



British Surfing – Business Plan 2019-2021

Purpose:

The purpose of this document is to outline the Vision, Strategy and Business Plan for British Surfing

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1. Overview

1.1. Objectives:

- 1.1.1. When the sport of surfing first started to gain traction on the Olympic journey in early 2016 the home nation governing bodies came together. Whilst each federation clearly manage the sport within their own jurisdiction (Channel Islands, England, Scotland and Wales) it was recognized that a framework was required where each home nation could come together and sit as equal peers to take decisions and give a direction on British related surfing matters. A Terms of Agreement was signed by all the recognized federations to ratify this in July 2016.
- 1.1.2. Following the signing of the terms of agreement; the BSURF team reached out to UK Sport and the British Olympic Association (BOA) to develop the governance structure which would enable a British Team for Olympic preparation. This formed two elements; The Terms of Agreement were drawn up with legal support into a collaboration agreement signed by all federations. This provides the framework for British Surfing decision making. Within the collaboration agreement provision was created for the creation of a legal entity (a limited company) to act as a special purpose vehicle for developing elite performance i.e. the selection, preparation and management of a British team. This structure was supported by UK Sport following ratification against the governance code (Nov 16), as well as the ISA (May 17) and the BOA (Oct 17).



1.2. Purpose of this document

- 1.2.1. The purpose of this document is map out the high level vision for the organisation, the long term strategy and a business plan to deliver the short term objectives.
 - 1.2.1.1. The vision for the sport is to set the company goals (where it wishes to get to in the long term).
 - 1.2.1.2. The strategy outlines the set of activities to reach the goals.
 - 1.2.1.3. The business plan refers to the short term (1-2 years) to provide a roadmap through a series of tasks orientated at achieving short term goals balancing current risks to meet the strategy and ultimately vision for the sport.

2. Current Landscape.

2.1. British Surfing.

2.1.1. In the summer of 2020 the sport of surfing, for the first time, will enter the Olympic games. Equally in the UK by the summer of 2020 private commercial investment in the region of £50 million will have resulted in the delivery and opening of a number of world class surfing facilities. This marks the largest scale of investment into British surfing in the sports history and is set to transform the future of the sport within the country. These consist of two state of the art inland wave pool's which are due to open (Bristol and Edinburgh) in the next 18 month as well as regional Centre's of Excellence in Porthcawl (Wales) and Thurso (Scotland) making the sport of surfing accessible to over 16 Million people whom live within a 100km radius of these hubs, a 4 fold increase over todays status.

2.2. Surfing and the Olympics.

2.2.1. In August 2016 Surfing was accepted to the 2020 Olympics specifically the shortboard discipline. Stand Up paddle racing had been put forward but the Olympic Committee decided not to include in Toyko 2020; it has since gained traction in other world sporting events.

2.2.1.1. NOTE There is no surfing in the Paralympics, although some of the Home Country GBs have 'Adaptive Surfing' Programmes and send teams from their respective jurisdictions to the World Adaptive Championships.

2.2.2. There is general and wide agreement that each home nation would compete independently at international events unless required to pull together for delivery of a British team as this maximizes opportunity for British Athletes.

2.2.3. The events identified in *italics* below currently require British Team representation.

2.2.4. In April 2018 and in preparation for the Olympics the ISA announced the following qualification events for the 2020 Tokyo Olympic Games:

2.2.4.1. 2019 Pan American Games.

2.2.4.2. *2019 ISA World Surfing Games.*

2.2.4.3. *2020 ISA World Surfing Games.*

2.2.5. As the 2019 Pan American Games was deemed a qualifying event for the Olympics this required the following events to act as qualifying events for the 2019 Pan American Games:

2.2.5.1. *2018 ISA World Surfing Games.*

2.2.5.2. *2018 ISA World StandUpPaddle and Paddleboard Championship.*

2.2.5.3. *2019 ISA World Longboard Surfing Championship.*

2.3. The current world leaders.

2.3.1. The current world leaders for the sport of surfing are Australia, France and the USA. As well as having a pool of world class athletes each country has established infrastructure with world class facilities, programmes and coaches to support prospective athletes on their progress and development.

2.4. Athlete Sponsorship and funding

2.4.1. The funding and sponsorship opportunitites has underwent a notable phase shift of recent years. Throughout the 1990s the major surf clothing brands (Billabong, Quicksilver, Rip Curl and O'Neill) took over the funding of the events which made up the professional world tour. Sponsorship fed down where the top surfers in the world were financed by the major companies to grass route level where surfers would be sponsored by local surf shops. Throughout the 2000s with the advent of internet shopping and contraction of the major surf brands fuelling the sport a major reduction took place with the amount of sponsorship opportunities available.

3. The Opportunities.

3.1. The future competition environment

- 3.1.1. Shortboarding at the 2020 Olympics presents the breakthrough for the sport. Looking however beyond this to Paris 2024 and Los Angeles 2028 both France (2017 World surfing champions) and the US are strong surfing nations. Surfing is likely to feature more heavily in future events equally additional disciplines are also anticipated to enter the Olympics (in particular Stand Up Paddle racing). Consideration is being given at present towards surfing entering the Paralympics and being evaluated for Commonwealth, Youth Olympic games and European games. It is foreseen that the number and frequency of events requiring British representation has the potential to increase exponentially in the next 10 years.
- 3.1.2. As of February 2019 it was identified the list of proposed new sports, including Surfing, has now been officially submitted by Paris 2024 to the International Olympic Committee (IOC) and will be reviewed internally. New sports would then be granted provisional approval at the 134th IOC Session in Lausanne on June 24th before receiving formal confirmation by the IOC Executive Board in December 2020, following the Tokyo 2020 Games – where Surfing will make its historic Olympic debut.

3.2. The opportunities

- 3.2.1. In 2016 it was decided that the surfing event at Tokyo 2020 would be held in the sea. Inland Wave technology has increased significantly since that time. Whether future events will be in the natural environment or wavepools remains to be seen, in either case, the UK will soon be an inland wavepool leader with 3 world class facilities open by 2020 additional plans are in the pipeline for further Wavepools in the London vicinity beyond this. British Surfing intend to develop a blended natural environment/ wave pool programme to differentiate our Athletes on the world stage.

3.3. Aspiration Fund

- 3.3.1. In October 2018 the UK government released a further £3 million Aspiration fund to help boost sports in the Tokyo Games specifically to support more Olympic and Paralympic sports and help inspire local communities. BSURF has provisionally been awarded 192,500 GBP from UK Sport and see the aspiration fund as a catalyst and enabler for delivery of the above objectives.
 - 3.3.1.1. Future funding- explain here future funding.

3.4. World Class Governance

- 3.4.1. British Surfing are committed to working with the BOA, UK Sport and home nations to deliver an agile and scaled governance programme tapping into the expertise which have led many other sports across the UK in the last 20 years to success.

3.5. World Class Operational Management

- 3.5.1. Combining surfing coaching with the world class programmes of other sports within the UK High Performance Programme portfolio there is an opportunity to create a fit for purpose structure enabling differentiating performance whilst embracing a social impact plan that will inspire the nation.

3.6. Commercial Partners and Sponsorship

- 3.6.1. With almost 50 million of private investment in the next 18 months British Surfing intend to develop formal relationships with commercial partners such as the inland wave facilities and industry sponsors which will provide a foundation for sustained growth beyond 2020.

4. Business Plan

4.1. Vision.

- 4.1.1. Vision; the overall vision for the sport within the next 10 years is to have delivered medal winning athletes supported by a World Class Programme.
- 4.1.2. The Strategy: Develop a sustainable development pathway based on world class facilities, coaching and performance pathways.
- 4.1.3. The Business Plan; The main purpose from April 2019 – March 2021 will be to demonstrate and deliver credibility in the governance, qualification and social impact plans which will allow for a suitable foundation to enable future investment and an appropriate performance plan to be developed and implemented in the Olympic cycle 2020-2024.

4.2. Focus Areas.

- 4.2.1. In order to deliver the Business Plan the following focus areas have been identified. The attention and direction will shift and vary over time in order to maximise delivery opportunities from each of the focus areas.
 - 4.2.1.1. Governance
 - 4.2.1.1.1. To ensure a suitable foundation for future development British Surfing will work towards achieving compliance with UK Sports Aspiration fund requirements from January 2019 – August 2019.
 - 4.2.1.1.2. Qualification
 - 4.2.1.1.2.1. To maximise qualification potential a qualification programme will be developed to support athletes by enabling differentiating performance through providing opportunities not currently accessible to prospective athletes; the main focus will take place between April 2019 and April 2020.
 - 4.2.1.1.3. Social Impact
 - 4.2.1.1.3.1. Maximising the impact of the sport for surfing entering the Olympics British Surfing, will deliver an Ambassador programme partnering with the Home Nations and the lead athletes from each home nation as well as regional centres of excellence to run a series of sessions to bring the sport to the public and ultimately inspire the nation. With a number of major facilities developing from Q3 2019 – Q2 2020; the main focus of delivery of the social impact programme will be in Q2-Q3 2020.
 - 4.2.1.1.4. Communication Strategy
 - 4.2.1.1.4.1. The communication strategy will evolve over time; firstly as an information source for the main athletes through to supporting the qualification journey through to delivery of the social impact plan.
 - 4.2.1.1.5. Beyond 2020
 - 4.2.1.1.5.1. To ensure a delivery beyond 2020 focus will take place on identifying what is needed to enable a sustainable development of the sport and continuation of the trajectory towards the 2028 strategy.

4.3. What does success look like?

- 4.3.1. All home nations bought in and supportive of the direction and travel of British Surfing.
- 4.3.2. British Surfing compliant with governance code August 2019.
- 4.3.3. Delivery of British Teams to following events;

- 4.3.3.1. WSG 2019,
- 4.3.3.2. World Longboard championship 2019,
- 4.3.3.3. World Beach Games 2020,
- 4.3.3.4. WSG 2020.
- 4.3.4. Delivery of a qualification plan for the Tokyo 2020 cycle.
- 4.3.5. Delivery of a suitable social impact plan for the Tokyo 2020 cycle.
- 4.3.6. Delivery of a suitable foundation supporting both performance and participation for future Olympic cycles.

4.4. Opportunities.

- 4.4.1. Link in with regional deployment of facilities programmes.
- 4.4.2. Link in with home nation programmes to deliver an Ambassador Programme to maximise social impact potential.
- 4.4.3. Deliver a qualification programme which shows a credible development over the next two Olympic cycles towards Podium potential.

5. Timeline of British Surfing Business Plan

