



QORF (Queensland Outdoor Recreation Federation) is the peak body representing the interests of the outdoor sector in Queensland.

QORF exists because the outdoors is important. QORF assists to develop and promote quality human experiences undertaken in outdoor environments.

QORF is a member-based organisation, which advocates on behalf of stakeholders in the outdoor sector, represents members, promotes members and outdoor activities, and educates our community.

QORF endorses an inclusive definition of outdoor activities. The outdoor sector is more than the activities done – the process and purpose of delivery must be considered. QORF recognises that outdoor activities are undertaken for a range of purposes including:

- **Non-competitive outdoor recreation** – activities in a non-competitive context (for example, bushwalking, bicycle touring, picnicking and camping);
- **Outdoor sports** – formally organised, competitive events such as orienteering, rogaining, geo-caching, surfing competitions, long distance off-road motorcycle racing, car rallies and endurance horse riding;
- **Outdoor and environmental education** – using outdoor activities to help achieve formal and informal educational outcomes;
- **Health and lifestyle improvement** – active forms of outdoor recreation (walking, riding, canoeing, etc.) used to improve health and wellbeing or as part of a balanced lifestyle;
- **Adventure therapy** – using outdoor recreation activities for therapeutic outcomes – improved physical, psychological, social and spiritual well-being; and
- **Recreation tourism, eco-tourism and nature-based tourism** – outdoor recreation activities provided by commercial tourism enterprises.

The terms “outdoor sector” and “outdoor activity” are used to incorporate all facets of the outdoor community, and the stakeholders which QORF represents.

QORF recognises that being outdoors is good for people. The outdoors is great for well-being and can speed up healing. Nature can calm us down and increase creativity and productivity. Outdoor experiences connect people to their true selves, to others and to the natural environment.



MISSION To raise the profile, develop capacity and increase opportunities for outdoor recreation in Queensland.

VALUES QORF encourages the opportunity for all people to recreate outdoors.
QORF values:

- The Natural Environment
- Sustainability
- Diversity
- Professionalism
- Access
- Relationships

STATE OF QUEENSLAND'S OUTDOOR SECTOR – CURRENT CONTEXT

Part of QORF's role is to monitor the state of Queensland's outdoor sector. QORF scrutinises trends, policies, customs and actions which may impact on the outdoor sector. We rely on feedback from our members and others to make decisions about priorities for the future.

There have been many societal changes since QORF was established in 1996, including the methods and tools that people use to connect with each other. QORF is an organisation that connects people across the outdoor sector and serves as a conduit for government.

Trends around the shift from traditional/organised sport to more organic unstructured or less-structured outdoor recreation have been noted for some time, and have been confirmed by the release of recent surveys including QSERSA (released May 2016 by Department of National Parks, Sport and Racing - Queensland) and AusPlay (released December 2016 by Australian Sports Commission - Australian Government).

The challenge for the outdoor sector and QORF is to take advantage of these trends. We need to understand the trends, and ensure that decision-makers who affect our sector understand the implications of these trends, and the impacts on demand.

It is important that valuable outdoor experiences are provided for the entire community, not just for our traditional client base. Outdoor products vary significantly from operator to operator, which is a strength - it allows us to work together to ensure that the sector as a whole continues to grow to accommodate these trends.

QORF has long proclaimed the benefits of outdoor activities, from health at individual and community levels, creating and developing environmental advocates, connecting people with cultural heritage, and associated economic benefits.

We have completed projects to measure some of these benefits, but we do not actually know how many people engage in outdoor activities at any given time.

Queensland has a population of approximately 4.9 million people, and surveys indicate that a large number of these people are outdoors regularly. There is anecdotal evidence about engagement in the outdoors, but it is not being measured thoroughly or consistently.

QORF is an organisation for people within the outdoor sector, which has celebrated the hard-core people who like nothing more than sleeping under the stars after an exhausting trek to a remote location. The trends of increasing participation require QORF to consider the needs of the population which prefers inflatable beds and hot showers when "roughing it" - these people must be welcomed into the world of the outdoors.

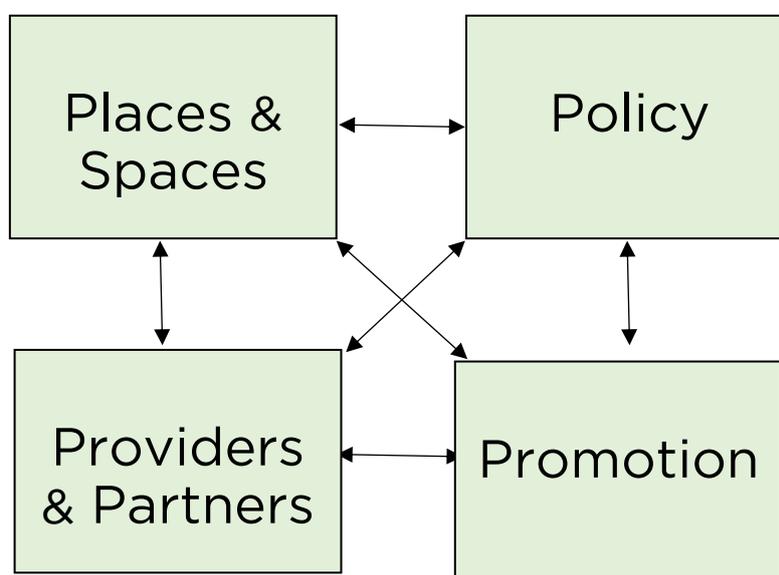
Part of this challenge are perceptions that the outdoors is for the young/fit, and that you must be raised in Queensland or Australia to be able to handle our outdoor conditions. Outdoor experiences should be available for all people, of all abilities and all cultures.



CHALLENGES

Key challenges facing QORF and the outdoor sector in Queensland are:

- **Places and Spaces:** Enabling spaces for outdoor activities to be identified, secured and managed to integrate with other values and concurrent uses. This needs to be done with an understanding of the importance for environmental care and custodianship; and a realisation that across all of Queensland places, spaces and associated infrastructure need to be managed to cater for current outdoor activities and for future growth in both demand for, and variety of, outdoor activities.
- **Policy:** Informing and encouraging quality policy, provision, planning and delivery of outdoor opportunities and experiences throughout Queensland.
- **Providers and Partners:** Developing quality education and training opportunities for outdoor leaders, building the capacity of individual and organisational providers, and identifying and developing collaborations and partnerships.
- **Promotion:** Engaging with government, resource managers, private landholders, media and the community to build understanding, appreciation, support, and opportunities to participate in, outdoor activities and environments.



STRATEGIC PRIORITIES AND INITIATIVES

1. Sector Leadership – a unified sector supported by a sustainable QORF
 - In providing leadership to our sector, QORF will promote *togetherness* and *unity*, while accepting that not all participants in a diverse sector will always agree.
2. Places and Spaces – securing and protecting appropriate places to participate in appropriate activities
 - QORF's *integrity* and reputation will assist in relevant discussions with stakeholders on what can be difficult topics, including situations of conflict. QORF will seek solutions to difficult questions.
3. Capacity Building – building workforce capacity and organisational capacity
 - Striving for *professional*, well-trained staff and volunteers in *quality* organisations.
4. Promoting the Outdoors – broadening awareness of outdoor recreation
 - QORF will *inspire* people towards positive, challenging, nature-based experiences in the outdoors.
5. Researching the Outdoors – broadening and deepening understanding of the outdoor sector
 - QORF will identify gaps in knowledge, *advocate* for and *collaborate* on innovative research that contributes to the outdoor sector, *publicise* research outcomes, and *undertake* site audits/assessments.



Strategic Priority 1 - Sector Leadership

Goal - a unified sector supported by a sustainable QORF

	Objectives		Actions/Initiatives
1.1	Enhance relationships and communications	1.1.1	Engage with the sector to understand needs
		1.1.2	Deliver/attend relevant conferences, symposiums, forums
		1.1.3	Ensure websites and social media channels are effective
		1.1.4	Communicate with other organisations that promote benefits of outdoor activities
1.2	Strengthen the profile of the profession	1.2.1	Publicise and encourage relevant research
		1.2.2	Conduct and promote the annual outdoor awards
1.3	Advocate	1.3.1	Engage with relevant government agencies and elected officials
		1.3.2	Take an active role in the Outdoor Council of Australia as the national voice for the outdoor sector.
1.4	Identify resources	1.4.1	Create/identify/secure additional funding sources
		1.4.2	Maintain list of consultants/volunteers who can work with QORF to develop and deliver Strategic Priorities
		1.4.3	Partner with stakeholders to achieve shared goals
		1.4.4	Refine sector surveying to identify and report on trends and issues
1.5	Strengthen relevance and appeal of membership	1.5.1	Maintain database of outdoor businesses, providers and operators as a basis of expanding membership and encouraging investment in QORF programs
		1.5.2	Review QORF brand for market appeal and effectiveness
		1.5.3	Review membership structure
		1.5.4	Clarify and promote member benefits
		1.5.5	Provide members with opportunities to comment upon and understand advocacy outcomes
1.6	Build capacity of staff and management committee	1.6.1	Conduct regular staff meetings
		1.6.2	Review policies and procedures
		1.6.3	Offer relevant professional development
1.7	Enhance effectiveness of management committee	1.7.1	Where appropriate, establish expert sub-committees to oversee strategic projects
		1.7.2	Review skills and qualities of effective boards/committees, and seek individuals who will contribute positively to QORF
		1.7.3	Conduct annual management committee reviews to identify areas for improvement/training

Strategic Priority 2 - Places and Spaces

Goal - to secure and protect appropriate places to participate in appropriate activities

2.1	Establish and maintain relationships	2.1.1	Communicate with relevant State Ministers, other members of parliament, bureaucrats, and local government elected and non-elected officials to highlight the significance, scope, benefits and opportunities required for outdoor activities
		2.1.2	Engage with land/water managers to advise on outdoor opportunities, infrastructure and access needs
		2.1.3	Enhance sector relationships and communication with land and water managers
2.2	Advocate with local and state government and other land/water managers	2.2.1	Contribute to relevant committees and forums to inform planning for and enduring access to land and water resources for outdoor activities
		2.2.2	Provide comment/advice on draft land and water management strategies and government policies that impact outdoor recreation
		2.2.3	Work with local government authorities regarding outdoor activities, including regional issues
		2.2.4	Engage with local government Councillors to influence and inform regarding outdoor opportunities, infrastructure and challenges
		2.2.5	Introduce QORF to relevant government Ministers with particular reference to their portfolio responsibilities and stated personal interests
		2.2.6	Advocate for empirical research on outdoor recreation participation, benefits and impacts (eg social, environmental, economic impacts)
2.3	Educate for appropriate use of land and water for appropriate recreation activities	2.3.1	Develop and disseminate advice on responsible use of land and water in collaboration with land and water managers, where appropriate
		2.3.2	Provide and enable information sharing opportunities regarding places and spaces
		2.3.3	Partner with sector to provide information on minimum impact practices at community events and forums



Strategic Priority 3 - Capacity Building

Goal - to build workforce capacity and organisational capacity across the sector

3.1	Educate the sector and key stakeholders about the need for training and opportunities for training	3.1.1	Engage with the outdoor sector to identify and develop internal training opportunities
		3.1.2	Provide forums and networks to allow the sector to learn about new developments, exchange ideas and provide views
		3.1.3	Encourage other organisations to consider the outdoor sector in their development offerings, and promote opportunities to the sector
		3.1.4	Promote sector awareness of and changes to adventure activity standards, high risk curriculum activity guidelines and National Outdoor Leader Registration Scheme (or equivalent)
		3.1.5	Work with the outdoor sector to build organisational development skills through hosting workshops on relevant topics (eg marketing and media)
		3.1.6	Develop and promote opportunities for outdoor leader/educator professional development
		3.1.7	Facilitate the delivery of appropriate training to the sector (source providers, inform industry, etc)
		3.1.8	Identify and distribute Human Resources and Industrial Resources information that assists in awareness and compliance of the sector to attract and retain workers and volunteers
3.2	Advocate to maximise access to quality training and education	3.2.1	Reinforce the importance for outdoor leadership training, compliance and assessment across different delivery models (eg education, tourism, recreation)
		3.2.2	Play an active role in driving national awareness and initiatives through membership of the Outdoor Council of Australia
		3.2.3	Maintain relationships with SkillsIQ and Queensland FSR Skills Alliance to represent the sector specific needs in training and development and to contribute to the continuous improvement of the Outdoor Recreation Training Package
		3.2.4	Contribute to reports relating to the current state of training and education for the outdoor sector
		3.2.5	Communicate the need for government supported training opportunities for outdoor volunteers and organisations
		3.2.6	Work with state government for ongoing resource support for volunteer outdoor leaders throughout Queensland eg Duke of Edinburgh, not-for-profit providers
		3.2.7	Expand and enhance sector knowledge and professional development by including training and education sessions in relevant conferences
3.3	Develop mechanisms to strengthen the profession	3.3.1	Engage with and represent volunteers and volunteer organisations in outdoor activities
		3.3.2	Identify and update information on grants and funding opportunities to support outdoor sector capacity building
		3.3.3	Coordinate information on outdoor opportunities and benefits, and disseminate through various channels
		3.3.4	Monitor and contribute to the National Outdoor Leader Registration Scheme (or equivalent)
		3.3.5	Communicate the benefits of accreditation, adventure activity standards and National Outdoor Leader Scheme (or equivalent) in achieving enhanced risk management for outdoor organisations
		3.3.6	Partner with community organisations to collate, develop and disseminate advice on engaging target groups and varied markets within the outdoor sector, including people from culturally and linguistically diverse backgrounds and people of all abilities

Strategic Priority 4 - Promoting the Outdoors

Goal - to broaden awareness of outdoor activities

4.1	Collate/develop evidence regarding the benefits of being in the outdoors	4.1.1	Promote research that quantifies and qualifies the benefits of being in the outdoors and/or participating in outdoor activities
		4.1.2	Collate accessible information snapshots that demonstrate the relevance and value of participation in activities in the outdoors
4.2	Determine key messages regarding the significance of participation in outdoor activities	4.2.1	Analyse and review government policy, research findings and media stories to identify current, relevant outdoor activity messages and trends
		4.2.2	Develop and disseminate marketing messages and guidelines for outdoor activities
		4.2.3	Engage with media to identify relevant and newsworthy outdoor stories, including inspiring local stories
4.3	Identify and deliver effective communication channels within and beyond the sector to disseminate outdoor messages	4.3.1	Use a variety of communication methods to promote physically active lifestyles and benefits of outdoor activities, to all people, of all abilities and all cultures.
		4.3.2	Promote the value and implications of well planned and delivered outdoor activities through educational organisations, including primary and secondary schools, early childhood education providers, out of school care etc
		4.3.3	Identify and share outdoor stories and activities that are of interest to the wider community
		4.3.4	Maintain 'where-to-go' template on the QORF website for the sector to share legitimate locations and guidelines for outdoor activities
		4.3.5	Promote outdoor activities and spaces through presentations at meetings and conferences
		4.3.6	Hold and promote public interactions that encourage communities to understand the value and benefits of outdoor activities
4.4	Conduct/support initiatives to inspire more Queenslanders towards outdoor experiences more often	4.4.1	Support and promote members' events and opportunities
		4.4.2	Identify activators and barriers to participation, and develop inspirational strategies
		4.4.3	Maintain the calendar of outdoor events on the QORF website
		4.4.4	Promote the Visioning the Outdoors film and photo competitions to the wider community
		4.4.5	Engage with outdoor event partners who deliver opportunities for participation in outdoor activities
		4.4.6	Ensure QORF website is accessible and relevant

Strategic Priority 5 - Researching the Outdoors

Goal - to broaden and deepen understanding of the outdoor sector

5.1	Advocate for, and collaborate on, innovative research that contributes to the outdoor sector	5.1.1	Maintain communication processes to assist in identifying gaps in knowledge regarding the outdoor sector
		5.1.2	Contribute to research projects regarding outdoor activities with various interested parties
		5.1.3	Advocate with all levels of government to encourage research on outdoor activities
		5.1.4	Act as a conduit between both researchers and the outdoor sector, and outdoor sector and researchers to increase engagement
5.2	Publicise and promote relevant research outcomes	5.2.1	Maintain (on the QORF website) a library of research findings related to the outdoors
		5.2.2	Provide researchers with opportunities to promote outdoor research
5.3	Undertake site audits and assessments	5.3.1	Ensure that the need for site audits and site assessments is understood by land/water managers
		5.3.2	Work with relevant stakeholders to ensure site audits and site assessments are undertaken professionally

