

2024 – 2026 Strategic Plan



Statement of Acknowledgement

We acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

We also pay respects to the cultural authority of Aboriginal people visiting/attending from other areas of South Australia/ Australia.

KAURNA

Ngadlu tampinhi yalaka ngadlu Kurna yartangka inparrinhi.
Ngadludlu tampinhi, parnaku tuwila yartangka.

Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku,
parnaku yailtya, parnaku tapa puru purruna. Kurna Miyurna ithu
yailtya purruna, yarta kuma puru martinhi, puru warri-apinhi,
puru tangka martulayinhi.

Kuma kumartarna Yaitya Miyurna ngadludlu tampinhi iyangka
yalaka. Parnaku yarta kumartarna yarta Kanthi Partu-arra kuma
Warrunangku.



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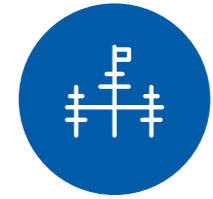


Who We Are



The West Beach Trust, operating as West Beach Parks, has been empowered by the Government of South Australia to manage the Precinct known as the West Beach Recreation Reserve. The Trust is a Statutory Authority created under the West Beach Recreation Reserve Act 1987 and its Board is accountable to the Minister for Planning for the effective stewardship of the Reserve.

West Beach Parks is a tourism, sport and leisure destination operating on the Reserve. It provides a mix of commercial and community services, including holiday accommodation, golf courses and associated facilities, sports grounds and buildings, a boating precinct, a skate and bike park.



OUR FACILITIES

- BIG4 West Beach Parks Holiday Park
- The Retreat at West Beach Parks
- West Beach Parks Boat Haven
- West Beach Parks Football Centre
- West Beach Parks Diamond Sports
- West Beach Parks Golf
- West Beach Parks Sporting Reserves
- West Beach Parks Skate and BMX Park
- West Beach Coastal Park



OUR PEOPLE

- Team Members - 166
- Trainees - 5
- Contractors - 37

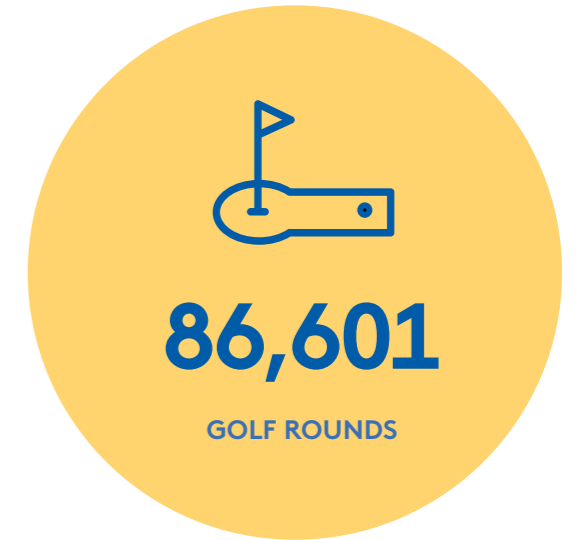


OUR LESSEES

- Commercial - 21
- Non-Commercial - 22

Annual Key Statistics

AS AT 30 JUNE 2023.





Chair Report

The Board of West Beach Parks is pleased to present the recently endorsed Strategic Plan that has been developed by the Executive in consultation with key stakeholders.

It presents a clear overview of the priorities and initiatives which focus on our bold vision to be Australia's favourite tourism, sport and leisure destination.

A new and exciting focus is the development of an entire Precinct Master Plan which will encompass a focus on preservation of biodiversity and conservation corridors, bold new entry statements and extensive landscaping throughout the park.

The visitor experience is paramount, so work will continue in offering new and unique services including pop-up food and beverage options, health and wellness activities, entertainment and new sporting products.

We intend to build on the success of Adelaide as an optimal destination for events by upgrading accommodation offerings, improving sporting facilities and making West Beach Parks more accessible to the community for recreation, sport and leisure activities.

This Strategic Plan outlines our intention to deliver the best experience for all our visitors to the unique West Beach Parks.

Jane Jeffreys AM

CHAIR



A Bold Vision to 2026

This Strategic Plan has been developed to further our commitment to the West Beach Parks Precinct Master Plan.

The Master Plan, which was developed in October 2022, is a bold vision for the future of West Beach Parks and its surrounding community. Over the coming years the Master Plan will be the driving force behind our Strategic Plan as we implement its key recommendations.

The goal of the Master Plan is to improve the identity of West Beach Parks as a whole, with its strategy to enhance the connectivity of the Precinct. This strategy is aimed at fostering a connected community by thinking about, and responding to, the sites location by utilising existing assets to make West Beach Parks the jewel in our community's crown.

The Master Plan aims to facilitate an ease of access and connectivity across the site to deliver long-term economic, social and environmental benefits to the wider community and become a more desirable place to live, work and play.

To achieve this improved activity and identity, a people-focused approach is a major consideration, along with investigating programming physical and social activity opportunities to create targeted spaces within the Precinct.

This Strategic Plan will begin with providing the right infrastructure to strengthen the visual and physical connections within West Beach Parks to make it a more connected outdoor destination.

It is our role as caretakers and custodians of this precious Crown Land to ensure its economic and environmental sustainability now and into the future, and we believe that is exactly what this Master Plan and Strategic Plan aims to achieve.

Kate Anderson

CHIEF EXECUTIVE OFFICER

Strategy at a Glance

The strategy behind the Master Plan is to strengthen the relationship between West Beach Parks and its environment through the creation of the following three Key Spaces:

1. **The Biodiversity Ribbon and Conservation Corridor:** gently integrating an informed layer of biodiversity within the site recognising the cultural and environmental heritage.
2. **The Heart:** a formal plaza bringing together community, visitors, guests and services to create a central destination and great experiences within the Precinct.
3. **The Envelope:** a strong street hierarchy defining intended users and prioritising required site interactions.

Six Guiding Principles have been developed to underpin the Master Plan, these include:

1. **Sense of Place:** highlighting the places that embody our values and our uniqueness, reflect our social and cultural diversity, and celebrate our natural environment and heritage.
2. **Connecting Our Places:** ensuring places are accessible, connected, offer a choice of sustainable mobility and contribute to the health and wellbeing of our community.
3. **Visible Regeneration:** nurturing and protecting our natural biodiversity, reducing our ecological footprint and building resilience through supporting water catchment and utilising waste as a resource.
4. **Diverse Landscape narrative:** supporting diverse and vibrant spaces by creating environments that provide a variety of form and function, supporting varied landscape uses overlaid with our cultural narrative.
5. **Shared Spaces:** connecting people with nature with integrating physical activity and social interaction, while meeting the needs of the community.
6. **Future Heritage:** conserving and enhancing places of heritage value, through exemplary conservation, contemporary adaptive reuse and creative approaches to ensure their continued contribution to the fabric of life.

Finally, these Key Spaces, underpinned by the Guiding Principles, will be implemented throughout seven Zones across the Precinct.

Zone 1 - The Biodiversity Ribbon and Conservation Corridor.

Zone 2 - The Envelope - concerned with the outside looking in.

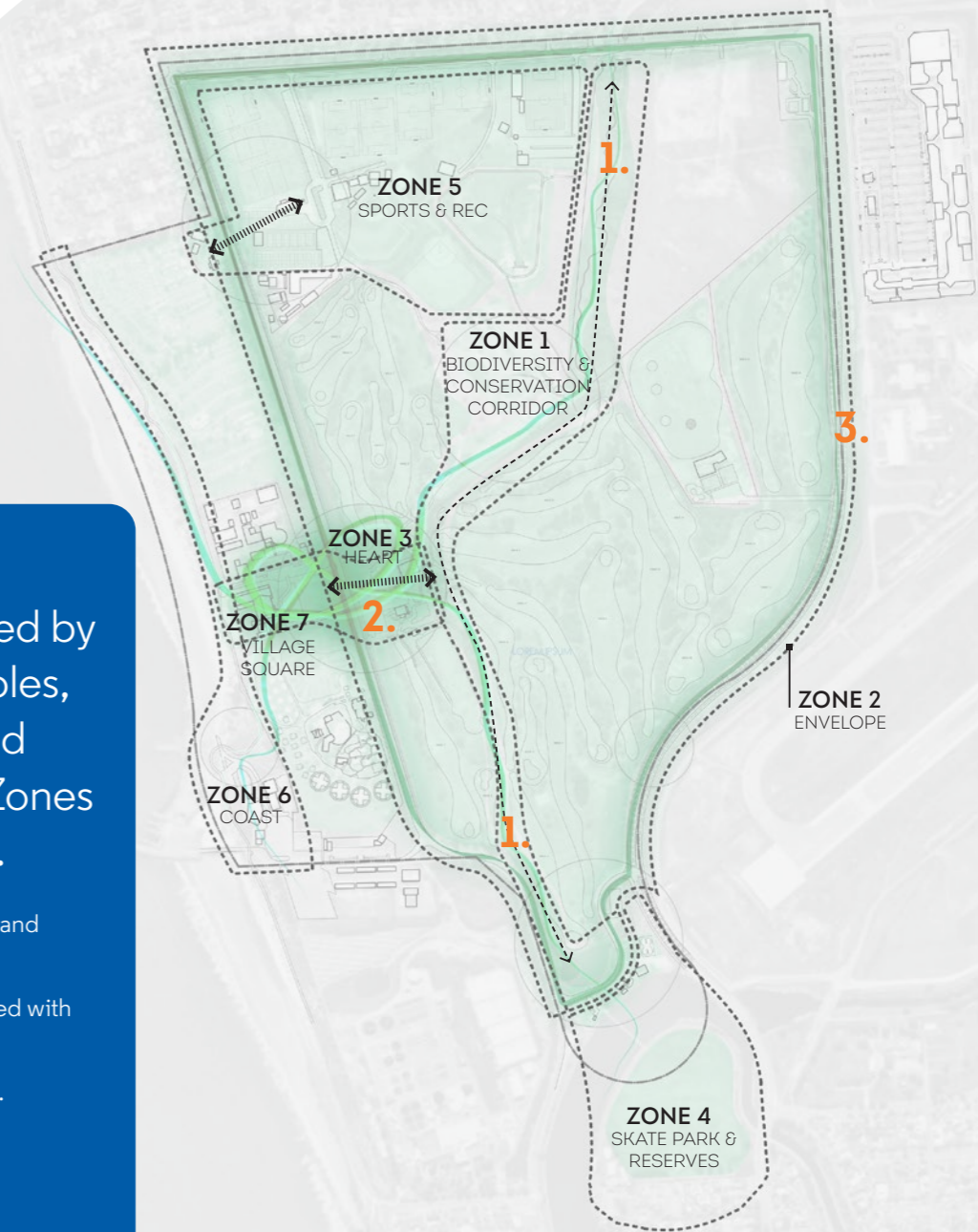
Zone 3 - The Heart - Plaza Centre.

Zone 4 - Skate Park & Reserves.

Zone 5 - Sports and Recreation.

Zone 6 - The Coastal Link.

Zone 7 - The Village Square.



Our Vision, Our Purpose, Our Values.



Vision

To be Australia's favourite
Tourism, Sport and Leisure
destination for everyone



Purpose

To care for and enhance
West Beach Parks for current
and future generations



Values

Ethics

We do the right thing

Accountability

We own our actions and
behave responsibly

Respect

For our visitors, each other
and our environment

Teamwork

We work together to create
and deliver a great visitor
experience

Our Strategic Pillars



Our Destination

STRATEGIC INTENT:

We will continue to drive the evolution of West Beach Parks for the benefit and enjoyment of everyone.

Our Community

STRATEGIC INTENT:

We will build and preserve genuine relationships within our Community, and continue to create inclusive environments for everyone.

Our Environment

STRATEGIC INTENT:

We will ensure that environmental sustainability is at the heart of everything we do.

Our People, Our Business

STRATEGIC INTENT:

We will invest in our people and our business, and ensure long-term financial sustainability.



STRATEGIC PRIORITY:

Our Destination

STRATEGIC INTENT:

We will continue to drive the evolution of West Beach Parks for the benefit and enjoyment of everyone.



WHAT SUCCESS LOOKS LIKE

KEY INITIATIVES

We implement Key Zones and Initiatives from the West Beach Parks Precinct Master Plan

Complete detailed design and costings, and initiate the implementation of the Biodiversity Ribbon & Conservation Corridor, the Heart, and the Village Square of the West Beach Parks Precinct Master Plan.

Complete Precinct entry statements and beautification of internal road networks within the Precinct.

Commence the implementation of the Landscaping Style Guide for use across the Precinct.

Implement the following stages of the Holiday Park Master Plan:

- Stage 1: Central Park
- Stage 2: Relocation of Eco Tents
- Stage 3: Splash Zone and Toddler Pool

We implement new opportunities to enhance services, facilities and products across the Precinct

Engage and attract external providers to provide services at The Retreat during Peak Season in the areas of: food and beverage; health and wellbeing; and entertainment and activities.

Activate 'Pop Up Spaces' across the Precinct by engaging external operators to provide facilities and services.

Develop a Business Case to assess the viability of enhancing the West Beach Parks Boat Haven products and facilities, to improve the customer experience for everyone.

Develop a Business Case to assess the viability of enhancing West Beach Parks Golf products and facilities to improve the customer experience for everyone.

We provide an exceptional customer experience

Review our end-to-end customer experience and implement changes.

Provide training to support our Customer Experience Teams across all products and facilities to provide consistent and excellent customer service.

Provide training to support our Lessees across the Precinct to provide consistent and excellent customer service.

We utilise our land to create new and vibrant experiences

Activate vacant land parcels across the Precinct with new facilities and services that will complement existing products.

We are known as the home of sport and leisure in South Australia

Attract new sport and recreational users to the Reserves.

Provide high-quality sporting facilities to meet the standard of our patrons.

Work with Events SA to be considered as a major hub for mass participation sporting events in South Australia.



STRATEGIC PRIORITY:

Our Community

STRATEGIC INTENT:

We will build and preserve genuine relationships within our Community, and continue to create inclusive environments for everyone.



WHAT SUCCESS LOOKS LIKE

KEY INITIATIVES

We have strong and collaborative relationships

- Develop a Community Engagement Framework* that:
- Ensures the continuation of genuine, focused and purposeful relationships across our Community Network
 - Focuses on the development of new relationships across our Community Network
 - Outlines the frequency, key purpose and intent for engagement.
- * Community Engagement Framework = Guests, Visitors, Lessees, Local Councils, Government, Stakeholders

Develop a Communications Strategy focussed on driving and achieving support for the implementation of the West Beach Parks Precinct Master Plan, and associated Community initiatives across our Community Network.

We work together with our Lessees

Develop and implement an annual calendar of events across the Precinct in conjunction with our Lessees and key Stakeholders.

We have community areas and spaces that are accessible and inclusive for everyone

Commence implementation of Zone 1 of the Precinct Master Plan: The Biodiversity Ribbon & Conservation Corridor.

Commence implementation of Zone 3 of the Precinct Master Plan: The Heart - Plaza Centre.

Commence implementation of Zone 7 of the Precinct Master Plan: The Village Square.

Ensure all of our play spaces across the Precinct are intergenerational and inclusive.

Attract new community events to the Precinct.



STRATEGIC PRIORITY:

Our Environment

STRATEGIC INTENT:

We will ensure that environmental sustainability is at the heart of everything we do.



WHAT SUCCESS LOOKS LIKE

KEY INITIATIVES

We protect and preserve our Environment

Implement Year 2 and Year 3 initiatives from the West Beach Parks Environmental Sustainability Plan 2022-2025 including:

- Develop and implement our Vehicle Fleet & Alternate Fuels Procurement Strategy
- Implement onsite vehicle charging stations
- Develop and implement the Sustainable Development Principles & Guide
- Develop and implement our Green Office Strategy
- Deliver on the initiatives of our Climate Adaptation Action Plan.

We protect and enhance Local Biodiversity

Implement recommendations from the Biodiversity Index Report by Greening Australia including:

Sand Dunes

- Clear Woody Weed species including African Boxthorn, Sea Wheat Grass, Galenia and Ice Plant
- Remove African Boxthorn and Sea Wheat Grass
- Tag and report fox dens
- Implement irrigation system through sand dunes
- Install drift fencing to assist with stabilisation
- Increase sand dune information signage.

Patawalonga Creek Line

- Collection of Native seeds and remnant species in the upper Patawalonga Creek,
- Clear the upper riparian area of weedy trees species including Kikuyu, Couch and Soursob and African Boxthorn
- Nominate selective trees for perching/nesting habitat
- Identify native plant species to be retained
- Plant 10,750 endemic plants along the creek line to improve the amenities of the area and increase biodiversity value.

We protect and preserve Cultural Heritage

Implement recommendations from the Culture Heritage Plan including:

- Develop a Cultural Heritage Management Plan for endorsement by the KYAC Board
- Introduce and implement annual cultural awareness training for all staff
- Engage Kaurua representatives during major capital works projects that have ground disturbance.



STRATEGIC PRIORITY:

Our People, Our Business

STRATEGIC INTENT:

We will invest in our people and our business, and ensure long-term financial sustainability.



WHAT SUCCESS LOOKS LIKE

KEY INITIATIVES

We ensure ongoing financial sustainability

Drive commercial return from the Holiday Park, Retreat, and Golf facilities through maximising yield and discretionary spend.

Consider the viability to manage other accommodation, sport and leisure facilities outside of West Beach Parks.

We will secure funding to implement the Key Zones and Initiatives from the West Beach Parks Precinct Master Plan

Actively explore and secure funding to implement the following Zones from the West Beach Parks Precinct Master Plan:

The Biodiversity Ribbon & Conservation Corridor, The Heart, and The Village Square

Determine priorities and explore funding options for the remainder of the Precinct Master Plan for inclusion in the 2027-2030 Strategic Plan.

We ensure a safe and secure destination for everyone

Implement the key initiatives from the Health, Wellbeing & Safety Strategic Plan and Action Plan 2021-2024.

Develop the Health, Wellbeing and Safety Strategic Plan and Action Plan 2025 – 2028.

We attract and retain a talented and diverse workforce within a values driven, passionate and customer centric workplace

Recruitment and retention – we will progress our Employer Brand through evaluating and enhancing our Employee Value Proposition.

Capability and performance – we will identify and grow our Team’s capability to achieve industry best practice outcomes.

Diversity and inclusion – we will enable and promote a workplace culture that improves workforce participation through equal access to opportunities for all.

We have a strong Brand

Focus on retaining customers that were previously non-considerers through a personalised marketing strategy that builds on, and enhances the customers emotional connection to the brand.

Expand the West Beach Parks brand understanding: Aim to be known for more than just the Holiday Park by evolving the brand strategy to enhance West Beach Parks overall profile.

Broaden The Retreat at West Beach Parks appeal: Balance marketing emphasis on families with new growth segments.

Conduct a health check on the West Beach Parks master brand and its sub-brands to determine brand position and opportunities for improvements to the Brand Strategy.

We use technology to better our products and services

Research and recommend a new Business Intelligence Tool to improve Management and Board reporting.

Develop a Business Case for operational management software to improve business performance and asset management.

Assess and implement a new HR Management System that enhances the support of our people and business.

West Beach Parks

holiday · sport · adventure

