

**MINUTES OF THE ANNUAL GENERAL MEETING
OF THE CARAVAN CLUB LIMITED HELD AT
THE NATIONAL MOTORCYCLE MUSEUM, SOLIHULL, WEST MIDLANDS, B92 0EJ,
ON 28 OCTOBER 2017 AT 1.30 PM**

PRESENT: Mr G J Chamberlain (Chairman), Lord Cadman and Mr M Drayton (Vice-Presidents), Mr M Groves, Mr R P Lambert and Mrs J I Moore (Vice-Chairmen), Mr C J Macgowan (Hon Treasurer) and 84 Full members. Mr N D J Lomas (Director General), Mr M D Stringer (Executive Secretary) and Mr J Sutton (Auditor) were in attendance along with 56 Joint and Family members and 10 members of staff.

INTRODUCTION

The Chairman welcomed everyone to the meeting, especially Lord Cadman and Michael Drayton (Vice-Presidents) and the Honorary Life Members present: Bob Black and Ted Holt. He read out apologies from the Earl of Leicester (President) who, although unable to attend, continued to be a keen supporter of Club activities. He also advised members that the Caravan and Motorhome Club was a trading name of The Caravan Club Limited, hence why this was the AGM of The Caravan Club Limited.

MINUTES

The Minutes of the AGM held on 22 October 2016 were agreed and signed.

ITEM 1: CHAIRMAN'S ANNUAL REPORT

1.1 The Chairman gave his Annual Report, which focused upon the events of 2016, which he described as a successful year in a challenging environment, before moving on to deal with aspects of the current year.

1.2 He was pleased to report that 2016 had seen the Club building on the progress made in the last few years. 51,000 new households were recruited for the first time since 2011, an increase of 7.5% over 2015. As a result of an improved renewal rate, total membership numbers were above 350,000 households again. The strong renewal rate was a good indication that members were satisfied with sites and services and recognised the value of belonging to the Club.

1.3 Members made good use of the sites network, with more visiting sites in seven of the 12 months compared to 2015. They enjoyed the significant investments at Freshwater East, where occupancy increased by 15%, and at White Water Park, where the Club completed a full redevelopment after acquiring the freehold of the site. In addition, Blackhorse Farm benefitted from a new reception building and Richmond Hargill House had the toilet block extended and refurbished. The Club's continual investment programme in serviced and all-weather pitches resulted in new installations at Burrs Country Park, Chapel Lane, Alderstead Heath and Knaresborough. The Club had also been working hard to encourage families to use the more family-oriented sites. Initiatives, such as Tourer Explorer activities, which were expanded to 65 sites, and increased investment in play areas at, for example, Ferry Meadows and St David's Lleithyr Meadow, and the swimming pool at Looe, resulted in more family groups staying on sites.

1.4 Recognising the increasing numbers of members who were motorhome owners, the Club continued its programme of updating motorhome waste and service points to a new design standard which was easier to use. This resulted in new facilities at 25 sites, with more planned, such as the dozen being installed over this coming winter.

1.5 Over the winter period of 2016/17, the Club's investment programme continued apace. Toilet blocks were refurbished and more all-weather and serviced pitches were added at Black

Knowl, Castleton and Hurn Lane. Yorkshire was one of the most popular areas, where Wharfedale, Hawes and Knaresborough benefitted from major development works to refurbish the facilities, extend the sites and add more hardstandings and serviced pitches. The building of a new reception and amenity building at Knaresborough had since seen the opening of the signature Wanderer Bar and Kitchen in August 2017, which had enjoyed positive reviews from members. After careful negotiations, a new lease was secured for the Club site at Buxton, where a full redevelopment was planned for this winter. Schemes in the pipeline represented almost £15m of capital expenditure in 2017/18, where new designs included all-weather and serviced pitches and yet more motorhome service points.

1.6 The Certificated Location (CL) network continued to be well supported by Club members. In the most recent members' survey, 154,000 members claimed to have stayed on at least one CL in the past 10 months. In the same survey it was reported that 21% of members' UK nights were on CLs. All of this was being assisted by the Club app, which had been downloaded 190,000 times and used for 4.5 million site searches. By the end of 2015, the number of CLs on the network stood at 2,324 representing a small net loss of sites compared with the previous year. The majority of CLs closing during the year cited personal circumstances as the reason, such as advancing age or ill health; however, 15 were closed by the Club because they were unable to comply with health and safety requirements. CLs provided 11,620 pitches for members and, by the end of 2016, 80% of CLs were offering electric hook-ups, with 950 also offering toilet facilities and 600 with showers. Interestingly, 63% were now open all year to assist in catering for the growing demand for all year-round touring. The launch of the new Club website in December introduced refreshed CL pages with more information about the sites and clearer visibility of members' reviews. This, along with the new UK sites app introduced in February 2016, made it easier than ever to search for a CL.

1.7 2016 saw the number of Affiliated Sites on the Club network decrease to 45, with Shamba Holidays, the Orchards, Tanner Farm and Invernahavon leaving the network. On the other hand, East Fleet Farm near Weymouth joined the network in March 2017. The Club was always keen to welcome new sites of a high standard in areas where it did not have a presence, or where the facilities offered a different or particularly attractive offer for members. An example was Love2Stay at Shrewsbury, which also joined the network in early 2017 and provided a range of touring and glamping pitches, and facilities that included a café, gym, pool and outdoor activities. The site was run by Salop Leisure, which also operated the Min Y Don Affiliated site at Harlech.

1.8 2016 was the final season for the Club site at Much Wenlock, where the landlord had been applying pressure to recover control. Mildenhall also saw its final season. The site had been a marginal performer financially and had been operated for over a decade by a team of Club volunteers. It became uneconomical because of the requirement for major investment, but the Club had already upgraded the Thetford Forest site, 20 minutes drive away, to ensure members had another option in the area. The Chairman thanked all the volunteers who had committed their time, effort and skills over the years to provide thousands of great holidays for members, adding his thanks to those volunteers at Slinfold and Aberbran who continued to serve members to an outstanding level.

1.9 Sites without toilets and showers, which appealed to certain sections of the membership, were not being ignored and a new lease had been agreed at Hebden Bridge, where there was a plan to improve the site with more all-weather pitches and a new reception. There were also plans to increase the number of pitches at Cadeside due to strong demand. Adding pitches to the network was a key objective for the Club. Burrs Country Park was extended alongside the new heritage railway halt, where the Flying Scotsman got the opening off to a 'flying' start. Work was currently underway on a major extension at Bridlington, which would more than double the size of the site.

1.10 The launch of the new website saw a modern technology platform that could be developed into the future. It was already proving more reliable and stable than its predecessor.

There had been 3 million website sessions on mobile devices, such as tablets and smartphones. Along with the apps for the Magazine and Sites, the digital interaction with members was up 21% on 2015.

1.11 The Club carried out its annual Awards programme to encourage the industry to make better cars, caravans, trailer tents and motorhomes. Towcar of the Year 2017 received 47 entries from a wide range of manufacturers, including BMW, Mercedes, Hyundai and Jaguar. The Caravan Design, Lightweight Leisure Trailer and Motor Caravan Design Awards all had the aim of helping members make informed choices for their future vehicles, whether they were buying new or, in a few years, second hand.

1.12 The National was held in good weather over the May Bank Holiday at the glorious 1,000 acre setting of Weston Park near Telford, Shropshire, where 1,539 outfits enjoyed activities and camaraderie. Traders sold 9,500 pints of beer and 3,000 ice creams over the long weekend.

1.13 Over 1,600 people attended caravan and motorhome training courses at venues across the UK, and many more experienced the taster sessions at the major caravan and motorhome shows. Bookings for motorhome manoeuvring courses were up 31%. Feedback showed attendees were proud and delighted at the knowledge, skills and confidence acquired after just a few hours with a qualified instructor.

1.14 The Club's Public Relations and Media team continued to promote the Club and its touring activities. The team supported outdoor shows, promotional events at dealers, sponsored the British National Surf Championships (popular with campervanners) and for the second year ran an initiative called the Big Little Tent Festival to encourage families to try camping for the first time in their back gardens with family and friends. It was hoped that this would have longer term benefits in raising awareness that the Club also had tent pitches and pods available.

1.15 The new team created to sell advertising space in the Club Magazine continued to make progress in 2016 and now handled all the sponsorship and media opportunities for the Sites Directory and Handbook, Training Courses and Events, as well as overseas sites advertising in the Club's Touring Europe Guides. There had been record levels of sponsorship and advertising revenue which were helping offset the costs of production. A new social media team started in August 2016 and the Club was now represented on Twitter, Facebook and Instagram, in addition to Club Together. There were now 500,000 social media followers. The social media team was supported by the Contact Centre, where agents mixed their time between answering calls, dealing with emails, webchat and social media responses. It was pleasing to have been recognised as one of the top 50 contact centres in the UK in 2016, which saw scores equating to 18th for phone handling, 8th for web chat, 2nd for email handling, 1st for Most Knowledgeable Staff and 1st for the Travel and Hospitality sector. This was a great achievement considering some of the household names competing for the honour. More importantly, the process was used to identify where improvements could be made.

1.16 In terms of technology, the Club continued to improve its on-site wifi, with around 80 sites now serviced by fibre. For sites with slower rural broadband, 'hot spots' had been introduced for visitors to check emails, use the Club website and browse for local visitor attractions. A programme was in place to roll out 'fibre to the cabinet' to all sites as soon as fibre broadband was available at the local exchange; however, local exchanges for some of the rural sites could be twenty or more miles away. In the most difficult cases, the Club was piloting the installation of bespoke fibre to sites. This was expensive to deliver, for example, costing over £70,000 at one site, which helped to explain the need to charge those who used the service in order to recover the very high initial investment and ongoing line costs.

1.17 Membership of the Club's 69 Centres was stable at around 42,000 at the end of 2016, but active members were probably less than 10,000. Centres enjoyed the Club's full support, not

least because of all they did to encourage people to enjoy caravanning in a low cost, social and friendly environment.

1.18 Insurance Services continued to face a very price competitive market in 2016 and it proved hard to acquire and retain member policies. Policy numbers of 5Cs drifted down compared to 2015. However, sales of motorhome cover were now at record levels, following the initiatives over the year to improve promotion, increase renewal rates and enlist more insurance companies to join the underwriting panels.

1.19 Those members venturing abroad with the Club would have noticed that the number of overseas sites available to members had increased. In October 2016, it was announced that there were 300 sites that could be booked across Europe. This was the result of continued effort, since the acquisition of Alan Rogers, to build relationships with quality sites throughout the Continent based on members' requests for sites in particular regions of Europe. Changes to the Package Travel Regulations were also putting an even greater emphasis on health and safety inspections. Whilst these sites were run privately, i.e. not owned, leased or managed by the Club, it was important for the Club to exercise its duty of care to members, hence health and safety auditing processes had been enhanced. Overseas site bookings for the 2017 season had been particularly strong, assisted by competitive prices which were fixed at a time when the value of the pound was falling. Overseas guided tours, which were proving very popular, would continue to be expanded to cater for demand.

1.20 Looking at 2017, the Club continued to perform well, with membership performing ahead of expectations. There were significant changes affecting the Club and its marketplace. Caravan manufactures had seen an unprecedented set of acquisitions and mergers, such as the German Hymer Group buying Elddis, Lunar acquiring Wellhouse Leisure, and Trigano of France purchasing Adria. Vehicle technology was changing with hybrid and electric cars becoming more and more popular; sales of diesel cars had come under a great deal of pressure. Self-driving car trials were happening throughout the world and there was uncertainty about the future relationship with Europe following Brexit. All of this made predicting the future very difficult, but investment in Club sites and member services would continue, because the Club knew that quality sites and services would always find a ready market.

1.21 He closed by thanking the Director General, his fellow Directors and their staff at Head Office and on the Sites network for their hard work and dedication to the Club. He went on to reserve special praise for all the volunteers who worked tirelessly for the Club and its members, whether at Divisional, Regional and Centre level or as volunteers at Club sites and the National.

1.22 In one question from the floor about the loss of the Affiliated Sites (ASs), the Chairman responded by advising that he did not believe there to have been any impact on the Club's network of sites from the loss of four ASs. There being no other comments or questions from the floor, the Chairman's report¹ was adopted.

ITEM 2: FINANCIAL REPORT

2.1 After an introductory anecdote featuring one of his layby stories, the Hon Treasurer went on to show some colourful photographs and tell tales of his extensive travels across the Club's network of sites, both at home and abroad, emphasising the benefits that he had accrued from Red Pennant, before moving on to the Club and the Group's financial results for the year ending 31st December 2016.

2.2 The Club enjoyed a successful year in which Revenue increased by 3.6% to £110.2m and achieved an Operating Surplus of £4.5m before tax, interest and other finance costs, which was

¹ The presentation slides would be made available on the Club website.

£197k ahead of 2015. After a higher tax charge than 2015, the Club's Surplus after Tax was £3.8m, £76k behind 2015.

2.3 Membership numbers increased to 351,120 as a result of more new members² and an improved renewal rate for existing members. As a result of the increase in membership and in the subscription from £46 to £48, Membership income was £636k higher than 2015 at £14.7m. The net contribution from membership subscriptions was critical to the Club's finances and it could not operate in the way it does, i.e. as a mutual organisation focused entirely to the interests of the members, without this income.

2.4 The response rate to member surveys was exceptional, with members consistently rating their satisfaction with the Club above 80% for the past three years. The newly introduced sites network survey had seen more than 105,000 responses to date, with some helpful suggestions for changes at individual sites that would make the members' experience when visiting sites even better. The scores out of 10 were very good, but wifi provision stood out as an area for improvement. Whilst the Club wanted to invest in making wifi provision better, it was restricted by the national infrastructure. The Head of the National Infrastructure Commission recently criticised provision in the UK, which was behind other competitor countries.

2.5 The Sites network performed well in 2016 with income advancing to £50.7m, representing 46% of the Club's revenue. The net contribution after allocation of central overheads was the same as 2015. Interestingly, the pattern of usage of the sites network was changing subtly. Extending the length of the season at a number of sites had encouraged members to increase their off-season trips and the increasing number of members with motorhomes was resulting in more bookings, but of slightly shorter stays. Capital spending on Sites in 2016 was unusually low at £6m due to some unavoidable delays. There were, however, two major re-developments at Freshwater East and White Water Park. The Club would make up for this in 2017 with nine major re-developments included in an investment spend that would be more than 2016 at around £13m.

2.6 The Club's Insurance Services were continuing to face a very price competitive market, particularly for caravan insurance, in which it was proving challenging to acquire and retain caravan policy holders at the desired levels. Together with the withdrawal of the Club's credit card by Barclaycard, Insurance Services revenue was 4.9% below 2015, which also impacted the net contribution. The growth in motorhome policies was very welcome but was not able to make up the shortfall. Even though the work to improve performance was showing results, they were still below where the Club wanted to be.

2.7 The Overseas Travel Service benefited from a more stable year than in 2015, with both travel conditions and the Euro exchange rate causing fewer issues for members' trips abroad. This helped the Service to increase revenue by 2% to £15.9m and improve profitability by £482k. Ferry bookings in particular improved after a difficult 2015.

2.8 2016 saw significant change in Marketing Services. The team underwent a major re-organisation to equip it to take on the challenges of an increasingly competitive and digital world. At the same time, it had to take on a key role in the development and implementation of the Club's new website that launched at the end of the year. As a result, costs increased but were partially offset by the success of the new team in attracting additional advertising and sponsorship revenue. The other significant change was the development of the Club's new brand, launched in February 2017.

2.9 In summary, 2016 was a successful year for the Club, with both revenue and operating surplus before tax increasing. The Club maintained its strong financial position and ended the year with Net Assets of £129m and a strong cash balance. The Provision for Liabilities in the Balance Sheet showed a worsening pension deficit position under the accounting rules, but the

² New members were 51,775 and the renewal rate was 86.3% against 85.7% in 2015.

very latest actuarial valuation showed an improved position with the Scheme closer to being fully funded at 94% than at any time since 2004. Differences in the methodology and assumptions used for these valuation methods created this confusing situation. However, it was the lower actuarial valuation that dictated the actual cash costs incurred by the Scheme and so had primacy in the Club's thinking.

2.10 The Alan Rogers Travel turnover was down on the previous year at £2.3m after a re-organisation. Profitability had improved as a result and the Club was continuing to improve the structure and organisation of Alan Rogers in an overseas travel market that was currently having to deal with an unfavourable exchange rate following Brexit.

2.11 In the consolidated accounts, overall income for the Group for the year was £112.6m producing a Surplus after tax of £4.2m, which was £111k ahead of last year.

2.12 The Treasurer completed his review of 2016 by congratulating the Centres, Divisions and Regions on their tremendous efforts and generosity in raising £71,000 for charitable causes during the year in question, which contributed to a creditable total of £650,000 over the last 10 years.

2.13 Turning to the current year, the Treasurer advised that it had got off to an exciting start that included re-branding, a major revamp of the website, advancing the social media presence and completing nine major site re-developments. Financially, the Club's performance was on track to achieve its budget.

2.14 The new branding was a very positive change, but he recognised that there were some members not in favour of the change and its cost. However, the majority of members and the industry had strongly welcomed the change and the reasons for it. Most of the costs were incurred in 2017, but there were some included in the 2016 results. The change was expected to cost around £1.4m, with £400k of that charged in 2016. Clearly this was a significant sum, but the Club was able to absorb this cost, because of its financial strength, without it having any impact on its other investment plans.

2.15 The glamping market was growing strongly in the UK and there was an opportunity for the Club to test its provision of an accommodation option currently unavailable to members, where they could also bring family and friends along, albeit to a limited number of sites. Importantly, it provided a new commercial revenue stream which was expected to be mainly from non-members, but that would contribute to the Club's finances for the benefit of members. It would also spread the reputation of the Club for quality and reliability to a broader audience who valued the opportunity to spend time in the great outdoors. The trial had shown that there was demand for this type of provision at market prices which gave a commercial return on capital. The Club was looking to invest further in the coming years, selectively and proportionately, and without any reduction on investment for members in the Sites network.

2.16 In concluding his report, the Treasurer thanked his colleagues on the Executive and Finance & Management Committees for their help, support and guidance, and the staff for their dedication to making the Club such a success.

2.17 In questions from the floor:

2.17.1 A member (Mr Sheppard) observed that if motorhomers were staying for shorter periods, this could disadvantage touring caravanners (in terms of pitch availability), who wanted to stay for longer periods. The Director General (DG) advised that the Club was very aware of the potential implications, although the average length of stay was five nights for caravanners and three for motorhomers. It was, however, defining the Club's strategy to facilities, booking capability and staffing.

2.17.2 It was then observed by a member (Mr Cowan) that the latest National Caravan Council (NCC) figures showed a 13.7% increase in caravan sales, but only 11.3% in motorhomes, which refuted the Club's figures for the sales of motorhomes and caravans; furthermore, total outfit figures still showed caravans at 550,000, which were more than double those of motorhomes at 205,000. Prior to the Club's name change, motorhomers were still using Club sites, and the Club had embarked on a very expensive re-brand which was not required. He also observed that motorhomes should be referred to as motorcaravans. The DG responded by requesting that the member await his following presentation, which would cover these points.

2.18 There being no further comments or questions, the Hon Treasurer's report was adopted³ and he handed back to the Chairman for the first formal votes, which were to adopt the 2016 Report & Accounts and re-appoint the auditors, Dixon Wilson, for the coming year.

ITEM 3: AUDITORS

3.1 The meeting voted unanimously to re-appoint Dixon Wilson as Auditors and went on to vote unanimously that the fixing of their remuneration should be left to the Executive Committee.

ITEM 4: DIRECTOR GENERAL'S REPORT

4.1 The Director General's (DGs) report was a slide presentation, covering two principle topics: brand and alternative accommodation. He advised that his report to the 2016 AGM had included some indirect hints on brand, when he had talked about the changing market and the need to be more inclusive; however, commercial confidentiality prevented him from being more direct. The market was changing, which concerned the Club's Executive Committee. Sales of new caravans had peaked at 33,000, but had since dropped back to 22,000. There were now insufficient being made to recover those higher numbers and grow Club membership, which in the Summer had seen almost half of new members owning motorhomes. The latest sales figures in August showed growth in motorhome registrations at 16.7%, and continuing to grow at record levels, whereas caravans were at 7.5%. The Club had surveyed both its motorhome and caravan owning members in Autumn 2016 about the trends behind the increasing motorhome sales, with members seeing motorhomes as more flexible, manoeuvrable and better on the road. The Club had, of course, always welcomed motorhomers, but was aware that 55% of its motorhome members had previously owned a caravan, yet only 15% of its caravanners had previously owned a motorhome. Consequently, the Executive Committee reached a decision to add one word to its brand, a brand that had not been reviewed since the Club's Centenary in 2007. He also explained that the new logo still incorporated a horseshoe that reflected back to the previous pennant. In terms of the new values, surveys revealed that members wanted to be part of a Club that was less rule-based, more inspiring and less complicated, which had resulted in the new brand values of Pioneer, Inspire, Inclusive and Simplify, all of which were aimed at helping people get more from the great outdoors. He then showed a video about the new brand and its values.

4.2 The Club's strategy work was very conscious of all that was changing in the World, such as with vehicles and vehicle technology. The Club also recognised the need to broaden its accommodation offering to ensure that it was moving in tandem with the market. It had embarked on a trial of camping pods a few years ago with two units on each of three sites. These had been more popular than expected and had seen members bringing along friends and family to use them whilst they were staying on site in their outfits; however, the pods were not of the right quality or the necessary comfort. Consequently, the Club had embarked on a further trial of glamping pods (the Swift S-Pod), which saw three units on each of Coniston, Alderstead Heath and Abbey Wood, along with three yurts, also at Alderstead Heath. There was no impact on touring pitches and all were proving similarly popular with good reviews and positive feedback; 23% of bookings were from members for family stays. Subject to planning approval, more would

³ The presentation slides would be made available on the Club website.

be installed in 2018 at Brighton, Coniston and Dale Acres. These units were all marketed under the Experience Freedom brand and sold at commercial rates, albeit with a discount for members and with all the income reinvested in the Club for members' benefit.

4.3 In closing, the DG advised that the Estates team had been awarded the distinction of becoming a 'Chartered Building Consultancy' and the Club had achieved a RoSPA Gold Medal Award for its Health & Safety.

4.4 In observations from the floor:

4.4.1 A member (Mr Woolley) expressed disappointment at the Club's heavy-handed and dictatorial approach to the re-brand. He saw it as inexplicable that members had not been involved in the decision; moreover, that it had resulted in a drab, lifeless and unsuitable logo. The new signage also lacked clarity and contrast, as evidenced by CL owners being unhappy, with some continuing to display the old signs. He asked what fees had been incurred by using external consultants and observed that one CL owner, oblivious to the impending changes, had to be reimbursed for the costs of all the stationary purchased only a week or so ahead of the re-brand. The DG advised that consultation was not a requirement of the constitution, but that members had been part of the Club's research and surveys; moreover, members elected the Executive Committee, who were all Club members, to make key decisions on their behalf. Had the Club consulted with members, it could have seen it held to ransom if another organisation had, for example, registered the name and website domain. He believed its options were limited. He accepted that there had been some issues with the CL signs and new ones were being distributed; however, even CL signs from 15 years ago were not that clear. As for fees on external consultancy, he assured the AGM that they had been relatively modest, with the majority of costs incurred by other changes, such as the website. A lot of the costs incurred, as detailed in the Treasurer's address, would have been incurred in any event as part of normal business, e.g. uniform replacement.

4.4.2 A CL owner (Mr Kelly) then asked about the Club looking into the feasibility of CLs expanding to offer camping and glamping pods, perhaps under the Experience Freedom brand. The DG expressed surprise at the suggestion, but believed there could be scope in working with CL owners; however, this could not be done as part of the Club's Exemption under the 1960 Caravan Sites and Control of Development Act and would still require full planning consent.

4.4.3 A member (Mr Cowan), who enjoyed his regular correspondence with the DG, felt that the re-brand was so momentous that it should not have been kept secret from members; moreover, he failed to understand the logo, which he thought resembled a certain brand of ice-cream. He also commented that The Scottish Caravan Club (SCC) had no intention of changing its name or pennant and would, indeed, revert to members before doing so as part of its constitution. He added that the £1.4m of costs should have been spent on something else and he expressed hope that it had been fully costed in advance. The DG advised that the SCC had its own Constitution and that it was its Council that made the decisions. On the other hand, the Executive Committee was elected by the members to run The Caravan Club Limited on their behalf. There was no process for a referendum and all that it would involve. He never expected the change to be accepted by all, but membership was growing and the membership renewal rate was stable.

4.4.4 Another CL owner (Ms Wetherill) expressed disappointment that there was no CL featured in the video shown in the DG's presentation and asked about the Club's strategy for CLs and for the ability for CL owners to edit information on the Club's website. The DG advised that website editing was something that could be considered, but that there was already a very full IT programme with all of the consequent priorities; however, the

Executive Committee had agreed a staffing increase for the CL department, which should enable its staff to process changes and updates more quickly. In terms of wider strategy, the CL network was very important to the Club and his preference was to maintain levels of around 2,500 locations and to increase standards and quality. He saw it as important to have the right CLs in the right location.

4.5 There being no further comments or questions, the Director General's report was adopted.

ITEM 5: ELECTIONS

5.1 The meeting approved the following elections and re-elections:

- 5.1.1 The Earl of Leicester was re-elected to be President for a further year.
- 5.1.2 Lord Cadman was re-elected to be Vice-President for a further three years.
- 5.1.3 Grenville Chamberlain was re-elected to be Chairman for a further year.
- 5.1.4 Janet Moore was re-elected to be a Vice-Chairwoman for a further three years.
- 5.1.5 Christopher Macgowan was re-elected to be Hon Treasurer for a further year.
- 5.1.6 Edward Baxter was re-elected to the Executive Committee for a three year period.
- 5.1.7 John Lefley was re-elected to the Executive Committee for a three-year period.

ITEM 6: NOMINATED MEMBERS OF THE CLUB COUNCIL

6.1 The meeting approved the following to serve on The Club Council:

Sir David Amess MP, Glynn Ball, Robin Blackford, David Brookes, Revd Hazel Charlton, Emma Davey, Lee Davey, Alex Davidson, Malcolm Finney, Bruce Gibson, Nick Haynes, Prof Adrian Hobbs, Ted Howard-Jones, Joan Leonard, Alan Mackrill, Robin McGarry, Tom Malcolm, Richard Middleton, Charles Patrick, Jane Rigby, Andy Ronaldson, Gordon Smart, Mike Threadgold, David Turner, Anne Marie Ward, Noel Williams, Alison Woodhams, Julie Wootton and Howard Wright.

ITEM 7: ANY OTHER BUSINESS

7.1 The following points arose from the floor:

7.1.1 In response to a comment (Mr Ferdinand) about the ridiculous levels of speeding on Club Sites, including children on bicycles and scooters, the DG advised that the Head of Sites Operations would consider this further, although it was an issue that continued to receive attention.

7.1.2 A member (Mr Pope) was critical of the functionality around the Club's website and app, especially around mapping and route planning. He also suggested that every site and CL should have a unique reference number that could be entered for ease of access, much as other suppliers did with their product codes. The Chairman advised that the IT and Marketing Departments would look at this.

7.1.3 A CL owner (Mr Kelly) suggested that CL owners should have a more formal voice, similar to Centres, Divisions and Regions in order to get their message across. In response the Chairman advised that there was already a CL owner on Club Council,

although the member commented that Nominated Members were relatively toothless, which drew the expected reaction from those Nominated Members present.

7.1.4 A member (Mr Sheppard), who was a retired insurance broker, asked the Club to review its providers of caravan insurance, because he found the Club to be more expensive than others. The DG believed the Club was competitive and, whilst not necessarily cheap, it provided excellent service and very good cover. In a follow up point by the member on it being noble of the Club to operate a final salary pension scheme for its members that was 94% funded, the DG advised that the final salary scheme had been closed to new members for 10 years or so. Lastly, the member asked whether manufacturers consulted with the Club, especially in light of outfits having such long shipping lengths. In response, the DG advised that the Club's Events Committee designed its Lightweight Trailer Awards with this in mind, which had seen a relevant category won by Lunar. He believed that manufacturers decided outfit lengths based on what it was that customers wanted to buy.

7.1.5 Another member (Mr Schroeder) had observed six hybrid vehicles at Burrs Country Park using Club EHUs for charging. Notwithstanding the load factor on supplies, he objected to paying for their vehicle fuel. The DG thought that this was a very valid observation and one that the Club needed to debate. Its hands were, to an extent, tied by the OFGEM restrictions on re-charging for electricity and the whole topic was something that could require substantial investment in the sites network.

7.1.5 Lastly, a member (Mr Cowan) commented that one of the best inventions had been the built-in stabiliser, whereas the underslung spare wheel carrier was quite the opposite. When required, it had taken two people to prise out the wheel from the nearside of the caravan; however, if touring on the Continent, it presented a serious safety hazard, because you would be trying to extract it on the traffic side of the outfit. The Chairman agreed and said that it was a topic for the Club's Technical Committee to investigate.

There being no further comments, the Chairman announced that the 2018 AGM would be held at 2pm on 27 October 2018 at York Racecourse. He was also pleased to advise members that the East Yorkshire Centre would be holding a rally adjacent to the venue and he encouraged members to join the rally. He then thanked the Vice-Presidents and all others present for their attendance and support. He thanked the organising staff and closed the meeting at 3.20 pm.

Enclosure:

Presentations slides of the Chairman, Treasurer and DG



Arbroath, Scotland

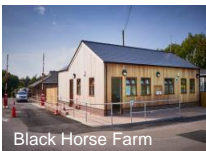
AGM 2017



Membership



Re-developments



Black Horse Farm



St. David's Lleithyr Meadow



Freshwater East



White Water Park



Richmond Hargill House



Ferry Meadows

Knaresborough Site



• THE •
WANDERER
BAR & KITCHEN

CLs



CLOY winners 2016 – Woody Kils Farm CL near Millford Haven, pictured with The Rt. Hon. Sir Nicholas Soames MP for Mid Sussex, with winners Sharon and Dean Philipin & Grenville

Love2Stay



The Flying Scotsman



The National

Weston Park, Shropshire



Big Little Tent Festival

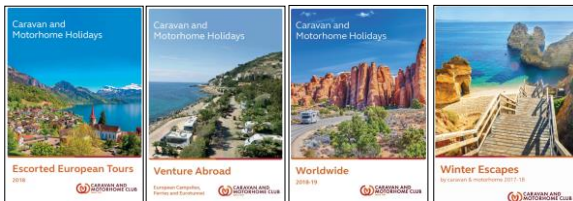


Contact Centre



icmi
TOP 50 companies
for customer service

Overseas Travel



Thank you ...





Durdle Door, Dorset

AGM 2017



Chatsworth Park



Tewkesbury Abbey



Certificated Location



CL - Barmouth



Kirkstone Pass



France



Sibsey



Rhine



Snake Pass



Menin Gate



St. Nazaire



Club results



Membership



Sites network – Member surveys

Mean scores			
Customer service	Facilities	Wi Fi reception	Overall experience
9.3	9.0	6.6	8.8

Sites network



Re-developments



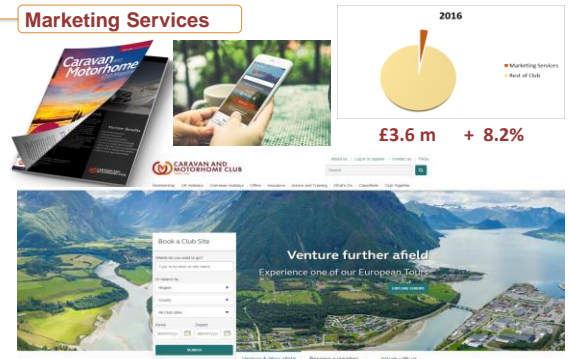
Insurance Services



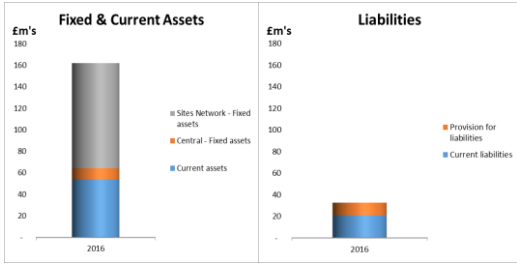
Overseas Travel



Marketing Services



Balance Sheet – 31 December 2016



Group results



Centres, Divisions & Regions



2017



Brand



Glamping accommodation



Thank you ...

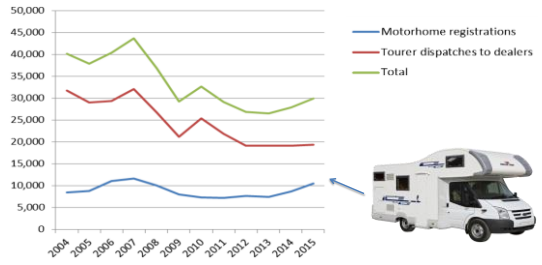


AGM 2017





A Changing Market



Registrations August 2017



16.7%
Growth in motorhome registrations
13,619

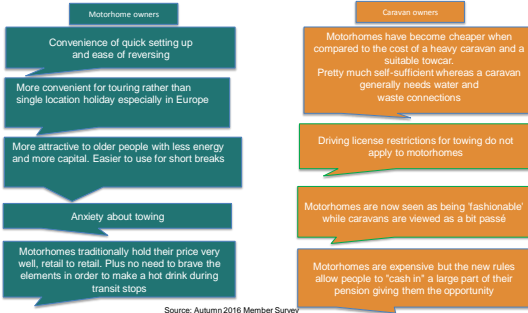


7.5%
Growth in caravan registrations
22,703

Source: NCC Year to August 2017

Why are the sales of new motorhomes growing?

Member Survey Results:



Source: Autumn 2016 Member Survey

Why are the sales of new motorhomes growing?



- More flexibility
- Better manoeuvrability
- Ease of set-up
- Personal preference
- Better for older folk
- Less hassle/convenience
- More money to play with
- Better on the roads



- Fear of towing
- High price of tow cars
- No idea – caravanning is preferable!

Source: Autumn 2016 Member Survey

Changing Outfits



55%
of members with motorhomes/campervans/RVs now have owned a touring caravan in the past



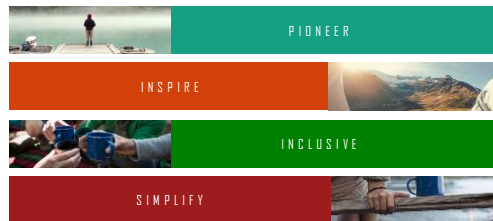
15%
of members with caravans now have owned a motorhome/campervan/RV in the past

Logo



Branding

Our values ...





Video



Video



Progress in 2016/17



Pod Trial



Accommodation



Where?

2017

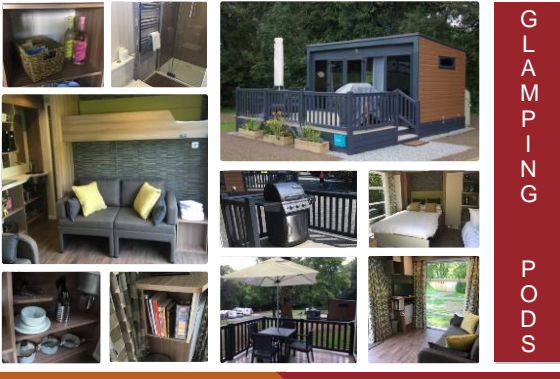
- Abbey Wood – 3 Pods delivered
- Alderstead Heath – 3 pods and 3 yurts delivered
- Coniston Park Coppice – 3 Pods delivered

2018

- Brighton – up to 10 pods
- Coniston Park Coppice – up to 10 additional pods
- Daleacres – up to 10 yurts



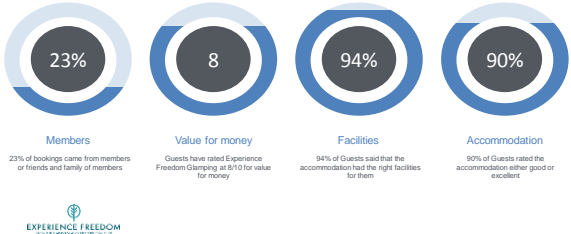
YURTS



GLAMPING PODS

Trial results so far

£92.50 = Average nightly rate



Estates



Awarded the distinction of becoming a "Chartered Building Consultancy." Fantastic recognition in the construction industry.

Health & Safety



Excellent accolade verifying the great work we do to ensure our sites are safe

— Thank you ...

