



Scottish
Fencing 

STRATEGY

2017-2021

 LOTTERY
FUNDED | sportscotland

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INTRODUCTION



The last 4 years have been both very exciting and very challenging for Scottish Fencing. We set ourselves some very ambitious targets based on doubling our membership and growing our coaching resource significantly. That we delivered these targets despite some resource challenges during the cycle is testament to the dedication of both our staff and the loyal volunteers who are the lifeblood of our sport.



Fencing continues to grow and thrive with a record number of members and clubs operating in Scotland. We have our first dedicated fencing centre operational and the prospect of more to come. Plastic fencing (as we predicted 4 years ago) has proved to be an invaluable tool and is the vehicle that is letting hundreds of children every month try our sport for the first time.

The sport's profile has never been higher; Richard Kruse was desperately close to winning Team GB's first medal of the Games in Rio but still finished 4th and delivered the best Olympic performance by a GB fencer since 1964 (and exceeded our UK Sport target for Rio).

In the strategy that we present for the next 4 year funding cycle we can see our focus needs to be on helping our clubs to develop and flourish and produce the next generation of great Scottish fencers. And we have never been better prepared to deliver this strategy. We have a great team led by our new CEO and are working closer than ever with British Fencing.

We are extremely excited about what 2017-21 holds for fencing in Scotland.

Chris Hyde, President

VISION, MISSION & VALUES

Our Vision

Scottish Fencing, through its work in partnerships with clubs, coaches, athletes and volunteers is the promoter and driver of an **ambitious, sustainable and successful fencing community in Scotland.**

Our Mission

- To work with our clubs and the fencing community to develop an excellent network of strong clubs
- To motivate and equip coaches, officials and volunteers with the skills and knowledge to play their role to the full in the fencing community
- To help recruit newcomers into the sport and to support clubs and coaches to retain fencers
- To create a performance pathway such that fencers are fully supported in achieving their maximum potential and excellence

Our Values

As an Associated Body of British Fencing, we share core values of **Honesty, Respect and Excellence.** The Board and Executive of Scottish Fencing will address our vision and implement our strategic plan, displaying and maintaining those core values. We shall be open and honest with each other, with our community, our partners and stakeholders and we shall be ambitious and challenging in order to succeed in our mission.



Our Governance - A Robust Organisation

Scottish Fencing has grown rapidly over the last cycle and the Board has recognised, and acted upon, the need to grow with it. The Board's role has changed and continues to change. Our aim is to create and maintain a robust organisation and to provide strong leadership and we constantly strive to monitor and improve our standards and practices of good governance according to the principles of **sportscotland's** new Governance Framework.

Equality – An Organisation that wants fencing to be experienced and enjoyed by all

Scottish Fencing is committed to meeting the Preliminary Level of Equality Standard and will have a practical and robust Action Plan in place by the end of its current funding period. A crucial element of the plan will be to work with the leading people (the coaches, officials and volunteers) and with the clubs to ensure that adequate training, education, examples of good practice and models of policies and their implementation are widespread in the Scottish fencing community, in order actively to promote the sport and to make it accessible to all. Throughout the next funding period, Scottish Fencing will work towards achievement of the Intermediate Level of Equality Standard.

Our values, our standards of governance and our commitment to equality will pervade all our practical strategic objectives presented in this plan.

THE LAST 4 YEARS

The last four year cycle has seen unprecedented success for Scottish Fencing in many areas.

Membership has almost doubled. Scotland has led the way in developing and implementing “**Plastic fencing**” successfully to attract Scottish youngsters into the sport. Scottish senior fencers had **their most successful Commonwealth Championships ever**, winning more gold medals in 2014 than had been achieved in total in all the previous Championships combined. For the last **3 years Under 15 and Under 13 squads have been selected** through a dedicated competition series and have represented Scotland (with some success) at “Challenge Wratislavia” in Poland which is the largest international youth fencing event in the world. **A new Scottish coach education system has been developed** and is being used. One Scottish fencing club now has their own dedicated premises and there are more planned. **Scottish fencers achieved new heights** of international success with Keith Cook winning a European Bronze medal in 2013 and Richard Kruse achieving 4th place at the Rio Olympics – **the best British result for 52 years.**

The main focus of Scottish Fencing through its last two funding cycles (2010-14 and 2013-17) has been on growth. In the present (2013-2017) cycle financial support from the National Lottery and the Scottish Government through **sportscotland** has enabled the expansion of the organisation to include employment of a National Development Officer. This has allowed the implementation of programmes addressed at increasing both the number of fencers in Scotland and the number of coaches. These initiatives have been very successful. By March 2016 membership had exceeded 1,100 and over 90 coaches had been qualified at introductory level (“Ready Steady Fence”), Level 1 or Level 2. By March 2017 it is anticipated that SF will have achieved its target of 1,500

members. Whilst these successes are most welcome it is also crucial to analyse these successes in order to inform the proposed strategy for 2017-21.

The most important lesson to take from the previous cycle is that growth is achievable (given sufficient targeted resources and effort) but achieving sustainable growth is much more challenging. We have found that it is relatively easy to harness the enthusiasm of eight and nine year olds and to engage them with fencing activities. However, it is much harder to retain that interest to convert them to longer-term club fencers and members of Scottish Fencing. In the same way, encouraging school teachers, youth leaders and inexperienced fencers to undertake relatively simple training and achieve qualifications in instructing simple fencing activities can easily be done - but retaining coaches and supporting their professional development to the point where they can produce and develop true performance fencers is a much greater challenge.

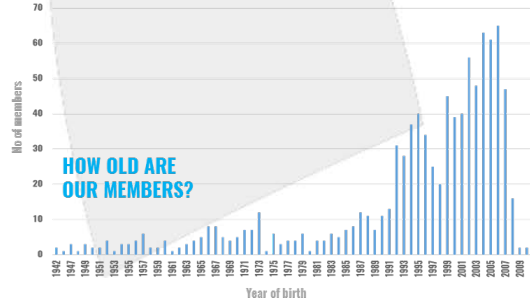
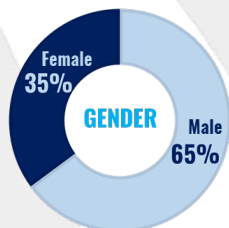
Of course, Scottish Fencing is not alone in reaching these conclusions – they represent some of the most important issues faced by fencing organisations across Great Britain and the rest of the world. Nevertheless, recognition, acknowledgement and analysis of these challenges is key to defining a long term approach to fencing in Scotland. Our proposed strategic plan for 2017-21 is driven by the principle of **achieving sustainable growth, improved quality and performance success.**

OUR SPORT TODAY

PEOPLE

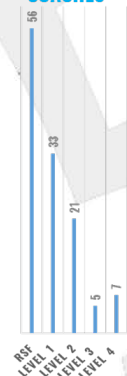
MEMBERSHIP

1100
MEMBERS



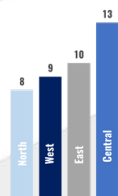
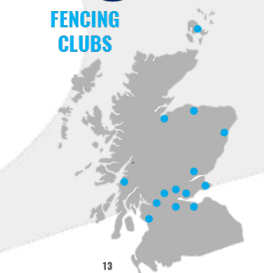
COACHES

122
TRAINED COACHES



PLACES

40
FENCING CLUBS



1
DEDICATED FENCING CENTRE

PROFILE

SOCIAL MEDIA



1152
Active followers on Facebook



2215
Active followers on Twitter



5000
Unique views per week on SF website

TOP FENCER



RICHARD KRUSE



1 1
World Cup Medals 15/16 Season

3RD
World Ranking

World Cup Medals 15/16 Season

World Ranking



People watched Richard Kruse's Rio 2016 medal match on BBC1



EXECUTIVE SUMMARY

The Basis for the Plan

The strategic plan has considered our current position and the experience and outcomes of the last strategic period. It is governed by our overall Vision and Mission and is regulated by our values. It is also informed by a formal consultation exercise with members, clubs and parents (see Appendix on page 25) and informal consultation with senior coaches in Scotland. We have also used background material from various surveys obtained by British Fencing.

The framework of our plan for 2017-2021 mirrors that of sportscotland's own plan in that:

We focus our plan on the enablers of our mission:

PEOPLE

the athletes, coaches, officials and volunteers; staff and board of Scottish Fencing; partner bodies

PLACES

clubs, squads, Scottish Fencing Academy

PROFILE

the image and perception of the fencing community both within and out with the community

And the outcomes are measured in terms of:

PARTICIPATION

more fencers, wider opportunities for participation, higher retention rate, more coaches, more volunteers

PROGRESSION

stronger clubs, better fencers, better coaches

Strategic Objectives 2017 -2021

Our plan will address four Strategic Objectives...

1. A NETWORK OF STRONG CLUBS

Meeting the needs of all fencers at all levels

2. SUSTAINABLE MEMBERSHIP GROWTH

Growing at a rate that is sustainable

3. A PERFORMANCE DEVELOPMENT PATHWAY

A rational, transparent and well understood route for fencers to attain performance level

4. A WORLD CLASS COACH RESOURCE

A complete, world-class coach education pathway, recognised and endorsed as formal vocational qualifications

1. A NETWORK OF STRONG CLUBS

Why Strong Clubs?

Clubs provide almost all access to fencing in Scotland. We have 26 “Open” clubs, 6 School clubs and 8 university clubs. Whereas Scottish Fencing provides some training, sparring, coaching and development activities through the Scottish Fencing Academy activities, almost all of a member’s fencing time is spent fencing and working in their clubs.

We need strong clubs...

- 🔊 to introduce beginners to the sport
- 🔊 to make fencing fun so all fencers want to stay in the sport
- 🔊 to support all fencers’ improvement and progression in the sport
- 🔊 to provide high quality instruction and coaching for all levels
- 🔊 to provide a good venue for training and sparring
- 🔊 to nurture and develop talent where it is evident and support fencers with the ability and motivation to become performance fencers
- 🔊 to provide opportunities for staff, officials and volunteers to develop and deliver their skills and for this to be appreciated and rewarded

We also need all clubs...

- 🔊 to be safe
- 🔊 to have good welfare practices
- 🔊 to be well managed
- 🔊 to be ambitious

Why a Network?

Fencers cannot develop and progress in isolation. All fencers, be they beginners, recreational or top performance athletes, need varied sparring opportunities, visible role models and examples of good technique and practice and regular coaching at an appropriate level. Few clubs can offer all resources to suit all fencers at all (6) weapons.

Whereas there is a natural tendency for clubs to be self-centred and protective of their fencers, their resources and their reputations, it is clear that Scotland is too small to sustain a large number of clubs which are all highly successful in all aspects of fencing. We need clubs to recognise their strengths and their constraints; and to build upon their strengths and to collaborate with other clubs in order to provide the best offering to fencers. They may, for example, be specialist youth development clubs, specialist single weapon clubs or dedicated recreational adult clubs. All will play an important role on the fencing landscape in Scotland. It is crucial that clubs strive for excellence in their own speciality and that the resulting fencing community in Scotland is a network of excellent, well-managed components which can work together.

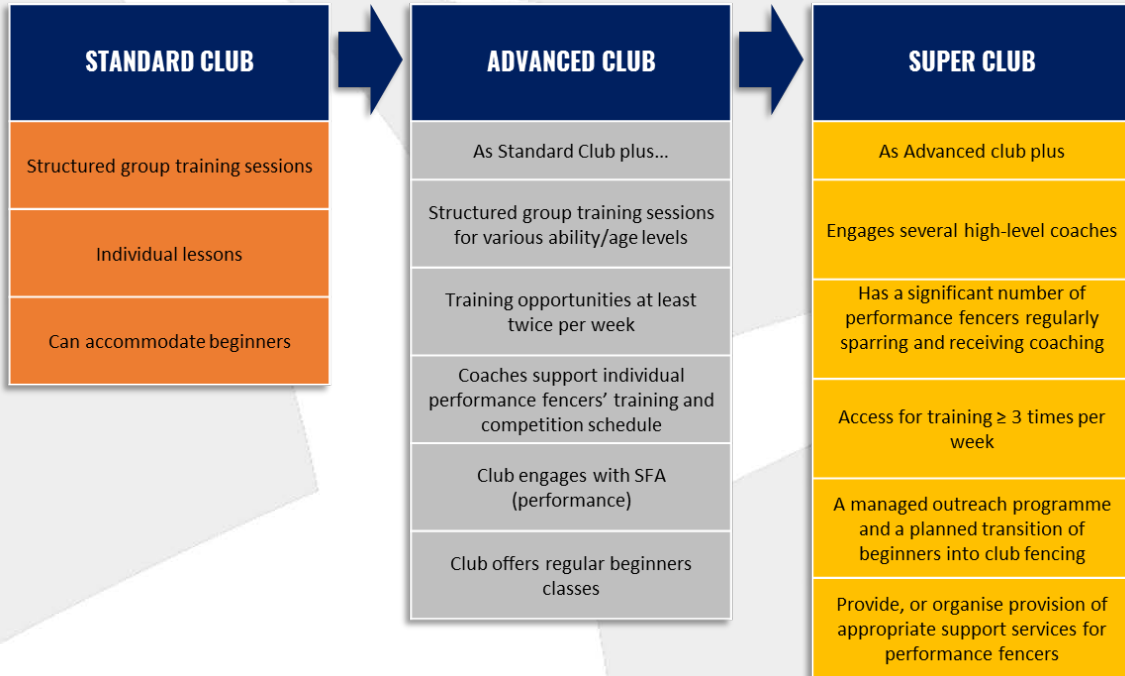
Fencing in Scotland may also be constrained by inadequate provision of clubs – or clubs with appropriate offerings – in some geographical areas. Whilst Scottish Fencing is limited in the extent to which it can actively seek to redress any weaknesses directly, it can nevertheless identify areas of weakness and work with third parties such as schools, local partnerships, Active Schools and so on, to identify ways and resources to address the challenge of adequate supply.

Swordmark Scotland

Scottish Fencing has designed a club quality standard scheme “Swordmark Scotland” which will be the principal toolbox for the NDOs to help clubs develop their own plans and business models and to work

with them to achieve defined standards in the areas of Safety, Welfare, Management and Fencing Programmes.

The scheme was piloted with a representative number of clubs in the first half of 16-17 and the final version of the scheme has recently been launched. Its structure is summarised below:



Where are we now?

At present, Scotland has fencing clubs which have evolved on an entirely *ad hoc* basis. In general, their progress and development has been driven by individual coaches and Scottish Fencing has had little impact on the present shape and state of clubs.

Not all clubs have evolved in the same way; we have some clubs which have grown by attracting young fencers and beginners whereas other clubs – in particular in University towns and cities – have grown around adult and experienced fencers.

There is a significant mismatch between the distribution of fencing clubs in Scotland and the demographic profile. Surprisingly, there are thriving clubs in areas of quite disperse population (e.g. in Orkney & Shetland) but there are also areas which offer opportunities for more fencing activity.

The challenge for Scottish Fencing

As membership has grown, Scottish Fencing must now shift its focus from individuals (fencers, coaches) to clubs, recognising their importance as the prime delivery mechanism for all aspects of the sport. We need to help strengthen all member clubs, ensuring that they are fit for purpose. We shall do this through application by our two NDOs working closely with all clubs to implement our new club quality scheme – “Swordmark Scotland”.

We also need to help and encourage clubs to strengthen and extend their activities in areas which are of general benefit to the fencing community in Scotland. We need clubs to collaborate – for example, some may best serve as feeder clubs to larger clubs, or clubs with good performance fencing and coaching, whereas some clubs may specialise in providing good recreational fencing with appropriate events and

activities for their client base. Our NDOs will work with the clubs, helping them to identify their particular competitive strengths, and will help them develop and implement plans for growth in their chosen areas.

Through the experiences of Scottish fencers and coaches who have worked with strong clubs in highly successful fencing countries (specifically Italy and France) we have established strong links. We can use these links to conduct a comparative study of the operating and business models of those clubs and disseminate that knowledge as appropriate to clubs in Scotland; in order to infer new ideas and examples of good practice that are not common in British clubs.

We shall also consider how the current club structure supports the current demand and the future opportunity for fencing in Scotland. If significant areas of under-supply are identified, Scottish Fencing will work with local partners and other actors to encourage the development of fencing activity.

Where we will be in 2021?

- 📍 All “Open” clubs engaged with Swordmark Scotland
- 📍 Sustainable programmes, delivered by clubs, for recruitment of beginners to clubs
- 📍 Adequate coach resource in clubs with succession planning for coaches in place
- 📍 An evidence-based strategy for new club development and club expansion based on demonstrable need and opportunity
- 📍 Greater collaboration between clubs to gain mutual benefit
- 📍 Greater integration of university and school clubs in the Scottish fencing community

How will we get there?

Club support will be the main task of the two part-time NDOs.

They will...

- work closely with club staff and officials assisting and guiding the clubs through the various stages to achieve their target level of Swordmark Scotland
- assist with opportunity analysis, business planning identifying partners (Active Schools, Universities, Local Councils, Area Partnerships for example) and signpost funding opportunities
- assist with training needs assessment and, where appropriate, identify or provide (through SFA development activities) appropriate programmes of training
- work with the clubs (as necessary and appropriate) on the development of plans for fencer recruitment and retention (see also Strategic Objective 2, Sustainable Membership Growth)
- conduct a geographic/demographic analysis of club provision and highlight areas of most need or opportunity
- identify partners and actors to address opportunities

2021 targets

- All “Open” clubs accredited with Swordmark Scotland as “Fit for Purpose”
- Four or more accredited clubs with dedicated premises
- Four or more “Super” clubs with well-resourced performance programmes (age and ability adjusted appropriately)
- An established variant of Swordmark Scotland quality standard to accommodate University clubs and to integrate them more with the fencing community
- A fully developed scheme adjusted for appropriate collaboration and support of university fencing clubs



**STRONG CLUBS WILL PRODUCE THE
NEXT GENERATION OF WORLD CLASS
SCOTTISH FENCERS**

SCOTLAND'S FIRST DEDICATED FENCING CENTRE (Salle Ossian, Perth)

2. SUSTAINABLE MEMBERSHIP GROWTH

The opportunity

The 4 year operating period 2013-17 will be remarkable in that we anticipate a doubling of membership of Scottish Fencing over that period from slightly fewer than 700 to about 1,500. Without doubt, this remarkable achievement has relied mainly on the increased recruitment of primary age entrants to the sport, largely through “Plastic fencing”.

The plastic fencing initiative was started by a few semi-professional coaches who have developed niche markets in localised areas – mainly with co-operation or backing from Active Schools Partnerships. In some areas, it was possible to be paid for introductory courses and a few coaches now deliver such courses on a regular basis. In some cases these activities have been “Joined up” with clubs, where efforts are made to convert young beginners who have developed a taste for fencing through plastic classes into developing fencers, using standard equipment in club environments. These young fencers have been encouraged to join Scottish fencing so that they can enter competitions or “Jamboree” days of fencing experience.

Whilst highly encouraging, these efforts have been limited by a number of factors. First, there are only a few areas where local councils or Active Schools Partnerships will provide funds for these classes. Second, there are not enough skilled tutors who are in a position to deliver these programmes (typically, they are delivered immediately after primary

schools finish, or during school hours). Finally, the links with fencing clubs have not been fully exploited and the attrition rate of young fencers who enter the sport through this route is rather high. This is clearly a great opportunity which is not being sufficiently thoroughly exploited – and putting this right is a cornerstone of Scottish Fencing’s strategy for growth in the next four years. Ideally, Scottish Fencing would wish to employ a development coach to co-ordinate these activities, ensure, and where appropriate, deliver coach training and also deliver courses, competitions and other participation activities.

A further opportunity for growth is recruitment of adult beginners. “I’ve always fancied trying fencing” is a standard adult response when fencing is mentioned.

Along with the other Home Countries and British Fencing, Scottish Fencing has recently reviewed its membership system and has introduced new membership categories – specifically, a lower cost “Recreational” membership which does not require a full “Competition” licence – and Scottish Fencing will work with clubs to create “Recreational” events which will encourage adult beginners to continue to participate in enjoyable fencing activities to maintain their involvement in the sport.

What we have now

- Private-sector coaching of plastic/size 0 fencing in a few areas
- Limited co-ordination of that activity with clubs (only 2 clubs at present)
- Clear evidence of a strong market opportunity to recruit children to fencing through plastic/size 0 activities
- A developing understanding of how to retain/convert young fencers to club fencing
- A small number of clubs (possibly 2) offering regular adult beginner classes
- A large area of Scotland with no recruitment activities
- A trial Scottish Fencing club grant scheme (introduced Sept 2016) to encourage participation
- Year-on-year membership growth which is proving difficult to sustain with high attrition rates

By 2021 we shall have

- A wide geographical spread of competent tutors introducing fencing at primary school level
- A co-ordinated regional event structure for young beginner fencer activities (end of course competitions, events to introduce metal fencing, club welcoming events and so on).
- A sustainability policy implemented in clubs which operate their own recruitment programme
- Substantial increase in offerings of adult beginners classes
- Sustainable year-on-year membership growth
- Regular “Recreational” events

2021 Targets

- Membership of 2,000
- Regular club-led recruitment programmes for plastics/size 0 from at least 6 clubs
- Regular club-led adult beginner programmes in at least 6 clubs
- Steadily expanding clubs which are constantly building capacity and resources for planned growth

Sustainable Membership Growth – Tasks & Resources

TASK		RESOURCE
Devise and deliver a programme of plastic/size 0 fencing and “Come and try” sessions.	→	NDOs
Grant support programme marketing and management	→	NDOs, Programme grant
Deliver above programme	→	Specific grants to clubs/coaches from SF Delivered by semi-professional coaches
Club development to build capacity, collaboration with third party organisations (local councils, Active Schools, grant awarding bodies)	→	NDOs
Club development and growth	→	Clubs, external funding sources, membership fees

ATTRACT THE NEXT GENERATION OF FENCERS & RETAIN THEM

PLASTIC FENCING HAS PROVED HUGELY EFFECTIVE AT BRINGING NEW PEOPLE INTO OUR SPORT



3. A PERFORMANCE DEVELOPMENT PATHWAY

A rational, transparent and well-understood route for fencers to achieve their maximum performance level

Where we are at present

- There is no formal performance pathway in Scotland. To date, we have used an informal system to nurture talent through national initiatives, in order to get Scottish fencers selected as members of GB squads for U17 and U20 World Cups, selected as GB team members for major championships (Cadet and Junior Worlds and Europeans) and promoted to the GB Talent Programme and ultimately to the (senior) GB Podium or Podium Potential Pathway. We presently have one podium potential fencer and we had five fencers on the last manifestation of the British Fencing talent pathways (which have not been active for several months and are scheduled to be re-structured soon).
- We currently have four fencers supported by the Scottish Institute of Sport.
- Our focus has been on younger fencers. We promote a series of national selection competitions from which U13 and U15 squads are selected to represent Scotland in an annual individual international event in Wroclaw, Poland.

- We select an U18, 6-weapon squad to represent Scotland at the UK School Games – a home international event for individuals and teams.
- We send U17 and U20 squads to the Cadet and Junior Commonwealth Championship held every 3 years (next 2018)
- We send a squad to the senior Commonwealth Championships held every 4 years (next 2018)
- We run regular Scottish Fencing Academy (SFA) performance training events for aspiring performance fencers. This includes some teaching and demonstration of S&C principles, scenario and skills training and sparring.

Where we want to be in 2021

- A clear pathway, well-articulated and publicised, understood by all, along which developing performance fencers will progress
- Scottish age-group squads, managed by Performance Manager
- A fair, clear and transparent selection system for national teams and squads
- A developing performance environment of appropriate standard provided by a small number of “Super” clubs; including regular coaching, sparring, athlete support services with coach-led, individually-managed programmes for individual performance athletes
- Established Scottish Fencing Academy support for performance programmes including squad training and sparring as well as provision of regular monitoring of various performance attributes (e.g. S&C targets, mental toughness and so on) and reinforcement of performance ethos and behaviours including target setting

Performance – Tasks & Resources

TASK		RESOURCE
Define and publicise definitions of squads (will vary depending on age groups), making clear privileges and obligations associated with official squad membership.	→	Performance Manager (“PM”) (0.5 FTE), CEO and admin
Obtain “Buy in” from senior club coaches to squad concept	→	PM
Modify SFA (performance) activities with differentiation between squad participation and other performance fencers	→	PM
Design and develop appropriate monitoring schemes for squad, SFA performance	→	PM, SFA coaches, club coaches
Support squad members at individual level	→	Club coaches, SFA coaches, Squad coaches, cp ordained/ overseen by PM



PERFORMANCE AT THE HIGHEST LEVEL

RIO 2016 BRONZE MEDAL MATCH BETWEEN SCOTLAND'S RICHARD
KRUSE AND RUSSIA'S TIMOR SAFIN

4. A WORLD CLASS COACH RESOURCE

What we have now

Current coach resource

- 🔗 A small and dedicated group of highly-qualified coaches, supportive of Scottish Fencing
- 🔗 A small and very active group of L1 and RSF coaches working in collaboration with Scottish Fencing with “Come and try” and primary school introductory classes.
- 🔗 A large number of qualified (L1) coaches many of whom are not particularly active
- 🔗 Inadequate provision of L2/L3 coaches to underpin long-term development of quality performance fencers

A newly-completed database of all coach qualifications in Scotland, allowing us to identify areas of weakness and future needs. This has revealed:

- 🔗 Many qualified but inactive coaches
- 🔗 A need for development work with dedicated coaches, to support their progress through higher levels
- 🔗 A need for a high quality L3 training as the desirable minimum standard for coaches of performance fencers
- 🔗 No, or very limited succession planning by clubs

Ready Steady Fence tutor syllabus plus completed L1 and L2 course syllabuses with quality resources.

- 🔗 The result of three years development work; very good products with excellent multi-media supporting resources. These have been delivered to 110 candidates in an *ad hoc* manner.

A pilot L3 course and a Heads of Agreement with University of Stirling for UKCC-endorsed coach qualification at L4

By 2021 we shall have

A clear strategic approach to coaching in Scotland with a planned, evidence-based approach to education, CPD and deployment of coaches. This will require close collaboration with clubs, evaluating and responding to need and inspiring and supporting up-and-coming coaches at all stages, encouraging them and providing them with appropriate training and experience to meet their full potential.

2021 Targets

A complete coach education syllabus

- L1-L3 with full teaching resource material, UKCC or/and SQA vocational qualification endorsement
- “Ready Steady Fence” system with up-graded material and delivery packages
- L4 syllabus with UKCC-endorsed University of Stirling postgraduate diploma/MSc in Performance Sport Coaching

Qualified coach educators

- SF-defined technical qualification defined for levels 1 – 4
- sportscotland professional award in tutor training
- succession planning/targeting of potential candidates for coach educators (managed by NDO)

Professional Development provision for coaches

- Prescribed development scheme and evidence of coach experience required for transition L2 to L3 and for L3 to L4
- Working database and analysis of coach provision by club, allowing NDOs to work closely with clubs to ensure succession planning is in place.

External accreditation of Scottish Fencing’s coach education system

- Either: UKCC accreditation (only available to GB governing body – so depends on outcome of negotiations with British Fencing); or:
- SVQ accreditation

Improved image of Scottish Fencing coach education system

- Clearer presentation of system and pathway
- Well-publicised external accreditation and benefits
- Corporate branding
- Consistent quality of delivery

Coach Resource – Tasks & Resources

TASK		RESOURCE
Assessment of need	→	NDOs using national database and club support toolbox
Design of syllabuses	→	Programme funds - Sub-contracted to semi-professional coach (es)/coach educators Oversight by NDO/CEO and collaboration with British Fencing
Specification of coach educator requirements	→	NDO, with sportscotland resource
Management of educator accreditation	→	NDO
Planning and management of coach education courses and exams	→	NDO
Design and delivery of coach CPD	→	NDO Programme funds for workshop tutors Sub-contracted tuition by coaches/coach educators
Delivery of courses	→	Sub-contracted to coach educators
Management of programme	→	CEO
Oversight of progress	→	Director for Development



WORLD CLASS COACHING

A VITAL COMPONENT OF OUR ROUTE TO SUCCESS

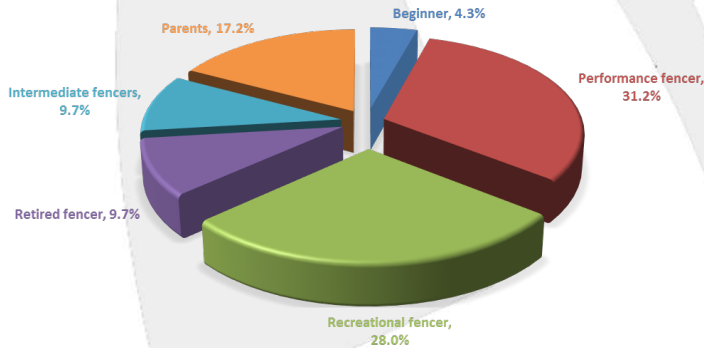
FINANCIALS

EXPENDITURE						INCOME						
	Year 1	Year 2	Year 3	Year 4	Cycle		Year 1	Year 2	Year 3	Year 4	Cycle	
Staff Costs +O/H + expenses												
Effective Organisation Staffing	52,151	52,660	53,173	53,692		Effective Organisation Staffing	0	0	0	0		
Development Staffing	35,132	35,444	35,760	36,078		Development Staffing	0	0	0	0		
Performance Staffing	21,813	22,007	22,202	22,399		Performance Staffing	0	0	0	0		
Sub total staff expenditure	109,097	110,110	111,135	112,169	442,510	Staff grant request	110,628	110,628	110,628	110,628	442,510	
Effective Organisation												
Administration	11,512	11,512	11,512	11,512		Administration (membership)	13,000	13,000	13,000	13,000		
Competition Organisation	8,688	8,688	8,688	8,688		Competition Organisation	7,200	7,200	7,200	7,200		
Sub total EO programme expenditure	20,200	20,200	20,200	20,200	80,800	Sub total, EO programme income	20,200	20,200	20,200	20,200	80,800	
Performance Programme												
SFA Events	4,050	4,050	4,050	4,050		SFA Events	3,600	3,600	3,600	3,600		
SFA camp	16,000	16,000	16,000	16,000		SFA camp	16,375	16,375	16,375	16,375		
Scotland Squads	16,500	111,500	16,500	16,500		Scotland Squads	16,500	111,500	16,500	16,500		
Scotland Squad Staff	6,700	20,700	6,700	6,700		Scotland Squad Staff		5,000				
						Performance programme grant request	9,025	9,025	9,025	9,025	36,100	
Sub total perf prog expenditure	43,250	152,250	43,250	43,250	282,000	Sub total, perf prog income	45,500	145,500	45,500	45,500	282,000	
Development Programme												
Fencer recruitment grants	6,000	6,000	6,000	6,000		Fencer recruitment grants	0	0	0	0		
SFA Development Days, Courses & Comps	19,855	19,855	19,855	19,855		SFA Development Days, Courses & Comps	13,355	13,355	13,355	13,355		
Direct Club Investment	2,000	2,000	2,000	2,000		Direct Club Investment	0	0	0	0		
Coach Education	13,400	13,400	13,400	13,400		Coach Education	4,950	4,950	4,950	4,950		
						Development programme grant request	22,950	22,950	22,950	22,950	91,800	
Sub total development prog expenditure	41,255	41,255	41,255	41,255	165,020	Sub total dev prog income	41,255	41,255	41,255	41,255	165,020	
Totals							Total income excluding grant	74,980	174,980	74,980	74,980	
						Grant requested	142,603	142,603	142,603	142,603	570,410	
Total Expenditure	213,802	323,815	215,840	216,874	970,330	Total income	217,583	317,583	217,583	217,583	970,330	

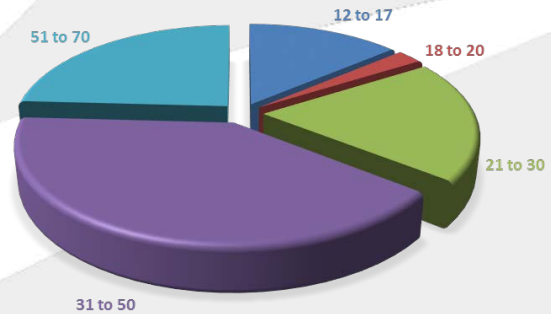
APPENDIX – MEMBER SURVEY

We consulted our membership with using an online survey in July 2016. We had 91 responses which represents just under 10% of our membership.

Firstly we asked them to describe themselves in terms of their role within the fencing community and their age.



ROLE WITHIN THE COMMUNITY



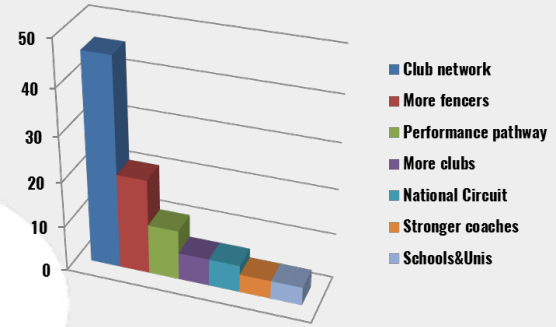
AGE OF RECIPIENTS

We then asked them to rate in their opinion what the priorities for Scottish Fencing should be within the next 4 year cycle. This part of the survey took the form of a “drag and drop” allowing recipients to create an ordered list of priorities.

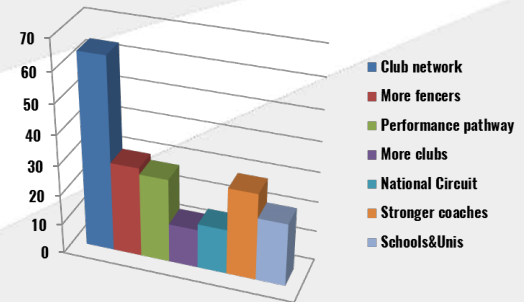
The priorities they could chose from were...

- 🔵 A strong, integrated **Club Network**
- 🔵 A well-articulated **Performance Pathway**
- 🔵 **Stronger Coaches**
- 🔵 **More clubs**
- 🔵 A stronger **National Circuit** of competitions
- 🔵 Greater integration with fencing in **Schools and Universities**
- 🔵 **More fencers** especially from a wider demographic than at present

We have assessed responses based on two methods; looking at first priority only and looking a combined value of first and second place priorities



FIRST PRIORITY ONLY



FIRST & SECOND PRIORITY COMBINED

GLOSSARY

British Fencing	The GB governing body for Fencing
Cadet	Under 17 Competitive Age Group
CPD	Continuous Professional Development
Epee	One of the disciplines of fencing
FIE	The World governing body for fencing
Foil	One of the disciplines of fencing
Junior	Under 20 Competitive Age Group
NDO	National Development Officer (currently 2 x half time NDOs)
Plastic Fencing	Plastic swords and masks used for quickly introducing beginners to the sport and teaching fundamentals
PM	Performance Manager
Ready Steady Fence	Scottish fencing program for coaching plastic fencing
S&C	Strength & Conditioning
Sabre	One of the disciplines of fencing
Senior	Adult Age group, generally used to classify Open event for anyone aged over 13
SFA	Scottish Fencing Academy
Size 0	Smallest size of metal fencing sword
Sparring	Practice fights to prepare for competition
SVQ	Scottish Vocational Qualification
UKCC	UK Coaching Certificate
Veteran	Over 40 age group
Weapons	The disciplines practiced in fencing ; foil, epee and sabre

**Scottish
Fencing**

