

MINUTES OF THE ANNUAL GENERAL MEETING
OF THE CARAVAN CLUB LIMITED HELD AT THE RACECOURSE, CHESTER AND
ONLINE
ON 23 OCTOBER 2021 AT 2.00 PM

PRESENT

Grenville Chamberlain (Chairman), Earl of Leicester (President), Lord Cadman (Vice-President); Janet Moore, Malcolm Groves and John Gass (Vice-Chairmen); Mark Sinclair-Watson and David Turner (Vice-Chairmen elect); Christopher Macgowan (Treasurer) and 88 full members. Nick Lomas (Director General), Emma McQuillan (Head of Governance) and Jon Sutton (Auditor) were in attendance along with 68 joint and family members, 36 members joining virtually and 8 members of staff.

INTRODUCTION

The Chairman welcomed everyone to the meeting, including those who had joined to watch the meeting virtually and he explained how the meeting would be managed, along with the Covid-secure measures that had been put in place at the venue. A warm welcome was extended to both Vice-Presidents; Lord and Lady Cadman and Michael Drayton, as well as four of the Club's Honorary Life Members; Bob Black, Walter Girven, Rodney Lambert and Peter Johnson.

There was a minute's silence in memory of the close friends and companions of the Club who had passed away during the year, with particular tributes extended to the Club's Patron, HRH Prince Phillip, the Duke of Edinburgh who had passed away at the age of 99 in April 2021; and more recently to the former Parliamentary Advisor and friend of the Club, Sir David Amess MP, who had been cruelly taken whilst conducting his duties as a public servant in his constituency.

MINUTES

The Minutes of the AGM held on 24 October 2020 were agreed and signed as a correct record.

ITEM 1: CHAIRMAN'S ANNUAL REPORT

- 1.1 The Chairman gave his Annual Report which saw 2020 as one of the most difficult years in history for the Club and indeed for the whole world. Fortunately, as an organisation that had survived two world wars and all manner of political and economic crises, the Club had emerged stronger and with future prospects which were more positive than could ever have been expected.
- 1.2 There was much to be grateful for. The Club's disaster recovery plans included the ability for most staff to work away from the office although like many organisations it was imagined this would be because of fire or other disasters which precluded us from having access to our main buildings. In the event, the government requirement to work from home was a somewhat different scenario. Nevertheless, developments with the virus had been monitored in the months running up to lockdown, and preparations commenced for the possibility that staff would need to work at home.

- 1.3 As the virus cases increased, the Club made the difficult decision to close the site network on 22 March to protect members, guests and staff, allowing for overnight stays for those making long journeys home across the country. 14 sites remained open to provide safe harbour for those unable to travel home or for key workers and the vulnerable. The government announcement to close and for businesses to work from home followed the next day. Sufficient laptops and other equipment had been acquired so that staff would be able to work away from the office. In fact, around 400 staff were equipped by the last week of March and all systems and telephony services were available for staff to access from home. The result was that all the Club's Contact Centre, booking, advice and support and emergency services were available continuously throughout the crisis.
- 1.4 With the site network in hibernation and staff in many areas of the Club furloughed, a 'Support Your Club' campaign was developed to encourage members to renew their membership. This was at a time when less than 10% of the new members we would normally expect were joining. Calling upon the skills and expertise of the social media and digital marketing teams to encourage member engagement, a plethora of new virtual events were designed from the smaller more regular community focused quiz nights to larger events including the Big Little Tent Festival, the Big Little Tea Time Festival, and of course the Big Little National Festival.
- 1.5 These included guest appearances from friends of the Club; presenter Matt Allwright and Karen Wright from the 'Great British Bake Off' plus activities such as quizzes, photo competitions, and key partners were involved to support with prizes and enhanced member benefits. As the major industry exhibitions and shows were cancelled, the Club needed to ensure that there was a place where prospective members and existing members could find out more about the Club and the pastime. A virtual Club Week was designed, replacing the show at the NEC which equally helped maintain our relationships with key partners, manufacturers and dealers.
- 1.6 The campaigns worked and the results were outstanding. Despite a few slow months at the start of the year, an astonishing 61,000 member households were recruited into the Club in 2020, making it our best year ever for new members joining. We managed to keep the reduction in member renewals to around 1% throughout the first lockdown period resulting in 85% of our members renewing their membership by year end. Cumulatively we ended the year with 356,000 member households. The highest number of members since 2012. Notable achievements included our Big Little Tent Festival campaign trending no.6 on Twitter nationwide during the period - a first for the Club. Our social media team's content reached 42 million people on Facebook, Twitter, Instagram and LinkedIn, and achieved over 200,000 engagements by way of likes, comments and shares. Over 3,000 member generated images were received that were used in all of our Club marketing. There is nothing more inspiring than a picture of a member doing what they love the most!
- 1.7 Whilst insurance and membership services were maintained very much on a business as usual basis, from March to June, sales of new travel insurance and discretionary mutual caravan cover understandably fell to low levels. By contrast renewals of existing protection fell only modestly. The same was true of membership, new membership recruitment fell away but existing Club members remained very loyal and continued their subscriptions to support the Club as we asked them to do. In return, we extended the booking window to allow UK bookings for the whole of the summer period in 2020 and then for the whole of this year in order to give priority for

future stays to current members. This put a strain on our systems and Contact Centre staff with record numbers of calls and web transactions, but again in the circumstances, the outcome was a good result. A successful project was undertaken to double web capacity, and site vouchers were offered to members at 20% discount to encourage future bookings and as a thank you for retaining membership of the Club.

- 1.8 With sites closed, activities turned to minimise unnecessary costs as income reduced on site to practically nothing and to create a plan for eventual reopening. The Club developed Covid Secure Guidance for Campsites which was adopted by the devolved governments and the news for when reopening would happen was awaited. The announcement in June by the Prime Minister was a result of considerable work behind the scenes by all our Tourism Alliance colleagues and followed pressure from the Club, BH&HPA and C&CC who wrote a joint letter to ministers and the PM urging them to include campsites in the early phase of hospitality reopening. It is unlikely this would have happened had it not been for these efforts.
- 1.9 The Chancellor announced that from 15 July 2020 the rate of VAT for tourism and hospitality would be reduced from 20% to 5% to help the industry and encourage UK businesses. The Club passed all this reduction on to members by way of a discount on the site fees paid on arrival. This had subsequently been amended to 12.5% from 1 October until April 2022. Again, the Club passed the reduction on and collectively saved members millions of pounds across the 2020 and 2021 seasons.
- 1.10 The Club's site redevelopment programme for the winter period of 2019 into 2020 began as usual but there was inevitably disruption and delay when the pandemic struck. Nonetheless, a number of projects were successfully completed. At Battle Normanhurst Court, a project to undertake repairs to the historic structural wall, replacement of the existing timber retaining walls, a new motorvan waste point and a number of new serviced pitches was completed during the closed season. At Penrhos in Anglesey, the second phase of work commenced on the replacement of the toilet block. A new motorvan waste point, a new drainage system, pitch improvements undertaken and the reception building was updated and improved to increase the internal space for greeting members. The site reopened when allowed to do so after the lifting of the lockdown in Wales in the summer.
- 1.11 Despite the lockdown stopping the building work for several months, the Chairman was pleased to report that the Club site at Cayton Village was also now fully open after its complete redevelopment and would remain open until after the New Year. The site redevelopment included new 2 toilet blocks and site wide roadways and pitch improvements. Work commenced in November 2019 and was then significantly delayed by Covid and the various lockdowns with final completion of all phases reached in April 2021.
- 1.12 2020 started with 2,257 CLs and ended with 2,260, so a net gain of 3 CLs. This continued the small upward trend in 2019 with a net gain of 5 CLs. A total of 89 brand new CLs joined the network and this is the highest figure since 2012 and is up 10% on the 2019 figure of 81. Sadly there were losses from the network with many of these CL owners falling within the elderly or vulnerable category who decided that it was time for them to close permanently. There were a total of 410 new applications in 2020, the highest number of applications received since 2011 and 9% up on 2019's high of 376 applications. CL consultants managed to achieve over 480 site visits in

2020 in response to new applications and to commission new CLs despite the many challenges. CL and Affiliated site owners have also been supported by the Club and guidance given on Covid-secure ways of working. Similarly, the Club has supported Centres that wish to provide local caravan and motorhome pitching, but naturally, at times regulations limited or precluded any rally social activities. By the end of 2020, the number of Affiliated Sites stood at 34. Fakenham Racecourse and Market Rasen Racecourse left the network. No new AS sites were acquired.

- 1.13 Through its Experience Freedom brand the Club can attract friends, families and new generations of tourers to Club sites. As a result of the success of the locations so far, Cayton Village in Yorkshire and Troutbeck Head in the Lake District saw expansion in 2020. The Club has sourced universally accessible units for these destinations so that those with disabilities of various kinds are able to enjoy the great outdoors. Experience Freedom achieved its highest ever occupancy in January, August and September. Some months nearly 40% of the bookings were from members, averaging out to nearly 25% of all bookings made by members over the course of the year.
- 1.14 The Award programme was adapted by creating virtual awards and delivering the Tow Car of the Year and Caravan Design Awards in the format of Buyer's Guides. This supported and informed members in their choice of new vehicle purchases, and would provide a resource for purchasers of used vehicles in the coming years. All the Awards were well received by members and industry partners alike.
- 1.15 Sadly the pandemic led to the cancelling of the 2020 Club National at Belvoir Castle and reluctantly it was decided that the situation was too unpredictable to commit to hosting a National in 2021. The Chairman however confirmed that a national event for members would return in 2022, with ClubFest - a 4-day event at Belvoir Castle over the Queen's Jubilee Bank Holiday. Because demand for Club site and CL pitches had been at unprecedented levels, the Club was pleased to have been able to work with the Blenheim Estate to offer a pop-up campsite from mid-September and into October. Club Centres do a great deal to encourage people to enjoy caravanning in a social and friendly environment and can provide holidays at a very low cost. We continue to support them. Buoyed by the boom in new members, centre membership was up 9% vs 2019 to 52,852 households. Sadly the Middlesex Centre and the North Wales Centre went into hibernation in 2020 as the respective centre members were unable to form committees to enable them to continue.
- 1.16 The Club retained, for the third year running, Best Caravan Cover Provider at the Insurance Choice Awards 2020, improvements were made to digital servicing with nearly 90% of members opting for electronic documents at new business, and over half doing so at renewal, all of which were more environmentally friendly and supported reduced costs. The Club also retained Best Motorhome Insurance Provider for the 2nd year at the Insurance Choice Awards and continued to see the motorhome insurance portfolio grow year on year.
- 1.17 With the order to stay at home, sales and renewals of Mayday fell away but bounced back strongly when the lockdown ended. Green Flag teams set up dedicated staff on-site at key Club storage locations to help with flat batteries, tyres and handbrake problems when members were able to move their outfits again after such a prolonged period of lack of use. Members who had an overseas travel booking or indeed, in March, were overseas when the lockdowns in Europe took place, were supported by

our teams who were heroically helping find campsites or rebook spaces on an ever diminishing number of crossings for members to use as they drove back through Spain, France and to the UK with campsites and businesses closing behind them. Thousands of members and other stranded travellers were helped by the Club as we were one of the few organisations with an open and staffed Contact Centre. Much of this was done from people's kitchen tables and involved long stressful hours and the Chairman was very grateful to staff for all of their efforts.

- 1.18 Looking forward, one of the biggest challenges of the year was, and continued to be, the management and implementation of constantly changing national and regional regulations to ensure the Club was compliant and operational across the network. Confidence in the Club, the quality of its facilities and the service delivery by staff remained at the highest level. The member experience scores remained very strong throughout 2020 with members rating overall experience 8.8/10 and customer service 9.1/10. Moving into 2021 on sites, the network was largely dormant in the early part of the year as the tier and levels system - and travel restrictions between higher risk areas - and between the constituent nations of the UK, were in place. But with the announcements about the phased re-opening of the economy, the Club was prepared for the new season. Even if the later start meant missing the Easter holidays. Membership continued to grow at record levels.
- 1.19 The Chairman closed by expressing his thanks to the Director General, his fellow Directors and their professional staff at East Grinstead, the teams of dedicated sites staff across the network, together with those wonderful volunteers who freely give up their time to assist them in their daily tasks, and who returned in 2021 to run the Aberbran and Slinfold sites. In addition, he thanked his fellow Club Officers, members of the Executive Committee, Chairmen of Sub-Committees and their members together with Club, Divisional and Regional Council members who all work tirelessly to support our Club. Members were again able to enjoy attending centre organised caravan and motorhome pitching and more recently many rallies throughout the British Isles thanks to the tireless efforts of our Centre Committees and Rally Marshals whose efforts provided huge enjoyment to many thousands of families. It had been another difficult year for those volunteers and local groups and the Chairman thanked each and every one of them.
- 1.20 The Chairman then paid tribute to two of his Executive Committee colleagues and Club Vice-Chairmen, Janet Moore and Malcolm Groves, who were retiring after long and dedicated service to the Club. Both were presented with a crystal Wanderer as a token of appreciation from the Club, and it was confirmed that the Executive Committee had agreed to bestow Honorary Life Membership upon both Janet and Malcolm in recognition of their loyalty and contribution to the Caravan and Motorhome Club.
- 1.21 In observations from the floor, one member raised a concern about upper age limits for new motoring insurance policies being taken out with the Club. Whilst it was not possible to discuss individual circumstances, the Director General commented that there were rules put in place by the underwriters which may apply to new members rather than those in continuing membership. The Chairman then responded to a

member question submitted in advance of the meeting by Mr Ted Howard-Jones¹. At the conclusion of the question and answer, the Chairman's report² was adopted.

ITEM 2: FINANCIAL REPORT

- 2.1 The Honorary Treasurer reported on the financial results for the year ended 31 December 2020. 2020 was a very difficult trading year due to the pandemic restrictions on opening and travel. Whilst revenue was substantially down by £36m resulting in a £10m deficit and investment and discretionary spending was necessarily delayed, cash was managed extremely well to end the year at £38m such that business continuity was assured.
- 2.2 2020 was the year that the Club responded to an unprecedented and unfolding pandemic crisis in a truly remarkable and positive fashion. Very early on, in January the Club first recognised the potential for a pandemic and by February had commissioned a project to enable full remote working for all functions including the contact centre at head office at breakneck speed. This was even before a single case of what was to be later named Covid19 had been reported in the UK. At the end of March, the country went into its first lockdown and our staff were already home with their home office setups, computers and phones in place and fully operational, providing seamless continuity of service.
- 2.3 There was no question that it was to become a very difficult and uncertain year for the Club, members, country and indeed the world. The budget was in tatters in the first few months of the year so facing such uncertainty we set about describing a number of possible scenarios that could play out over the next few years, described as Bounce-Back, Bumpy Road and Long Hard Haul. Each scenario takes a different view on the evolution of the pandemic and the possible impacts of government restrictions and members' propensity and ability to travel. For each scenario, we devised a response plan of discretionary cost savings, appropriate levels of investment and our operational response with the objective of ensuring the security of cash and business continuity over the next three years. Cash is crucial in such situations and the Club had a plan to avoid running out of cash no matter how bad the pandemic was, giving confidence and direction to staff under all scenarios. The Club then used the projections based on these scenarios to approach our long term bankers to secure a £20m revolving credit facility on good terms should it be needed. As yet, a sort of combination "bumpy bounceback" has transpired and pleasingly, as a result of our actions, there has been no need to draw on this cash facility so this remains intact as a robust buffer moving out to 2022 and beyond.
- 2.4 In 2020 the Club recorded a deficit of £10m, a dramatic fall from a £4m surplus in 2019 which was driven by the net impacts of the pandemic totalling c£14m. Total investment in 2020 of £9m was on a par with 2019, itself a low investment/cash recovery year, but was some £8m lower than planned due to the pandemic mitigation measures. Notable investments included: Cayton Village full redevelopment; Penrhos toilet block and site refurbishments, Troutbeck Head Experience Freedom pods; further necessary site works; Booking Capability IT programme; Homeworking infrastructure; and critical IT spend to provide continuity and remain in support. The Club was already in a strong financial position pre-pandemic and because of the

¹ The full details of the questions asked and the answers are annexed to these minutes

² The presentation slides would be made available on the Club website.

mitigating actions taken and the diversity of revenue streams that it enjoys, the Club remained financially sound. The Club had emerged stronger, with more membership, more occupancy and a strong balance sheet, so the immediate future looked very promising.

- 2.5 Revenue was down £36.1m year on year to £81.7m due to the net impact of the pandemic. Sites felt the biggest and most serious impact, down £22.2m to £35.2m, due to lockdowns between March and July and again in the Autumn shoulder period, together with tier restrictions in different areas of the country. Membership revenue was up £0.4m at £16.5m, having held up well in the first half considering the huge uncertainties and lockdowns and in the second half re-emerging with a strong surge fuelled by a staycation boom which saw the new membership numbers skyrocket to record levels. Insurance and Financial Services put in another very strong, solid performance down only £0.3m to £24.1m and despite some significant loss of business from Mayday and Red Pennant due to the pandemic, Caravan Cover and Motorhome insurance were remarkably resilient and successful, underlining the importance of diversity underpinning the financial strength of the Club.
- 2.6 Travel, was of course, severely impacted by travel restrictions, down £12.8m to £4.1m, causing not only huge operational challenges to help stranded members get home but also a tidal wave of requests for refunds, all of which were honoured by the Club. Marketing revenues were also down £1.3m to £1.8m as events and rallies, including the National, were cancelled along with training courses and ancillary services.
- 2.7 In terms of Club surplus, the strong £4.2m positive result in 2019 dropped to a £9.7m deficit in 2020, a total year on year fall of £13.9m. Sites naturally felt the biggest impact, down £9.7m to £0.4m, on a revenue shortfall, as mentioned, of £22.2m. Cost mitigations of £12.5m included furlough receipts, grants and rates relief. Our Covid secure operations had also led the industry and provided immense reassurance to staff and members alike. The Club benefitted from taking a courageous stand to open every site it could for as long as it could for the July to September period in particular. Membership surplus was solidly up £0.6m to £14.8m, aided by the record-breaking resurgence in the second half of the year. Insurance and Financial services contributed a strong and resilient performance up £1.8m to £10.8m, assisted by claims savings in the year due to lockdown and net of other residual costs from major floodings in the previous year. Travel's bottom line was only down £0.8m relative to the £12.7m revenue shortfall, reflecting strong control on costs and the high variable cost and low net margin nature of this business.
- 2.8 In terms of cash balances, the original budget for 2020 was £34.3m, a normal level historically for the Club. During March, our worst case scenario was indicating a potential overdraft of £8.3m, a negative swing of £42.6m, largely caused by site closures and uncertainty at the time about the availability of reliefs and government support.
- 2.9 Cash was crucial in these situations and so this was made a focus in financial management activity during the remainder of 2020, as well as securing access to additional credit. Key initiatives included: curtailment of discretionary expenditure; halting all but critical IT projects such as ramping up web resilience; halting site developments not already committed; a discounted Site Night Voucher scheme which raised £6.8m and applying for all applicable government support such as the

Coronavirus Job Retention Scheme furlough and business reliefs and grants. Our approach was to protect members' interests by protecting the Club's capabilities and its staff, preserving employment, experience and resilience and avoiding, as far as possible, redundancies. The effect of these initiatives, together with reopening for a good part of the peak period all contributed to the Club successfully managing cash to a closing position of c£38m.

- 2.10 Consolidated net assets ended the year at £128.1m, down £15.2m, mostly driven by the net pandemic impact on trading surplus, but with cash of £38.5m, current assets of £48.9m and net current assets of £15.8m, the Club remained in a very strong balance sheet position despite the impact of the pandemic, largely down to the strength of the Club in terms of cash generation capability and retained liquidity.
- 2.11 Moving towards the financial outlook, when the budget was agreed for 2021 there was uncertainty about further lockdowns and restrictions or government relief and so plans were based on a normal trading year, again recognising a range of possible scenarios. Being immediately locked down in Q1 2021 with sites closed and ongoing travel restrictions was not the most auspicious start to that plan though probably the least worst time of the year for it to happen. The continuity of furlough, grants and rates reliefs and the continued strong support of our membership followed by a staycation surge on reopening, together meant that despite losing substantial revenue in Q1 and travel revenue all year, we were net ahead of our budgets at the half-year and this overperformance has extended further through the Q3 peak season. Even with the majority of April impacted and the Easter period missed completely the strength of UK site bookings has been so strong in the peak summer season, Insurance and Financial Services and membership so robust, that it gives us a real expectation that 2021, despite overseas travel restrictions and Q1 UK site closures, will largely overturn the pandemic deficit in 2020 and we will see a marked turnaround in performance and will likely smash a few records, not least for club surplus and membership growth and next year's report will be very much rosier.
- 2.12 Looking forward, the Treasurer was pleased to report that the investment rebound was going to be supported by strong cash flow and reserves, as well as a credit facility buffer. It enabled the Club to face the future with courage and determination to make the most of a difficult and uncertain time and to emerge stronger for the benefit of members. With forward bookings at record levels, strong site occupancy and membership likely to reach an unprecedented high this year there was room for plenty of optimism and much to look forward to.
- 2.13 On a closing and positive note, 2021 had seen an unprecedented caravan and motorhome resurgence due to the rocketing demand for staycations, because in many ways touring represents one of the safest ways to have a holiday and appreciate the great outdoors. It was traditional for the Treasurer to complete his review of the year by congratulating the Centres, Divisions and Regions on their efforts and generosity in raising funds for charitable causes during the year in question. Unsurprisingly this has been impacted by the pandemic and was much reduced from normal levels at only £12k in 2020, but I'm sure we will see a return as we move forward again. Well done to all those who were involved.
- 2.14 The Treasurer concluded his financial report by thanking his colleagues on the Finance and Management Committee for their support during the year, to his fellow members of the Executive Committee for their continued help and guidance, and to

the staff for their dedication to making our Club the success it is. He then responded to a question submitted in advance by David Carr³.

- 2.15 From the floor, a CL owner asked about the provision of free Wifi and whether the Club would be offering facilities for members to charge their electric vehicles at Club sites. The Director General responded that there were some remote and rural locations that impacted the provision of WiFi across the Club network. Members were already able to charge their vehicles within the caravan circuit for a fixed fee but the Club would not be able to accommodate charging all vehicles on site in the longer term. There being no further matters raised from the floor, the Treasurer's report⁴ was adopted and he handed back to the Chairman for the first formal votes, which included the adoption of the 2020 report and accounts.

ITEM 3: AUDITORS

- 3.1 The meeting approved the reappointment of Dixon Wilson as Auditors and agreed that the fixing of their remuneration should be left to the Executive Committee.

ITEM 4: DIRECTOR GENERAL'S REPORT

- 4.1 The Director General commenced his report by explaining how the pandemic had changed many things. The Club had taken advantage of the ability for staff to work from home to develop a hybrid model for working going forward. The office space at East Grinstead House had been reduced, the lease on one area of the premises being surrendered, which would make considerable savings in rent, rates and utilities over the coming years. The opportunity had also been taken to refurbish and reconfigure the remaining space to make it more suitable for collaboration, small face to face meetings, catch-ups between managers and staff and flexible desk layouts for those in the office on any given day.
- 4.2 Technology was the other area for change. It had been said that the pandemic had condensed a decade of change into a single year and that was certainly the case with digital technology, such as video conferencing, use of the internet, use of Apps and mobile devices and card or mobile payments instead of cash. In 2020, the Club received over 16 million visits to the website, up 20% vs. 2019 and the equivalent of 1 visit every 2 seconds. The visits were not spread smoothly across the year and the IT team had an enormous challenge to increase the capability of the website. They worked tirelessly over a number of nights to improve the website resilience 3 fold to allow 3,000 concurrent users to make bookings online. The figure currently was more like 5,000. It was a good thing that they did because on Monday 3rd August saw 81,055 users visit the website. For context, the last peak booking day in 2018 saw 31,109 users visit the website! Between the period of 1st June and 30 September, the Club averaged over 50,000 users on our website each and every day! That's nearly double peak booking day traffic every single day for 121 continuous days.
- 4.3 There were also concerns about disruptions to postage services and that supplies of materials such as cards and magazine paper could be impacted and behind the scenes made numerous efforts to build resilience. For new members, the Club's strategic investment in making its services digital paid off and had continued to

³ The full details of the question and answer are annexed to these minutes.

⁴ The presentation slides would be made available on the Club website

improve. Almost all members were receiving their Caravan Cover documents electronically, and recently an electronic membership card had been added into the Club App. Wherever possible, emails were being used rather than postal letters to ensure safe receipt and minimum delay. If 2020 was the worst of times, then 2021 had gradually turned out to be a lot better as far as the Club was concerned. The boom in membership which began during 2020 continued, with new member recruitment at record levels and renewal rates for existing members at levels well ahead of expectations.

- 4.4 The surge in sales of caravans and motorhomes had been widely publicised and had attracted tens of thousands of members, new to the pastime, into the Club. Encouragingly, many who joined in 2020 have renewed in 2021 at higher levels than we normally expect for new joiners. This shows that the pastime is having enduring appeal to these people and also that they are enjoying their membership of the Club and seeing it of great value. The Club's overall scores for member satisfaction and on-site experience remained at the highest levels. Dealers however now had low stocks and manufacturers struggled to deliver in increasing volumes because of supply chain issues. This could be a challenge for the next season, maybe longer.
- 4.5 On sites, the network was largely dormant in the early part of the year as the tier and levels system - and travel restrictions between higher risk areas - and between the constituent nations of the UK, were in place. But with the announcements about the phased re-opening of the economy, firstly in Wales on 27 March (but for Welsh residents only) England on 12 April and then in Scotland on 26 April the Club was prepared for the new season. Even if the later start meant missing the Easter holidays in most cases, and resulting in very high demand being condensed into a much shorter season. Initially, the Club was unable to open with shared facilities such as toilets and showers, and these restrictions were not welcomed by some members. However, many became used to touring using their onboard services and others learned how to use them for the first time. All were grateful to be able to get away and the self-contained nature of leisure vehicles again played to our advantage.
- 4.6 Occupancy, though, really began to boom after the lifting of restrictions on shared facilities (on 9 July in England, 26 July Scotland and 9 August Wales). Since that time all manner of records for site occupancy had been broken, such that the site teams had been dealing with the Club's busiest year ever and total numbers of stays on site had actually caught up with the full-year position, despite being closed for almost 100 days of the year. It was a remarkable position and one we could have hardly dreamed possible. The underlying principle had been to prepare to open all sites as soon as we were able to do so and with the sterling efforts of site staff and head office colleagues we recruited and trained staff to bring the full network back out of hibernation. Touring pitches continued to be added to the network, with extensions at River Breamish and Teesdale Barnard Castle.
- 4.7 The Chancellor announced on 3 March in his budget that the Hospitality & Tourism VAT reduction (to 5% from 20%) would be extended until 30 Sept 2021. Then it would increase to 12.5% until 31 March 2022, when it would return to the standard rate. As the Chairman has already said, the Club passed all of this reduction onto its members, saving them millions of pounds in site fees. As members of the UK Tourism Alliance, the Club was supporting the efforts to keep a reduced rate of VAT for the hospitality industry.

- 4.8 For insurance and financial services it had been a year of two parts as well. Existing renewals remained at high levels for all products and since the reopening in April, new sales had increased such that Mayday and Caravan Cover had caught up. Motorhome insurance could now be purchased on a comparison site, Confused.com and monitoring was taking place to see if this results in higher sales and helps to recruit more members. The overseas travel team had seen a very slow season for obvious reasons but as travel into Europe and beyond was now possible, a resurgence of interest was evident. The overseas programme for 2022 was launched and already had strong demand for winter long stay holidays this year, a full order book for European tours and most overseas rallies have transferred bookings from 2021 into 2022. Worldwide holidays to Canada and USA are showing strong interest and we hope to see some positive news for reopening in Australia and New Zealand in the coming months. The Director General reminded members that from now on a GB sticker was no longer valid for overseas travel; the Westminster government had changed the designation under the United Nations road traffic treaties to the UK.
- 4.9 With the pressure on sites across the UK as the staycation boom continued, the Club set up pop-up sites at Beaulieu in the New Forest, Retrofest and Beale Park by the Thames. These had been well supported by members and had been a great partnership between events staff and volunteers. The Club and Certificated Location (CL) owners have a common objective in providing a network of CLs for the benefit of Club members. To enable CL owners to have a greater opportunity to engage more proactively with the Club, a CL Advisory Group (CLAG) was formed comprising 11 volunteers (some elected, some co-opted) CL owner representatives from around the UK who each represent a region and will meet on a quarterly basis. The inaugural meeting of the group was held in February 2021 to discuss new projects in support of CL owners, trends and industry insights and to look at some of the 70 pre-circulated questions submitted prior to the meeting. Relevant outcomes from the Group will be shared with the Sites and Accommodation Users Committee, the aim being to improve the support given to existing owners whilst continuing to grow the CL network.
- 4.10 Following the success of the Overseas Sites booking engine launched in 2019, the Booking Capability programme had restarted the aim was to deliver the new UK sites booking engine by Q2 2022. As a reminder of the key features, the programme would be delivering:
- A new interactive map to search for and book sites
 - Ability to book multiple campsites at same time
 - Option to choose your pitch type
 - More availability - by taking deposits to reduce speculative bookings
 - Fast check in - with payment prior to arrival
- 4.11 The ability to 'book a year in advance' was one of the first initiatives delivered by the Booking Capability programme and enabled members to book nearly 750,000 nights for 2021 by the end of 2020.
- 4.12 In closing, the Director General commented on the Club Committees, which consisted of volunteer members who give their time willingly and freely to guide the Club. Having such a responsibility was onerous at the best of times but in a pandemic was a particularly heavy burden. Throughout the early stages of the pandemic, the

Executive Committee was kept apprised on an almost daily basis with the Director General chairing the Gold Business Continuity team and then relaying key actions and issues for resolution to the Chairman who conveyed this to his Committee colleagues. In short order, Zoom video conferencing facilities were set up and all normal meetings of the Club were conducted to the usual timescales and frequency in that way until this summer, when again, in person and hybrid meetings began. The Director General put on record his thanks, and all of the senior staff for the support, guidance and encouragement received from the Committees and volunteers. The partnership between the paid staff and the Committees have been a strength and provided great stability for the Club.

- 4.13 The Director General concluded his report by responding to a question from Vaughan Westall⁵. At this point, with no questions or comments from the floor, 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 Michael Drayton was re-elected to be Vice-President for a three year term.
 - 5.1.3 Grenville Chamberlain was re-elected to be Chairman for a further year.
 - 5.1.4 Mark Sinclair-Watson was elected to be Vice-Chairman for a three year period.
 - 5.1.5 David Turner was elected to be Vice-Chairman for a two year period.
 - 5.1.6 Christopher Macgowan was re-elected to be Hon Treasurer for a further year.
 - 5.1.7 Gordon Smart was re-elected to the Executive Committee for a three year period.
 - 5.1.8 Ann Marie Ward was 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:

Philip Aldridge, Robin Blackford, David Brookes, Rev'd Canon Hazel Charlton, Brian Condell, Alex Davidson, Helen Drew, Malcolm Finney, Paul Funnell, Lynn George, Bruce Gibson, Alastair Greene, Adrian Hobbs, John Morgan, Charles Patrick, Sandy Pattullo, David Pettinger, James Porter, Andy Ronaldson, Sue Southwell, Katie Tompkin and Tim Webster.

⁵ The details of the question and answer are annexed to these minutes.

ITEM 7: ANY OTHER BUSINESS

- 7.1 There being no matters raised, the Chairman announced that the 2022 AGM would be held at 2 pm on Saturday 29 October 2022, at the familiar venue of the QEII Conference Centre in London. He then thanked the Cheshire Centre for organising the rally at the racecourse which had accommodated 110 outfits, and particularly the rally marshals who had done an excellent job. He thanked everyone for their presence at the meeting, their contributions and thanked the organising staff. The meeting was closed at 3.45 pm.

Chairman

CLUB COUNCIL ATTENDEES - 23 OCTOBER 2022

Lord Cadman	Vice-President	Paul Funnell	Nominated Member
Michael Drayton	Vice-President	Lynn George	Nominated Member
Grenville Chamberlain	Chairman	Alastair Greene	Nominated Member
Malcolm Groves	Vice-Chairman	Adrian Hobbs	Nominated Member
John Gass	Vice-Chairman	John Kent	Anglia Region
Janet Moore	Vice-Chairman	Mike Kent	Welsh Division
Christopher Macgowan	Honorary Treasurer	Graeme McKenzie	Nominated Member
Edward Baxter	Executive Committee	John Morgan	Nominated Member
John Lefley	Executive Committee	Charles Patrick	Nominated Member
Mark Sinclair-Watson	Vice-Chairman elect	Sandy Pattullo	Nominated Member
Gordon Smart	Executive Committee	David Pettinger	Nominated Member
Hamish Stuart	Executive Committee	James Porter	Nominated Member
David Turner	Vice-Chairman elect	Greg Potter	Nominated Member
Ann Marie Ward	Executive Committee	Martyn Prince	West Central Region
Alison Woodhams	Executive Committee	David Rickard	Home Counties Region
Robin Blackford	Nominated Member	Andy Ronaldson	Nominated Member
David Brookes	Nominated Member	Jason Rosamond	Central Region
Nick Childs	South East Region	Sue Southwell	Nominated Member
Brian Condell	Nominated Member	Sandra Wright	Northern Region
Alex Davidson	Nominated Member		
Bruce Fenton	Scottish Division		
Malcolm Finney	Nominated Member		

QUESTIONS FROM MEMBERS OF THE CLUB

Answered by the Chairman, Grenville Chamberlain OBE

From Ted Howard-Jones

In light of the green agenda and the ever-rising price of electricity, will the Club continue to offer members unlimited (and unmetered) electricity when they book a pitch with EHU, or will the club move to some form of metering in the foreseeable future?

The fairest way to charge for electricity usage would be based on consumption, and this would also likely influence usage levels from a sustainability perspective. Unfortunately, the cost of infrastructure and subsequent monitoring and payment mechanisms are significantly cost prohibitive at this time. Having said this, the Club is constantly reviewing the technology and opportunities in this space in order to identify cost effective ways of being able to deliver this type of arrangement in the future.

Answered by the Treasurer, Christopher Macgowan OBE

From David Carr

Why does the Club persist in charging for on-site WiFi when other organisations provide this free for site users?

Firstly, the services provided by the Club and others can be completely different. Those which offer free WiFi are often a singular defined hotspot area, whilst the Club offers a site-wide provision allowing usage within your outfit, and therefore price points for these two different types of proposition are not comparable. Over the past 10 years the Club has invested heavily in its WiFi provision to provide members with the best possible service at the most affordable price. In the past 6 months the Club has begun a programme of upgrading over 100 sites to full ultra-fast broadband through fibre directly to the sites. This relies on a partnership with Openreach who are constructing the fibre network. As of today, 50 sites have been fully upgraded. You are, of course, always able to access the Club website (for checking bookings and so on) for free at any site.

Answered by the Director General, Nick Lomas

From Vaughan Westall

With the increasing popularity of the Club it is becoming more difficult to book a pitch. It is then extremely annoying to find a site is fully booked and members are turned away when there are so many seasonal pitches with empty caravans on them. The practice of allowing seasonal pitches on a club site is creating a club where affluent members take priority over disadvantaged ones. Will the club look to ban seasonal pitches?

In a normal year we only provide seasonal pitches on sites where we do not otherwise often sell the touring pitch. Seasonal pitches provide incremental revenue at a site where the pitch would otherwise go unsold. Any unsold seasonal pitches are always added back into the touring inventory list for the campsite.