and the NZOC requirements			

## B. High Performance Programme

**Objective:** A high performance programmes is required to support the development of our age group and open fencers so that they can progressively improve their national and international performance at age group, zonal and world stages and ultimately qualify for an Olympic Games.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
High-Performance programme supports fencers at national and international levels	<ul style="list-style-type: none"> <li>Develop and implement a structured, sustainable transparent high performance programme across 3 weapons and both genders which supports fencers to be successful at national and international events</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a sustainable development/high performance programme that is focused on national and international success</li> <li>Decide selection / participation criteria</li> <li>Create national squads to build depth, and foster relationships, working with the appointed coaches</li> <li>Continually review and refine to deliver the best programme for our athletes</li> </ul>	<ul style="list-style-type: none"> <li>Establish a development/high performance programme</li> <li>Uptake of participation in programme</li> <li>Incremental improvement of these fencers at national and international events</li> </ul>	<ul style="list-style-type: none"> <li>Development Officer</li> <li>Selectors Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Facilitate participation in both individual and team international events at targeted events</li> </ul>	<ul style="list-style-type: none"> <li>Build a team of fencers in each weapon to compete at targeted events e.g. World Cups, Grand Prix, and other international competitions along with the pinnacle Asian and World Championships</li> </ul>	<ul style="list-style-type: none"> <li>Full squads sent to each pinnacle event</li> <li>Inclusion of NZ teams at each pinnacle event</li> <li>Improved team and individual rankings at international events</li> </ul>		

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
			<ul style="list-style-type: none"> <li>• Experience gained returned to local fencing communities</li> </ul>		
	<ul style="list-style-type: none"> <li>• Develop strong pool of coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate structure of coaching team for programme <ul style="list-style-type: none"> <li>• Weapon specific national Coach plus key coaches.</li> </ul> </li> <li>• Key coaches in each weapon to work with athletes to continue to develop and strengthen program</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive, aligned coaches for each weapon</li> </ul>		
	<ul style="list-style-type: none"> <li>• Be competitive at a recognised international level</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate overseas tours and competitions to support development of different age groups</li> </ul>	<ul style="list-style-type: none"> <li>• Improved results at international competitions</li> <li>• Consistently enter teams at international events</li> </ul>		
Maximise athlete development	<ul style="list-style-type: none"> <li>• High performance camps</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a regular programme of high performance development and pre-event camps linked to the national and international calendar</li> </ul>	<ul style="list-style-type: none"> <li>• High Performance camps included as part of fencer's preparation for pinnacle events</li> </ul>		
	<ul style="list-style-type: none"> <li>• Increased international competitive exposure – International tours</li> </ul>	<ul style="list-style-type: none"> <li>• Weapon specific tours, with appointed coach to FIE events, including training camps before and between events</li> </ul>	<ul style="list-style-type: none"> <li>• Increase competitive experience</li> <li>• Improved FIE rankings</li> <li>• Build team capability</li> </ul>		
High Performance access to resources	<ul style="list-style-type: none"> <li>• Provide access to external resources</li> </ul>	<ul style="list-style-type: none"> <li>• Explore access to regional or Sport NZ's facilities and other</li> </ul>	<ul style="list-style-type: none"> <li>• Access to resources</li> </ul>		

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
		support services such as gyms, physios, strength and conditioning programmes biomechanics, well-being and mental skills coaches	<ul style="list-style-type: none"> <li>Access to tailored programmes</li> </ul>		
	<ul style="list-style-type: none"> <li>Investigate funding options to assist programme or individual fencers</li> </ul>	<ul style="list-style-type: none"> <li>Apply for high performance grants</li> </ul>	<ul style="list-style-type: none"> <li>HPSNZ grant awarded</li> </ul>	<ul style="list-style-type: none"> <li>National Funding &amp; NSO Partnerships Officer</li> <li>Development Officer</li> </ul>	Ongoing

### C. Athlete Education

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Online athlete resources	<ul style="list-style-type: none"> <li>Online repository of athlete resources</li> </ul>	<ul style="list-style-type: none"> <li>Develop online resources e.g. rule clarifications</li> </ul>	<ul style="list-style-type: none"> <li>Easy to consume information to inform athletes and parents</li> </ul>		
		<ul style="list-style-type: none"> <li>Provide access to external resources through partners and Sport NZ alliances</li> </ul>	<ul style="list-style-type: none"> <li>Easy to consume, up-to-date list of resources available in one location</li> </ul>		
		<ul style="list-style-type: none"> <li>Create a knowledge bank of resources to assist athletes wanting to train and compete overseas</li> </ul>	<ul style="list-style-type: none"> <li>Club and contact information readily available</li> </ul>		

## Enable coaches, referees and officiators to be the best they can be

**Objective:** Ensure officiating and coaching development programmes support participation through to performance.

Achieve a high and consistent standard of coaching and officiating by fostering and encouraging a development pathway from local to international level.

### A. Working Together

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Organisation structure review	<ul style="list-style-type: none"> <li>Updated organisation's structure and responsibilities is relevant</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational structure to ensure it aligns with FeNZ's vision, and meets the communities' needs</li> <li>Review the role and objectives of the coaches, referees and officials' commissions to they are relevant, current and in line with FeNZ's strategy</li> </ul>	<ul style="list-style-type: none"> <li>Structure of the Commissions and supporting roles is athlete centric</li> <li>Roles and responsibilities are clearly defined and relevant</li> </ul>	<ul style="list-style-type: none"> <li>Coaching Commission</li> </ul>	Review in progress

### B. Development : Coach

**Objective:** The development of coaches is crucial, not only for their personal growth and career progression but also for directly influencing fencers' performance, shaping the training environment, and fostering the overall growth of the sport. This ensures that fencers receive the guidance and support they need to reach their full potential.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Coach Development	<ul style="list-style-type: none"> <li>Coach development pathway</li> </ul>	<ul style="list-style-type: none"> <li>Provide coaches with a development pathway</li> <li>Create and socialise a development pathway from local to regional, national, Oceania, and international levels.</li> </ul>	<ul style="list-style-type: none"> <li>Establish coaching pathway</li> </ul>	<ul style="list-style-type: none"> <li>Coaching Commission</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
	<ul style="list-style-type: none"> <li>Coach development and education</li> </ul>	<ul style="list-style-type: none"> <li>Create centralised online resources</li> <li>Inform and promote professional education and development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Information is available to all coaches</li> </ul>	<ul style="list-style-type: none"> <li>Coaching Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Create a national accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement standardised tiered 'certification' starting at a local (beginners) level</li> <li>Annual delivery of level 1 coaching course</li> </ul>	<ul style="list-style-type: none"> <li>Standardised accreditation</li> <li>increase of coaches from club level</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Coaching Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Strengthen coaching expertise</li> </ul>	<ul style="list-style-type: none"> <li>Implement training and formal development programme</li> <li>Provide opportunities for national coach training and mentoring</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		

## C. Development : Referee

**Objective:** The development of referees is essential, not only for their personal growth and career progression but also to ensure fair play, maintain the integrity of the game, and enhance the overall experience for fencers and spectators at competitions.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Referee Development	<ul style="list-style-type: none"> <li>Referee development pathway</li> </ul>	<ul style="list-style-type: none"> <li>Provide referees with a development pathway</li> <li>Create and socialise a development pathway from local to regional, national, Oceania, and international levels.</li> </ul>	<ul style="list-style-type: none"> <li>Establish referee pathway</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
	<ul style="list-style-type: none"> <li>Referee development and education</li> </ul>	<ul style="list-style-type: none"> <li>Create centralised online resources</li> <li>Inform and promote professional education and development opportunities</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Information is available to all referees</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Create a national accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement standardised tiered 'certification' starting at a local (beginners) level</li> <li>Annual delivery of a referee's course</li> </ul>	<ul style="list-style-type: none"> <li>Standardised accreditation</li> <li>increase of referees from club level</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Increase number of referees</li> </ul>	<ul style="list-style-type: none"> <li>Provide referee development courses and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Provide a referee course annually.</li> <li>Increased number of referees.</li> <li>Increased number of nationally accredited referees</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Strengthen referee expertise</li> </ul>	<ul style="list-style-type: none"> <li>Implement training and formal development programs</li> <li>Provide opportunities for national referee training and mentoring</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		

## D. Development : Officiators

**Objective:** The development of the various Officiating roles is essential not only for their personal growth and career progression but to also ensure the fair and smooth execution of a competition. Officiators contribute significantly to the overall experience for fencers and spectators at competitions.

For the purpose of this section 'Officiators' include but are not limited to: DT, Floor control, tech support, competition scheduling and planning. Not all initiatives apply to each role.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline	
Development of Officiators	• Officiators development pathway	• Provide development pathways	• Establish pathway	• Officiating Commission		
		• Create and socialise a DT development pathway from local to regional, national, Oceania, and international levels	• Increase in DTs qualified to run National competitions • Increase in DTs eligible for international competitions	• Officiating Commission		
	• Officiators development and education	• Create centralised online resources	• Inform and promote professional education and development opportunities	• Investigate funding options	• Information is available to all officials	• Officiating Commission
		• Create a national accreditation process	• Create and implement standardised tiered 'certification' starting at a local (beginners) level	• Standardised accreditation • increase of officials from a regional level	• Clubs • Regions • Officiating Commission	
• Foster pride	• Implement internationally recognised protocols at national tournaments	• Standardised gear requirements	• Clubs • Regions • Officiating Commission	• 2025		

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
			<ul style="list-style-type: none"> <li>Podium protocols enforced at all National events</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Committee</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Completion Feb 2025</li> </ul>
	<ul style="list-style-type: none"> <li>Increase number of Officiators</li> </ul>	<ul style="list-style-type: none"> <li>Provide development courses and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Provide an annual course</li> <li>Increased number of officials</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Strengthen expertise</li> </ul>	<ul style="list-style-type: none"> <li>Implement training and formal programs (DT, tech support, floor support)</li> <li>Provide opportunities for national training and mentoring (as appropriate : DT, tech support, floor support)</li> </ul>	<p>As appropriate:</p> <ul style="list-style-type: none"> <li>Annual workshop / seminar</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop tournament management capability</li> </ul>	<ul style="list-style-type: none"> <li>Upskill members of the fencing community on how to run competitions</li> <li>Hold regional workshops</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable resource pool</li> <li>Workshops held</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> </ul>	

## E. Ranking System and Representative Selection Policy

**Objective:** The fencers ranking system needs to be relevant to today's environment and contain up-to-date information as it provides a clear framework for assessing performance, motivates fencers to improve, and fosters healthy competition, ultimately contributing to the overall growth and success of fencing in New Zealand.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Ranking system	<ul style="list-style-type: none"> <li>Review the ranking system to ensure it meets today's needs</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement</li> <li>Investigate other countries systems</li> </ul>	<ul style="list-style-type: none"> <li>A relevant ranking system that is:               <ul style="list-style-type: none"> <li>Current</li> <li>Accurate</li> <li>Easy to access and navigate</li> <li>Assists with representative selections</li> </ul> </li> </ul>		2024 / 2025: Review underway
Selection policy	<ul style="list-style-type: none"> <li>Update existing policy :               <ul style="list-style-type: none"> <li>Relevant</li> <li>Non-ambiguous</li> <li>Aligns with FeNZ's strategy and vision</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Investigate other countries systems</li> <li>Ensure policy is relevant to current climate</li> <li>Ensure election criteria to align with the development programme initiatives and national squads or teams</li> </ul>	<ul style="list-style-type: none"> <li>Relevant, non-ambiguous selection policy</li> <li>Promotes development</li> </ul>	Rankings officer	2024 / 2025: Review underway

## Focus Area: Calendar and Events Support Development

Success starts at home. Ensure Fencing New Zealand runs cohesive, high quality, fit for purpose events including the National Championships that support the international calendar to ensure fencers have the optimal lead in to international events including Asian and World Championships.

This focus area supports the focus areas 'Be the best you can be' and 'Grow membership'.

### A. National Calendar

**Objective:** The national calendar should be aligned to support our athletes, allowing them to peak for pinnacle events while also providing social, developmental, and competitive opportunities for the rest of the community.

**Core Goals:** Grow Membership. Retention. High Performance Programme. Referee Development. Officiating Development.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
<b>National calendar</b>	<ul style="list-style-type: none"> <li>Deliver a calendar that supports athlete development</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Officiating Committee and regions to:               <ul style="list-style-type: none"> <li>Schedule events to provide alignment with major international competitions to aid fencer's preparation</li> <li>Schedule doesn't impact fencers competing at pinnacle international competitions</li> <li>Provide optimum events for fencers competing domestically</li> <li>Inclusion of National camps</li> </ul> </li> <li>Regions align events to coincide and led into Regional and National competitions</li> </ul>	<ul style="list-style-type: none"> <li>Provide an optimal lead up to key international competitions (Australian youth/U17/U20/Open champs, Junior and Senior Asian / World champs)</li> <li>Provide quality events that are development focused</li> <li>Overall calendar is fencer-centric</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> <li>Development Officer</li> <li>Regions</li> <li>Officiating Commission</li> </ul>	<ul style="list-style-type: none"> <li>2025/2026</li> <li>Calendar review in progress</li> </ul>

## B. Competitions

**Objective:** Well-run, participant-centric, engaging competitions are essential as they not only enhance the athlete experience by ensuring fair play and organization, but also promote the sport's credibility, attract participants (fencers, officials, referees), and engage spectators. Information learned locally is carried through to international events.

**Core Goals:** Grow Membership. Retention. High Performance Programme. Referee Development. Officiating Development. Coach Development

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Regional events	<ul style="list-style-type: none"> <li>Participant-centric competitions that are engaging while also supporting the needs of experienced fencers</li> <li>Events used for regional development</li> </ul>	<ul style="list-style-type: none"> <li>Work with regions to deliver participant-centric competitions</li> <li>Work with regions to deliver sustainable regional development</li> <li>Centralised resources:               <ul style="list-style-type: none"> <li>Tournament structure</li> <li>Development resources (leverage centralised resources for fencers, officials, referees)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased participation</li> <li>Continual development of officials and referees at a regional level</li> <li>Fencers and officials and supporters gain knowledge about competition protocols and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Regions</li> </ul>	
National calendar	<ul style="list-style-type: none"> <li>Participant-centric competitions</li> <li>Events used for national development</li> </ul>	<ul style="list-style-type: none"> <li>Deliver participant-centric competitions</li> <li>Deliver sustainable national development</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation</li> <li>Knowledge gained at a regional level is displayed at national competitions enabling competitions to run smoothly</li> </ul>		
National competitions	<ul style="list-style-type: none"> <li>Strengthen National competitions</li> </ul>		<ul style="list-style-type: none"> <li>Increased participation</li> </ul>		

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
	<ul style="list-style-type: none"> <li>• Optimise tournament experience</li> <li>• Expand the national calendar to include U13 competition</li> </ul>				
Officiating and referring standards	<ul style="list-style-type: none"> <li>• Achieve a high and consistent standard of refereeing and officiating</li> </ul>	<p>Development at regional and national levels</p> <p>Mentoring</p>	<ul style="list-style-type: none"> <li>• Sustainable level of accredited officials and referees</li> </ul>	<ul style="list-style-type: none"> <li>• Officiating Commission</li> <li>• Development Officer</li> </ul>	
Foster pride	<ul style="list-style-type: none"> <li>• Educate and foster pride</li> </ul>	<ul style="list-style-type: none"> <li>• Define and implement standard protocols at regional and national competitions</li> <li>• Continue to inform and educate overseas etiquette and code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>• increased knowledge of competition protocols across the fencing community</li> <li>• Improved podium standards</li> </ul>	<ul style="list-style-type: none"> <li>• Officiating Commission</li> </ul>	In progress

## Focus Area: Administration

### A. Fencing Community Database

While not strictly a part of the development plan, the fencing community database serves as an accessible resource for specific groups within the community and is essential for securing funding opportunities.

**Objective:** A centralised database is essential for a sustainable fencing community, as it centralises information about members, clubs, and events, facilitating effective communication, targeted outreach, and informed decision-making that supports growth and engagement.

**Core Goals:** Grow Membership. Retention. Administration.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Centralised membership database	<ul style="list-style-type: none"> <li>Centralise management and admin of membership                             <ul style="list-style-type: none"> <li>Fencers</li> <li>Clubs</li> <li>Coaches, including accreditations and police checking</li> <li>Referees, including accreditation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>National membership system (sporty)</li> <li>Centralised system</li> </ul>	<ul style="list-style-type: none"> <li>Leverage data to improve governance, development, and funding initiatives</li> <li>Published up-to date data of affiliated club and coaches</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Regions</li> <li>FeNZ Administrator</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Notification of event, and or opportunities</li> </ul>	<ul style="list-style-type: none"> <li>National database includes opt-in to relevant news (including but not limited to events, camps, calls for nominations)</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness among the fencing community of upcoming events and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>FeNZ Administrator</li> <li>FeNZ Secretary</li> </ul>	6 months
	<ul style="list-style-type: none"> <li>Automatic reminders of non-existent or expiring Police checks</li> </ul>	<ul style="list-style-type: none"> <li>Centralised system</li> </ul>	<ul style="list-style-type: none"> <li>Confidence in accredited coaches supporting clubs and appointed to camps and tours</li> </ul>	<ul style="list-style-type: none"> <li>FeNZ Administrator</li> </ul>	

## B. Safe Environment

**Objective:** Encourage a Culture of Safety Awareness. Providing a safe environment is vital as it empowers all members of the fencing community to recognise and address potential risks, fostering a collective commitment to safety and well-being within the community.

**Core Goals:** Administration. Foster an inclusive Community. Education

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Provide a safe fencing environment	<ul style="list-style-type: none"> <li>Foster a safe and inclusive environment for athletes</li> </ul>	<ul style="list-style-type: none"> <li>Implement relevant and recognised practices that protect all members from abuse and harm,</li> <li>Work with clubs/regions to develop and improve health and safety practises, where required</li> <li>Ensure all coaches, officials and volunteers annually complete the appropriate training</li> </ul>	<ul style="list-style-type: none"> <li>Safe, positive and productive fencing community</li> <li>All members of the fencing community can participate with confidence and security.</li> <li>Register of annual training modules completed</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Welfare officer</li> <li>FeNZ Administrator</li> </ul>	
	<ul style="list-style-type: none"> <li>Maintain safe sports best practices</li> </ul>	<ul style="list-style-type: none"> <li>Promote athlete well-being, safety, and fair treatment</li> <li>Maintain and circulate safe sport policies and procedures in line with New Zealand rules and regulations utilising established resources e.g. Sparc</li> </ul>	<ul style="list-style-type: none"> <li>Safe, positive and productive fencing community</li> <li>Club and national policies and procedures are aligned with national bodies</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Welfare officer</li> </ul>	
	<ul style="list-style-type: none"> <li>Provide confidential channels for support</li> </ul>	<ul style="list-style-type: none"> <li>Provide a communication channel. Be an advocate for the needs of members.</li> </ul>		<ul style="list-style-type: none"> <li>Athletes commission</li> <li>Welfare officer</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
		<ul style="list-style-type: none"> <li>Explore options for health and wellbeing framework for athletes</li> </ul>			
	<ul style="list-style-type: none"> <li>Effective complaints process</li> </ul>	<ul style="list-style-type: none"> <li>Secure, confidential, timely process</li> </ul>	<ul style="list-style-type: none"> <li>Timely responses</li> <li>Supports all members of the fencing community</li> </ul>		

## Safe Environment - Educate Athletes

**Objective:** Educating fencers about safety awareness is essential, as it not only helps them recognise potential hazards but also empowers them to take proactive measures that protect themselves and their peers, ultimately fostering a safer and more supportive training environment.

**Core Goals:** Administration. Education

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Drug Free Sport (anti-doping) education available to all members of the fencing community	<ul style="list-style-type: none"> <li>Increase awareness of responsibilities around anti-doping</li> </ul>	<ul style="list-style-type: none"> <li>Targeted campaigns for fencers, coaches and officials</li> <li>Workshops</li> <li>Guest speakers</li> </ul>	<ul style="list-style-type: none"> <li>Register of courses completed</li> </ul>	<ul style="list-style-type: none"> <li>Officiating Commission</li> <li>Coaches Commission</li> <li>Welfare Officer</li> <li>FeNZ Administrator</li> </ul>	
Mandatory training for tour participants	<ul style="list-style-type: none"> <li>Training/compliance modules required for tour participants</li> </ul>	<ul style="list-style-type: none"> <li>Mandated courses completed before each tour by fencers, officials and parents</li> <li>National register kept of all training modules completed</li> </ul>	<ul style="list-style-type: none"> <li>Increased knowledge leads to smarter decisions</li> </ul>	<ul style="list-style-type: none"> <li>Welfare Officer</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Ongoing</li> </ul>

## Focus Area: Build Profile of Fencing in the Community

### A. Communications within the Fencing Community

**Objective:** Establishing a centralised location for notifications and communications is crucial, as it ensures that all members of the fencing community know where to access important updates, resources, and events, fostering transparency and engagement across the sport.

**Core Goals:** Build Profile of Fencing. Grow Membership. Retention.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
One place for all notifications	<ul style="list-style-type: none"> <li>Increase national awareness of activities, events and opportunities and within the New Zealand fencing community</li> <li>Fencing community know where to go for information rather than looking at numerous sites</li> </ul>	<ul style="list-style-type: none"> <li>Establish a central location for all official FENZ notifications to be posted</li> </ul>	<ul style="list-style-type: none"> <li>Broader visibility</li> <li>Increased engagement</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>FeNZ Administrator</li> </ul>	

### B. Communication and Interactions with Schools

Frequent and effective communication with schools is vital for keeping the sport of fencing at the forefront, as it increases engagement, builds interest among students, and creates opportunities for collaboration that can lead to participation and growth in the sport.

**Core Goals:** Build Profile of Fencing. Grow Membership. Retention.

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Improve interactions promoting awareness	<ul style="list-style-type: none"> <li>Increase and improve communications with schools at a regional and national level. Sharing successes</li> </ul>	<ul style="list-style-type: none"> <li>Notify schools about regional, national and international results</li> </ul>	<ul style="list-style-type: none"> <li>Individual and team recognition of results</li> <li>Recognition of representative selection</li> </ul>	<ul style="list-style-type: none"> <li>Region</li> <li>Secretary / Development Officer (national and</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
		<ul style="list-style-type: none"> <li>Notify schools of representative selection for international events</li> <li>Promote secondary school events</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of fencing as a recognised sport</li> </ul>	<ul style="list-style-type: none"> <li>international recognition)</li> </ul>	
	<ul style="list-style-type: none"> <li>Align with school curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Offer courses that align with the curriculum</li> <li>Supporting centralised resources to provide programmes</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Inclusion/growth of fencing in school curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Clubs</li> <li>Regions</li> <li>Development Officer</li> </ul>	

## C. Increase Visibility

**Objective:** Increase the visibility of fencing through targeted marketing, community engagement, and showcasing the achievements of athletes to grow the fencing community.

**Core Goals:** Build Profile of Fencing. Grow Membership

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Celebrate our successes	<ul style="list-style-type: none"> <li>Recognising success encourages others.</li> </ul>	<ul style="list-style-type: none"> <li>Post results on social media</li> <li>Create a 'wall of success'</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness</li> </ul>	<ul style="list-style-type: none"> <li>Regional</li> </ul>	
Raise awareness in the community that fencing is an exciting, accessible, and competitive sport for all age groups	<ul style="list-style-type: none"> <li>Engage with School Sport New Zealand and regional College Sport websites</li> <li>Build social media presence</li> </ul>	<ul style="list-style-type: none"> <li>Engage with : <ul style="list-style-type: none"> <li>School Sport New Zealand (NZSSC)</li> <li>College Sport (or equivalent)</li> </ul> </li> <li>Identify opportunities for social coverage</li> <li>Build plan to keep fencing top of mind on social platforms</li> </ul>	<ul style="list-style-type: none"> <li>Regional membership to College Sport</li> <li>Showcase results</li> <li>Increased and sustained coverage on social platforms</li> </ul>	<ul style="list-style-type: none"> <li>Regions</li> <li>Development Director</li> <li>Clubs</li> <li>Regions</li> <li>FeNZ</li> </ul>	

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
		<ul style="list-style-type: none"> <li>• Repost or link to article on FeNZ Social Media channels</li> <li>• Review and update the FeNZ website six monthly and update content as the need arises.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in membership due to social campaigns</li> </ul>		
	<ul style="list-style-type: none"> <li>• Build awareness through news articles which highlight the sport as well as its successes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities for external media coverage</li> <li>• Promote events and results across traditional and social platforms</li> <li>• Regularly publish quality news and event promotions to FeNZ's digital channels (email, website, social media presence).</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility of achievements and upcoming events</li> <li>• Newsletters are published with regular cadence and posted on social platforms.</li> <li>• Increase social media presence and publish regular updates.</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs</li> <li>• Regions</li> <li>• FeNZ</li> </ul>	

## D. Foster Relationships

**Objective:** Building relationships within the community and with key organisations—including schools, community groups, national bodies, and local media—is vital for raising awareness and promoting the growth of fencing in New Zealand. This approach fosters collaboration, inclusivity in initiatives, and creates a supportive network that encourages participation and interest in the sport.

**Core Goals:** Build Profile of Fencing. Grow Membership

Initiative	Objective / Outcome	How	Success is...	Key Stakeholders	Timeline
Foster relationships	<ul style="list-style-type: none"> <li>Build relationships with key organisations who can promote and, or assist FeNZ and its athletes or provide funding solutions</li> </ul>	<ul style="list-style-type: none"> <li>Create a targeted list of organisations</li> <li>Engage with targeted organisations periodically (includes Sport New Zealand, HPSF, Olympic Solidarity, NZOC, Oceania Fencing Committee, Commonwealth Fencing Federation, FIE)</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness</li> <li>Inclusion in initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Region</li> <li>National Finding and NSO Partnerships Officer</li> </ul>	Ongoing