



TWEED
HOLIDAY
PARKS™

Annual Report

2020 - 2021

About Tweed Holiday Parks

Tweed Holiday Parks Reserve Trust was established in 1997 and appointed by the NSW Government to manage the holiday parks located on Crown land. The reserves under the control of Tweed Coast Holiday Parks Reserve Trust 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.

The Tweed Coast Holiday Parks Reserve Trust was dissolved on 30th June 2019 and Tweed Shire Council in its capacity as manager was appointed the Crown Land Manager under the Crown Land Management Act 2016, to manage the land on which the holiday parks occupy. On 1st July 2019 Tweed Coast Holiday Parks rebranded and became Tweed Holiday Parks.

Tweed Holiday Parks are located on idyllic beaches, rivers or creekside across the Tweed coastline from Tweed Heads to Pottsville South. Visitors to the holiday parks can choose from a range of accommodation to suit every budget, and occasion including waterfront cabins, safari tents, spacious tourist sites, and tent sites.

Tweed Holiday Parks has evolved the brand to include a brand promise, name, and brand mark. Our brand promise is space. With Tweed Holiday Parks you

have space, to think, to spend time with your loved ones, physical space close to water. Space to 'be', space to relax, space to take time out.

Tweed Holiday Parks brand promotes getting back to basics and enjoying family time and nature – the way camping should be. A holiday with Tweed Holiday Parks is about making lifelong memories with loved ones. It's about spending time outdoors at amazing waterside locations in a year round temperate climate – fishing, paddleboarding, kayaking, swimming, surfing or simply relaxing by the water.

Tweed Holiday Parks recognises the importance of contributing to the wider Tweed community. Part of this commitment involves working collaboratively with the Tweed Shire Council on the Tweed Coast Conservation Program. Tweed Holiday Parks is instrumental in providing funding for community programs to protect and enhance our wonderful Tweed Region.

Key project achievements and highlights for 2020/2021 include;

- Threatened bird management
- Restoration of the Tweed Coast's littoral rainforest remnants
- Pest animal management implementation
- Take the Lead project

- Peninsular Street stairs, Hastings Point
- Tweed Coast Koala Research Hub
- Fingal Headland Masterplan

Tweed Holiday Parks pledged their commitment to a sustainable future, introducing a Sustainability Pledge in 2019. Our commitment to the environment is high on the agenda, for now and into the future, to ensure future generations can continue to enjoy The Tweed. By 2023, Tweed Holiday Parks pledge's to reduce water and power consumption and transition to renewable energy options where possible, as well as reduce landfill waste and protect the natural biodiversity and wildlife across all seven parks.

Our holiday park team are passionately committed to providing every single customer, whether tourist, business, holiday van, permanent or other with exceptional holidays and amazing experiences.

With something to suit everyone, providing a home away from home, a space to make memories. Where holidays are just as you remember them, with space and time to connect and be connected.

We welcome you to Tweed Holiday Parks.



Contents

Managers Message	4 - 5
Strategic Plan	6 - 7
Occupancy, Expenditure and Revenue Snapshot	8 - 9
Sponsorship	10
Caravan & Camping Consumer Shows	11
Crown Reserves Improvements	12 - 13

Managers Message

Welcome to the Annual Report for Tweed Holiday Parks for the 2020/2021 financial year.

A year like no other has seen the whole country facing health, social and financial disruption due to the COVID-19 pandemic. State lockdowns, restrictions and border closures have posed significant challenges for the holiday park operations. Our whole team, including Park Managers and their staff, contractors, and suppliers, have all shown an enormous amount of resilience that has enabled Tweed Holiday Parks to persevere during these unprecedented times.

Over the last 12 months NSW outbreaks and the opening and closing of the Queensland Border has caused major customer and business disruption across the seven holiday parks. In response, the whole team has adapted and navigated through a multitude of changes and implemented a range of operational measures to ensure guests and staff remain safe. The introduction

of the flexible cancellation policy at the beginning of the pandemic has assisted us greatly in managing customer expectations and booking cancellations over this period.

During the pandemic we were also presented with opportunity fortunately to make improvements across the seven holiday parks. Overall, we delivered over \$200k worth of planned maintenance improvement works across the holiday parks. Works included replacing ageing solar lights with energy efficient LED lights at Pottsville South, Kingscliff North and Pottsville North, re-furbishing the main reception area at Fingal Head, installing a worm farm/vegetable garden at Kingscliff Beach and changing the amenity block access from key entry to pin pad entry at Tweed Heads & Pottsville North.

In 2019 we launched our Sustainability Pledge and in April we welcomed our very own Sustainability Ambassador, Alyce Togo. Winner of the People's Choice Youth Sustainability Award, and

at just 13 years old, Alyce's passion for sustainability extends beyond the regular school curriculum and sees her campaigning and actively participating in environmental movements towards a more sustainable future.

During the year Tweed Holiday Parks collaborated with Tweed Tourism Co and local Tweed businesses to support and promote the region by attending the 2021 Caravan and Camping Shows in Sydney and Brisbane, connecting with 105,000 holiday and camping enthusiasts.

Generally over the last 12 months Tweed Holiday Parks has seen a shift in consumer holiday trends with the pandemic motivating Australians to travel in their own backyards. In March 2021, the Caravan and Camping Industry reported the largest quarter ever recorded nationally for Caravan and Camping, growing 17.2% from 2020 indicating that the road to recovery is well and truly underway for our industry.

Looking into the future we will focus on keeping people safe and delivering the best service in the most appropriate ways.

I appreciate the confidence Tweed Shire Council have demonstrated in supporting Tweed Holiday Parks over the past 12 months.

I would like to take this opportunity to thank the entire Tweed Holiday Parks team. I am so incredibly thankful for the work our committed team continue to do to support our visitors and each other, for their contribution and dedication to provide holiday makers with a memorable experience, getting back to basics and enjoying family time and nature – the way camping should be.

We look forward to a brighter 2021/2022.

Andrew Illingworth
Manager Tweed Holiday Parks
and Cultural Facilities.



Strategic Plan

Below is a snapshot of the Strategic Plan for Tweed Holiday Parks. It outlines our deliverables across all seven parks for the financial year and into the future.

GOALS	OBJECTIVES
CUSTOMER SERVICE Making the client number one by providing a consistent high level of customer service	<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 ★★★★★
ECONOMIC A sustainable business that generates ongoing funding to support business growth and deliver social and environmental outcomes	<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
PRODUCT A diverse product range appealing to a variety of target markets	<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, Expenditure & Revenue Snapshot

2020/2021

Expenditure of Funds

Amount \$

Holiday Parks Operations	7,017,604
Payments to NSW Crown Lands	493,225
Contributions Paid to Tweed Shire Council	1,918,560
TOTAL	9,429,389

2020/2021

Occupancy

Number of Client Nights

Tweed Heads	91,064
Fingal Head	55,301
Kingscliff North	22,475
Kingscliff Beach	46,476
Hastings Point	29,350
Pottsville North	59,375
Pottsville South	52,576
TOTAL:	356,617

2020/2021

Revenue Breakdown

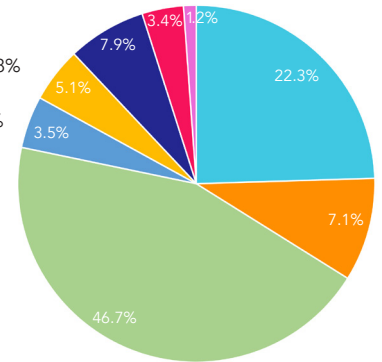
Total Gross Revenue \$

Site Fees	9,811,204
Park Hires	159,778
Interest & Investment Income	88,846
Other Revenue*	492,223
TOTAL:	10,552,051

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

2020/2021 Accommodation Revenue Snapshot

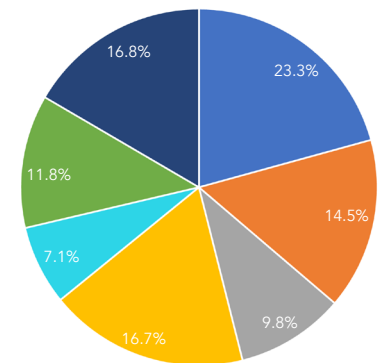
- Onsite Cabins - 22.3%
- Tent Sites Powered - 7.1%
- Tent Sites Unpowered - 2.8%
- Tourist Sites - 46.7%
- Tourist Ensuite Sites - 3.5%
- Surfari Tents - 5.1%
- Private Sites - 7.9%
- Long Terms Sites - 3.4%
- Stored Offsite Van Sites - 1.2%



2020/2021

Revenue by Park Snapshot

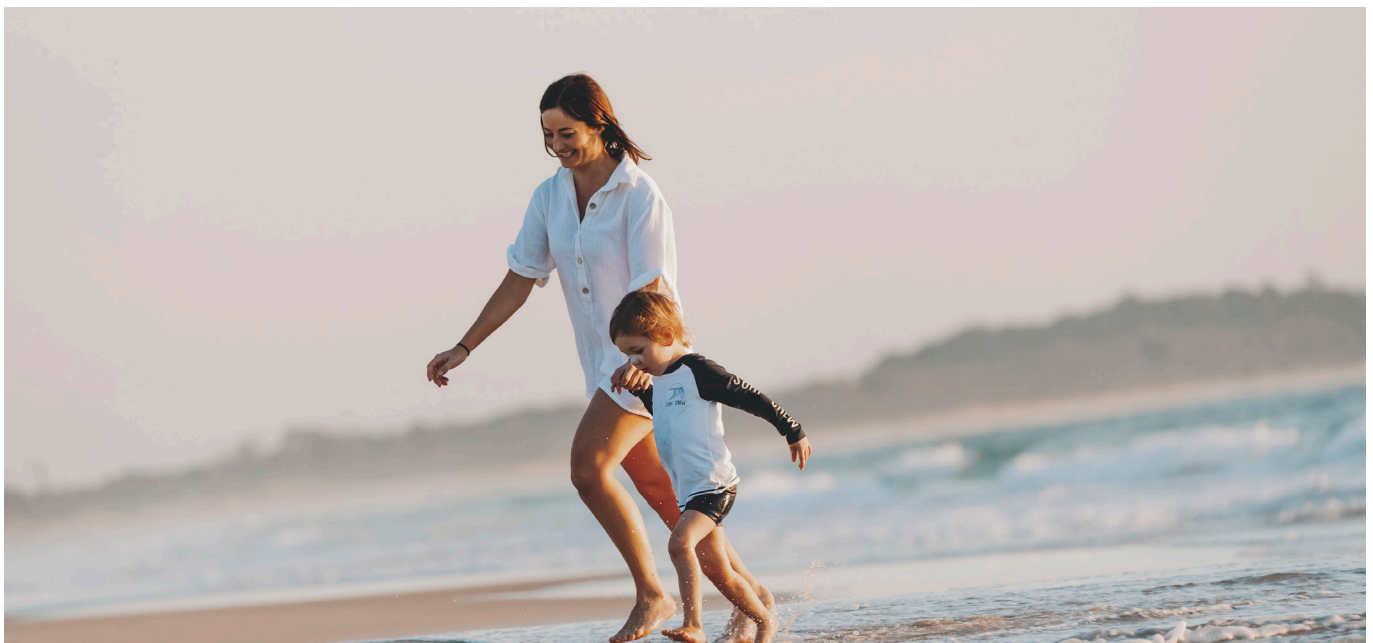
- Tweed Heads - 23.3%
- Fingal Head - 14.5%
- Kingscliff North - 9.8%
- Kingscliff Beach - 16.7%
- Hastings Point - 7.1%
- Pottsville North - 11.8%
- Pottsville South - 16.8%



Occupancy, Expenditure & Revenue Snapshot continued...

2020/2021 All Parks Occupancy by Category

Onsite Cabins	60%
Surfari Tents	37%
Tourist Ensuite Sites	72%
Tourist Sites	55%
Tent Sites Powered	40%
Tent Sites Unpowered	5%
Holiday Vans	11%
Long Term Sites	98%
Stored Offsite Van Sites	48%



Sponsorship

Current sponsorship approach

Tweed Holiday Parks support the local community through appropriate sponsorship every year. 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 triathlon 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 triathlon events with a range of events that suit all ages and athletic abilities including first timers and elite. Tweed Holiday Parks have supported this event since it first started and have 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



Caravan & Camping Consumer Shows

Tweed Holiday Parks attended the Sydney and Brisbane Caravan and Camping shows in 2021 with a trade stand that showcased a beautiful aerial photograph of Tweed Holiday Parks Pottsville South.

Attendance at the Caravan and Camping shows is an important part of directly promoting the holiday parks and the Tweed region.

With over 105,000 Caravan and Camping enthusiasts attending the combined shows, it provides the opportunity to directly connect with new and old customers and liaise directly with industry.

In supporting the region and in collaboration with Tweed Tourism, Earth Beer Company, Tropical Fruit World, Boardwalk Books, Kingscliff Bowls Club, Tweed Eco Cruises, Tasting Plate Tours, Madura Tea and Miele Dora Honey we had a competition running during the event that saw two lucky holiday makers WIN a Taste of The Tweed prize pack valued at \$1500.

Our Park Managers and the Tweed Holiday Parks staff who attended both events actively promoted the region, the local suppliers, the holiday parks and the beautiful Tweed whilst encouraging entries into the competition. Additionally, the team distributed over 1,000 Tweed Tourism brochures, 1,200 Tweed Holiday Parks brochures & competition flyers, Madura Tea samples and a range of THP Merchandise over the twelve days. Whilst the shows are a bit of fun for our team it is also a very valuable way to promote The Tweed and the Tweed Holiday Parks.



Lisa McRae and Angela Hodge



Win a taste of The Tweed

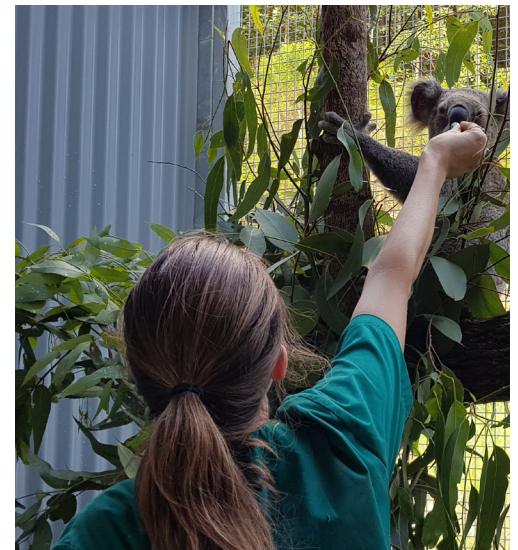
Crown Reserves Improvements

Working together with Tweed Shire Council and members of the community, Tweed Holiday Parks supports the improvement of Crown land, providing care, control, and conservation to ensure that it is enjoyed today and for future generations.

We share some images of the significant activities undertaken through the Tweed Conservation Program in the past year, each being funded by revenue generated from Tweed Holiday Parks.



Beach access stairs - Hastings Point



Tweed Coast Koala Research Hub (TCKRH) resident and volunteer



TCKRH construction complete Jan 2021



Cudgerie Bushland Reserve lowland rainforest planting



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