



**TWEED
HOLIDAY
PARKS™**

Annual Report

2019 - 2020



About Tweed Holiday Parks

From its inception in 1997, Tweed Holiday Parks was appointed by the NSW Government to manage the holiday parks located on Crown land. The Reserves under the control of Tweed Holiday Parks are located between Tweed Heads in the north and Pottsville South in the south. The total land managed consists of seven Crown Reserves with a land area of 24 hectares.

Tweed Holiday Parks encourage families to experience The Tweed and enjoy a 'back to basics' holiday with each other and in nature. A holiday at any of the Tweed Holiday Parks is about making lifelong memories and connecting with loved ones. It's about spending time outdoors at amazing waterside locations in a year-round temperate climate – fishing, paddle boarding, kayaking, swimming, surfing or simply relaxing by the water are just a few of the activities guests can enjoy.

In 2019 Tweed Holiday Parks underwent an evolution of the brand including a new brand promise, name and brand mark. All parks have undergone significant changes in terms of structure, management and experience since establishment in 1997. After the

refurbishment of Kingscliff Beach was completed in 2018 it was felt an opportune time to refresh the brand to convey what Tweed Holiday Parks is and means today to all that work there, its stakeholders and customers.

Our commitment to sustainability

Alongside the new identity launch, Tweed Holiday Parks pledged their commitment to a sustainable future, with a new Sustainability Pledge. Their commitment to the environment is high on the agenda, for now and the future, to ensure future generations can continue to enjoy The Tweed. By 2023, Tweed Holiday Parks pledge to reduce water and power consumption and transition to renewable energy options where possible. They pledge to reduce landfill waste and protect the natural biodiversity and wildlife in all of their seven parks.

Tweed Holiday Parks offer seven idyllic beach, river or creekside holiday parks located along the Tweed coastline, from Tweed Heads to Pottsville South.

Tweed Holiday Parks provide modern, affordable and flexible spaces to stay,

with each park situated close to nature, tranquil waters and in areas of pristine beauty. With something to suit every traveler - providing a home away from home – and a place to make memories.

Visitors can choose from accommodation to suit every need, budget and occasion, including waterfront cabins, Surfari tents, spacious tourist and tent sites some with ensuite options.

Brand promise

The identified brand promise is space. With Tweed Holiday Parks you have space, to think, to spend time with your loved ones, physical space with large sites all close to water, space to 'be', space to relax, space to take time out...





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A Message from the Unit Coordinator

Welcome to the Annual Report for Tweed Holiday Parks for the 2019/2020 financial year.

The first and last half of the year were so vastly differently from one another. As we are aware, the latter part of the financial year saw extreme bush fires across our country and of course, when COVID-19 hit our shores, the result was unprecedented restrictions, and guidelines across the entire travel industry and indeed here, within our parks. I would personally like to extend my deepest gratitude to the Tweed Shire Council, Tweed Councillors, Admin Staff, Park Management and Staff, our Suppliers, Customers and the local communities in which our parks reside for your strength, patience, understanding and support.

The Tweed Coast Holiday Parks Reserve Trust was dissolved on 30th June 2019 and effective 1st July 2019, Tweed Shire Council was appointed the Crown Land manager under the Crown Land Management Act 2016 to manage the

land on which the holiday parks occupy. From July 1st, Tweed Coast Holiday Parks became Tweed Holiday Parks. This was in preparation for the new Brand Identity and website (with online booking functionality) which was in the works. Finally, in November 2019, we successfully launched and rolled out a new, beautiful and modern brand, brand promise and brand guidelines across all of our parks, assets, collateral and merchandise. Part of the launch included the production of branded video content. This content was a key asset used to digitally attract key market segments, drive web traffic and attract new customers – an important component of our Strategic Marketing Plan.

It was around that same time we were beginning to see many parts of our country being ravaged by horrific bush fires. We were very grateful that our region wasn't directly affected. However, we needed to be mindful of our communications and ultimately needed to adopt a compassionate and

flexible cancellation policy for those who were no longer able to travel. The general tone was concern for recovery – economically, environmentally and socially. By February, our messaging mirrored that of the national call out to “holiday at home” and support fellow Australians. What came next was completely unprecedented and nothing could have prepared us.

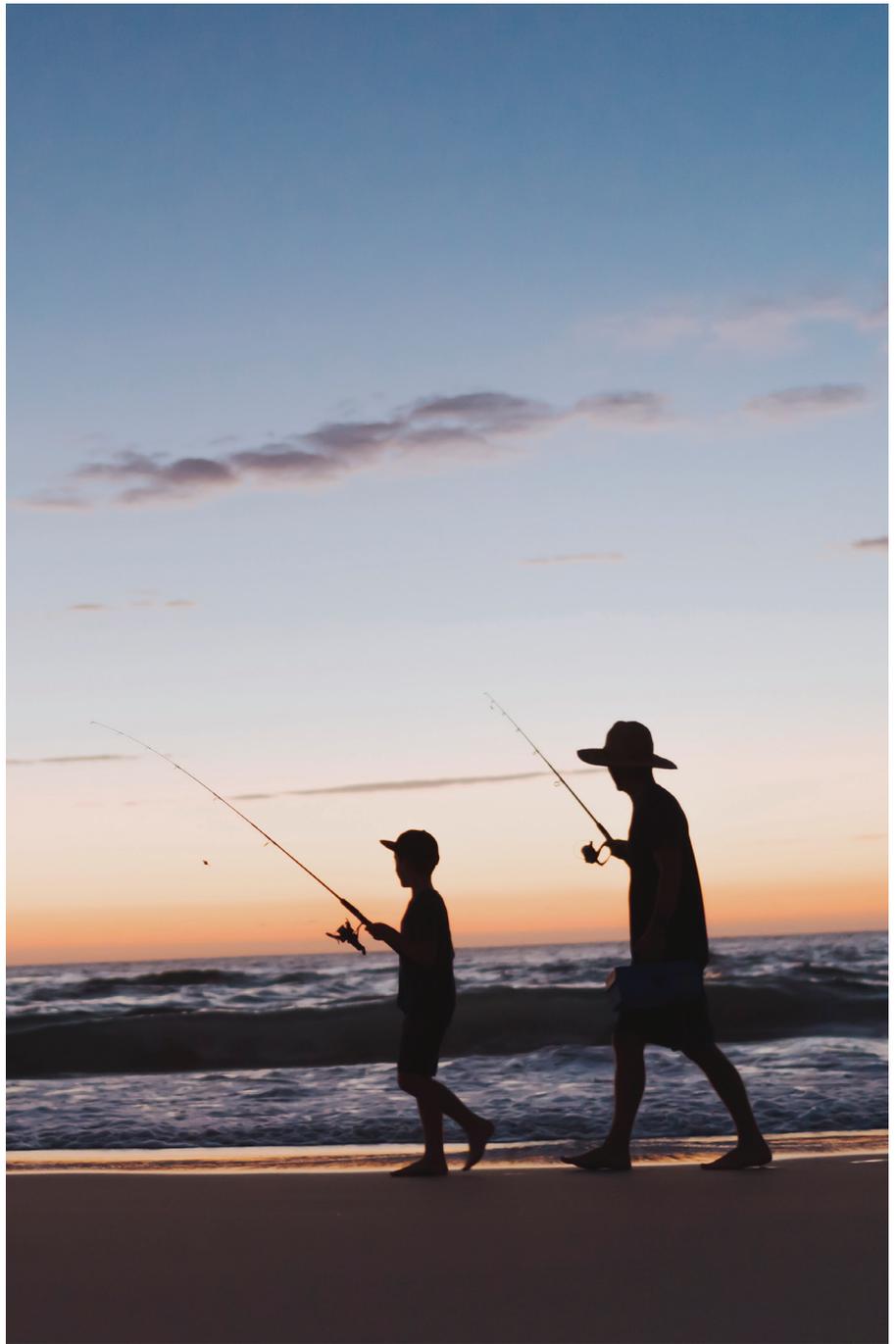
By March 2020, the spread of COVID-19 had well and truly arrived in Australia and our Federal government implemented immediate travel restrictions on an international and domestic level. Our parks closed, we were working from home and the country essentially shut down. While much of our media spend was cancelled, we continued to keep our communications positive and supportive.

On June 5th, all of our parks re-opened to a NSW and shortly after to a geographic NSW/QLD “bubble”. Our marketing team were constantly

'listening and responding to changes in regulations. Thankfully our digital presence was well and truly in place – giving us the ability to flex and pivot with ease.

I would like to personally thank our new Business Development Officer and the entire team for their on-going commitment and passion throughout the year and during the closure of the parks. I also appreciate the confidence Tweed Shire Council have demonstrated in supporting us over the 12 months.

Andrew Illingworth
Unit Coordinator
November 2020



Strategic Plan

Below is a snapshot of the Strategic Plan for Tweed Holiday Parks. It outlines a number of actions to be implemented across all seven parks during the financial year and for the future direction of the business.

GOALS	OBJECTIVES
<p>CUSTOMER SERVICE</p> <p>Making the client number one by providing a consistent high level of customer service</p>	<ul style="list-style-type: none"> • To attain a Net Promoter Score of greater than 75% • To increase the number of referrals as a source of bookings by 5% per annum • To attain a customer retention rate of over 70% • To attain a customer survey rating for customer service over 90% • To attain a minimum TripAdvisor rating of★★★★
<p>ECONOMIC</p> <p>A sustainable business that generates ongoing funding to support business growth and deliver social and environmental outcomes</p>	<ul style="list-style-type: none"> • To attain an EBITDA profit as a percentage of revenue of greater than 50% • To maintain overheads as a percentage of revenue of less than 10% • To reduce costs using group purchasing and new technologies • To provide sustainable dividends to the Tweed Shire for other Crown reserves • To provide funding opportunities for capital investment • To join with local business chambers to drive economic growth in local areas
<p>PRODUCT</p> <p>A diverse product range appealing to a variety of target markets</p>	<ul style="list-style-type: none"> • To provide a range of accommodation • To provide a diverse product range enabling social equity in accessing Crown reserves • To provide a diverse range of experiences across the group • To create holiday opportunities for those with special needs • To provide modern recreation and communal facilities and amenities • To investigate opportunities to acquire additional parks

GOALS	OBJECTIVES
<p>MARKETING</p> <p>Increased numbers of visitors to the Tweed</p>	<ul style="list-style-type: none"> • To increase occupancy across all parks • To increase the revenue per occupied room (REVPOR) for all parks • To increase interaction with guests (current and potential) on social media • To attain greater brand recognition for Tweed Holiday Parks
<p>ENVIRONMENT & SOCIAL</p> <p>Protection and enhancement of the environment and social amenity for current and future visitors</p>	<ul style="list-style-type: none"> • To be a role model in environmental management • To remove not-locally-occurring vegetation species from reserves • To work with local environmental groups to achieve sustainable outcomes • To use environmentally friendly products in managing reserves • To promote the use of alternative energy sources • Where possible, to ensure parking impacts created by holiday park patrons are managed within the park • To allocate profits from the holiday parks to develop day use reserves for local communities and visitors to the Tweed Coast • To promote a working relationship with the Local Aboriginal Land Council • To participate in commercially consistent and compatible local community events
<p>GOVERNANCE</p> <p>Effective leadership with transparent and accountable decision making</p>	<ul style="list-style-type: none"> • To provide effective communication with all stakeholders • To develop an engaged, skilled and energetic team • To promote a culture of continuous improvement • To ensure sufficient resources are available to deliver agreed outcomes • To deliver information technologies that improve business operations & performance • To minimise business and liability risks • To ensure compliance with all legislative operational, business & planning requirements

Occupancy Data, Expenditure and Revenue Snapshot

2019/2020

Expenditure of Funds

Amount \$

Holiday Parks Operations	7,328,458
Payments to NSW Crown Lands	405,400
Contributions Paid to Tweed Shire Council	1,223,766
TOTAL	8,957,624

2019/2020

Occupancy Snapshot

Number of Client Nights

Tweed Heads	99,247
Fingal Head	74,787
Kingscliff North	20,750
Kingscliff Beach	53,899
Hastings Point	24,915
Pottsville North	41,482
Pottsville South	59,650
TOTAL:	374,730

2019/2020 Revenue Breakdown Snapshot

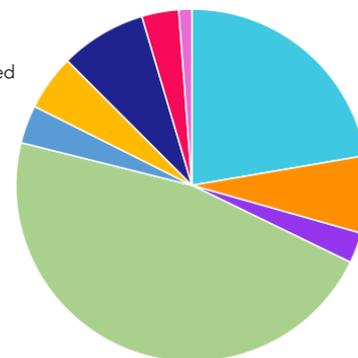
Total Gross Revenue \$

Site Fees	8,224,154
Park Hires	107,853
Interest & Investment Income	223,793
Other Revenue*	486,538
TOTAL:	9,042,338

*Sale of relocatable homes; Caretaker Residence Rent; Merchandise Sales

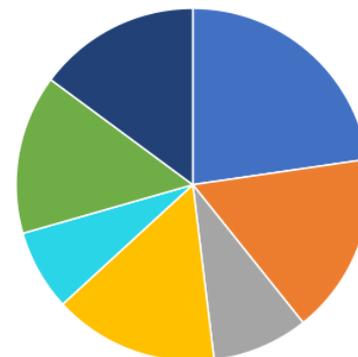
2019/2020 Park Site Revenue Snapshot

- Onsite Cabins
- Tent Sites Powered
- Tent Sites Unpowered
- Tourist Sites
- Tourist Ensuite Sites
- Surfari Tents
- Private Sites
- Long Terms Sites
- Stored Offsite Van Sites



2019/2020 Revenue by Park Snapshot

- Tweed Heads
- Fingal Head
- Kingscliff North
- Kingscliff Beach
- Hastings Point
- Pottsville North
- Pottsville South



Occupancy Data, Expenditure and Revenue Snapshot continued...

2019/2020 All Parks Occupancy Percentage by Category Snapshot

Onsite Cabins	69%
Tent Sites Powered	47%
Tent Sites Unpowered	21%
Tourist Sites	54%
Tourist Ensuite Sites	64%
Surfari Tents	52%
Private Sites	15%
Long Term Sites	99%
Stored Offsite Van Sites	54%



Sponsorship

Current sponsorship:

It is important to Tweed Holiday Parks to support the local community through appropriate sponsorship. This type of support is beneficial to the events/groups and associations that are being helped, but it is without doubt one of the most essential relationships that needs to be nurtured. Local businesses and the local community are the entities who support, refer and recommend guests to stay at the parks. In addition, guests see the goodwill and community involvement of the park and often, love to stay when these community events are taking place to get an authentic local experience.

Tweed Coast Enduro

This event is held in March each year and continues to be a longer distance tri than most, which makes it high on most athletes bucket list. Each year Tweed Holiday Parks sponsors this event \$5000 per event and has been a keen supporter for many years. In exchange for Tweed Holiday Parks sponsorship, brand coverage is received across all media platforms including newsletters, advertising and social media in the lead up, throughout and post-event.

tweedenduro.com.au



Kingscliff Triathlon

This bi-annual event which is held in March and November continues to be one of Australia's most popular tri events with a range of events that suit all ages and athletic abilities including first timers and elite. Tweed Holiday Parks has supported this event since it first started and has proudly sponsored \$5000 per event (\$10,000 per annum). In return, Tweed Holiday Parks receive brand coverage across all media platforms and the use of collateral in the lead up, throughout and post-event.

kingsclifftri.com.au



Community Projects



A. Fingal Headland restoration project commission of Headland Masterplan B. Kingscliff RSL Anzac Day

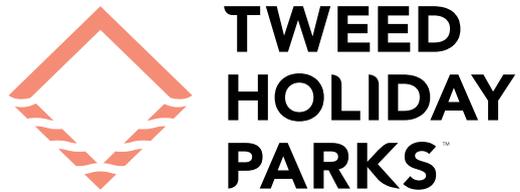
Our Crown Reserves Improvement and Commitment continued...



E. Threatened Species \$203,500 pa contribution to TSC F,G,H. Mooball Creek Retaining Wall, Pottsville



I. Coastal Ranger \$104,500 pa J. Coastal Zone Management Plan (Kingscliff Foreshore rock wall maintenance reserve fund) \$132,000 pa contribution to TSC



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