



STRATEGIC PLAN  
2021 - 2023



PURPOSE

**TO ENRICH  
VICTORIAN  
COMMUNITIES  
THROUGH  
SURFING.**



## OUR VALUES

### REAL

We have a passion for surfing

### RESPECTFUL

We are appreciative of and celebrate our community, environment, Indigenous culture and surfing history

### PROGRESSIVE

We are inclusive, innovative and embrace change



## OUR OPERATING PRINCIPLES

1.

We build and value positive and respectful relationships.

2.

We are focused on core programs whilst staying flexible.

3.

We are proactive and strive to be at the forefront of surfing innovation.

4.

We connect through storytelling.

5.

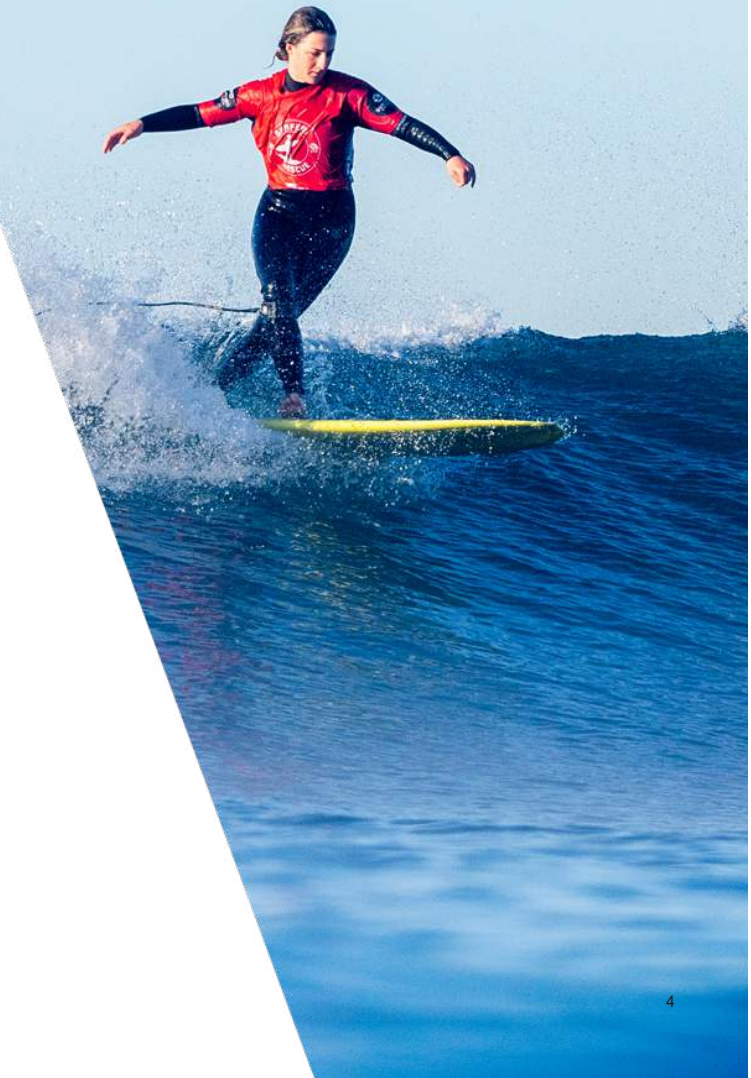
We design for inclusivity and a positive surfing environment.

6.

We promote care for Victoria's coastline.

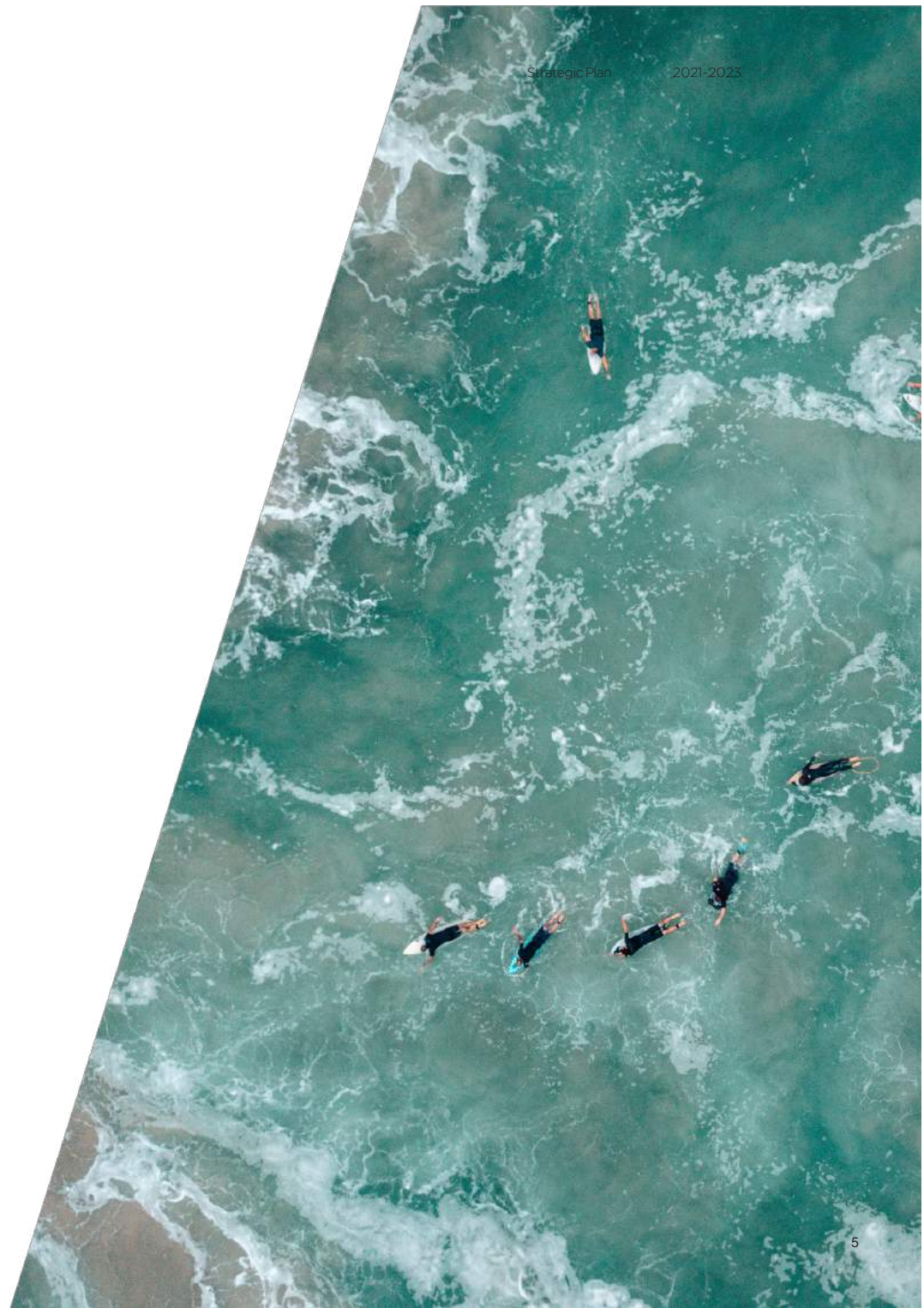
7.

We have fun!



## STRATEGIC PILLARS






1. Participation & Community
2. Governance
3. Indigenous
4. Events
5. Women & Girls
6. Sport Development










## PARTICIPATION & COMMUNITY

Grow an inclusive, safe and active Victorian community through surfing.

<b>DRIVERS</b> 	<b>BASELINE MEASURE</b> 
<ul style="list-style-type: none"> <li>+ Boardrider Clubs</li> <li>+ Members</li> <li>+ Surfers Rescue 24/7</li> <li>+ Social Media</li> <li>+ Surf Schools</li> <li>+ Water Safety</li> </ul>	<ul style="list-style-type: none"> <li>+ Health of Boardrider Clubs</li> <li>+ Strength of Surf School network</li> <li>+ Member retention &amp; satisfaction</li> </ul>
<b>MEASURES OF SUCCESS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ 800 Program Participants</li> <li>+ 600 Members</li> <li>+ 22 Boardriders Clubs</li> <li>+ 23 Surf Schools</li> <li>+ 55,000 Social Media</li> </ul>	Surfing Victoria connects with 25,000 more people through surfing each year.
	<b>ASPIRATION 5YR</b> 
	More than 100,000 connected surfers in Victoria.

## GOVERNANCE

Maintain a stable and compliant organisation focused on the delivery of our vision and values.






<b>DRIVERS</b> 	<b>BASELINE MEASURE</b> 
<ul style="list-style-type: none"> <li>+ Stakeholder engagement</li> <li>+ Financial sustainability</li> <li>+ Risk Management</li> <li>+ Board and Minister Relationships</li> </ul>	<ul style="list-style-type: none"> <li>+ Strength of our government partnerships</li> </ul>
<b>MEASURES OF SUCCESS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ Securing new non-government revenue</li> <li>+ Written Board briefs with evidence based positions</li> <li>+ Relevant stakeholders engagement plan</li> <li>+ Budget management and reporting processes</li> <li>+ Strength of government relationships</li> </ul>	<ul style="list-style-type: none"> <li>+ Balance of government to non-government revenue</li> <li>+ Evidence based decision making with Board</li> </ul>
	<b>ASPIRATION 5YR</b> 
	A sustainable and stable business that is less reliant on government funding.





## WOMEN & GIRLS

Support a diverse and inclusive surf culture and community with equality in and out of the water.

<b>DRIVERS</b> 	<b>BASELINE MEASURE</b> 
<ul style="list-style-type: none"> <li>+ Surf Her Way</li> <li>+ Programs</li> <li>+ Pathways</li> <li>+ Partnerships</li> <li>+ Branding</li> </ul>	<ul style="list-style-type: none"> <li>+ Surf Her Way brand and program growth</li> <li>+ Healthy Boardriders Clubs</li> </ul>
<b>MEASURES OF SUCCESS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ Inclusive leadership is evident in Boardriders Clubs</li> <li>+ Relevant programs and / or pathways for women and girls of all levels</li> <li>+ Programs create opportunities for women and girls, and their needs</li> <li>+ Partnerships aligned with Surf Her Way strategy</li> <li>+ Social Media community</li> </ul>	<p>Increased women and girls engagement throughout Surfing Victoria's network of programs, clubs and pathways.</p>
	<b>ASPIRATION 5YR</b> 
	<p>Be well on the way to gender equality.</p>

## INDIGENOUS






To be a leader in Indigenous sport participation of Victorian communities while fostering a love and understanding of waterways.

<b>DRIVERS</b> 	<b>BASELINE MEASURE</b> 
<ul style="list-style-type: none"> <li>+ Listening to the voice of local communities</li> <li>+ Community Engagement</li> <li>+ Storytelling and advocacy of program</li> <li>+ Reconciliation Action Plan</li> <li>+ Community led approach</li> <li>+ Investment in the development of community heroes</li> </ul>	<ul style="list-style-type: none"> <li>+ Reconciliation Action Plan developed</li> <li>+ Strong connection to Victoria's Indigenous communities</li> </ul>
<b>MEASURES OF SUCCESS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ Long term relationships formed with Victorian communities</li> <li>+ Broadening the program content with other sports</li> <li>+ Respect for Indigenous culture and heritage integrated through all of Surfing Victoria's activities</li> </ul>	<ul style="list-style-type: none"> <li>+ Sustained community capability to lead program delivery</li> <li>+ Community led surfing programs that connect people through participation events</li> </ul>
	<b>ASPIRATION 5YR</b> 
	<p>An active leader in closing the gap by addressing the Indigenous communities' needs.</p>








## SPORT DEVELOPMENT

Supporting Victorian athletes to become the world's best surfers and people.

<b>DRIVERS</b> 	<b>BASELINE MEASURE</b> 
<ul style="list-style-type: none"> <li>+ Surf Better Now</li> <li>+ URBNSURF</li> <li>+ Fee paying athletes</li> <li>+ Coaching</li> <li>+ Judging</li> </ul>	<ul style="list-style-type: none"> <li>+ 12 athletes achieving elite Performance criteria</li> <li>+ Surf Better Now services</li> </ul>
<b>MEASURES OF SUCCESS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ Surf Better Now subscriptions</li> <li>+ 179 Coaches</li> <li>+ 37 Judges</li> <li>+ Clear athlete Performance Pathway Plan</li> </ul>	<ul style="list-style-type: none"> <li>+ Coaching funding sustains Performance program</li> <li>+ 16 Surfing Victoria athletes meeting elite Performance criteria</li> </ul>
	<b>ASPIRATION 5YR</b>  <ul style="list-style-type: none"> <li>+ Surfing Victoria a global benchmark for athlete development</li> <li>+ Champions of the pathway</li> </ul>

## EVENTS

Deliver a portfolio of innovative and inclusive events in Victoria

<b>DRIVERS</b> 	<b>OUTCOME 3YR</b> 
<ul style="list-style-type: none"> <li>+ WSL sanctioned events</li> <li>+ Multi-discipline state events</li> <li>+ Economic value of portfolio</li> <li>+ Owned events</li> </ul>	<p>More than \$300m in economic value is delivered to Victoria through surfing events</p>
<b>MEASURES OF SUCCESS</b> 	<b>ASPIRATION 5YR</b> 
<ul style="list-style-type: none"> <li>+ 2 X International Events</li> <li>+ 22 Events</li> <li>+ 2210 Participants</li> <li>+ \$98m Economic Impact</li> </ul>	<ul style="list-style-type: none"> <li>+ More than \$125m in events economic impact is achieved each year through inclusive and innovative surfing events</li> <li>+ Surfing Victoria delivers a dynamic events portfolio, servicing the requirements of the various disciplines</li> </ul>
<b>BASELINE MEASURE</b> 	
<ul style="list-style-type: none"> <li>+ Event calendar services the needs of our members, across disciplines</li> <li>+ New major event business case</li> </ul>	



# CRITICAL ACTIONS

## PARTICIPATION & COMMUNITY

### CRITICAL ACTIONS

- + Develop capabilities within the Boardriders Club network, strengthening clubs to be champions of inclusivity
- + Drive program growth across the suite of Surfing Victoria offerings
- + Engage Victorians in the Surfers Rescue 24/7 program
- + Continue to grow Surfing Victoria's social media channels, strengthen our connection with the recreational surfer
- + Share the love of surfing with all, using the sport to promote positive physical and mental health
- + Use surfing as a vessel to promote clean coastlines and inclusive communities

## WOMEN & GIRLS

### CRITICAL ACTIONS

- + Drive Surf Her Way programs and messaging to the Victorian surfing community
- + Support the development of Boardriders Clubs to champions of inclusivity
- + Develop a social media community around Surf Her Way
- + Develop story telling plan to increase stakeholder and community engagement and overall understanding of Surfing Victoria's Women and Girls programs
- + Develop a broad range of offerings to engage women and girls in surfing, both in and out of the water

## SPORT DEVELOPMENT

### CRITICAL ACTIONS

- + Develop a pathway and robust process that produces and supports the world's 'best' surfers
- + Extend programs to intermediate surfers
- + Sustain growth on the Surf Better Now platform
- + Develop further offerings within Surf Better Now to engage with recreational surfers across multiple disciplines
- + Develop coaching and judging network
- + Sport Development calendar for members

## GOVERNANCE

### CRITICAL ACTIONS

- + Take care of, and give order to the sport of surfing
- + Strengthen partnerships and align programs and policy to government, commercial frameworks or trends
- + Expand and maintain sustainable and diverse funding streams
- + Grow our existing reputation as a credible, well governed and values driven organisation
- + Maintain a strong governance framework

## INDIGENOUS

### CRITICAL ACTIONS

- + Develop Reconciliation Action Plan
- + Integrate respect for Indigenous culture and heritage through all Surfing Victoria activities
- + Recruitment of Indigenous community champions within key Indigenous bodies, groups and communities
- + Develop story telling plan to increase stakeholder and community engagement and overall understanding of Surfing Victoria's Indigenous programs

## EVENTS

### CRITICAL ACTIONS

- + Maintain calendar of prestigious and inclusive events at all levels of the sport
- + Develop business case for Surfing Victoria owned major events
- + Drive and increase sponsorship across the Surfing Victoria event calendar
- + Develop a major event at URBNSURF Melbourne
- + Develop and implement whole of event experiences

**PARTICIPATION & COMMUNITY**

**25,000**

more Victorians  
connected to surfing

**GOVERNANCE**



Diverse Revenue  
Streams

**EVENTS**

**\$300m+**

in value added to Victoria

**INDIGENOUS**



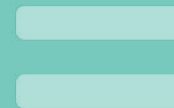
Lead cultural  
respect and  
opportunity  
through surfing

**PERFORMANCE**

**16**

Victorian athletes  
meeting elite  
performance criteria

**WOMEN & GIRLS**



Surf Her Way  
connecting and  
empowering women  
and girls through  
surfing

# SUMMARY

PARTICIPATION & COMMUNITY	GOVERNANCE	WOMEN & GIRLS	INDIGENOUS	SPORT DEVELOPMENT	EVENTS
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