



*Adelaide  
Shores*

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## Strategic Plan

2007 - 2012

## Summary



Government  
of South Australia

*Positioning Adelaide Shores as  
South Australia's premier sport,  
recreation and coastal holiday  
destination*



## Foreword

**from the Chairman**  
**Bernie Lange**

The West Beach Trust, marketed as Adelaide Shores, provides high quality and accessible tourism, recreation and sporting facilities to the wider community. Adelaide Shores is a multi award winning precinct that has seen significant growth in its services and has been recognised nationally as a benchmark in the tourism industry thanks to excellent stewardship by previous Boards and commitment from the CEO, Ron Shattock, and its loyal employees.

The new Board appointed in January 2006 under my Chairmanship, saw the opportunity to refresh and reinvigorate the 'Jewel in the Crown' of Adelaide's Western Suburbs.

The *Adelaide Shores Strategic Plan 2007-2012* sets a clear direction for what is to be achieved, while allowing flexibility in how it is to be accomplished. It identifies the short and long-term goals of the Trust Board and its employees, and details an action plan to achieve these goals.

Our Strategic Plan framework has been developed cognisant and harmoniously with other State Government plans, such as *South Australia's Strategic Plan* and the *South Australian Tourism Plan*. My Board was exceptionally conscious of the need to integrate if we are to deliver the best outcome for tourism, recreation and sporting industries and capitalise on the momentum of the State Plans.

It is our intention for the Strategic Plan to provide a foundation and a springboard for the Trust to develop a vibrant and sustainable first choice destination for all South Australians, Interstate and International visitors.

Based on the Strategic Plan before you, we certainly look forward to an innovative and exciting next 5 years which will provide the wider community a safe and enjoyable destination for generations to come.

**Bernie Lange**  
**Chairman**



## Background

Adelaide Shores is a **sport, recreation and holiday destination icon** in South Australia and offers a **range of facilities and services** including various forms of tourism accommodation, golf facilities, sports grounds and associated facilities, boating and water leisure and a skate and BMX park with a mix of commercial and community services.

West Beach Trust (operating as Adelaide Shores) has been empowered by the Parliament of South Australia to manage the precinct known as the West Beach Recreation Reserve at West Beach. The West Beach Trust is a **statutory authority** created under the **West Beach Recreation Reserve Act 1987** to manage the Reserve and associated facilities at West Beach. The Reserve area incorporates the sporting and recreation areas, holiday village, caravan resort, golf courses and boat haven. Furthermore Adelaide Shores has care, control and management responsibility of the sand dunes and beach to low tide and leases 22 hectares from Adelaide Airport Limited which accommodates the Executive 60 golf course. In their entirety, they are marketed as Adelaide Shores.

The **West Beach Recreation Reserve Act 1987** specifies that the general function and powers of West Beach Trust are:

- a. to administer and develop the Reserve in accordance with its strategic and business plans –
  - as a sporting , cultural and recreational complex of State-wide significance; and
  - as a tourist attraction and resort; and
- b. to promote and encourage the use and enjoyment of the Reserve by the public; and
- c. to perform any other function assigned to the Trust by this Act or the Minister.
- d. provide facilities for accommodation, refreshment, sport or entertainment and any other amenities on the Reserve;
- e. grant (on such conditions as the Trust thinks fit) leases, licences or other rights of occupation or use in relation to any part of the Reserve or any building or any facility on or over any part of the Reserve.

The West Beach Trust Board is accountable for the **effective stewardship** of the Reserve to the **Minister for Urban Development and Planning**. The Board comprises 7 members, being 3 nominated from local Councils and 4 independent members.

The Adelaide Shores Strategic Plan Summary is an overview of the Adelaide Shores Strategic Plan 2007 – 2012. It has been designed to provide readers with an understanding of the nature of Adelaide Shores, its role in the community and its specific goals for the next five years.



## Our Vision

To position Adelaide Shores as South Australia's premier sport, recreation and coastal holiday destination.

## Our Mission

As a nationally recognised sport, recreation and holiday destination we create memorable experiences that improve the wellbeing and quality of life for individuals, families, groups and communities.

## Our Values

Our values serve to **drive the way we conduct our business:**

- Customer Focus**
- Continuous Improvement**
- Teamwork**
- Performance Orientation**
- Competitive Spirit**
- Community and Environment Focus**
- Duty of Care**

## Nature of Services Offered

Adelaide Shores manages three **commercial operations** (two accommodation facilities and a tenanted function centre) and provides **community services** (golf, sport, recreation and environment, boating and skate and BMX park). The organisation receives no Government funding for operating purposes and **funds its recurrent and capital expenditures through operating surpluses from commercial operations.**

The **key offerings** at Adelaide Shores are:

**1) Accommodation Facilities and Associated Activities:**

A range of accommodation styles is offered within the accommodation locations including villas, bungalows, cabins, on-site caravans, caravan and camping sites, bunkhouse, kiosk, games and leisure centres, swimming pools, playgrounds and other children/family activities.

**2) Sporting Activities:**

A wide range of sports are supported including baseball, dog obedience, horse riding, tennis, lacrosse, softball and a skate and BMX park.

**3) Golfing Activities:**

A number of golfing facilities are accommodated including two golf courses, driving range, golf training facilities, mini golf courses, golf pro shop and membership based golf clubs.

**4) Boating/Water Leisure:**

A range of boating and water activity facilities are provided including boat launching ramps, bait, tackle and chandlery and boat servicing and sales outlet, boat storage facility, sailing club, sea rescue head quarters and communication centre and rescue boat storage for Surf Lifesaving SA.

**5) Passive Recreation:**

A range of water and land based recreation activities are also available through the walking and cycle trails and the Coast Park adjacent to the environmental dunes system.

## Strategic Plan in Context

Strategic directions are cognisant of existing governmental strategies, policies and principles developed by other agencies and the Adelaide Shores Land Use Master Plan. These provide linkages and a foundation for the development of a strategic plan that is consistent with State objectives and other Adelaide Shores strategic documents.

Adelaide Shores recognises that planning should be **conducted in alignment with other key State level plans** such as the **South Australian Strategic Plan (2004)**, **SA Tourism Plan**, **South Australian Infrastructure Plan**, a **Planning Strategy for Metropolitan Adelaide** to name a few and the **Adelaide Shores Land Use Master Plan**. The integration of these plans is indicated by the Integrated Planning Framework.





## Our Goals

The following have been developed as priorities for Adelaide Shores according to strategic areas. Detailed further in the main strategic plan, these goals have specific actions in a workable system of accountability with priorities assigned to assist in the efficient implementation of the Plan.

**Strategic Area: People** (Internal) – encapsulates matters pertaining to staff at Adelaide Shores such as training, development, culture, career paths and outputs.

### Goals:

- Adelaide Shores demonstrates its commitment to the ongoing development of its people through continuous performance development and the provision of career enhancement opportunities.
- Continuous improvement is at the heart of our culture where staff are skilled, empowered and encouraged to make contributions to organisational improvement opportunities.
- Adelaide Shores is a customer-centric organisation where staff are empowered to deliver excellent customer service by understanding customer needs, being skilled in service delivery and customer relationship management and provided with the authority to make decisions (within documented policies).

**Strategic Area: Marketing** – encompasses directions regarding promotional activities at Adelaide Shores.


### Goals:

- Adelaide Shores is a first choice destination in the State for holiday makers, and is a sought after destination for recreation and sports participants.
- Increased growth in new and existing markets for both peak and off-peak periods.
- Our product offering features a 'family friendly' environment for our customers, visitors and community.
- Our marketing and branding is targeted, based on quality research, to desired market segments, positioning us at the forefront of destination marketers.

**Strategic Area: Facilities** – contains items relating to 'physical' items such as land, buildings, sport and recreation areas, particularly their development.

### Goals:

- Adelaide Shores continues to offer a diversity of quality accommodation, community recreation and sporting facilities.
- Adelaide Shores operates with sound commercial practices for the Caravan Resort, Holiday Village and the tenanted Function Centre ensuring maximisation of all revenue opportunities in order to provide benefits back to the community.
- The boating and golfing operate on a user pays basis removing the need to subsidise these services by other areas of operation across Adelaide Shores.
- The sporting and recreation facilities will be operated recognising the need for subsidy by commercial operations at Adelaide Shores.
- Adelaide Shores is recognised and valued by the community for the provision of high quality sporting, recreational and holiday related facilities and being an environmentally responsible organisation.



**Strategic Area: Operations** – highlights items pertaining to the functioning or running of day to day activities for Adelaide Shores.

**Goals:**

- Adelaide Shores maximises the effectiveness of investment in its assets through sound asset management and maintenance.
- Adelaide Shores effectively utilises its people resources through effective scheduling and rostering.

**Strategic Area: Environmental Management** – encapsulates directions relating to the environment within Adelaide Shores.

**Goals:**

- Adelaide Shores is recognised for its thoughtful and innovative application of best practice in environmental management.
- Adelaide Shores is seen by the community as an organisation dedicated to raising awareness and supporting learning in environmental management.

**Strategic Area: Corporate Governance** - provides directions on items regarding prudent legal and ethical management as well as responsible business practice.

**Goals:**

- Adelaide Shores' Corporate Governance Framework supports sound decision making, minimises risk, optimal utilisation of resources and guides the establishment of performance and accountability protocols.
- All stakeholders are confident that organisational management is making decisions based on sound facts and data and in accordance with the West Beach Recreation Reserve Act.

**Strategic Area: Stakeholder Relations** – encapsulates items involving organisations and people (not staff) involved with Adelaide Shores through formal or informal means.

**Goals:**

- Adelaide Shores has established effective relationships with all key stakeholders enabling their effective contribution prior to significant organisational decision making.
- Adelaide Shores identifies and actively involves 'partners' in growth and development opportunities for mutual benefit, providing customers with a diverse range of activities to experience.

**Strategic Area: Corporate Services** – includes items such as financial management, human resources and information technology

**Goals:**

- Synergistic interaction of corporate service functions, sound practices and a commitment to continuous improvement contributes and supports the attainment of strategic goals and outcomes.
- Corporate Services has a sound appreciation of internal and relevant external customer requirements and has designed processes to ensure the optimum support of all other operational units across Adelaide Shores.



## **Adelaide Shores**

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