

2024-2030 Strategic Plan



OUR VISION

A Seaside Destination of Choice

OUR VALUES

- Respectful
- Tolerant
- Family friendly
- Honest
- Environmentally aware

OUR CRITICAL CHALLENGES:

- Ageing infrastructure - cost of renewal and maintenance
- Historic shareholder expectations about living in a low-cost environment
- Delivering services that meet increasingly high expectations
- Incremental erosion of the cliff face
- Maintenance of trees within highly protected zones
- Maintaining a healthy and safe workplace in a complex environment

Strategic Priorities	What Impact Do We Want	What do we want to achieve in the short to medium term	Year
1. Effective and efficient Governance and Management	<ul style="list-style-type: none"> • A governance group focussed on a long-term strategy and mitigating risk • A management team focused on operational management and implementation of strategy 	<ul style="list-style-type: none"> • Rules and licences are updated to reflect good practice and are applied fairly and consistently • Building and renovation projects are compliant with all relevant legislation • Feedback from shareholders is informing decision-making 	1 - 5
	<ul style="list-style-type: none"> • Health and safety policies and practices protect all stakeholders 	<ul style="list-style-type: none"> • Health and Safety policies and practices ensure full compliance • Adherence to the Health and Safety at Work Act 2015 	1 - 5
	<ul style="list-style-type: none"> • Directors, staff, shareholders, licence holders and visitors are bound by shared values 	<ul style="list-style-type: none"> • A set of agreed values are embedded and visible to all who work, reside or visit Pinewoods Holiday Park 	1 - 5
	<ul style="list-style-type: none"> • The business model reflects a sustainable model of good practice 	<ul style="list-style-type: none"> • The business model addresses key challenges to make the park more sustainable • An asset management plan, linked to a long-term financial plan, informs annual budget decision-making • The Dynamic Pricing model is implemented 	1 - 5
2. The special character of Pinewoods Motor Park is retained and enhanced through quality facilities and amenities	<ul style="list-style-type: none"> • Maintain Top 10 Holiday Park status and Increase the experience quality for park visitors 	<ul style="list-style-type: none"> • Top 10 Superior status is maintained • Options to meet Top 10 accommodation in an increasingly complex and dynamic market are explored. 	1 - 5
	<ul style="list-style-type: none"> • The park has a reputation for being family friendly 	<ul style="list-style-type: none"> • Current playground equipment is progressively upgraded 	1 - 5
	<ul style="list-style-type: none"> • Trees are pro-actively managed to maintain their health 	<ul style="list-style-type: none"> • Trees and shrubs within the park are maintained annually • Removal from the park of immature trees that are a future potential risk 	1 - 5
3. Infrastructure projects maintain the integrity of the park	<ul style="list-style-type: none"> • Carpark and roading infrastructure are upgraded to meet park needs 	<ul style="list-style-type: none"> • Carpark and roading infrastructure is progressively upgraded 	1 - 5
	<ul style="list-style-type: none"> • Drainage projects are prioritised 	<ul style="list-style-type: none"> • Complete stormwater projects throughout the Park 	1 - 5
	<ul style="list-style-type: none"> • Electricity supply is reliable and not subject to interruption 	<ul style="list-style-type: none"> • Electricity loading is sufficient for the park to operate without disruption to supply. 	1 - 5
	<ul style="list-style-type: none"> • Water reticulation is reliable and consistent to meet the camp needs 	<ul style="list-style-type: none"> • Water leakages are addressed, and pipes replaced on an ongoing basis to maintain the integrity of the asset 	1 - 5
	<ul style="list-style-type: none"> • Mitigation steps are in place to manage cliff erosion 	<ul style="list-style-type: none"> • Recommendations from the Riley Report are progressively implemented including capturing the water-runoff from properties 	1 - 5
	<ul style="list-style-type: none"> • Infrastructure renewal and maintenance is planned 	<ul style="list-style-type: none"> • An Asset Management Plan forecast 15 years in advance to enable programmed funding. 	1 - 5
4. Marketing and Communication is effective in profiling the park	<ul style="list-style-type: none"> • Visitors and shareholders are well informed about their rights and responsibilities 	<ul style="list-style-type: none"> • A Life at Pinewoods booklet is updated as required to reflect current policy 	1 - 5
	<ul style="list-style-type: none"> • A high amount of social media traffic leading to growth in business 	<ul style="list-style-type: none"> • Social media activity is mainly positive, and staff are proactive in managing the sites and reviews 	1 - 5
	<ul style="list-style-type: none"> • Wayfinding signage reflects positively on the park 	<ul style="list-style-type: none"> • Wayfinding signage is maintained to a high standard • Signage creates a visible link between the park and the beach 	1 - 5
5. Environmental practices are contributing to a more sustainable planet	<ul style="list-style-type: none"> • Pinewoods is a leader in sustainable environmental practices 	<ul style="list-style-type: none"> • A Climate Change Policy advocates for sustainable practices • Ways in which the park can demonstrate environment friendly practices are explored e.g. recycling, waste reduction practices) 	1 - 5
	<ul style="list-style-type: none"> • Pinewoods is reducing the impact of predators on flora and fauna 	<ul style="list-style-type: none"> • Ways in which the park can reduce the impact of predators are explored (e.g. trapping of rodents, possums and wild cats). 	1 - 5