

Sites Committee Presentation to National Council

10th September 2016

Agenda

- Meet the Team
- Terms of reference
- About UK Club Sites
- Challenges facing the business
- Supporting the Club's Strategy
- Reviewing and managing policy
- Looking to the future

Members of Sites Committee



Members of Sites Management Team



Terms of reference

- To establish policy and guidelines, to receive reports from staff on the development, implementation and operation of those policies.
- To establish, set and approve budgets for the acquisition, development, maintenance and management of Club-operated sites within the limits of the financial policy of the Club.
- The Sites Committee also oversees and approves the acquisition, development and management of franchise sites in it's separate capacity as Franchise Committee.

About UK Club Sites

- Club Sites Network
- Property and Development
- Franchising
- Holiday Homes
- Ready Camp
- Camping in the Forest

Club Sites Network

- 110 Club Sites, over 11'000 pitches, from 40 pitches at Slindon & St Davids to 300 at Keswick and Scarborough
- Freehold, Lease, Franchise, Management Agreement
- 1.3 million pitch nights sold in 2015
- Wide range of products and services including caravan storage, seasonal/part seasonal pitches, camping Pods, Dens & safari tents, holiday homes, self catering, Ready Camp

Property and Development

- New site acquisitions for members – most recent Ravenglass freehold in Cumbria and Wyese, Rhayader
- Network development program aims to get all Club Sites up to standard by 2020 (subject to funding)
- Annual maintenance programmes for all key areas – electrics, water heaters, sewage treatment plants, etc.
- Shaping sites for the future

Countryside Care

- Carry out highly valued works on Club Sites, working in conjunction with the Club's Property & Development Team
- Core Team trained, developed & certificated to undertake key tasks
- Involve Regions & local Members where possible
- Carry out a wide range of other countryside care activities across the UK.

Franchising

- 15 franchise sites all developed to a high standard
- Providing over 1'200 pitches for Members
- Good acquisition model for the Club, but only when - right location, right site & right franchisees
- Club's franchise business is profitable & stable
- CCC Franchising 12 years on - re-sales & renewals

Holiday Homes

- 500 Holiday Homes on 13 Club sites
- All units are privately owned units with legal agreement to locate on site for 15yrs for caravans and up to 50yrs for lodges
- Former Club touring members have progressed to a Club Holiday Home

Ready Camp

- New Club Site product launched in May 2015
- Developed to provide:
 - Additional revenue & surplus for reinvestment
 - Better utilisation of under-utilised network capacity
 - Offer a new and exciting product to Members
 - A product to attract non-members & engage them with the Club
- Performance:
 - Year 1 – 50 Tents
 - Year 2 – 100 Tents



Camping in the Forest



- A joint venture - Forestry Commission & Club
- 16 touring campsites on Forestry Commission land
- 3,750 total pitches, of which 2,700 across 10 New Forest sites
- 324,000 pitch nights sold in 2015
- Stand-alone brand – predominantly non-members
- Governed by a joint independent commercial board
- Sites Committee receive reports and are kept informed of operational matters and the progress of Camping in the Forest business.



Supporting the Clubs strategy

UK Club Sites has three key strategic themes that support the Club's overall strategy

- 1. Revenue Generation
- 2. Cost Management
- 3. Portfolio Management



1. Revenue generation

- Optimise contribution from existing products
- Introduce new profitable products such as Ready Camp
- Increase Members usage
- Revenue Management and variable pricing

Revenue Management and Variable pricing are now embedded

- New pricing strategy launched (2014)
- Policies refined
- Variable pricing embedded into day to day business

2. Cost Management

- Obtain best value whilst maintaining quality & standards
- Robust tendering process for major works & key accounts
- Rigorous focus on key operational cost lines
- Engage the wider team – front line P&L visibility & focus

3. Portfolio Management

- Deliver network development program
- “Weather-proof” the business
- Develop sites to meet Members’ expectations
- Optimise product mix to maximise occupancy & revenue
- Analyse and address under-performing sites

Reviewing and managing policy

Policies actively reviewed in last 2 years

- Meets & group bookings
 - Customer service program
 - Variable pricing
- Strategy & policy document
 - Site Fees annually
 - Terms & conditions



Reviewing and managing policy

Club Meets and Groups Bookings - Growing



Looking to the future

- All sites developed to a high standard
- Variable pricing - better value for Members and Club
- More Members using/choosing Club Sites more often
- Better performing sites – pitch night sales and surplus
- More funds for reinvestment

New Club Site for 2017/2018

Margam Country Park,
Near Port Talbot, South Wales



Margam Country Park

- 7.5 acre site set in 1000 acres of glorious parkland
- Located only a few minutes drive from J38 M4
- A partnership with Neath Port Talbot Council
- 99 year leasehold agreement
- Feeder site to West Wales
- 90 pitch full facility site
- Potential for all year round use



New Club Sites for 2017/2018

Wyeseide, Rhayader
Powys, Mid-Wales



Wyeside

- An existing local authority site – Powys CC
- On the banks of the River Wye and in the beautiful market town of Rhayader
- 50 Year lease
- Site consists of:
 - 100 touring pitches
 - 40 holiday homes
 - Amenity blocks
- Access to the Elan valley for a variety of activities



Questions?

