

 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 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**

*Attract and retain valuable and like minded partners.*



**PEOPLE & PLACES**

*Collaborative mindset with people at the centre of our places.*

# 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

# 2

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

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

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

# 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"><li>The Surfing Qld HQ is the #1 sports camp &amp; surf coaching destination in Queensland.</li></ul>
2	Incremental staff growth tied directly to revenue growth	<ul style="list-style-type: none"><li>2026: Development Officer / Member and BRC Support</li><li>2026: Partnerships</li><li>2027: Programs Manager</li><li>2027: Surfing Queensland HQ Administrator &amp; Surf School lead</li></ul>
3	Establish diversified income through SQ HQ	<ul style="list-style-type: none"><li>SQ owns a surf school and permits</li><li>SQ has surfboard and SUP hire and retail opportunities from SQ HQ</li></ul>
4	Surfing QLD Academy runs participation to elite training days and camps from SQ HQ	<ul style="list-style-type: none"><li>Payer use programs run at</li><li>Indigenous and adaptive programs</li></ul>
5	Best practice education from SQ HQ facility with meeting room and beach access	<ul style="list-style-type: none"><li>Surfing Queensland is delivering community education sessions from SQ HQ</li></ul>



## PARTICIPATION & COMMUNITY

*Grow an inclusive and active community through surfing.*

### DRIVERS

- Boardrider Clubs
- Surf Schools
- Surf Groms
- Coaching/Judging/Officiating
- Female Participation
- Surfers Rescue 24/7
- Surfing Memberships
- Indigenous Programs
- Para Surfing Programs

### ASPIRATION

*Setting the global benchmark for sport education, surfing professionals & delivering compelling experiences for participants at all levels.*

## EVENTS

*Deliver a high quality competitive and lifestyle events portfolio.*

### DRIVERS

- Club round delivery
- State Titles
- Junior Series
- Lifestyle Events
- Marquee Events
- Environmental Leadership
- Olympic Pathway events (ISA)
- Para surfing event growth
- Schools

### ASPIRATION

*The world's best competition pathway & surf lifestyle events creating stoked competitors & new surf fans*

## HIGH PERFORMANCE PATHWAYS

*Support our Queensland athletes to become the world's best surfers and people.*

### DRIVERS

- Athletes
- Coaching
- Leadership & Culture
- Daily Performance Environment
- Camps & Competition
- Research & Innovation
- Surfing Queensland Academy
- Talent UNLSHD
- Parasurfing Performance program

### ASPIRATION

*State Pride and Inspiration by being the dominant competitive surfing state in every aspect including nationals, Olympics, ISAs & WSL competitions.*

## MEDIA & CHANNELS

*Tell the best stories of Surfing in Queensland to grow audience and drive revenue.*

### DRIVERS

- Owned Channels
- Earned Media
- Distribution Partners
- Products & Formats (short)
- Products & Formats (live)
- Products & Formats (partners)
- Surfing Queensland Studios
- Event content
- Program content

### ASPIRATION

*A fully fledged Media business in Surfing providing content, products & services to broadcast & media networks and businesses.*

## PARTNERSHIPS

*Attract and retain valuable and committed partners to Surfing in Queensland*

### DRIVERS

- Exclusive Rights Partners
- Naming & Presenting Partners
- Corporate & Supporting Partners
- State Government
- National Sporting Organisation
- State Sporting Organisations
- Sponsors
- Education Partners

### ASPIRATION

*Our partnerships, products & service are considered as a premium opportunity in the Queensland sport partnership mix.*

## PLACES & SPACES

*Partnering towards sustainable places & spaces for surfers of all levels*

### DRIVERS

- Head Quarters
- Wave Pool
- Camps
- Coaching
- Memberships
- Education
- Retail
- Hire

### ASPIRATION

*The SQHQ is the #1 sports camp & surf coaching destination in Queensland.*



## PARTICIPATION & COMMUNITY

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

### DRIVERS

- Boardrider Clubs
- Surf Schools
- Surf Groms
- Coaching/Judging/Officiating
- Female Participation
- Surfers Rescue 24/7
- Surfing Memberships
- Indigenous Programs
- Para Surfing Programs

### MEASURES OF SUCCESS

- Increase Surf School accreditations
- Increase accredited coaches, Judges & officials
- Connection with SQ history
- 5500 Surfing QLD Members
- 3000 Social Surfer Members
- Launch Surfers Rescue 24/7
- Statewide Surf Etiquette Program
- Grow SUP Club affiliations
- Grow Longboard Participation at LB Clubs

## EVENTS

*Deliver a high quality competitive and lifestyle events portfolio.*

### DRIVERS

- Club round delivery
- State Titles
- Junior Series
- Lifestyle Events
- Marquee Events
- Environmental Leadership
- Olympic Pathway events (ISA)
- Para surfing event growth
- Schools

### MEASURES OF SUCCESS

- Grow ABB qualifier by increasing competing clubs
- Improve BRC event standards
- Boardrider Club inter club events delivered by BRCs
- Increase competitors in State Title
- Grow competitors in Junior Series by 5%
- Grow marquee Burleigh event into reliable income source
- Low impact environmental events

## HIGH PERFORMANCE PATHWAYS

*Creating authentic heroes and champions*

### DRIVERS

- Athletes
- Coaching
- Leadership & Culture
- Daily Performance Environment
- Camps & Competition
- Research & Innovation
- Surfing Queensland Academy
- Talent UNLSHD
- Parasurfing Performance program

### MEASURES OF SUCCESS

- 1 x QLD para surfer representing Aust at Paralympics 2032
- 1x QLD female surfer representing QLD in Olympics 2032
- Successfully deliver Surfing QLD Academy programs and school camp programs.
- QLD Coach Development
- Best state delivery of Talent UNLSHD program

## MEDIA & CHANNELS

*Tell the best stories of Surfing in Queensland to grow audience and drive revenue.*

### DRIVERS

- Owned Channels
- Earned Media
- Distribution Partners
- Products & Formats (short)
- Products & Formats (live)
- Products & Formats (partners)
- Surfing Queensland Studios
- Event content
- Program content

### MEASURES OF SUCCESS

- Increased engagement on social platforms by at least 5%
- Increase Facebook followers to 18,000
- Increase Instagram followers to 40,000
- Increase YouTube subscribers to 1,000
- Expand distribution partners to include all media types
- Generate revenue via external content production
- Promote Long Board, Body Board, Clubs and content

## PARTNERSHIPS

*Attract and retain valuable and committed partners to Surfing in Queensland*

### DRIVERS

- Exclusive Rights Partners
- Naming & Presenting Partners
- Corporate & Supporting Partners
- State Government
- National Sporting Organisation
- State Sporting Organisations
- Sponsors
- Education Partners

### MEASURES OF SUCCESS

- All Event & Programs Naming, Presenting & Support Partner rights sold
- Strengthen & expand Government Strategic Relationships
- Establish QLD Parliamentary Friends of Surfing
- multi-year sponsorship deals replace annual sponsorship

## PLACES & SPACES

*Partnering towards sustainable places & spaces for surfers of all levels*

### DRIVERS

- Head Quarters
- Wave Pool
- Camps
- Coaching
- Memberships
- Education
- Retail
- Hire

### MEASURES OF SUCCESS

- Establish Surfing Queensland HQ
- Own SQ Surf School / permits
- Establish SQ Academy
- Establish High Performance & Community base at the Palm Valley Wave Pool
- Deliver Educational workshops
- Board and SUP Hire
- Retail space for partnership product.



# SQ - OUR TRADEMARK

Our **Vision** is simply what we are setting out to achieve

Our **Values** guide how we act, connect, and make decisions that reflect who we are.

A **dual purpose** of Surfing Queensland that align with the outcomes of our strategic pillars

**Two Strategic Pillars** that capture the essence of our core business and the people and communities we serve.

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

