



CELEBRATING

# SURF SPORTS



QUEENSLAND

# 2030 VISION

## SPORT FOR LIFE



**TO CREATE A  
THRIVING AND  
SUCCESSFUL SURF  
SPORTS COMMUNITY**

**OUR PURPOSE**

# STANDARDS



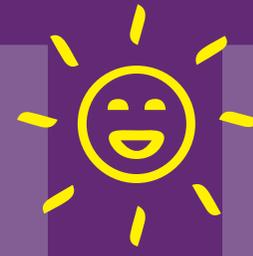
We embrace **TEAMWORK**

We collaborate and act with unity of purpose in the best interests of Surf Sports.



We are **BRAVE**

We have the courage to lead and make the change the sport needs.



We have **FUN**

We love Surf Sports and enjoy being part of our community.



We are **INCLUSIVE**

We are a welcoming community for everyone, regardless of identity, age or ability.



We are **INNOVATIVE**

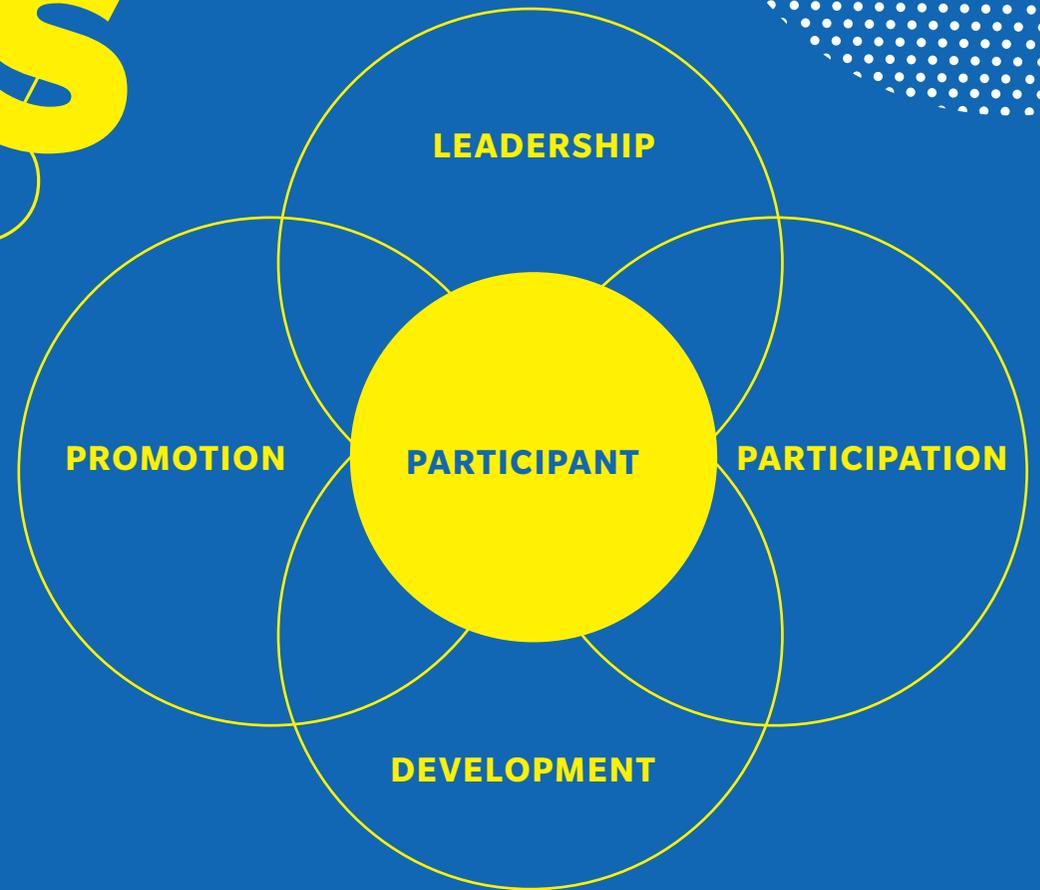
We are supercharging Surf Sports to advance the way we play and go further than we ever imagined.



# VALUES & BEHAVIORS

# SURF SPORTS

## STRATEGIC LINKS



*A “participant” is inclusive of elite and social athletes, coaches, officials and volunteers.*

# OUR 2023 AMBITION

*To be structured,  
resourced and positioned  
to enable the sustainable  
growth of Surf Sports  
within Surf Lifesaving.*



# STRATEGIC PRIORITIES

# 2021 - 2023



**LEADERSHIP**



**PARTICIPATION**



**DEVELOPMENT**



**PROMOTION**

<p><b>GOAL</b></p> <p>To challenge the community to own this space</p>	<p><b>GOAL</b></p> <p>To get more Queenslanders participating in Surf Sports</p>	<p><b>GOAL</b></p> <p>To build capacity &amp; capability to enable scalable growth</p>	<p><b>GOAL</b></p> <p>To raise the profile of Surf Sports and be self-sustaining</p>
<p><b>PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Deliver governance reform and whole-of-sport efficiencies</li> <li>2. Shift the traditionalist culture</li> <li>3. Embrace and invest in technology for growth</li> <li>4. Data-driven decision making putting participants at the heart of how we will organise, deliver and execute on the strategy</li> </ol>	<p><b>PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Proactively seek to retain and attract new club members</li> <li>2. Undertake a competitions, discipline and format review</li> <li>3. Create innovative product to attract a new audience</li> <li>4. Commence planning to ensure a long lasting legacy from the staging of the World Championships 2024</li> </ol>	<p><b>PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Refresh and promote effective coach &amp; official education frameworks</li> <li>2. Clearly define the pathway and roles</li> <li>3. Build critical skills and empower, support and recognise volunteers</li> <li>4. Foster collaboration and knowledge sharing opportunities</li> </ol>	<p><b>PRIORITIES</b></p> <ol style="list-style-type: none"> <li>1. Raise the profile &amp; awareness of Surf Sports</li> <li>2. Commercialise competitions to attract sponsorship and government funding across the State</li> <li>3. Create new heroes &amp; promote role models</li> <li>4. Generate sufficient returns for reinvestment into development of Surf Sports across the State</li> </ol>

*Each Pillar will have an overarching Goal, Strategic Priorities, Key Initiatives and Performance Targets. Surf Sports is to assess goal against pre-defined Performance Targets specified in underlying annual operations plans. This review and accountability will drive continuous improvement.*

# LEADERSHIP *To drive transformational change for the benefit of our community*

STRATEGIC PRIORITIES	KEY INITIATIVES	WHO RES.	TIME FRAME	MEASURE OF SUCCESS	STRETCH TARGETS	
1	Deliver governance reform and whole-of-sport efficiencies	1.1 Conduct a review of current governance structures and process in SLSQ to recommend a new efficient model	Board (nominate lead director)	Jun-21	Action plan developed with key milestones to implement reform recommendations.	
		1.2 Membership categories reviewed and new streamlined model of membership adopted	Membership/ Sport	Season 21/22	Meet 80% of Sport Australia governance principles.	100% of Sport Australia Governance principles.
2	Shift the traditionalist culture	2.1 Streamline current sport processes and procedures	Sport	Aug-21	Integration of IT platforms for events teams and programs for enhance procedures	
		2.2 Review of event financial process' surrounding events (direct payments)	Sport	Aug-22	Generate a framework to streamline financials for all levels Providing a framework for clubs, etc	Engage clubs to follow best practice.
3	Embrace and invest in technology for growth	3.1 The priority technology areas are: live data access; digital data collection eg WHS, marshalling and results; and RFID	Sport/AIT	Aug-21	Scope within the digital transformation project and provide recommendations to the organisation.	
		3.2 Transform the way we showcase surf sport in QLD through livestreaming and promotion through digital media platforms	SM/SEC/ Marketing	Commenced Mar 21	SLSQ sport content is professionally produced and showcased engaging a member centered audience	Produced content attracts general public & external stakeholder engagement
		3.3 Investigate feasibility of self service entry and payment system	Sport/SLSA		Self service entry/payment system trialled at least 1 non-championship event	
4	Data-driven decision making putting participants at the heart of how we will organise, deliver and execute on the strategy	4.1 Ensuring actionable feedback is consistent across events, programs, initiatives and strategic direction	SM/SEC/SSA	Aug-21	Feedback sought across SLSQ events, programs and initiatives through standardised mechanisms	Standardised sport feedback framework developed and utilised at all levels of the organisation
		4.2 Capitalise on current trending areas within sport and remaining agile to anticipate future trends	SM/SDC/MM		Leadership actively engaging with outside organisations, government and industry	Investment into R&D projects
		4.3 Investigate membership participation and engagement solution to capture participation effectively	Sport/ Membership	Season 21/22	Data capture solution for the whole organisation	
		4.4 Develop clear membership data that shows participation trends by market segment clearly	AIT/Sport/ Membership	Aug-21	Data report annually developed that shows membership trends.	

# PARTICIPATION *To get more Queenslanders participating in Surf Sports*

STRATEGIC PRIORITIES	KEY INITIATIVES	WHO RES.	TIME FRAME	MEASURE OF SUCCESS	STRETCH TARGETS	
1	Proactively seek to retain and attract new club members	1.1 Seek partnerships with other sports such as rowing, swimming and triathlon to participate in surf sport events.	Sport/ Marketing	Mar-22	10% increase in participation* (dep. Leadership s4.3)	20% increase in participation
		1.2 Seek partnerships with peak sporting bodies & industry experts (QAS, QRL, AFLQ, Uni's, etc)	SM/ Marketing	Aug-21	Formal partnerships are agreed to that provide benefits to our organisation, athletes and coaches	
		1.3 Create a new member category for sport competitors that doesn't require a bronze medallion or patrolling commitment.	SM/ Marketing	Season 21/22	10% increase in participation driven by this new category	
2	Undertake a competitions, discipline and format review	2.1 Review ways to remove requirements to use paper in the administration of events and competitions.	AIT/SM/ SLSA	Commenced Mar-21	*- Usage of suitable IT solutions to reduce paperwork is maximised - fully trained workforce capable to capitalise on solutions"	*- 'paperless events' - software/hardware is made available to facilitate this.
		2.2 Create new competitions that have innovative formats that meet participant and spectator demand. Short form timings should be considered.	Sport	Aug-21	*- sport workforce capable of delivering events outside the 'traditional' event scope, - successful event/series piloted resulting in increased participation	
		2.3 Create entry level competition options/divisions where a high skills base is not required for kids/people who are new to Surf Life Saving. Create divisions where people with similar skill bases compete against each other.	Sport	Dec-21	10% increase in participation	
3	Create innovative product to attract a new audience	3.1 Create a new surf sport product that is open to non-members and non-participants and provides easy access to participants. E.g similar to the park run "join in" not "join up"	Sport	Aug-21	New program defined and tested.	Take up is sufficient & profitable to be included in regular offering of events
		3.2 Create events with a novelty element to attract more spectators, a different audience and heightened community engagement. Eg; Friday night twilight events, venues away from the beach, major entertainment.	Sport/ Marketing	Aug-21	20% increase in spectators.	50% increase in spectators
4	Commence planning to ensure a long lasting legacy from the staging of the World Championships 2024	4.1 Develop a strategic plan that defines the vision and outlines the goals of staging the world championships 2024.	CEO/GM	Dec-21	Strategic plan developed that includes legacy as a strategic pillar and defines a realistic path to achieve a long term benefit to SLSQ in hosting the event.	

# DEVELOPMENT *To build capacity and capability to enable scalable growth*

STRATEGIC PRIORITIES	KEY INITIATIVES	WHO RES.	TIME FRAME	MEASURE OF SUCCESS	STRETCH TARGETS	
1	Develop and promote effective coach & official education frameworks	1.1 Create a culture of continuous learning among coaches/officials through a revised coach development framework, that allows affordable access to information for coaches through a blended learning approach (online and face to face)	SDC/ Membership	Sep-21	50% of clubs with minimum the number of accredited coaches/officials to meet club needs	100% of clubs with accredited coaches / officials
		1.2 Investigate alternative coach/officials incentives/ remuneration & blended workforce	Sport	Aug-21	80% Retention of workforce and 80% positive feedback from coaches/officials.	Rostered seasonal calendar of officials for events
2	Clearly define the pathway and roles	2.1 Development of SLSQ pathways to further enhance all sporting areas	SDC/ Membership	Apr-21	*10% Increased member engagement/ participation within surf sport workforce - 10% non-member conversion to participate as part of sport workforce - documented internal (& external) 'talent' transfer opportunities	20% increased member engagement/participation within surf sport workforce and 20% non-member conversion to participate as part of sport workforce.
		2.2 Clear direction for athletes on future opportunities within sport	SDC	Season 21/22	Athlete development pathway is formally documented and publicised	
		2.3 Development of pathways targeted to external (non-members)	SDC/SM	Aug-21	10% Conversion of non-members and 10 % increase in membership	20% conversion of non-members and 20 % increase in membership
3	Build critical skills and empower, support and recognise volunteers	3.1 Support and incentivise Clubs with a subsidy program	Sport	Aug-21	50% of clubs take up subsidy program in the first year with equal & fair opportunity for all regions to participate at sporting events/ in development opportunities	70% of clubs take up subsidy program in the first year with equal & fair opportunity for all regions to participate at sporting events/ in development opportunities
		3.2 Providing tools and resources to effectively succession plan within sport at a club/Branch/State level	Sport/ Membership	Sep-21	90% of all Sport positions filled with appropriately qualified personnel (club/ branch/state)	
		3.3 Providing resources to develop carnival personnel	SEC/SM	Dec-21	Formalised pathway for development of carnival personnel is documented	Personal development opportunities provided to current and future major event carnival committee personnel
4	Foster collaboration and knowledge sharing opportunities	4.1 Develop a cohort of Surf Lifesaving Sport "experts" to deliver regular face to face workshops around Queensland to support the coach/officials development framework	SDC/SSA/ SM	Feb-22	A stable group of "experts" is recruited to deliver workshops across the state.	
		4.2 Target regional surf sport workshops to facilitate the sharing of information and best practice across the State	SM/SDC	Season 21/22	Delivery of (targeted) workshops in all branches	At least 2 clubs in the State adopt best practice models from other clubs.

# PROMOTION *To raise the profile of Surf Sports and be self-sustaining*

STRATEGIC PRIORITIES	KEY INITIATIVES	WHO RES.	TIME FRAME	MEASURE OF SUCCESS	STRETCH TARGETS	
1	Raise the profile and awareness of Surf Sports	1.1 Develop an effective Alumni Network and formal engagement program with allocated resources	Sport	Season 21/22	Increase in members of the Alumni network of 10%	Increase in members of the Alumni network of 20%
		1.2 Secure media partnerships to guarantee editorial and advertorial coverage of Sport	Marketing	Dec-21	Increase in coverage by 25%	Increase in coverage by 50%
		1.3 Secure Surf Sports mainstream television coverage	Marketing	Mar-21	Secure a 2 hour special broadcast of the State Championships Final on Ch 7 or Ch 9.	Secure the State Championships coverage + a 6 part TV series profiling our athletes.
		1.4 Secure a major DIGITAL media rights deal	Marketing	Jul-21	Exposure to a new audience such as KAYO or similar.	
		1.5 Livestream major sports events	Marketing	Mar-21	Livestream major sports events to SLSQ & SLSA facebook pages.	Ensure the livestream is shared across partner channels eg; Channel 7 or 9, major sponsors etc.
		1.6 Develop an annual marketing plan for sport	Marketing	Aug-21	Increased exposure/engagement of surf sports brand across all channels by 10%	Increased exposure/engagement of surf sports brand across all channels by 20%
2	Commercialise competitions to attract sponsorship & government funding across the State	2.1 All SLSQ owned competitions reviewed for commercial opportunities and subsequent sponsorship packages at different levels (e.g Gold/Silver/Bronze) are prepared	Sport/Marketing	Aug-21	Obtain \$300k in sponsorship (both VIK and \$) annually.	Obtain \$500k Sponsorship (both VIK and \$) annually.
		2.2 Create 'destination event' (non-members) and partner with tourism/local gov to promote, etc	Sport/Marketing	Aug-21	Secure major partnership with at least 1 government department.	Secure major partnership with no less than 3 tourism/government departments.
		2.3 Re-brand of Surf Sports events (eg; Youth and State Championships) to create a brand that's appealing to spectators and potential partners	Marketing	Jul-21	New collateral and branding released.	
3	Create sports heroes and promote them as role models	3.1 Create agreements & foster culture of ambassador development	Sport/Marketing	Aug-21	Engage 2 ambassadors for sport.	Engage 4 ambassadors for sport.
		3.2 Leverage the interest in women's sport by showcasing+ women to increase participation, interest from sponsors and the community	Marketing	Apr-21	Engage no less than 1 female ambassador and 1 female focused brand partner.	Engage no less than 2 female ambassadors and 2 female focused brand partners.
4	Generate sufficient returns for re-investment into development of Surf Sports across the State	4.1 Develop metrics for each event to determine commercial return with each event budgeted to generated a profit	Sport/Marketing	Aug-21	Events generate a 20% profit on investment.	Events generate a 30% profit on investment.