

 SURFING QUEENSLAND

5 YEAR STRATEGIC BUSINESS PLAN



2026-2030 | LAUNCHED APRIL 2026



VISION

**CONNECT MORE QUEENSLANDERS WITH SURFING
AND MORE SURFERS WITH QUEENSLAND**

Our Vision: Connecting more Queenslanders with surfing and more surfers with Queensland

VALUES

REAL

We live the surfing lifestyle and share the stoke.

RESPECTFUL

We are appreciative of our community and environment, and we celebrate our surfing history.

PROGRESSIVE

We embrace innovation and strive for growth

PROTECTIVE

We proactively protect and respect Country try for future generations

VALUES

STRATEGIC PILLARS

PARTICIPATION & COMMUNITY

A healthier and happier Queensland enriching communities through surfing



PERFORMANCE PATHWAYS

Creating authentic role models and champions

STRATEGIC PILLARS

BUSINESS FUNCTIONS

EVENTS AND PROGRAMS

Deliver high quality, all abilities, competitive and lifestyle events and programs portfolio

COMMUNICATION & MARKETING

We have a Voice - Story Telling to connect Queensland

PARTNERSHIPS

Attract and retain valuable and likeminded partners.

PEOPLE AND PLACES

Collaborative mindset with people at the centre of our places

BUSINESS FUNCTIONS

Our Vision and Values underpin everything we do

VALUES



REAL

We live the surfing lifestyle and share the stoke

RESPECTFUL

We are appreciative of our community and environment and we celebrate our surfing history

PROGRESSIVE

We embrace innovation and strive for growth

PROTECT

We proactively protect and respect Country for future generations

Two Strategic Pillars define who we are.
They capture the essence of our core business
and the people and communities we serve.



STRATEGIC BUSINESS PLAN 2026-2030



**PARTICIPATION
& COMMUNITY**

*A healthier and happier Queensland by
enriching communities through surfing.*



**HIGH PERFORMANCE
PATHWAYS**

*Creating authentic role models
and champions*



PURPOSE

A healthier and happier Queensland by enriching communities through surfing.

Creating authentic role models and champions

A healthier and happier Queensland by enriching communities through surfing

STRATEGIC BUSINESS PLAN 2026-2030



KEY DRIVERS

- Boardrider Clubs (all disciplines)
- Surf Schools
- Community Programs
- Surf Groms
- Coaching/Judging/Officiating
- Female Participation
- Surf Rescue & Etiquette
- Education & governance
- Memberships
- Indigenous Programs
- Adaptive Surfing Programs

SURFING QUEENSLAND WILL:

- Build a sustainable Boardrider Club membership to reinvest into BRCs.
- Support BRCs and Surf Schools to be financially viable and governance-ready.
- Position SQ as a Brisbane 2032 and post Olympic / Paralympic Games legacy delivery partner by collecting and building a database at participation level.
- Deliver inclusive, accessible, and environmentally responsible events and programs.
- Strengthen education in sustainability including ocean safety, and cultural respect.



Creating authentic role models and champions

STRATEGIC BUSINESS PLAN 2026-2030



HIGH PERFORMANCE PATHWAYS

KEY DRIVERS

- Athlete Progression
- Coach and Judge Progression
- Leadership & Culture
- Daily Performance Environment
- Camps, Competitions, and events
- Research & Innovation
- Surfing Queensland Academy
- Programs
- Adaptive and Para surfing Performance program

SURFING QUEENSLAND WILL:

Establish clear athlete, coach, judge, and administrator pathways through education programs and competition pathways.

Build strategic pathway all ability events and programs for QLD athletes to progress.

Align state programs and events with national high-performance requirements while providing every opportunity for our athletes to progress.

Build a financially sustainable SQ Academy, to develop QLD boys and girls into state and representative pathways.

Invest in people, systems and sport technology to scale impact responsibly.



Our work is powered by our **four vital business functions** that create flow, strength and direction.



STRATEGIC BUSINESS PLAN 2026-2030



EVENTS & PROGRAMS

Deliver high quality, all abilities, competitive and lifestyle events and programs portfolio.



COMMUNICATIONS & MARKETING

We have a voice - Story telling to connect Queensland.



PARTNERSHIPS

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PEOPLE & PLACES

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Deliver high quality, all abilities, competitive and lifestyle events and programs portfolio

STRATEGIC BUSINESS PLAN 2026-2030



KEY DRIVERS

- Grom, Junior, Senior events
- Board Rider Club Events
- State Titles
- Junior Series
- Lifestyle Events
- Marquee Events
- Environmental Leadership
- Olympic Pathway events (ISA)
- Adaptive surfing event growth
- School event support
- Partnership deliverables

SURFING QUEENSLAND WILL:

- Improve BRC deliverables and standards through resource investment.
- Build programs that attract sustainable income and diversify revenue.
- Increase event experience for competitors and spectators.
- BRC feedback and initiatives received, discussed, and implemented where appropriate. (e.g. QCC / 3500 events delivered as JV).
- Increase number of competitors in State Titles across disciplines by providing a better event experience.
- Improved ranking systems in junior events (accessibility).
- Grow Burleigh marquee event into reliable income source and deliver low impact environmental events and programs.



We have a Voice - Story telling to connect surfers and Queensland.

STRATEGIC BUSINESS PLAN 2026-2030



COMMUNICATIONS & MARKETING

KEY DRIVERS

- SQ Values
- Owned Channels
- Earned Media
- Distribution Partners
- Event content
- Program content
- Community Engagement
- Education

STRATEGIC INITIATIVES

- Build a marketing and media strategy for consistent and collaborative story telling.
- BRC, Surf School and stakeholder collabs prioritised across social channels.
- QLD / Maroon focus in posting, branding and marketing material.
- SQ Values promoted through clips, posts, and stories, including valued behaviours.
- Increase partnership engagement by growing LinkedIn presence.
- Promote inclusion across disciplines - Short Board, Long Board, Body Board, SUP, Kneeboard, Indigenous, Women and girls, and adaptive surfing.



Attract and retain valuable and like minded partners

STRATEGIC BUSINESS PLAN 2026-2030



PARTNERSHIPS

KEY DRIVERS

- SQ Event Assets
- SQ Program Assets
- Government Relationships
- National Sporting Organisation
- State Sporting Organisations
- Brisbane 2032 relationships
- Commercial Partners
- Education Partners
- Stewardship

STRATEGIC INITIATIVES

Employ partnerships manager in 2026.

Partnership management plan implemented to ensure deliverables are achieved and asset revenue is maximised.

Strengthen & expand Government strategic relationships through establishment of QLD Parliamentary Friends of Surfing.

Include multi-year partnership agreements alongside annual partnership to reduce pressure on financial position.



Collaborative Mindset with People at the centre of our Places.

STRATEGIC BUSINESS PLAN 2026-2030



PEOPLE & PLACES

KEY DRIVERS

- SQ STAFF
- SQ Head Quarters
- Wave Pool
- Camps
- Coaching
- Education
- Retail
- Hire
- Programs

STRATEGIC INITIATIVES

- Establishment of Surfing Queensland HQ to deliver diversified income opportunities.
- Purchase and/or establish a SQ Surf School with permit.
- Re establish sustainable SQ Academy.
- Establish High Performance &/or Community base at the Palm Valley Wave Pool.
- Deliver Educational Workshops from SQ HQ / Wave Pool.
- Board and SUP Hire from SQ HQ.
- Retail space for partnership product in SQ HQ.



THE SCORE CARD



Strategic Pillars

1 PARTICIPATION & COMMUNITY



A HEALTHIER AND HAPPIER QUEENSLAND BY ENRICHING COMMUNITIES THROUGH SURFING.

	TACTICS	MEASURE
1	Invest in Development Officer to improve BRC events, judging and coaching, to provide better long term outcomes	Employment of Development Officer to deliver and engage with all disciplines of surfing to improve shortboard, longboard, bodyboard, female only and SUP Club delivery.
2	Become less reliant on Government funding by increasing memberships	4500 members / 3000 social members
3	Implement a BRC Membership	2026: Implement Board Rider Club membership 2027: Review and grow membership base including social membership 2028: Sustainable BRC Membership model ongoing review and improvements
4	Own and Deliver Adaptive Surfing 'Come Try' and Talent ID programs	Collaboration with Surfing Australia and existing stakeholders to deliver a government funded, adaptive surfing program, at SQ HQ, with community and performance outcomes.
5	Invest in SQ History and celebrate and record our stories	2027: Celebrate 50 years of Stubbies with Iconic luncheon. Invest in archival research & build SQ history, celebrating our past.
6	Design and implement a robust Reconciliation Action plan, with community, educational and pathway outcomes.	2026: All staff members attend an indigenous immersion session / education. 2027: Indigenous Board Rider Club compete in QLD ABB Qualifier

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HIGH PERFORMANCE PATHWAYS



CREATING AUTHENTIC ROLE MODELS AND CHAMPIONS

	TACTICS	MEASURE
1	Host elite high-performance pathway events in QLD for QLD surfers	QS4000+ event, WSL Longboarding event, BRCs running Surfing Australia 3500 events across the state. Talent UNLSD best national program. Re-establish SQ Academy.
2	Produce the best junior athletes in our country	To have 40% QLD athletes in all junior 10,000 ranked finals
3	Minimum of 1 x QLD male & 1 x QLD female represent Australia at ISA Junior Games	Annually between 2025 – 2030
4	QLD Surfers are dominating National level	QLD win the aggregate championship at Australian National Championships
5	QLD Adaptive surfing programs are the benchmark in Australia	1x QLD Para Surfer competing for Australia in the ISA (annually 2026-2030)
6	To have more Queensland athletes qualify for the CT than any other Australian state	Accumulative over 5 years (only new athletes to the CT recorded and not past athletes who have dropped off tour and requalified)

THE SCORE CARD



Business Functions

EVENTS & PROGRAMS



Deliver high quality, all abilities, competitive and lifestyle events and programs portfolio.

STRATEGIC BUSINESS PLAN 2026-2030

	TACTICS	MEASURE
1	To have the best junior event pathway in the country	<ul style="list-style-type: none"> • Grow competitor opportunities by improving ranking system for accessibility • Minimum 2 x 10,000 events • Grow junior competition participation numbers in 'demand' age groups
2	Improve competitor experience at State Title events, and increase participation of State Titles and competitiveness at the Nationals.	<ul style="list-style-type: none"> • Increase competitors in State Titles by 5% • Include Adaptive discipline 2028
3	Establish Marquee events to showcase Queensland's surfing excellence	<ul style="list-style-type: none"> • Host 1 ISA World Championship event (jr/longboard/SUP/open or Adaptive) • Host 1x Adaptive surfing event • GCO a sustainable QS4000 or QS6000 WSL event
4	Enhance Club participation and engagement	<ul style="list-style-type: none"> • More registered members are competing at Club Rounds • Develop Longboard Club events to grow LB Club engagement • BRC suggestions assessed and delivered where relevant (QCC)
5	Introduce 'Surfers Rescue 24/7' education program through government funding	<ul style="list-style-type: none"> • 2026: Run pilot, preparation for release of Shark Smart Grant. • 2027: Grant Application and delivery of program
6	Collaborative Surf Etiquette program with Partners, Government, BRCs, Surf Schools	<ul style="list-style-type: none"> • 2027: Seek funding to deliver state wide surf etiquette program • 2028-2029: Deliver surf etiquette program

COMMUNICATIONS & MARKETING



We have a voice - Story telling to connect Queensland

STRATEGIC BUSINESS PLAN 2026-2030

	TACTICS	MEASURE
1	Deliver excellent service for partners, collaborating with ideas, delivering content and deliverables	<ul style="list-style-type: none"> • Increase partnership interest in our events with social and traditional media appeal
2	Inclusive approach to all stakeholder groups	<ul style="list-style-type: none"> • Collab and connect with short board, long board, female only, body board, kneeboard, SUP, and free surfers through inclusive comms, media, and marketing •
3	Re engage our Queensland identity through Maroon	<ul style="list-style-type: none"> • Promote state pride, maroon branding, and Queensland. • Facilitate social media competitions through stakeholders to build community, maintain brand reputation, and bring more queenslanders to surfing • Promote and collaborate with our QLD role models.
4	Increase the output of organic content	<ul style="list-style-type: none"> • Share and deliver organic content outside of events and programs such as surf reports, interviews, partnership promotions and holiday specific posts
5	Message and live our SQ values	<ul style="list-style-type: none"> • Refer where possible to our values and value statement. Model, Challenge and Reward our Trademark.
6	Celebrate our surfing history	<ul style="list-style-type: none"> • Update website, build and document our SQ History.

PARTNERSHIPS



Attract & retain valuable and like minded partners

STRATEGIC BUSINESS PLAN 2026-2030

	TACTICS	MEASURE
1	Have one major presenting rights partner across all SQ inventory	<ul style="list-style-type: none">• 2029: \$150,000 partner• Major assets including Surfing Queensland HQ
2	Employment of a Partnership Manager	<ul style="list-style-type: none">• 2026
3	Increase annual revenue by 100%+ (2025: \$745k)	<ul style="list-style-type: none">• 2030: \$1.9 million
4	Strengthen and expand government relationships	<ul style="list-style-type: none">• Increase base Funding for QLD Government (2025 \$180k - 2030 \$200k)• Establishment of a QLD Parliamentary Friends of Surfing
5	Increase membership base from 770 members to 3500	<ul style="list-style-type: none">• 2028: \$140,000 annual income
6	Through Iconic Partnerships - establish the GC Open as an iconic event on Burleigh Headland	<ul style="list-style-type: none">• The GC Open is an iconic and annual event, attracting people to Burleigh Heads from intrastate, interstate, and internationally.

PEOPLE & PLACES



Collaborative mindset with People at the centre of our Places

STRATEGIC BUSINESS PLAN 2026-2030

	TACTICS	MEASURE
1	Establishment of the Surfing Queensland HQ	<ul style="list-style-type: none">The Surfing Qld HQ is the #1 sports camp & surf coaching destination in Queensland.
2	Incremental staff growth tied directly to revenue growth	<ul style="list-style-type: none">2026: Development Officer / Member and BRC Support2026: Partnerships2027: Programs Manager2027: Surfing Queensland HQ Administrator & Surf School lead
3	Establish diversified income through SQ HQ	<ul style="list-style-type: none">SQ owns a surf school and permitsSQ has surfboard and SUP hire and retail opportunities from SQ HQ
4	Surfing QLD Academy runs participation to elite training days and camps from SQ HQ	<ul style="list-style-type: none">Payer use programs run atIndigenous and adaptive programs
5	Best practice education from SQ HQ facility with meeting room and beach access	<ul style="list-style-type: none">Surfing Queensland is delivering community education sessions from SQ HQ