



SURFING
ENGLAND

THE STRATEGY

CONTEXT

- NGB STATUS WITH SPORT ENGLAND
- FOCUS ON ROBUST GOVERNANCE
- BUILDING BOARD LEADERSHIP
- DEVELOPING PARTICIPATION PLANS AND RECREATIONAL SURFING
- BUILDING RELATIONSHIPS WITH SURF SCHOOLS
- ESTABLISHING QUALITY STANDARDS
- CREATING A SURFER PERFORMANCE PATHWAY

A HEALTHY SURFING COMMUNITY

DEVELOP A FIT FOR PURPOSE NGB THAT LEADS OPPORTUNITIES FOR MORE PEOPLE TO SURF THROUGHOUT THEIR LIVES & MORE SURFERS TO PERFORM AT WORLD LEVEL

GOVERNANCE

STRATEGIC, WELL GOVERNED LEADERSHIP FOR SURFING

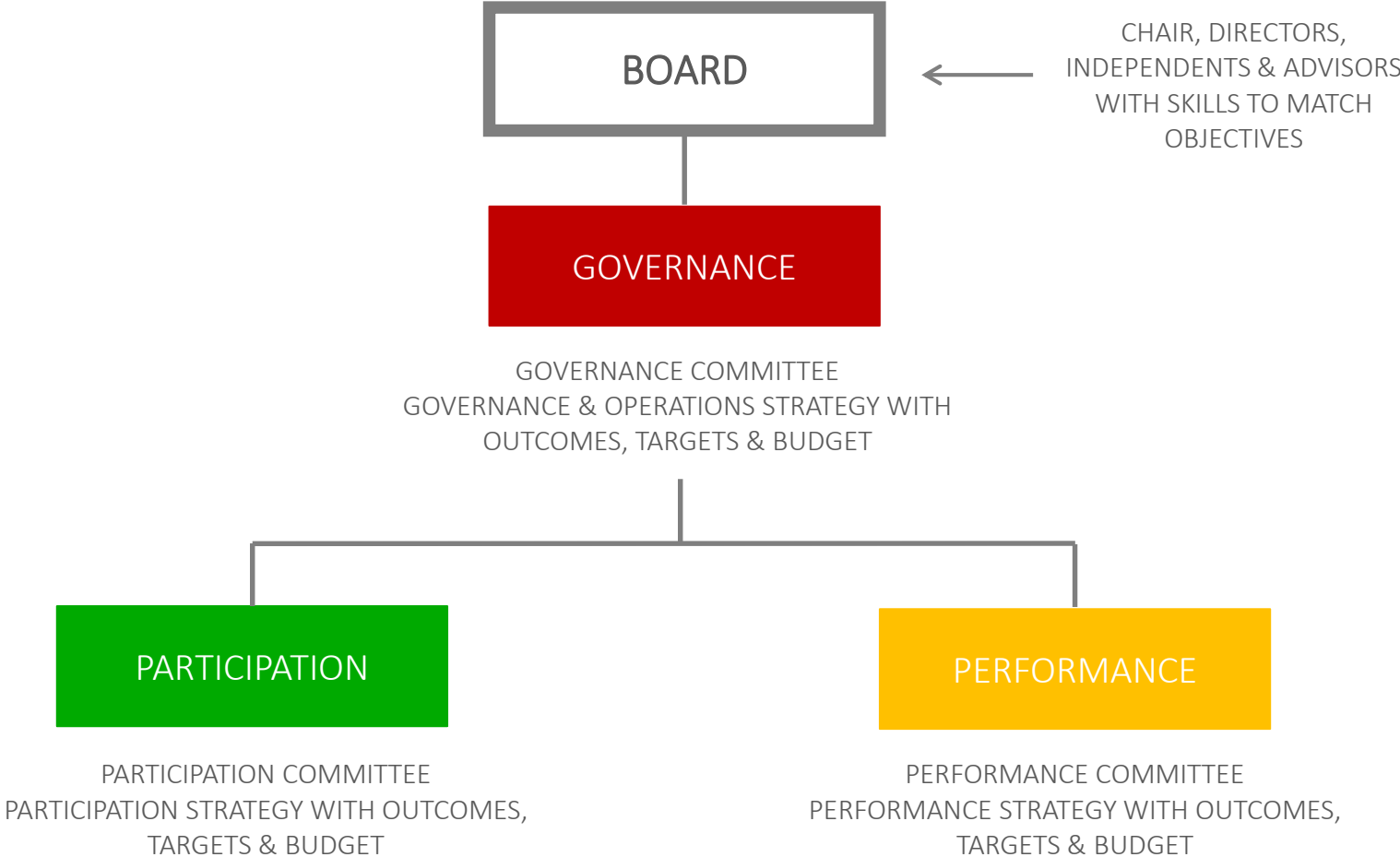
PARTICIPATION

MORE PEOPLE STARTING, STAYING & SUPPORTING SURFING

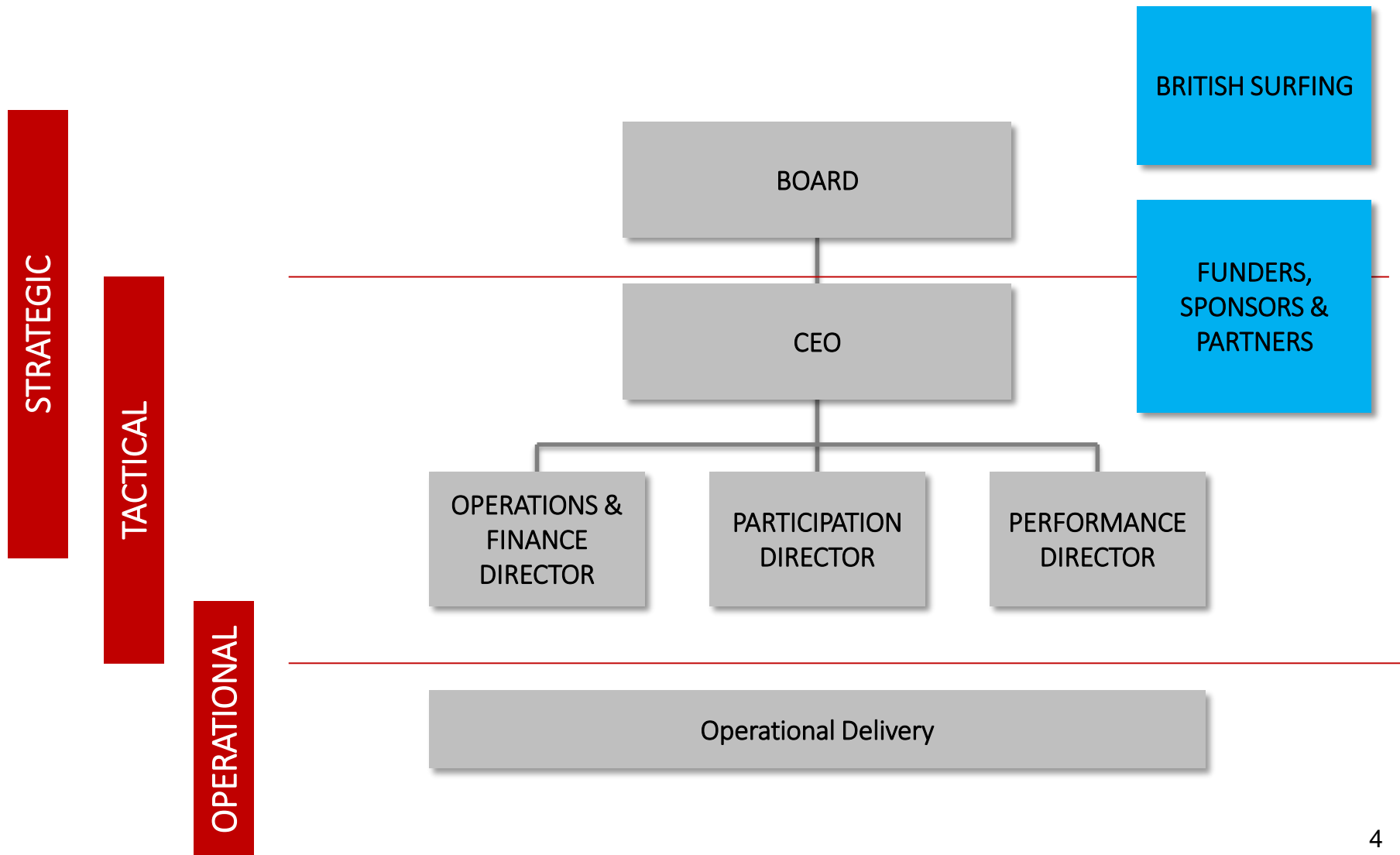
PERFORMANCE

MORE ATHLETES WINNING MEDALS ON THE WORLD STAGE

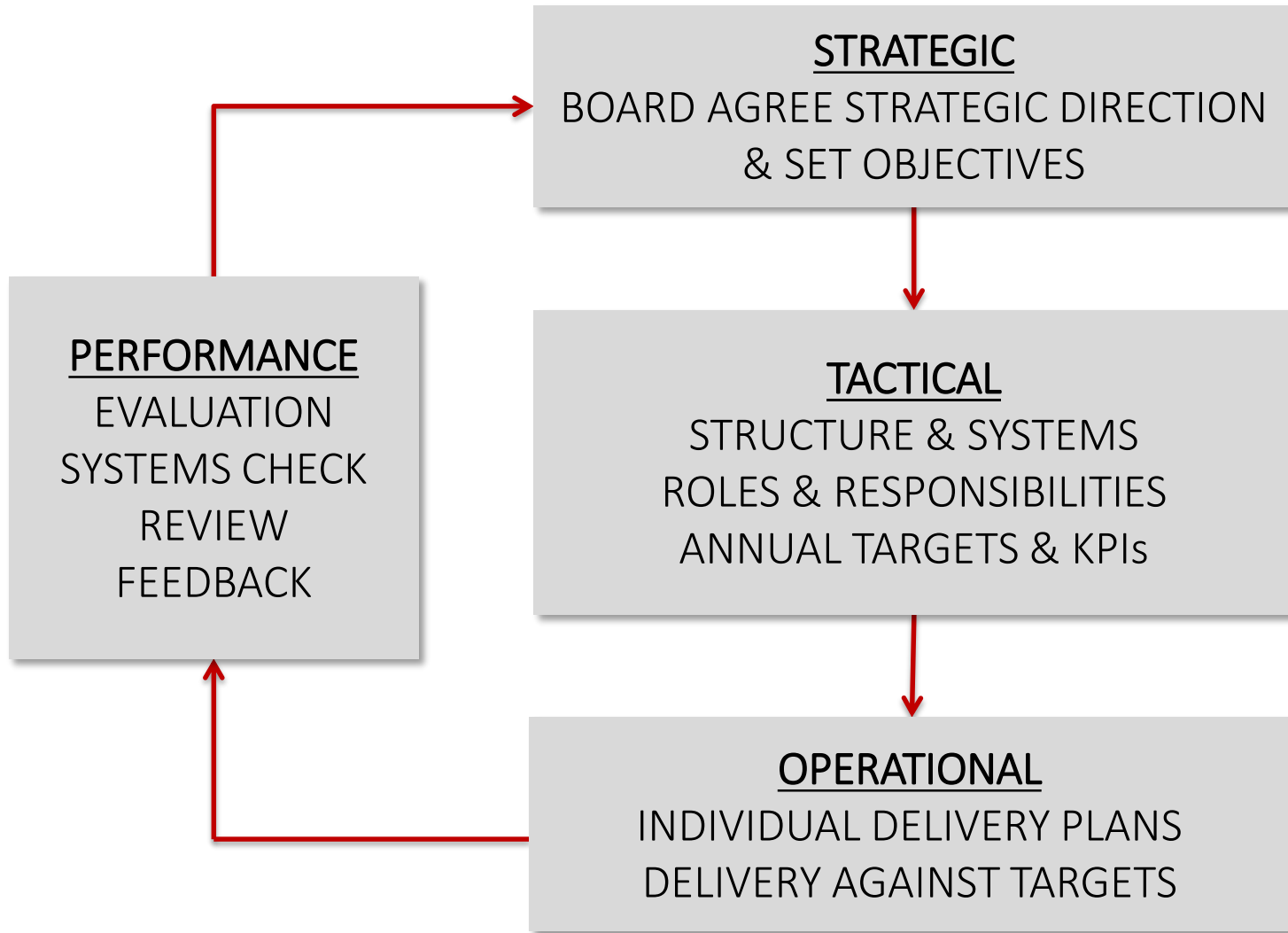
PROPOSED STRUCTURE



DELIVERY LEVELS & FUTURE STRUCTURE



PERFORMANCE MANAGEMENT PROCESS



GOVERNANCE

OUTCOME: A FIT FOR PURPOSE NGB

GOVERNANCE

TRANSPARENT
LEADERSHIP

ADMIN

FINANCIAL
SUSTAINABILITY

MARKETING &
COMMS

SUSTAINABLE
SURFING

TRANSPARENT
LEADERSHIP &
ROBUST
GOVERNANCE

EFFICIENT NGB
ADMIN &
MEMBER
SERVICES

STRATEGIC
FINANCIAL
MANAGEMENT
&
SUSTAINABILITY

EFFECTIVE
MARKETING,
COMMS,
MEDIA
& INSIGHT

STEWARDSHIP
OF THE SEA &
COASTAL
ENVIRONMENT

OPERATIONAL PLANS WITH ACTIONS AGAINST KPIs

TRANSPARENT LEADERSHIP

OUTCOME: TRANSPARENT LEADERSHIP STRUCTURES & PROCESSES

1. Recruit and develop a Board which is skills based, balanced and well placed to lead the strategy for the sport
2. The Board will ensure access to staff, consultants or advisers able to provide relevant and up to date information on key issues such as law, finance, insurance, medical and governance
3. A clear, communicated structure, with defined roles and responsibilities for both volunteers and staff
4. Recruit and develop an Executive Team with effective procedures in place to manage them
5. Achieve Green rating on SE Governance Assurance Process

ADMINISTRATION

OUTCOME: EFFICIENT NGB ADMINISTRATION & MEMBER SERVICES

1. Develop fit for purpose Head Office services to support the NGB
2. Develop an effective Membership Services function that views the member as a customer
3. Develop market leading IT and CRM/member systems to manage data, information and processes
4. Manage obligations to International Federations

FINANCIAL SUSTAINABILITY

OUTCOME: STRATEGIC FINANCIAL MANAGEMENT & SUSTAINABILITY

1. Develop a strategic financial planning process through which the NGB can resource delivering its objectives
2. Recruit a Finance Director or similar to report to the Board with oversight of the finance function
3. Develop controls and procedures to manage spending and the appropriate use of resources
4. Develop a commercial plan to optimise and diversify the revenue streams into the organisation

MARKETING & COMMUNICATIONS

OUTCOME: EFFECTIVE MARKETING, COMMS, MEDIA & INSIGHT

1. Build relations with key media partners to deliver positive messages.
2. Develop a digital strategy to support the organisation's goals
3. Establish a Communications Strategy to lead effective communication to members and stakeholders
4. Create and improve strategic influence with key partners domestically and internationally to help support the organisation's objectives

SUSTAINABLE SURFING

OUTCOME: STEWARDSHIP OF THE SEA AND COASTAL ENVIRONMENT

1. Enhance relations with key partners such as Surfers Against Sewage
2. Develop an Environmental Sustainability Strategy
3. Establish a ***RESPECT!*** brand for sustainable surfing education and awareness

PARTICIPATION

OUTCOME: MORE PEOPLE STARTING, STAYING AND SUPPORTING SURFING

PARTICIPATION

START

MORE
PEOPLE
STARTING
SURFING

SURF FOR
HEALTH

HEALTHY
LIVING
THROUGH
RECREATIONAL
SURFING

SCHOOLS &
CLUBS

A
PROGRESSIVE
SCHOOL-CLUB
DEVELOPMENT
NETWORK

WORKFORCE

A QUALITY,
ACTIVE
WORKFORCE
SUPPORTING
SURFING

SURF
SCHOOLS

A HIGH
STANDARD OF
SURF SCHOOLS

COMPETITIONS

A MULTI- LEVEL
COMPETITION
FRAMEWORK

OPERATIONAL PLANS WITH ACTIONS AGAINST KPIs

START

OUTCOME: MORE OPPORTUNITIES TO START SURFING

1. Develop "GO SURF" products that are simple, cheap and easy to set up with a focus on education for surf safety and surf etiquette
2. Build relationships with key partners (such as surf clubs, surf schools or multi-sport clubs) who can deliver "GO SURF" programmes and offer an introductory pathway to surfing

SURF FOR HEALTH

OUTCOME: HEALTHY LIVING THROUGH RECREATIONAL SURFING

1. Develop projects, products or adapted versions of surfing that can be used to support an active and healthy lifestyle
2. Align the NGB with partners in the health sector

SCHOOLS & CLUBS

OUTCOME: A PROGRESSIVE SCHOOL-CLUB DEVELOPMENT NETWORK

1. Create a “National Plan for Surfing” which provides teachers and coaches with a progressive syllabus for young people to achieve their desired potential
2. Develop a Schools Surfing initiative
3. Ensure Schools Surfing projects are linked to a club
4. Establish club and school development and accreditation programme which sets and maintains quality whilst providing a safe and effective environment to learn

WORKFORCE

OUTCOME: A QUALITY, ACTIVE WORKFORCE SUPPORTING SURFING

1. Develop a Workforce Education Framework that will recruit, train and continuously develop coaches, officials, administrators, team managers etc. at all levels
2. Generate a range of Continuous Professional Development (CPD) opportunities available online and at centres across England
3. Establish an annual licensing programme to set and maintain quality 'Surfmark' standards across the workforce

SURF SCHOOLS

OUTCOME: A HIGH STANDARD OF SURF SCHOOLS

1. Develop the Surf School development and accreditation programmes which sets and maintains quality whilst providing a safe and effective environment to learn
2. Provide communication and support to the network of Surf Schools

COMPETITIONS

OUTCOME: A MULTI-LEVEL COMPETITION FRAMEWORK

1. Develop a domestic Competition Framework that puts the needs of the athlete first, based on long term development principles and operates at globally recognised standards
2. Establish continuous competitive opportunities for recreational surfers to increase and maintain participation
3. Create a quality 'Surfmark' programme for competitions run by 3rd parties
4. Develop an Event Strategy that considers the potential of hosting International events to support legacy, participation awareness and performance

PERFORMANCE

OUTCOME: A GOLD MEDAL STANDARD PERFORMANCE
PROGRAMME

PERFORMANCE

TALENT PATHWAY

NATIONAL TEAM
MISSIONS

ELITE
PERFORMANCE
PROGRAMME

SPORTS SCIENCE,
MEDICINE &
SUPPORT

AN EFFECTIVE
TALENT
DEVELOPMENT
SYSTEM

NATIONAL TEAM
MISSIONS RUN
IMPECCABLY

A GOLD MEDAL
STANDARD
PERFORMANCE
PROGRAMME

WORLD CLASS
ATHLETE & SYSTEM
SUPPORT SERVICES

OPERATIONAL PLANS WITH ACTIONS AGAINST KPIs

TALENT PATHWAY

OUTCOME: AN EFFECTIVE TALENT DEVELOPMENT SYSTEM

1. Develop a seamless Talent Development Pathway that takes a long term approach to preparing athletes for the performance programme
2. Establish a National Surfing Academy, to provide those athletes and coaches with talent and desire the environment to develop to elite level
3. Establish a development pathway and training programme for Coaches and Officials at all levels

NATIONAL TEAM MISSIONS

OUTCOME: NATIONAL TEAM MISSIONS RUN IMPECCABLY

1. Develop a programme for the effective planning, operation and review of each National Team Mission
2. Establish a continuous Team Manager recruitment, training and development programme which licences Team Managers

ELITE PERFORMANCE PROGRAMME

OUTCOME: A GOLD MEDAL STANDARD PERFORMANCE PROGRAMME

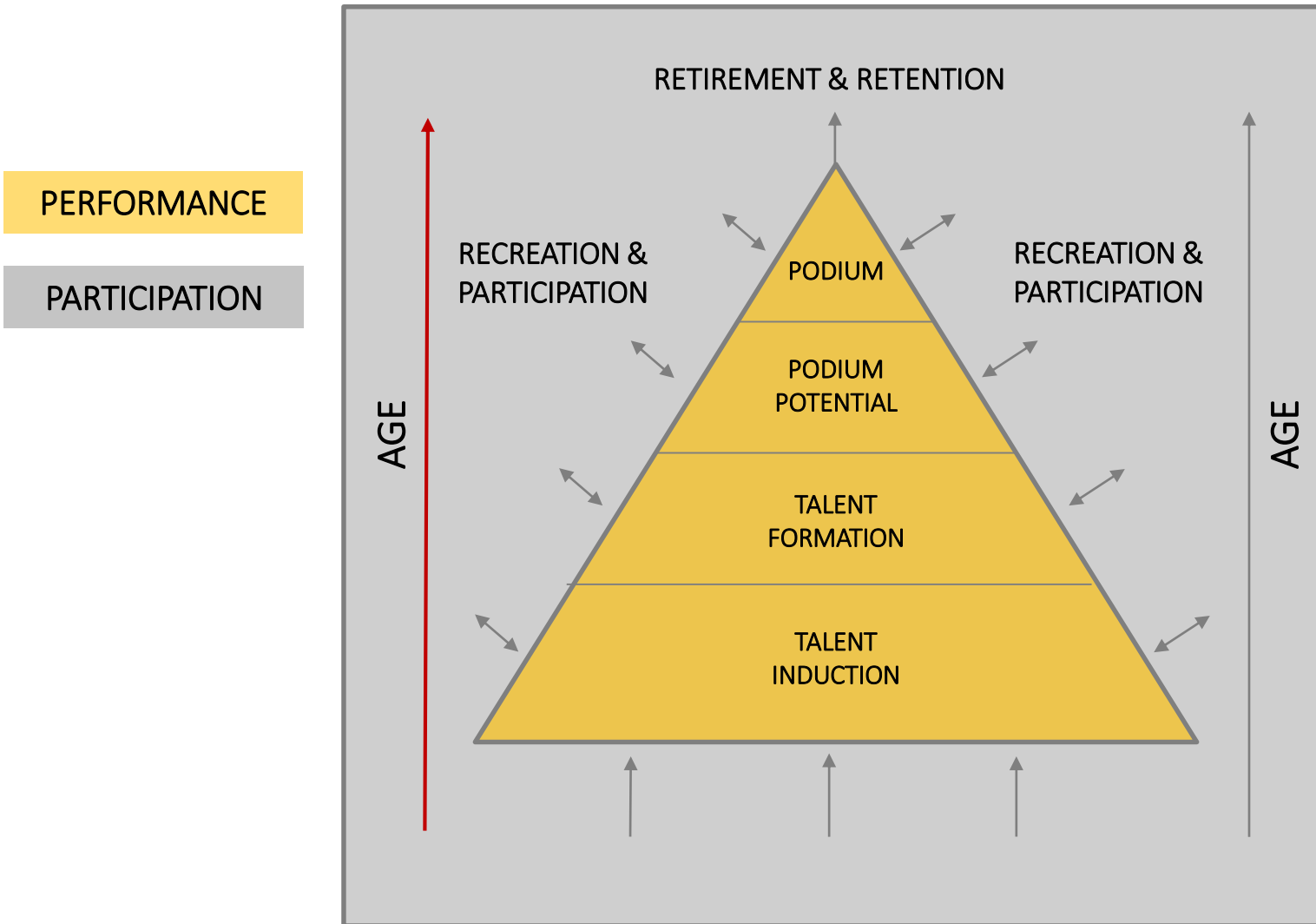
1. Establish an elite performance programme that develops athletes through individual, podium focused training and competition plans
2. Recruit and develop world leading coaches with elite performance knowledge and expertise
3. Establish a high performance Infrastructure, with sports science support, facilities, equipment and partner support in place
4. Build a high performance culture that supports the pursuit of the podium

SPORTS SCIENCE & MEDICINE SUPPORT

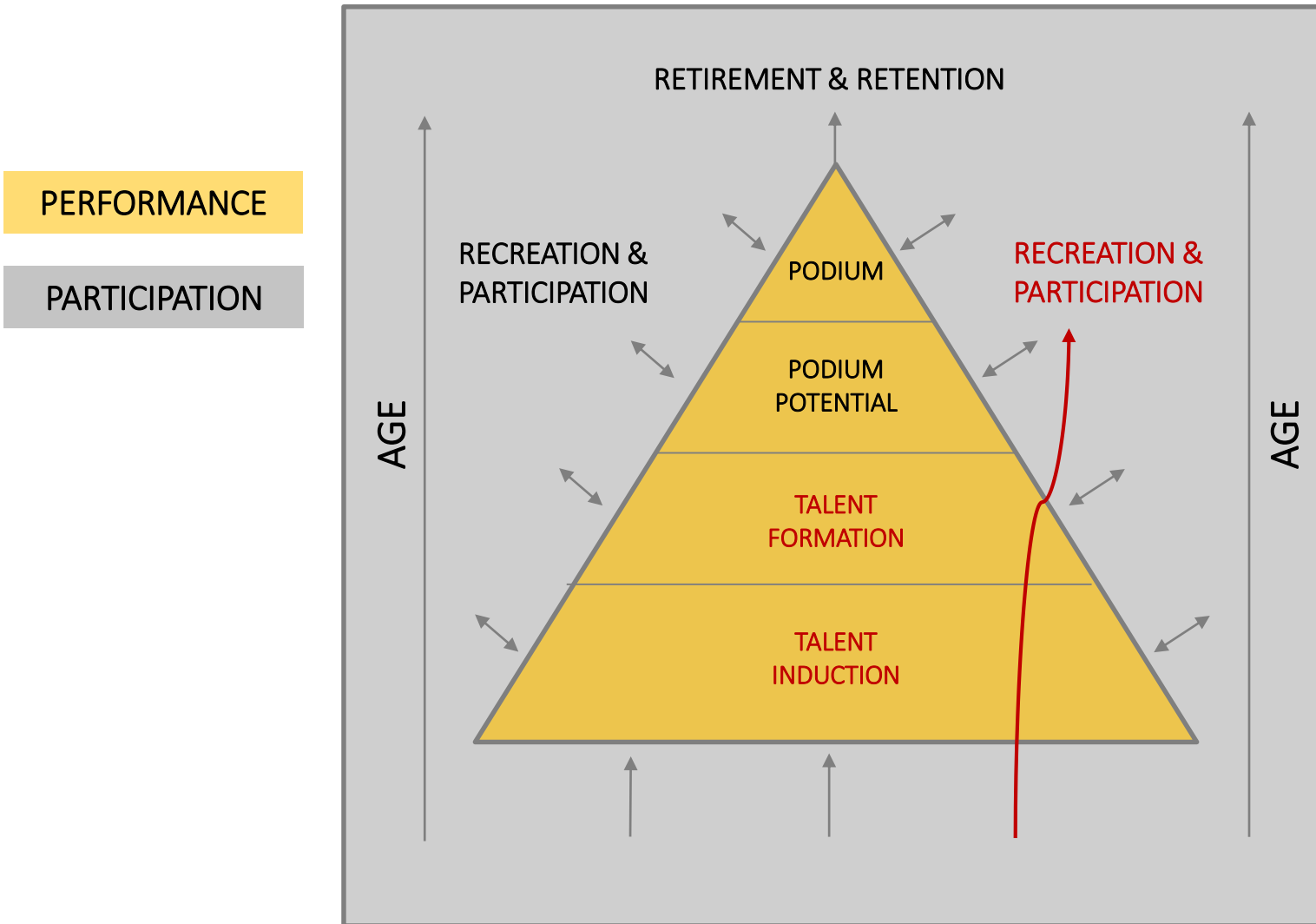
OUTCOME: WORLD CLASS ATHLETE AND SYSTEM SUPPORT SERVICES

1. Develop a comprehensive support network to support athlete performance
2. Recruit and develop the best possible sports scientists
3. Ensure access to fit for purpose science and medical facilities
4. Establish a data collection and research programme to produce innovation

THE SURFING PERFORMANCE PATHWAY



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