PARK HOME & HOLIDAY PARK ASSOCIATION

PHHPA Manifesto 2026-2027

Building a Stronger, Fairer Park Industry

People. Parks. Places. Potential.

Manifesto 2026-2027

**Higher standards.
Stronger businesses.
Long-term value.**

OUR POSITION

Building a Stronger, Fairer Park Industry

The UK residential, holiday and leisure park sector is entering a new phase.

Economic pressure, changing consumer expectations, increased scrutiny, higher financing costs and a series of legal and reputational challenges have changed the environment in which parks operate.

PHHPA believes the response should not be defensive. It should be professional. It should be commercially intelligent. It should restore confidence, attract responsible investment and demonstrate that strong financial performance and higher operating standards can exist together.

The Park Home & Holiday Park Association is therefore evolving beyond the traditional concept of a membership association. We are building a platform for the next stage of the UK park sector.

Train better operators

Develop the capability required to start, acquire, operate and grow stronger parks.

Set higher standards

Create a recognised benchmark for transparency, professionalism and responsible operation.

Acquire and develop parks

Identify, acquire, improve and develop assets with long-term commercial potential.

Connect capital with opportunity

Bring experience, investment relationships and disciplined execution together.

Better parks. Stronger businesses. Greater confidence. Long-term value.

FOUNDER’S STATEMENT

Experience. Standards. Capital. Growth.

For more than 35 years, my work has centred on business growth, commercial strategy, people, investment and the development of stronger organisations.

I have worked with entrepreneurs at the beginning of their journey, established business owners, investors, senior executives and individuals operating at significant levels of wealth and commercial scale.

My involvement in the park sector showed me something important. This is an industry with substantial underlying value.

It combines property, land, recurring revenue, tourism, housing, development, infrastructure and long-term asset ownership. Yet its future cannot simply be about acquiring more sites or selling more units.

The next phase of the sector requires stronger governance, better systems, greater transparency and a higher level of commercial discipline.

It also requires capital.

There are parks across the United Kingdom capable of becoming significantly stronger businesses through investment, professional management, better sales and marketing, improved infrastructure, development of unused capacity and more effective operational control.

There are also exceptional operators who have spent years building valuable businesses and who deserve access to better knowledge, stronger partnerships and credible routes for succession, expansion or investment.

FOUNDER'S STATEMENT - CONTINUED

PHHPA exists to connect the elements that create stronger parks.

Experience. Standards. Operators. Land. Parks. Capital. Management. Growth.

Our ambition is not to become another trade body commenting from the sidelines. Our ambition is to help demonstrate what the next generation of the British park sector can become.

We intend to acquire parks. We intend to develop parks. We intend to support independent operators who meet our standards.

We intend to work with private investors, high-net-worth individuals, family offices, venture capital and private equity relationships where their investment criteria align with suitable opportunities.

And we intend to ensure that the parks associated with the PHHPA name represent the standards we believe the industry should be capable of achieving.

> **Commercial success matters. So does how that success is achieved.**
>
> Bradley Chapman - Founder, PHHPA

That is the foundation of Fairer Parks.

WHY PHHPA MATTERS NOW

A Sector at a Point of Change

The UK park sector has experienced an extraordinary period of change.

The pandemic produced unprecedented domestic demand. Asset values increased. Holiday-home sales accelerated. New capital entered the sector.

The environment subsequently changed. Higher interest rates, increased operating costs, pressure on household finances and changing consumer behaviour have affected both operators and customers.

At the same time, legal disputes, tribunal proceedings, consumer complaints and wider public scrutiny have placed parts of the industry under significant reputational pressure.

PHHPA does not exist to take sides between park operators and consumers.

We believe the sustainable answer is higher standards for both.

Consumers

Require transparency, clarity and confidence.

Operators

Require sustainable businesses, professional systems and room to prosper.

Investors

Require credible management, measurable standards and disciplined capital allocation.

The market

Requires confidence that responsible growth and commercial strength can coexist.

A professionally operated park with strong customer relationships, clear documentation, efficient systems and disciplined commercial management should ultimately become a stronger asset.

That is the opportunity.

THE PHHPA POSITION

An Integrated Growth and Standards Platform

PHHPA is becoming an integrated growth and standards platform for the UK residential, holiday and leisure park sector.

Our work is centred around connected activities that reinforce one another.

Train

Current and future park operators.

Set standards

Establish and promote PHHPA Park Standards.

Approve

Recognise qualifying independent parks that demonstrate those standards.

Support and manage

Provide strategic and operational support where stronger management is required.

Acquire

Acquire suitable park assets directly and alongside investment partners.

Develop

Identify land, expansion and development opportunities.

The PHHPA ecosystem

Training develops operators. Standards strengthen parks. Stronger parks attract customers and capital. Capital supports acquisition and development. Professional management increases operating performance and asset value.

PHHPA

FAIRER PARKS

Commercial Strength Without Compromising Standards

Fairer Parks is not anti-business. It is better business.

PHHPA believes park businesses should be profitable, professionally managed and capable of creating significant long-term asset value.

We also believe transactions should be clear, customers should understand what they are buying, contractual documentation should be transparent and sales practices should withstand proper scrutiny.

A fairer park is therefore not simply a consumer proposition. It is an operating standard.

Transparent marketing and sales

Clear representation of products, services, pricing and terms.

Clear documentation

Professional contractual and financial documentation.

Professional customer care

Effective complaint handling and customer-care processes.

Responsible management

Properly trained teams, commercial discipline and accountable leadership.

Sustainable investment

Investment that strengthens the park and its long-term value.

Long-term stewardship

Respect for residents, holiday-home owners, guests and the park asset.

The objective is confidence - for customers, operators, lenders, investors and the wider market.

PHHPA PARK STANDARDS

Approval Must Be Earned

The PHHPA name must represent something tangible.

A park carrying PHHPA Approved Park Status should not simply have paid for permission to display a badge. Approval must be earned.

Our assessment framework considers the way a park operates commercially and professionally.

Management systems

How the park is controlled, reviewed and held accountable.

Customer documentation

Clarity, transparency and consistency throughout the customer journey.

Marketing and sales

How products, services and commercial claims are presented.

Complaint handling

Clear and proportionate processes for resolving concerns.

Staff and compliance

Practices, responsibilities, training and appropriate controls.

Financial controls

Appropriate commercial discipline and operating visibility.

We are not seeking to impose unnecessary corporate bureaucracy on smaller independent operators. Standards must be proportionate.

But every PHHPA Approved Park must demonstrate that it takes its responsibilities seriously and is prepared to operate transparently and professionally.

Credibility by design

The objective is to create an identifiable network of parks where the PHHPA name carries credibility.

OPERATOR DEVELOPMENT

Training the Next Generation of Park Operators

An industry cannot raise standards without raising capability.

PHHPA will continue to train people who want to start, acquire, operate and grow residential, holiday and leisure parks.

Training is not separate from our acquisition strategy. It helps create the future operator pipeline.

The industry needs people who understand more than unit sales.

Property and planning

Understanding land, development potential and planning considerations.

Operations and finance

Commercial control, budgeting, performance and operational discipline.

Sales and marketing

Professional demand generation, positioning and customer acquisition.

Customer experience

Building trust through clarity, standards and consistent service.

Staff and infrastructure

Managing people, systems, facilities and the operating environment.

Acquisition and asset management

Understanding how parks are acquired, improved and developed for the long term.

Our aim is to develop operators capable of thinking commercially while managing responsibly.

MANAGED PARKS AND STRATEGIC SUPPORT

Management Should Create Value

Not every owner wants to sell. Some want to grow. Some want to retire gradually. Some want professional support without giving up ownership. Others may have reached the limits of what they can achieve with their existing management structure.

PHHPA Managed Park Support provides different levels of involvement depending upon the park.

This can range from strategic consultancy and commercial development through to operational management, partnership structures or equity participation.

Operational efficiency

Strengthen the way the park is managed and measured.

Sales and marketing

Improve lead generation, conversion and commercial positioning.

Occupancy and utilisation

Raise occupancy and bookings where relevant.

Development

Develop additional pitches or units where planning permits.

People and systems

Improve staff capability and strengthen operating systems.

Financial performance

Increase sustainable EBITDA and protect long-term asset value.

Management should create value, not simply administer the status quo.

INVESTMENT AND ACQUISITION

Building Better Assets

PHHPA is actively seeking residential, holiday and leisure park opportunities across the United Kingdom.

Our acquisition interest includes established parks, underperforming parks, development opportunities, sites with expansion potential, land capable of appropriate park development and portfolios where stronger management can create additional value.

Each opportunity is assessed individually.

Existing cash generation

Quality and sustainability of current earnings.

Development headroom

Opportunity to expand, improve or create additional value.

Planning position

Existing permissions, constraints and future potential.

Infrastructure and location

Physical quality, access, market and geographic fundamentals.

Operating performance

Management quality, systems, occupancy, sales and commercial opportunity.

Long-term value creation

The potential to build a stronger, more resilient asset.

Our philosophy is not based on short-term extraction. We are interested in building stronger assets.

Capital capacity

PHHPA works with a network that includes private investors, high-net-worth individuals, family offices, venture capital and private-equity relationships. Across those relationships, potential capital capacity exceeds £100 million, subject to individual opportunity, investment appetite, structure, due diligence and approval.

Capital is not the strategy. Capital enables the strategy.

INSTITUTIONAL AND PRIVATE CAPITAL

Different Opportunities Require Different Capital

The next phase of the park industry will require capital from different sources.

Some opportunities may suit an experienced private investor. Others may require institutional capital.

Larger portfolios, development projects and acquisition programmes may require private equity, venture capital, family-office participation, joint ventures or other professionally structured funding arrangements.

A credible bridge between opportunity and capital

PHHPA intends to create a credible bridge between suitable park-sector opportunities and appropriately experienced capital.

We welcome dialogue with investors whose objectives align with responsible ownership, professional management and sustainable long-term asset growth.

Every transaction must stand on its own commercial merits.

PHHPA

LAND, PLANNING AND DEVELOPMENT

Source. Acquire. Plan. Develop. Operate. Improve. Grow.

The future of the sector is not limited to acquiring existing parks.

There is significant potential in land and development.

This includes parks with undeveloped acreage, existing planning consent that has not been fully utilised, opportunities for additional bases and units, and land capable of becoming new residential, holiday or leisure parks where planning policy permits.

PHHPA intends to participate throughout this lifecycle.

1	2	3	4	5	6	7
Source	Acquire	Plan	Develop	Operate	Improve	Grow

We believe appropriately located residential park development could also play a greater role in the UK's wider housing mix.

PHHPA will therefore seek constructive engagement with government, housing policymakers, planning authorities and other stakeholders around the future contribution professionally developed residential parks can make.

We do not expect policy to change simply because the industry asks. The sector must demonstrate that higher standards, responsible development and professional management deserve serious consideration.

WORKING WITH GOVERNMENT AND INDUSTRY

Constructive Engagement. Credible Representation.

A stronger industry requires constructive engagement.

PHHPA intends to build relationships with government departments, policymakers, local authorities, planning professionals, manufacturers, operators, investors, advisers and other organisations connected with the sector.

We want the industry represented in conversations concerning housing, tourism, planning, investment, consumer confidence and economic development.

Commercial sustainability

Advocate for an environment in which responsible parks can remain viable and invest.

Higher standards

Promote transparent, professional and accountable park operation.

Proportionate regulation

Support regulation that protects confidence without undermining responsible operators.

Responsible investment

Create an environment in which long-term capital can participate with confidence.

Our position will remain balanced.

OUR PRINCIPLES

The Seven Principles of PHHPA

01
Integrity

Commercial success should be built through transparent and professional conduct.

02
Standards

The PHHPA name should represent a measurable level of operating quality.

03
Consumer Confidence

Clear information, fair treatment and professional service strengthen the entire sector.

04
Commercial Excellence

Strong businesses require disciplined management, effective systems and sustainable profitability.

05
Responsible Investment

Capital should improve assets, operations and long-term value.

06
Sustainable Development

Growth should consider the long-term interests of the asset, its customers and surrounding communities.

07
Leadership and Collaboration

Meaningful change requires operators, investors, government and professional stakeholders to work constructively together.

OUR COMMITMENT TO PARK OPERATORS

Independent Operators Remain Central to the Future

PHHPA has not forgotten the independent park operator. Quite the opposite.

The future of the sector will depend heavily upon capable independent businesses.

Our role is to help ambitious operators access the standards, knowledge, commercial expertise and relationships that enable them to compete at a higher level.

Approved Parks

Some operators will pursue PHHPA Approved Park Status.

Strategic Support

Some will require consulting, management or operational support.

Managed Parks

Some may become managed parks as ownership or circumstances evolve.

Acquisition Partners

Some may partner with PHHPA around growth, acquisition or development.

Sale or Succession

Some may ultimately sell to PHHPA or pursue a structured exit.

Independent Progress

Others may remain independent while applying principles that help raise standards.

There should be room for each. The common denominator is professionalism.

THE FUTURE

The Next Decade Could Fundamentally Reshape This Industry

We believe the next decade could fundamentally reshape this industry.

Ownership will consolidate

Scale and professional management will become increasingly important.

New capital will enter

Private and institutional capital will continue to identify the sector's long-term potential.

Customer expectations will rise

Transparency, service and credibility will become stronger differentiators.

Technology will change operations

Sales, marketing, reporting and management will become more data-led and efficient.

Land and planning will matter more

Development capacity and appropriate planning will become increasingly valuable.

Standards will influence value

Parks combining strong economics with strong standards will become increasingly attractive assets.

PHHPA intends to be part of that change. Not simply commenting upon it. Building it.

OUR 2026-2027 COMMITMENT

Five Outcomes That Define the Next Stage

01
Build the PHHPA Approved Park network.

02
Expand park-operator education and development.

03
Establish managed and strategically supported parks.

04
Increase acquisition and investment activity.

05
Develop stronger relationships with capital partners, policymakers and industry stakeholders.

How we will measure progress

Our success will not be measured by the number of low-value memberships we collect.

It will be measured by the quality of the parks we influence, manage, approve, develop and acquire.

By the operators we help improve.

By the capital we deploy responsibly.

By the standards we help establish.

And ultimately by the value and confidence we help create across the sector.

THE PHHPA VISION

A stronger park industry.
Fairer parks.
Better operators.
Better assets.
Greater confidence.
Long-term investment.
Professional growth.

That is what PHHPA now represents. That is what we intend to build.

Strategic Partnership, Investment and Acquisition Enquiries

PHHPA welcomes confidential dialogue with park owners, professional investors, private investors, family offices, private-equity firms, venture-capital organisations, landowners, developers and advisers whose interests align with the future development of the UK residential, holiday and leisure park sector.

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