



SUNSHINE COAST SPORTS

A vision to support grass roots
sport to **shine bright**.

2021 – 2025 STRATEGIC PLAN



EXECUTIVE SUMMARY

Sunshine Coast Sports is pleased to present a new vision and five-year strategic plan to regional sports stakeholders, participants and partners.

Sunshine Coast Sports engaged the services of Eighty20 Partners Pty Ltd to deliver a new vision and plan with the support of a grant provided by Sunshine Coast Council. Eighty20 Partners has extensive experience within the sports industry particularly across regional Australia through career roles in thoroughbred racing, AFL and basketball and most recently as a volunteer Chair of the Sunshine Coast Council Tourism, Sport & Leisure Taskforce and a previous Committee member of Sunshine Coast Sports Federation. Eighty20 Partners current and past sports clients include University of the Sunshine Coast, Brisbane Basketball, Australian Cycling Academy, Noosa Council, Brisbane Cycling Festival and Australian Masters Games.

The Sunshine Coast Sports Federation was founded in 1968 and has proudly served the region's sports community for 52 years. It has played an important and valued role in supporting grass roots sports and celebrating the achievements of local athletes on the world stage across all sports; able and para. The volunteer governed body has also played a role in supporting and recognising the efforts of administrators and volunteers and has been a valued conduit between local sport and various stakeholders, including government, sports bodies and the media. The flagship of the organisation has been the delivery of the Sunshine Coast Sports Awards that has annually celebrated the achievements of athletes, clubs/teams, administrators and volunteers.

As the decades have past, sport in Australia has evolved substantially and our governance and development systems as a nation have become undoubtedly world class. As a result, government agencies and sport governing bodies are providing a higher degree of quality support and resourcing to the sport eco-system. The other significant change that has occurred over time is the significant advancement in professional sports and the internationalisation of the sport competition landscape. These two evolutions within the sports industry has over time impacted the type of role the Federation can play in supporting sport at the grass roots, impacted the Sports Awards and engagement opportunities with the regions elite athletes and ultimately diluted the value proposition of the organisation.

Couple these trends with the impacts of the Covid-19 pandemic through 2020 and into 2021 on all forms of sport; the current Committee found itself rightly posing the question as to what role, if any, the Federation could or should play in supporting Sunshine Coast sport into the future.

Through extensive consultation and consideration of the landscape, Eighty20 Partners recommendation to the Committee is that an independent, community sport minded, regional sports body can play an active and valued role in supporting Sunshine Coast grass roots sports.

EXECUTIVE SUMMARY

Sport matters. It is a vitally important aspect of our social fabric as a nation.

Sport promotes inclusiveness, inspires us, enables health and wellbeing and practically educates us on the importance of teamwork. Our passion for sport creates an incredibly powerful emotional connector that binds communities creating positive social impacts.

Beyond the social benefits, sport has become an incredibly valuable contributor to the national economy.

- 14m Australians participate in sport annually
- 1.8 million volunteers provide 158 million hours each year
- 220,000 are employed across the sector (QLD -15,900)
- 3 per cent of our national GDP
- \$83 billion in combined economic, health and educational benefits each year
- Return on investment of \$7 for every dollar spent.

This impact flows directly through to our Sunshine Coast regional economy that has significantly enhanced its commitment to elite sport and related infrastructure and resourcing to community sport in recent times.

Regionally, sport provides:

- \$442m economic benefit
- 2,000 FTE jobs
- 14,000 business's exist that could contribute to the supply chain
- 39 sports with national and/or international standard facilities.

Underpinning, Eighty20 Partners overarching recommendation is the following specific recommendations that should guide the future direction of the Sunshine Coast Sports Federation:

1. An organisation refresh is critical to creating a new sense of purpose and to establish a new vision:

- The history must be acknowledged, treasured and retained for future generations.
- A rebrand is required with a modern look and feel reflecting a new sense of purpose.
- Strong governance, professionalism, transparency is paramount.

2. A robust and clearly articulated transparent charter is required.

A very focused and achievable charter -

- **Fundraise** to support grass roots sports and athletes on the pathway.
- **Mentor** the region's administrators, volunteers and athletes to foster growth.
- **Champion** grass roots sport (inclusion and diversity).

EXECUTIVE SUMMARY

3. The organisation represents and supports the Local Government Areas of Sunshine Coast and Noosa Councils exclusively.

4. The Sports Awards are an important function of the organisation –

- Greater focus on youth, grass roots community sport and amateur achievements.
- Existing Awards criteria to be reviewed to align with the charter and trends in sport.
- The Awards driven exclusively on digital platforms to better engage sports participants and to enable efficient delivery.
- A low resource option is required to publicly celebrate annual award winners. Council Australia Day Awards Ceremonies are one viable option for recognition of annual awards winners.

5. Inspiring the organisations stakeholders is paramount to achieving momentum and success -

Deliver an exciting new brand direction and compelling charter.

- Recruit a respected group of professionals and individuals with a like minded passion for grass roots sport and extensive networks & intellectual property to drive the strategy (the Board).
- Support the strategy and the Board with dedicated resource.
- Demonstrate value to our grass roots sports stakeholders and government partners.

6. 100% of all income secured by the organisation is directed into the Australian Sports Foundation.

- Establishes accountability.
- Provides robust governance.
- Presents flexibility to set-up different fundraising programs.
- Funds can used to facilitate dedicated human resource.
- Has DGR status for donors.
- Sunshine Coast based dedicated support.

7. The organisation should cease to operate corporate hospitality events.

- It will however happily play a presenting role in Commemorative Sporting Recognition Events funded by external resources such as local and/or state government agencies where appropriate.

Addressing the organisation refresh recommendation; Eighty20 Partners recommends a practical solution to rebrand simply as **Sunshine Coast Sports** with a new logo, creative refresh and positioning statement – Shine Bright. (see over page).

Federation by definition does not fit well as a description of the current operations or fit well with the recommendations for the future to be a modern community minded partner for sport.

The existing website domain is www.sunshinecoastsports.com.au which supports the transition to a shortened entity name for the future. It's a low impact, low cost solution to move the brand forward.



SHINE
BRIGHT

EXECUTIVE SUMMARY

The five-year strategic plan articulates a roadmap for addressing the forementioned core recommendations and in summary sets out the following targets for achievement by 2025:

- Sunshine Coast Sports (SCS) has re-established itself as the independent voice for regional sport.
- SCS is widely regarded by regional sport and external stakeholders as a credible and respected contributor to the regional sport eco-system.
- Robust financial governance enables the achievement of SCS strategic objectives and vision.
- SCS Board has overseen the SCS operation to achieve \$1m in combined 5 year revenue for sport processed through SCS's Australian Sports Foundation Fund.
- The Sunshine Coast Sports Awards are deemed by our participants as prestigious and a recognition of their achievements that they aspire to earn. The Sports Awards are a valued platform for recognising the achievements of grass roots sports athletes, teams, clubs, volunteers and administrators.

OUR VISION

To be a respected independent, community sport minded, regional body that champions and supports grass roots sport on the Sunshine Coast promoting participation and enabling athletes to achieve their goals and aspirations.



OUR VALUES

PASSIONATE fans of the role sport plays in our communities and ensuring accessibility to sport for all.

CONNECTED to the grass roots sports participants of the Sunshine Coast and Noosa Council areas and our stakeholders to support and sustain growth and success.

PURPOSEFUL in our actions to efficiently execute our charter and maximise returns to the grass roots.

ACCOUNTABLE to transparent governance and the delivery of our vision for Sunshine Coast Sports.



OUR VALUE PROPOSITION

A well governed independent vehicle for the development, fundraising, advocacy, mentoring and celebration of Sunshine Coast Sport.



STRATEGIC OBJECTIVES

To achieve our vision the below strategic objectives will drive the execution of Sunshine Coast Sports business plan:

1. Successfully rebrand to Sunshine Coast Sports – celebrating and recognising the organisation’s fifty-year history whilst developing a youthful, modern brand to reposition our role and purpose as well as to engage and inspire a new generation of supporters and athletes.
2. To establish a new governance model and charter for Sunshine Coast Sports that will inspire and attract sustained partnerships with regional sport internal stakeholders and external stakeholders including government, corporate, community and philanthropic sector.
3. Activate a strategic partnership with the Australian Sports Foundation to substantially enhance the fundraising focus of Sunshine Coast Sports and to provide robust financial transparency whilst maximising the taxation benefits for financial supporters where able.
4. Secure the financial support required to deliver our vision enabling Sunshine Coast Sports to operate in a consistent, professional manner growing the value it can provide to the region’s grass roots sports.
5. Continue the legacy of the Sunshine Coast Sports Awards relaunching the Awards with a focus on amateur grass roots sports achievements and digital platform delivery to increase reach and engagement across the region.
6. Develop an effective communication platform to increase the brand equity of Sunshine Coast Sports and its reach into the community.
7. Play a professional role in recognising and honouring the achievements of our region’s athletes, teams, clubs and associations.

THE FUNDRAISING MODEL

THE PATH TO GENERATING \$1M FOR REGIONAL SPORT BY 2024.



GRASS ROOTS

ATHLETE
SCHOLARSHIPS/GRANTS

CLUBS/TEAMS GRANTS

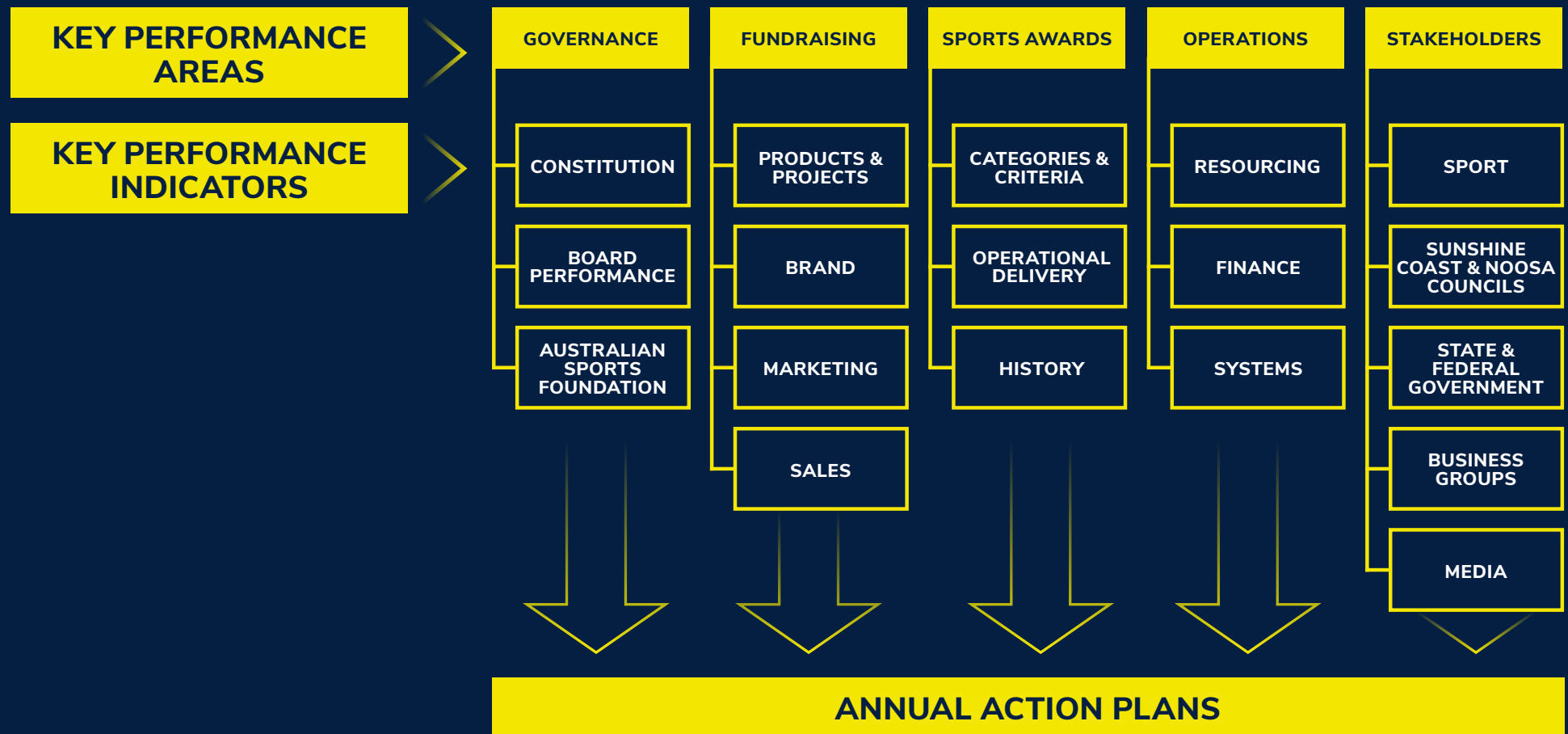
SPORT DEVELOPMENT

AWARDS PROGRAM

RESOURCING

OUR IMPLEMENTATION ROADMAP

STRATEGIC OBJECTIVES





SUNSHINE COAST
SPORTS

SHINE BRIGHT