

REPORT & ACCOUNTS

THE CLUB'S ANNUAL REPORT AND ACCOUNTS - YEAR ENDED FEBRUARY 2019



ANNUAL REPORT

DIRECTOR GENERAL'S WELCOME

Once again, I am able to introduce this year's report by saying that in 2018 the Club achieved its objectives.

Membership has continued to grow and we finished the year with our highest ever recorded membership figure of more than 314,000 households.

We remained focused on our three key objectives: improving the Club's website and booking experience, delivering exceptional customer service and continuing the investment in the Club site network.

Ongoing work on the booking flow has led to growth in bookings made through the Club website.

The Exceptional Customer Service Project progressed to look at the members' Club Site journey – from booking, to arriving, through the stay and departure – identifying where we could make improvements to the overall experience.

We invested a total of £12.4m in the Club – an all-time record. This included acquiring Scotgate and Braithwaite Bridges sites in the North Lakes.

The Club's Travel Service further expanded its offer to members by including an escorted tour to Sri Lanka for the first time.

At the beginning of January we launched a major redesign of the Club Magazine, turning Out and About into a separate publication and devoting more magazine pages to talking about camping with Club Units and touring features.

At the end of the year, along with the National Caravan Council, the Caravan and Motorhome Club, and the British Holiday and Home Parks Association, we published Pitching the Value. This is an Economic Benefit Report for Holiday Parks and Campsites in the UK.

The report revealed that Holiday Parks and Campsites generate £9.3bn of visitor expenditure, contribute 8% of UK tourism's overall revenue, support more than 171,000 jobs and that visitors spend an average of £101 per day in the local economy. The report will be very important in influencing decisions at all levels in respect of holiday parks and campsites.

Finally, as this is the last year I will present this report, I would like to thank all of you, – especially the HQ Staff, Site Teams and Volunteers at all levels – for your support over the last 25 years.

I wish all of you and the Club every success.

ROBERT LOUDEN MBE

MEMBERSHIP AND MEMBER SERVICES Membership

The Club recruited 60,621 new members, taking the total number of households to 314,424. This is the largest total Club membership figure ever achieved.

Digital Membership, now in its fourth year, continued to prove very popular, with more than 41% of the total membership now opting to receive their membership in this format.

Member Services

The Club's Manoeuvring Courses continued to prove popular, with 184 members taking part in the Club's Confidence Builder, Pitch & Progress or Motorhome courses.

A total of 1252 people also tried the Club's towing experiences at the three main industry shows – the October Motorhome and Caravan Show at the NEC in Birmingham, January's Caravan and Motorhome show at Event City in Manchester and the Caravan, Camping and Motorhome Show at the NEC in February.

The number of RAC Arrival Breakdown and Club Care Insurance policy holders continued to grow, generating more than £1.8 million in commission for the Club.

The 2018 National Feast of Lanterns (NFOL) took place at Arley Hall, Cheshire, from 23 to 27 August and the Club took 1029 advanced bookings for the event.

In August 2018 the Club worked in conjunction with SME Events to operate an event campsite for the BBC Countryfile Live outdoor show for the third consecutive year. The Club increased the number of pitches available and a total of 2010 pitch nights were sold.

UK Service Centre

In the past twelve months, the UK Service Centre answered 279,048 calls, or 97.26% of all calls received – an increase of 1814 calls on the previous year. The UK Bookings line remained the busiest channel, accounting for more than 42% of all calls. The Membership queue remained the second busiest queue with 102,979 calls, representing nearly 36% of the total call volume received.

UK CLUB SITES

Club Site Performance

UK Club Sites performed well in 2018 despite an early Easter, which presented the network with significant challenges at the start of the camping season.

Overall touring pitch night sales grew 2% and revenue grew 4%, and the four core months of May to August all surpassed the previous year's sales. May was a particularly good month, driven by strong sales over the two bank holiday periods. The growth in 2018 represents four consecutive years of pitch night sales and revenue growth and has made a significant contribution to the Club's sustained re-investment into its Site Network.

Bookings through the Club's website performed very well in 2018 with pitch night sales up 13%

compared to 2017. More than 50% of all touring sales were booked through the web channel in 2018, which clearly benefitted from key improvements the Club made to its online offering.

Site Operations

Sincere thanks go to our professional and dedicated front-line teams. The Holiday Site Managers, Holiday Site Assistants, Regional Support Managers and Franchisees all helped deliver great customer experiences and contributed to an impressive Mystery Shopping overall experience score of 91.5%.

All Holiday Site Teams completed competency-based performance reviews, which enabled them to enhance the delivery of great holiday experiences for Club Members and other campers on Club Sites.

Club Sites awards included:

- **AA Five pennant:** Bellingham, Teversal
- **AA Four pennant:** Corfe Castle, Cheddar, Skye
- **5 star Visit England:** Bellingham
- **5 star Visit Scotland:** Loch Ness Shores, Dunbar, Culzean Castle
- **4 star Visit Scotland:** Dingwall, Glencoe, Inverewe, Lauder, Luss, Milarrochy Bay, Moffat, Oban, Rosemarkie, Scone, Skye, Tarland
- **Loch Ness Shores** retained its Green Tourism Gold award

Property and Development

During 2018 a total of £11m was invested into the Club Sites Network with major refurbishments carried out at Clitheroe, Kessingland, St Neots and Woodhall Spa.

Five planning applications were successfully submitted and determined, enabling further site investment to be made to meet the demands of a growing Club Membership.

Infrastructure improvements included site roads at Cannock Chase, Scone and Moffat; electricity upgrades at Bude, Crowborough and Lakeside; plus additional hard standing pitches installed at Moffat, Beadnell Bay, Horsley, Devizes and Canterbury.

The Club purchased two new sites in the Lake District, Scotgate Holiday Park and Braithwaite Bridges, and in so doing secured pitches and land holding in this increasingly popular region.

Holiday Homes

Holiday Homes had a successful 2018 season, selling 60 units while carefully managing stock levels. Manufacturer lead times for new unit sales reduced significantly towards the end of the season due to some operators experiencing a sales slowdown and holding excess stock.

Ready Camp

Ready Camp, the Club's glamping product, continued to grow with sales to Club Members up 5% in 2018. This is a sign that more members are engaging with the Club's newest product.



HONORARY TREASURER'S WELCOME

Franchise

The Club's franchising business performed well during 2018. Twelve franchised sites operated with increased year-on-year sales of 1.6%.

Teign Valley Franchise Site and Oswestry Franchise Site both left the network during the year.

The franchise business continued to make a valuable contribution to the Club through the provision of additional sites and pitches for Club Members and the generation of revenue from management services fees.

Camping in the Forest

Camping in the Forest is a joint venture between the Club and the Forestry Commission and continued to enjoy business growth in line with the Club's expectations.

The number of Club Members using Camping in the Forest sites grew a further 2%, having grown 8% the previous year. The network relies heavily on peak season bookings, and pitch night sales from May through to August grew.

As with Club Sites, website bookings performed well with sales through this channel growing 13% year on year. 54% of all pitch night sales were made through the Camping in the Forest website in 2018.

New Forest Sites enjoyed the continued support of National Park Rangers, who delivered a programme of activities for campers across the New Forest during the summer.

Ready Camp was introduced under license from the Club to Camping in the Forest for the first time, with five tents installed at Bracelands in the Forest of Dean. They proved very popular.

Celebrity naturalist Chris Packham continued to raise the profile of Camping in the Forest in 2018 as a brand ambassador.

TRAVEL SERVICES

The Club's European Travel Service and Worldwide Motorhoming Holidays is overseen by the Club's International Committee and experienced a good year in 2018 with 3% growth in the number of member bookings.

The European summer programme featured 132 advance-book campsites in 13 countries including 19 Club Holiday Rallies.

Members made very good use of the Club's ferry booking service and the discounts that are negotiated with ferry companies and Eurotunnel that are not available with the ferry companies directly.

A full range of European vehicle breakdown, roadside assistance, personal and holiday travel insurance policies were provided, ranging from short trip to long stay and multi-trip policies. Worldwide travel insurance also proved popular.

In particular, the Camping Card ACSI low season 'go as you please and pay as you go' scheme sold very well. This scheme allows for savings of up to 50% on campsites' normal prices on over 3,300 inspected campsites in 21 European countries.

The Club operated 19 European Escorted Tours, including new tours of the Baltic States, Italy, Northern

Spain and Portugal. Also, the Club ran a tour in which tour goers flew to Bavaria to collect new motorhomes from a factory, before driving them back to the UK via an organised tour through Germany, Luxembourg, Belgium and France.

An increasing number of members used the European Travel Service Winter Sun programme in Spain and Portugal. The programme featured 17 long stay sites including 11 Winter Sun Club Holiday Rallies. 32 advance-book en-route sites were provided to help members travelling to and from these destinations.

A new tour of Sri Lanka was introduced to the Worldwide Motorhoming Holidays programme, which included chauffeur driven vehicles for the first time on a Club tour. The programme also included Escorted Tours of Argentina, Japan, New Zealand, Canada, USA, South Africa and Southern Africa.

Individually tailored holidays were also provided to all these destinations, plus Australia, inclusive of en-route stopovers in a variety of locations including Hong Kong, Singapore, Dubai, Fiji and the Cook Islands. Members also booked cruises and train journeys with the Club for their Worldwide Motorhoming Holiday.

Volunteer member Rally Stewards and Tour Escorts provided important and much appreciated support to the operation of 30 European Club Holiday Rallies, 19 European Escorted Tours and 16 Worldwide Motorhoming Holiday Tours.

The Club is a member of various associations and organisations which supports our overseas business interests including the Association of British Travel Agents (ABTA), The Civil Aviation Authority (CAA) in support of our Air Travel Organisers Licence (ATOL), Fédération Internationale de l'Automobile (FIA) and Fédération of International Camping, Caravanning and Motor Caravanning (FICC). Members of the International Committee hold positions on the FICC Council and FICC Youth Commission.

EXEMPTED CAMPING

Exempted Camping Committee

The Exempted Camping Committee approves Club policies for the control, establishment and development of Meets, Temporary Holiday Sites and Certificated Sites, using the Club's exemptions granted under the Caravan Sites and Control of Development Act (1960) and the Public Health Act (1936).

The Committee develops, sets and approves budgets for the Exempted Camping Department. It also establishes policy and guidelines and receives reports from staff on the development, implementation and operation of those policies. The Club's camping activities in the National Parks are also reviewed by the Committee.

Exempted Camping Department

The Club's network of member-exclusive Certificated Sites (CSs) continued to develop with 43 new sites established in 2018, taking the total number to 1,401. The Club received 399 Certificated Site applications during the year, from 2,107 enquiries.

The Club recruited 4,968 new members through the Certificated Sites pages of the Club's website.

In terms of financial performance 2018/19 was another successful year for the Club, but not as strong as 2017/18.

This was expected and budgeted to be the case as the Club invested heavily to ensure Club Members enjoy an exceptional membership experience. This increased the cost base and the challenge for the Club going forward will be to manage its costs to ensure it continues to return a strong cash surplus for reinvestment into the Club.

The investment in the Club's sites and infrastructure was the largest the Club has ever made at £12.4m and included the acquisition of two new sites in the Lake District, Scotgate Holiday Park and Braithwaite Bridges. With works planned over the winter of 2019 these two sites will be relaunched as Club Sites from spring 2020.

The Group turnover of £63.8m, up from £61.6m in 2017/18, reflected an increase of 3.6% on the previous year and generated a gross profit of £18m, compared to last year's £19.1m.

The Group saw an operating profit before depreciation and amortisation of £9.4m, compared with £11.5m in 2017/18.

The Club's adjusted operating profit figure, along with cash generated from operations, is the key measure of its performance as this figure represents the amounts available for reinvestment into our Club in future periods.

£8.5m of cash was generated from Group operating activities, down from £13.7m the previous year, with total reinvestment of £12.4m into the Club, up from £7.8m in 2017/18.

The Club is debt free and this, coupled with strong cash generation and a valuable asset base, puts the Club in a strong position to invest and develop into its future.

STEVE HARRIS

ANNUAL REPORT

After a review of the advertising packages in SiteSeeker, total revenue generated from the renewal of Club Subscription Packages, including new sales to Certificated and Independent Listed Sites, was more than £200,000.

The overall winner of 'Best CS' 2018 was Manor Farm. The site, which joined the network in 2014, received excellent comments from members and scored highly in its Site Officer Assessment visits.

Other category winners were Best Hideaway – The Osiers in Chichester, West Sussex; Best Facilities – Castle Camping in Mow Cop, Staffordshire; Best Friendly Club Welcome – Cefn Cae Camping Site in Rowen, Conwy and Brook House Farm in Middlewich, Cheshire; Best CS for Families – Manor Farm in Beverley, East Riding of Yorkshire; and Best New CS – Wern Ddu Farm in Oswestry, Powys.

The Club's Site Officers attended their biennial seminar in March at Club Headquarters. The day's topics included updating officers on current and forthcoming Club projects, and training sessions to help ensure consistency and best practice throughout the Club's team of voluntary Site Officers.

The department also developed its first mentoring programme, aimed at Site Officers in their role as assessment and development officers to help ensure that consistency and members' expectations are always met on the Club's network of Certificated Sites.

The top Certificated Site recruiter for 2018 was Cefn Cae Camping Site in Rowen, Conwy which signed up 37 members during the year.

Club units organised 465 Temporary Holiday Sites during 2018 with 85,615 adults and 11,791 children taking advantage of the 210,631 unit nights available to members.

1,980 Meets were organised by Club units, with 73,161 adults and 10,400 children taking advantage of the 98,633 unit nights available.

The department's database was developed to enable Site Officers to submit their annual site assessment visits online and to update limited site data remotely.

The Club operated and stewarded a members' camping area at seven Warners outdoor shows during 2018.

MARKETING AND COMMUNICATIONS Communications Committee

The Communications Committee's remit is to oversee and support the network of voluntary Webmasters, Merchandisers and Public Relations Officers (PROs), as well as the Club's attendance at national and outdoor camping shows.

Marketing

In an ever more competitive environment, the majority of the Club's marketing activities were geared towards hitting targets across its main operations throughout the financial year.

A significant factor in achieving this was strong sales within the Club's digital channels, which now account for more than 64% of the Club's revenue. These channels include the Club's increasingly

successful email programme, which generated more than £1.1m of pitch night sales. Improvements to the Club website's booking journey across all its business areas, plus larger digital developments to create a more user-friendly web experience, also contributed to this success.

The Club sponsored the ITV Weather show within the Central Region, and supported this brand promotion with national radio and outdoor media advertising. This was targeted towards the Empty Nester and Mature segments – that is, couples aged 50-64 years old, and those aged 65 or over – to support Club membership retention in the future and to drive mid-week pitch night sales on Club sites.

The Club took more control of the marketing for the Club's breakdown and recovery scheme Arrival, which is delivered in partnership with RAC. The product underwent a brand refresh and new campaign plan, which led to its best results on record.

Club Site promotion moved away from focusing on sales in peak periods towards inspiring members to camp more, by making good use of a calendar of monthly content themes that were shared across the Club's Marketing and Communications channels.

Work continues on building relationships with local Destination Management Organisations, with joint campaigns live across the Peak District, Kent and Yorkshire.

Publications

Camping & Caravanning magazine's average circulation increased to 296,178 for January to December 2018, a figure calculated by the Audit Bureau of Circulations.

Advertising across print and digital magazine channels contributed revenue of more than £875,000 for the financial year, and from September 2018 issue the magazine and other Club publications are now posted to members in a fully compostable potato starch wrap.

The magazine also underwent a root-and-branch redesign. It was reformatted to a smaller 275mm x 210mm size, delivering significant cost-savings on postage and was modernised throughout with an all-new look including fresh colour palettes, new fonts and a three-section structure.

Also, following consultation with Club Committees and the National Council, the Out & About social camping listings were published as a standalone magazine, which Paper Members can opt to receive.

As a result of these changes, the magazine now carries an additional 256 pages each year in order to deliver the majority of Club members more of the breadth and depth of content they say they want to see via the Club's surveys. It was successfully relaunched for January 2019 issue.

The magazine app was also overhauled to reflect the new print look and finished 15% up on downloads by the end of the financial year.

The magazine team continued to focus on increasing video content (reviews, advice and features) and as a result the magazine website saw total page views increase 12% year-on-year.

The monthly magazine e-newsletter to all Digital

Members was rebooted mid-year, and now features multiple editorial and advertising positions, plus a headline sponsorship, and has seen significant growth in engagement.

In the 12th year of the Club's annual Tow Car Awards, the results were published in Camping & Caravanning, Practical Caravan and What Car? magazines. All tow car reviews are also published on www.thetowcarawards.com, where there are now full, searchable write-ups of more than 500 tow cars tested over the years, plus dozens of videos.

The Club published the biennial SiteSeeker directory, updated for 2019-20, with a new structure that is easier to navigate, and a modernised design throughout, sharing a common look and feel with the web and app versions of SiteSeeker. It was distributed to Paper Members in January 2019.

The Publications design studio supported the marketing team with work across key Club products, including new print brochures such as the 2019/20 Worldwide Motorhoming Holidays brochure, the Winter Sun Guide, a Mini Guide to Certificated Sites and more.

Technical

Technical Sub-Committee members were involved in a range of issues, such as assisting the Club's Technical team on its input to the Haulage Permits and Trailer Registration Act.

The Club continues to be represented on the National Towing Group, a partnership with Highways England, the Department for Transport, National Caravan Council and other national bodies, and has supported caravan checks on motorways to help raise awareness of safety messages.

Towsafe, the Club's outfit matching system, introduced a new website featuring an improved results page and a layout tool, allowing filtering of caravans since 2017 by layout type. In addition it changed to a ten-match limit for members, to be used at any time of the year.

Public Relations

In May, the Club partnered with the British Mountaineering Council (BMC) to highlight the Mend Our Mountains: Make One Million appeal and to launch National Camping and Caravanning Week.

More than 600 BMC volunteers, together with representatives from the Club's Mountain Activity Section, headed on to the Great Ridge in the Peak District at night to light up the two-mile trail with a long line of head torches. The event was led by the Club's President Julia Bradbury and attracted widespread media coverage.

The Club's PR function enjoyed positive coverage across a range of media outlets including print, online and broadcast. Appearances included a slot on ITV's Good Morning Britain show and interviews on a range of BBC regional radio stations. There was also success with press trips attended by national newspaper reporters to European and worldwide destinations, which resulted in significant coverage in publications including the Sunday Mirror and The Sun.

The Club's Communications and Events team supported a range of filming requests including Eastenders at Theobalds Park and ITV regional weather at Conkers Club Site.

The Club's social media reach has seen positive growth this year. A key focus on Instagram has led to a growth in followers across all of the Club brands: the Club's followers grew by 81% and Camping in the Forest rose by 56% while Ready Camp showed significant growth at 482%.

The Club's Preferred Dealer scheme welcomed a further seven dealers to the network including the first outlet in Northern Ireland, and the second in Scotland. Club-based training of sales staff was also undertaken while the Preferred Dealer conference successfully attracted more delegates than ever.

Shows and Events

The Club continued to attend camping, caravanning and motorhome shows around the UK, which are well supported by volunteers. Twenty shows were attended and nearly 1,900 new members were signed-up.

External Relations

The Club led on the launch of an industry-wide initiative to highlight the value of the campsite and holiday parks industry to government decision-makers and the media.

The independent report, called Pitching the Value, was the first time holiday parks and campsites across the UK had been analysed to show their value to the nation's economy. It was carried out for the UK Caravan and Camping Alliance (UKCCA), an umbrella group for The National Caravan Council, The Camping and Caravanning Club, the Caravan and Motorhome Club, and the British Holiday & Home Parks Association.

The report revealed that holiday parks and campsites generate £9.3bn in visitor expenditure each year and employ nearly 171,500 people on a full-time basis.

FINANCE AND HR

The Club's Finance and HR teams supported the overall strategic aims of the Club, setting out areas of focus to build on the high quality service provided.

An interim employee survey was carried out in 2018, to assess employee engagement. 81% of employees responded, resulting in an Engagement Index of 78%. These figures were slightly down on the previous year, where the response rate was 84% and the Engagement Index was 79%. However, the 78% is significantly above the benchmark Engagement Index of 64%.

An Employee Recognition Policy was introduced, along with a revised Staff Suggestion scheme.

Many employees benefitted from 'Insights' training, delivered by our Head of HR. The training and profiling promotes self-awareness, helping teams and individuals to develop.

A new approach to budgeting was introduced, to enable the Club to be more agile in allocating resources to business improvements and capital investments.

The Club exercised the right to receive a dividend from the Franchise Company, to realise cash to support capital investment over the winter period.

The Finance and HR teams also took on responsibility for data governance and safeguarding children in 2018.

BUSINESS SYSTEMS AND ADMINISTRATION

Business Systems

The Business Systems team upgraded the Club's digital architecture to ensure it has a flexible platform for future growth and development.

After successfully delivering the new Membership customer relationship management system a year ago, and continuing to improve this throughout 2018, Business Systems has begun work to evolve the system to support the Club's Exceptional Customer Service strategy.

The team upgraded Club Headquarters and Club Sites computer operating systems to Windows 10 from Windows 7, which included more than 300 workstations.

The new General Data Protection Regulation (GDPR) changes that came into effect in May 2018 required a number of processes and procedures, such as new privacy policies, to be implemented. The Business System team ensures the Club complies with this very important new regulation.

As part of the Club's initiative to make wifi free on Club Sites for members in 2018, the team oversaw upgrades to more than 30 Club Sites, to ensure they have 100% wifi coverage.

Digital

The Business Systems team significantly improved the Club's main website, to enable it to launch a new-look homepage for the start of 2019/20 and will continue to improve the look and feel of the Club website during 2019/2020.

Club Administration

The Administration Committee ensured that the new Club Constitutions were adopted at Club Unit Annual General Meetings.

The Committee also started to look at the structure of its Regions and District Associations to ensure the Club can grow and evolve to meet the challenges of modern day life and member expectations.

Facilities

Facilities oversaw the installation of a new chiller. Also, now that the Club has been in the building for nearly 15 years, parts of Club Headquarters required a little more attention and ongoing maintenance than in previous years.

REGIONS


Cambrian & Wyvern Region

The Region ran an additional Temporary Holiday Site (THS) at Merrixton Farm in Amroth, Wales, in June outside the school holiday break and this proved to be popular. The Region's THS at Merryweather Farm,

AT A GLANCE

More than

314,000

 households enjoy Club membership

41% 

of total membership chose Digital Membership


£12.4m

invested in The Club

43 new Certificated Sites added to the network making a total of

 **1,401**

91.5%

 Club Sites Mystery Shopping overall experience score

Almost 1,900 new members were signed-up at shows nationwide

The Club operated

19

European Escorted Tours

Average circulation of Camping & Caravanning magazine increased to

296,178

ANNUAL REPORT

Chipping Norton, also increased in popularity due to being outside school holiday periods.

Volunteers from the Region staffed the Club stand at the Malvern Caravan Show in October and recruited 34 new members.

All of the District Associations (DAs) had successful Meets and well-supported THS's overall.

The Region arranged a subsidised weekend at Blackmore Club site and a trip to the Motorhome and Caravan Show at NEC Birmingham in October for 104 members.

Cambrian & Wyvern Region's Chairman's Dinner followed a seminar in January, which was a success with the 60 members who attended.

The Region's 'DA of the Year' for 2018 was awarded to Gwent DA for its efforts in promoting the Friendly Club ethos.

Central Counties Region

The year started well with all of the Region's DAs forming Committees and the Region Dinner Dance at Drayton Manor Hotel was a success.

The Region Meet was organised by South Lincs DA, and was a big success.

Many of the Regions DAs held their own annual Meets, including NWDA's Volleyball Meet, WMDA's 60s-70s-80s Meet, TVDA's Trentfest and NDA's Goose Fair Meet.

The Region's Camping Club Youth members attended the FICC Youth Rally, the National Youth Rally and two Regional Rallies as well as their own DA Meets.

Regional Volunteers once again supported the Club exhibition stand at the two NEC shows, various outdoor shows, the Tow Car Awards test week and on National Countryside Care activities.

The Region thanks all Councillors, Committee Members, Stewards, Volunteers and DA members for their efforts throughout the year.

Chiltern Region

Chiltern Region DAs formed Committees, with smaller numbers, and all ran Meet programmes. The DAs continued to run Meets at major holiday times. Chiltern Region Summer Meet at Hertford Club site was well supported, with help from the DAs to run it.

The Chiltern Region Annual Dinner and Dance in January was a success, and the Region hopes to continue to increase the numbers attending. Its Committees worked together throughout the year to continue to enjoy social camping.

Eastern Region

2018 was a successful camping year for Eastern Region. Although numbers attending its Meets continued to be lower than the Region would have liked, the events with more organised social events and activities were once again better attended than those without.

The DA AGMs were fairly well attended but recruiting new Committee members proves to be difficult at times.

The Region AGM was hosted by East Essex DA

and included a family weekend that was enjoyed by all who attended.

The Region Workshop weekend was well attended and Councillors were available for anyone to ask questions about the Club and Committee positions.

The DAs within Eastern Region organised many THSs during 2018 and these were well supported, plus one member successfully passed their Youth Test.

Eastern Region Council held five meetings during the year, either with the DAs or in a central location and they were well attended by Councillors.

North Central Region

The Region's DAs had a successful year, but several DAs suffered from a lack of Committee members. The Region hopes the coming year will welcome an influx of new Committee members.

The Region and its DAs continued to work hard to encourage members to become more actively involved with its Meets, and look forward to a successful 2019.

North East Region

The Region Council met on five occasions and also held a sites coordination meeting.

The Region also celebrated its 70th Birthday Meet at Houghall College in June, with 125 units on site to attend. The Meet was marked with cake and a toast, the theme was 70 years of music and members enjoyed a packed weekend that included Campsite Cook of the Year competition, which was well supported.

The Region AGM was also held during the 70th Birthday Meet weekend, with 67 members attending.

The Region held a Holiday Site in Clothierholme, Ripon, for the first time which had a steady flow of visitors and will hopefully grow year on year.

North East Region would like to thank all members for their support and commitment

North West Region

The North West Region Meet at Arley Hall and Gardens in Cheshire, in May, continues to evolve, and was also the venue for the Region AGM.

The Region hosted the 2018 National Feast of Lanterns here too, during the August bank holiday. This was the result of several years of dedicated planning and was enjoyed by thousands of members and volunteers alike. The Region would like to express its thanks to the NFOL Working Party.

Temporary Holiday Sites were well run and well attended, in Lancashire, the Scottish Border and Anglesey, and are booked for 2019 too. The Region would like to express its thanks to all Stewards.

The Region's Camping Club Youth participated in National and International Rallies, but numbers dwindled in 2018, with difficulty retaining Region Youth Liaison Officers.

The annual November Social Camping Meet at Whittingham Social Club has developed well, and the Region's members supported the Club Stand at the Manchester Caravan and Motorhome show in January, signing up 178 new members.

Northern Ireland Region

The Region Rally and AGM was held in Omagh, and was attended by the Club Vice Chairman.

The Region's Youth participated in the National Youth Rally, while two members ventured further afield to the International Youth Rally in Croatia.

The Region was represented at the NFOL with a member participating in the final of the Campsite Cook of the Year competition. Also, a Youth member was named a runner up in the National Young Achievers Award.

THSs at Portrush and Kesh were well supported and the Region would like to thank all members who assisted in organising these events.

In November the Events Team exhibited at the Leisure Show in Lisburn in Northern Ireland, which did a good job of showcasing the Club and the Region.

Early in 2019 all three of the Region's DAs successfully elected their Committees and arranged a full camping programme.

Scottish Region

2018 started with the thoroughly enjoyable Dinner Dance in Stirling, followed in April by the Region's Youth enjoying a great time in Croatia at the International Youth Rally.

The Scottish Region Meet at Bridge of Allan was well attended, and the Region would like to thank everyone who worked to make this Meet successful, and encourage other members to volunteer their help too for future events.

Edinburgh DA held its 85th birthday celebrations at Scoughall, and the Region's Youth members attended the National Youth Rally, successfully retaining the Austin Trophy for the third year in a row.

The THS at Drum Estate is quickly establishing itself as a popular venue, with the landowner steadily making improvements.

Finally, the Region would like to thank everyone who has helped run and steward Meets and THSs, including all DAs and Sections.

South Eastern Region

The South Eastern Region Council would like to thank all Committee members and Stewards who, by volunteering, allowed us all to have a wonderful camping year. Members camped a total of 8,712 nights at 106 weekend Meets and 18 THSs.

The January Dinner Dance at Eastbourne in January was enjoyed by all, and the venue has been confirmed for next year, so members should book early to avoid disappointment.

Roloven was the new venue for the Region AGM and Anniversary Meet. The Sub-Committee, stewards and helpers worked hard to ensure that all members attending enjoyed themselves. With glorious weather, a complimentary lunch for 234 members and good entertainment over the weekend, it was a huge success and £1,500 was raised for charity.

The Region PRO and his small band of volunteers ran a fifth year of promotional weekends at various local shows.

South West Region

Sadly Sarum DA failed to reach a quorum at its AGM and subsequent EGM, and closed down in September. The Region continues to work hard to attract new members not only to Social Camping but to become involved in its Committees.

The Director General attended the Region AGM in May and with only five nominations for six vacancies an election was not required.

In July the Region hosted a well-attended and successful National Youth Rally at Turnpike Showground.

The Region celebrated its 70th birthday during its Summer Meet, hosted by New Forest DA.

Throughout the season the Region and all of its DAs ran a number of Temporary Holiday Sites which were well attended by members.

At its Dinner Dance in October, the Region welcomed the Club Treasurer and his wife as guests.

The Region would like to thank all members involved in the organisation of these events.

Southern Region

The Southern Region AGM was well attended and a good Council was elected. The Region would like to express its thanks to all Councillors for their work over the last year.

West Sussex DA ran a successful Region Summer Meet, which include a Campsite Cook of the Year heat.

Its THSs were once again successful, due to the hard work of the Stewards involved.

A contingent from the Region attended the NFOL and took part in the Mardi Gras parade, the lighting up activities and the Campsite Cook of the Year final.

The year finished with the Region Dinner Dance which was well attended, and where Frank Pratt was awarded a trophy for services to the Region by the Club Vice Chairman.

Yorkshire Region

The Region's DA and Section AGMs took place, and managed to form Committees with one exception, which will hold an EGM.

The Region Meet at Wetherby hosted by YDA was the best attended for many years, with new attractions including archery, axe throwing and walking football.

The Region's THS sites were well attended, and with the addition of a new site at Southport the Region's Social Camping attendance figures grew from 5920 to 6998.

The Youth section, which continues to grow, had 54 members attending the National Youth Rally, and came runners up in the Austin Trophy sports and volleyball, but won the netball event.

The 2019 Youth Rally in winter was well attended with many first-time campers.

The Region Dinner Dance saw 92 campers enjoy a great evening.

The Region would like to thank everyone who supported its activities throughout the year.

Camping Club Youth (CCY)

127 members joined Camping Club Youth (CCY) in 2018, bringing total membership to 741.

The 68th FICC Youth Rally was held in Tuhelj, Croatia from 29 March to 2 April. 100 participants attended with 51 from Great Britain camping with attendees from the Netherlands, Portugal, Czech Republic, Germany, Croatia and Japan.

Highlights included an opening ceremony in which everyone came together wearing their flags and national dress, trips to Zagreb, an afternoon in a living museum of a traditional Croatian village, a trip to the Krapina Neanderthal museum, a traditional Croatian Easter meal and many sporting events.

The 2018 National Youth Rally was hosted by South West region from 6 to 8 July at Turnpike Showground, Shaftesbury, Dorset with a 'Youth Fest' theme. 186 youth were in attendance with glorious sunshine adding to the event's success. Region camping pitches were mixed, which encouraged a greater sense of community on site.

In sporting tournaments, Scotland won the volleyball, Yorkshire the netball and Central Counties the football. A cream tea was provided after the sports with a free BBQ on the Saturday evening, followed by a disco with a festival theme.

Sunday saw Scotland win the Austin Trophy, with South West Region winning the Rod Daniels Trophy.

The 2018 Youth Certificate of Achievement award was presented at the National Feast of Lanterns, at Arley Hall in Cheshire. Jessica Spurling of South West Region was placed ahead of joint runners-up Adam Smiles of Eastern Region and Ross Moore of Northern Ireland Region.

Work continues to promote the Club's Duke of Edinburgh's Award scheme. Hannah Patrick, the Club's first Gold Award achiever, attended St James Palace in February to receive her presentation from the Duke of Edinburgh. A Scottish centre has now been set up with 10 CCY members signing up to do their Bronze award.

SPECIAL INTEREST SECTIONS

Association of Lightweight Campers (ALC)

Association members enjoyed a full year of camping, often making use of the Club's favourable rally rates. Members camped under tarps, in backpacking tents, small tents, vintage tents and family tents, and occasionally in campervans and caravans. Members arrived on foot, by car, cycle and public transport, knowing there would always be facilities on site.

The Association's finances remain in a good state, resulting in a satisfactory audit. The Bulletin newsletter has maintained its high standard and remains the Section's primary means of communicating with its members, along with its website, Facebook, Instagram and Twitter channels.

The Association continues to promote the benefits of travelling lightweight, offering no-fuss tent camping that is fun, sociable and environmentally friendly, in both rural and city locations.

Boating Group

In 2018 the Boating Group ran six THS's and organised fourteen 'five day' Meets and weekends – including three at lovely new venues. Many members also joined Solent DA at two of its Meets.

The Group would like to thank all the Stewards and Committee members, who by volunteering ensure super weekends and holidays for all members. The Boating Group continues to enjoy the benefits of Boating, in all its forms, at the Meets.

The Boating Group has always run a street scene at the NFOL and this year won the 'Small Street scene' trophy with its 'Thunderbirds' display.

The Buccaneer newsletter has continued to maintain a high standard. The website is also a useful point of contact with members.

The Boating Group has 1047 members, including partners, but needs to recruit a new treasurer and is also short of volunteers for the Committee.

British Caravanners' Club (BCC)

After a slow start to the season, in which some few Meets and THSs had to be cancelled due to waterlogged fields, things soon improved. By May the rain had eased and the BCC had a very successful Annual General Meeting at Farmer Parrs, Fleetwood, organised by South Lancs BCC. Unfortunately, it was the last Meet South Lancs BCC organised as the area was unable to form a Committee and so was suspended.

The BCC's Temporary Holiday Sites were well attended during the summer and into the autumn. The BCC Feast of Lanterns was held in Scotland at Springwood Showground, Kelso. Organised by BCC members, it included fantastic entertainment and dancing over the five nights.

The BCC enjoyed a number of end-of-season dinners and New Year Meets too.

Canoe-Camping Club

2018 was a stable year, with a successful AGM, which ensured the Canoe-Camping Club has a full Section Council, though regrettably it is still unable to find volunteers for the role of Section Youth Liaison Officer.

The National Meets at Easter was held on the Brecon & Abergavenny Canal and the regular THS at Hereford was well attended.

Despite electing a full Section Council, the Section faces an ongoing challenge in raising sufficient members willing to help run Meets, which has resulted in fewer weekend Meets than in previous years.

The Canoe-Camping Club would like to thank those members who organised its Meets, which were generally well supported.

Folk Dance and Song Group

The Folk Group has had a successful year, but with some sad goodbyes to a few of its camping friends.

All sections had successful AGMs with all forming Committees.

The Easter Meet was the highlight of the Folk Group year, held at Uttoxeter Race Course with 248 attending and enjoying a wide variety of workshops, dances, craft and singing.

Many members attended the FICC Rally in Berlin with the Club, dancing in the international parade around the town and performing in the International Evening, filling a 15 minute slot with singing, music and clog dancing.

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At the NFOL the Group encouraged members to have a go at Maypole Dancing and craft workshops, including jingle stick making.

The rest of the season was successful, across all areas, with a good mix of weekend Meets and THSs.

Motor Caravan Section (MCS)

The MCS Membership continued to stay stable, with recruitment of new members. Weekend, five day and Holiday Meets hosted by the Section's Areas and Groups were well attended, and the Section looks forward to a successful year in 2019.

Its 56th National Meet and AGM at Kelso was well attended, and members were pleased to welcome the Club Chairman and his partner. Members attended from all over the country and had a great time.

Finally, the Section would like to say a big thank you to all Committee members and Stewards for their part in continuing to grow the membership.

Mountain Activity Section (MAS)

After a difficult start to the year with Meets cancelled due to poor weather, the summer provided excellent opportunities for a full programme of camping with organised walking and cycling events.

Of particular success was the Festival of Walking and Cycling, which was held at Leyburn and coincided with the Tour de Yorkshire. It attracted many additional cycling enthusiasts.

Following the camping season a programme of winter walks was well attended, especially in the Peakland Area.

Finances at both Section and Area levels are healthy and allowed for the purchase of publicity pennants to be used at Meets.

Like many organisations the Section is at a stage where long serving officers are stepping down. Fortunately there has been an influx of newer, younger members and it hopes they will take up the challenge of taking the Section forward.

Photographic Group

The Group enjoyed a successful year of Meets and activities. The skill and enthusiasm of its members again resulted in victory at the annual competition with two local camera clubs during the Group's Photography Festival Meet.

The Group is one of the largest photographic organisations in the UK. At its AGM it was delighted to welcome a new Honorary Secretary and Exhibition Secretary, allowing the Section to continue into its 83rd year.

Ongoing sustainability of the Group remains a concern, with little involvement of younger people at Meets. The Group encourages all Club members to join in its activities, whatever their photographic skills or experience.

The Group would also like to thank Headquarters staff for its advice and support throughout the year.

camped alongside new members over the late May Bank Holiday. The Meet's many activities included professional entertainment, inter area sports competitions and fun activities for children.

Whilst the AGM brought some new faces onto Council, some Areas struggled and with regret five Areas become four.

During the year, the Group's website www.ttfcg.co.uk was overhauled and the newsletter *Silhouette* moved from being a paper-only publication to electronic distribution with paper copies by exception. The Facebook group continues to attract members with an interest in the Group's type of camping units.

Whilst the Group continues to recruit new members, the challenge remains to attract them out onto the field and to engage with Section activities.

The Group would like to thank all Club members who have attended its Meets, and values the ongoing support.

Trailer Tent and Folding Camper Group

The Group held its 51st Birthday Meet following its formation in 1967, as long standing friends

STRATEGIC REPORT for the year ended 28 February 2019

The Councillors of the company present the Strategic Report on the group for the year ended 28 February 2019.

BUSINESS REVIEW

This review has been prepared solely to provide members of the Club with additional information, to enable them to assess the Club's strategies and their potential to succeed. The Business Review should not be relied on by any other party or for other purposes.

This information contains details of the Club's future development. These statements have been made by the National Councillors in good faith based on information available to them up to the time of their approval of this report. They should be treated with caution due to the inherent uncertainties, including both economic and business risk factors, underlying such forward-looking information.

The review has been prepared for the Group as a whole and therefore gives greater emphasis to those matters which are significant to The Camping and Caravanning Club Limited and its subsidiary undertakings when viewed as a whole.

Operations

The principal activities of the Group continue to be the promotion and provision of all aspects of camping and caravanning, in the UK and overseas.

Regulatory environment

The Club is recognised by Natural England, Welsh Assembly, Scottish Parliament and Northern Ireland Assembly as an 'exempt organisation' within the terms of the Caravan Sites and Control of Development Act 1960.

The Club monitors developments within the regulatory environment to stay abreast of any changes and acts in a timely and efficient manner to comply and to avoid infringing law or regulation and incurring fines as a result. There are no changes expected in the coming year which would influence the group's ability to continue its activities.

Long term strategy

The Club's mission is to provide an exceptional membership offering including the best campsites, services and experiences to ensure a thriving club with highly satisfied members.

The Club is focussed on sustainable revenue generation and spending member's money wisely, in order to generate cash, ensuring the continuous maintenance and development of the UK Club Sites.

Focus on a must have membership offer, supported by exceptional customer service, is a priority for the Club.

Results

A summary of key financial results are set out in the table below and discussed in this section.

	Turnover		Operating profit		EBITDA*	
	2019	2018	2019	2018	2019	2018
	£000	£000	£000	£000	£000	£000
Camping and Caravanning Club	57,385	55,192	2,837	5,413	8,204	10,044
Franchising	406	399	117	81	117	81
Camping in the Forest	5,978	6,048	452	764	1,114	1,409
Group total	63,769	61,639	3,406	6,258	9,435	11,534

*Earnings before interest tax depreciation and amortisation.

Performance

Whilst Club turnover increased year on year overall operating profit reduced to £3.4m. This fall in operating profit was not unexpected and is due to the following:

- The Club's continued investment in its Sites and facilities offered:** by investing more in our Sites network we increase the Club's annual depreciation and amortisation charge year on year which reduces the Club's operating profit. We have also increased our annual repairs spend to ensure our sites remain at an excellent standard;
- Investment in systems and technology:** the Club has invested in important areas for its members, such as in relation to free Site Wi-Fi provision and IT systems required to support the Club which increases the annual running costs for IT;
- Staffing costs:** Club wages have risen ahead of inflation and turnover year on year; and
- Utilities:** costs have risen ahead of inflation and turnover growth, particularly in relation to Electricity.

Earnings before interest, tax, depreciation and amortisation (EBITDA) is seen as a better measure of performance as it is closely linked to cash generated from the Clubs operations and whilst this has reduced year on year at £9.4m it represents a strong performance which the Club aims to maintain and improve going forward.

Investment in the Club

During the year reinvestment in the organisation totalled £12.4 million (2018: £7.8 million), which was predominantly investment in the Club Site's Network, including the acquisition of two new sites in the Lake District.

Future outlook

The Club continues to review its current products and services, to ensure it meets the needs of its members.

Risks and uncertainties

There are certain risks and uncertainties which are inherent in our business that may affect future performance.

Competitor risk – The Group operates in a competitive market and is subject to the threat of new products or services being launched into our market. To reduce this risk, we undertake research to ensure that our services meet the needs of our members. Competitor risk also manifests itself in price pressures and this can result in downward pressure on our gross margins. As a consequence, monitoring of market prices is carried out on an ongoing basis.

Commercial relationships – Close commercial relationships exist with our key suppliers. Damage to or loss of any of these relationships could have a direct and detrimental effect on the Group's results. To manage these risks, regular meetings are held with our strategic partners.

Environmental risks – The Group is aware of its duty not to breach any environmental standards. Great care is taken in the development of sites to conform to all appropriate environmental requirements. We have taken the view that strategically we should seek to improve our energy efficiency and a process is being developed to help achieve this objective.

Foreign exchange – Due to the activities of the Club in providing overseas holidays for its members, it is exposed to movements in exchange rates. The current economic climate has affected the value of sterling and therefore to help protect cash flows against this risk, the group enters into forward exchange contracts to hedge foreign exchange exposures.

Social risks – The success of the organisation is dependent on members continuing to get involved with the infrastructure of the Club. A decrease in members' desire to get involved, and take on voluntary roles, would leave the Club in a vulnerable position.

Brexit risk – The Club operates both within the UK through its Club site network and in Europe through its overseas holidays provision with the vast majority of members living in the UK. Any impact on individuals desire to travel to Europe is likely to impact our overseas holiday provision but we would hope to see an increase in the desire to holiday in the UK which should mitigate any impact.

R Talbot
Chairman
8 June 2019

REPORT OF THE NATIONAL COUNCIL for the year ended 28 February 2019

The Councillors of the company present their annual report and the audited consolidated financial statements for the year ended 28 February 2019. The company registration number is 00445520.

COUNCILLORS

The National Councillors during the year under review were as follows:

C Archer	S W Harris	W Nichols	S Ashman
J Hartill (A)	S Parrett	G Barlow (2)	N Hemsley
J S Pennock	P Bastin (2)	P J Henson (2)	R Perry (A)
R K Brown	M Hill	C Porter	D Carcary
P D Isbell	J E Read	S W Chandler	F G H Jackson (A)
A Russell	C R Chester	J Johnstone	M Stafford (3)
R Clarkson	G Payne (2) (A)	R Talbot	C Cole
M Poole (2)	S Taylor	A L Dearing (1)	M Lawler
M Thompson (2) (A)	N Delbarre (A) (1)	S A Lawler	R Walker
M Doody	W R Martin (1)	R White	C Downie
E Masters	M Wells	B Giles (1)	P Masters
T Wheeler (A)	P Grant (2) (A)	L Morton (A)	

(1) Retired 27 October 2018

(2) Appointed 27 October 2018

(3) Retired 29 March 2018

(A) Advisory Officer

National councillors are directors of the company under the Companies Act 2006.

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COUNCILLORS' AND OFFICERS LIABILITY

Councillors' and officers' liability insurance has been purchased by the Club during the year, this is considered to represent a qualifying third party indemnity provision.

CORPORATE RESPONSIBILITY

The Club encourages employees to discuss with management and the Executive Committee any matters about which they are concerned relating to the Club. The business continues to involve staff in the decision making processes and communicates regularly with them throughout the year. In addition the Executive Committee takes into account employee's interests when making decisions and employees are informed on the Club's performance on a regular basis.

The Club welcomes suggestions from employees aimed at improving the Club's performance. Recognition has been given to employees by rewarding them for successful suggestions.

The Group has a policy of equal opportunities which applies in relation to the recruitment of all new employees and the management of existing personnel. We offer all of our staff training relevant to their roles and we believe this has contributed to the low level of staff turnover within the business. The Club has Investor in People status.

The Group does all that is practical to meet its responsibility towards the employment and training of disabled people. Where an employee becomes disabled every effort is made to provide continuity of employment in the same job or a suitable alternative.

The Group is aware of its responsibilities on all matters relating to health and safety. Detailed health and safety policies have been prepared and staff training is provided on health and safety matters.

SUBSIDIARY COMPANIES

The company has three wholly owned subsidiary companies; The Camping Club of Great Britain and Ireland Limited which did not trade during the year, Norman Garner Limited which did not trade during the year and The Camping & Caravanning Club (Franchising) Limited. The Club also has a 72% controlling interest in Camping in the Forest LLP.

STATEMENT OF COUNCILLORS' RESPONSIBILITIES

The councillors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the councillors to prepare financial statements for each financial year. Under that law the councillors have prepared the group and company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). Under company law the councillors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the profit or loss of the group and company for that period. In preparing the financial statements, the councillors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The councillors are also responsible for safeguarding the assets of the group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The councillors are responsible for keeping adequate accounting records that are sufficient to show and explain the group and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The councillors are responsible for the maintenance and integrity of the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Councillors' confirmations

In the case of each director in office at the date of the Report of the National Council is approved:

- so far as the director is aware, there is no relevant audit information of which the group and company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the group and company's auditors are aware of that information.

Approved by the National Councillors and signed on behalf of the National Council by:

R Talbot
Chairman
8 June 2019

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CAMPING AND CARAVANNING CLUB LIMITED Report on the audit of the financial statements

Opinion

In our opinion, The Camping and Caravanning Club Limited's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the company's affairs as at 28 February 2019 and of the group's profit and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the National Councillors' Annual Report and Financial Statements (the "Annual Report"), which comprise: the Consolidated and Company Balance Sheets as at 28 February 2019; the Consolidated Profit and Loss Account, the Consolidated Statement of Cashflows, and the Consolidated and Company Statements of Changes in Equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

ISAs (UK) require us to report to you when:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of the above matters.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's and company's ability to continue as a going concern. For example, the terms on which the United Kingdom may withdraw from the European Union are not clear, and it is difficult to evaluate all of the potential implications on the group's trade, customers, suppliers and the wider economy.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion on, or except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Report of the National Council, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Strategic Report and Report of the National Council

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Report of the National Council for the year ended 28 February 2019 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Report of the National Council.

Responsibilities for the financial statements and the audit Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Councillors' Responsibilities set out on page 4, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Sarah Phillips (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Birmingham, 8 June 2019

CONSOLIDATED PROFIT AND LOSS ACCOUNT

Year ended 28 February 2019

	Note	2019 £000	2018 £000
TURNOVER	2	63,769	61,639
Cost of sales		(45,764)	(42,505)
Gross profit		18,005	19,134
Administrative expenses	3	(14,599)	(12,876)
OPERATING PROFIT		3,406	6,258
Interest receivable and similar income	5	650	575
Interest payable and similar expenses	6	(276)	(183)
PROFIT BEFORE TAXATION	3	3,780	6,650
Tax on profit	7	(532)	(583)
PROFIT FOR THE FINANCIAL YEAR		3,248	6,067
PROFIT FOR THE FINANCIAL YEAR ATTRIBUTABLE TO:			
Members of the Parent		3,072	5,809
Non-controlling interests	18	176	258
		3,248	6,067

The company has elected to take the exemption under section 408 of the Companies Act 2006 not to present the Company profit and loss account. The profit for the Company for the year was £3,081k (2018: £5,084k).

There are no recognised gains or losses other than the results for both years as set out above and accordingly no separate statement of comprehensive income has been presented.

CONSOLIDATED BALANCE SHEET

As at 28 February 2019

	Note	2019 £000	2018 £000
FIXED ASSETS			
Intangible assets	8	4,176	1,756
Tangible assets	9	48,980	45,066
Investments	10	10,586	10,514
		63,742	57,336
CURRENT ASSETS			
Inventories	11	635	656
Debtors	12	5,584	5,880
Cash at bank and in hand		7,882	11,427
		14,101	17,963
CREDITORS: amounts falling due within one year	13	(21,403)	(21,842)
NET CURRENT LIABILITIES		(7,302)	(3,879)
TOTAL ASSETS LESS CURRENT LIABILITIES		56,440	53,457
CREDITORS:			
amounts falling due after more than one year	14	(710)	(1,025)
Provisions for liabilities	15	(286)	(236)
NET ASSETS		55,444	52,196
CAPITAL AND RESERVES			
Profit and loss account		55,444	52,196
TOTAL EQUITY ATTRIBUTABLE TO THE PARENT		53,261	50,189
Non-controlling interests	18	2,183	2,007
TOTAL EQUITY		55,444	52,196

The financial statements on pages 15 to 23 were approved by the National Councillors on 8 June 2019 and signed on behalf of the National Council by:

R Talbot – Chairman
S Harris – Hon Treasurer

Company registration number 00445520

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COMPANY BALANCE SHEET As at 28 February 2019

	Note	2019 £000	2018 £000
FIXED ASSETS			
Intangible assets	8	4,176	1,756
Tangible assets	9	45,903	41,841
Investments	10	10,147	9,977
		<u>60,226</u>	<u>53,574</u>
CURRENT ASSETS			
Inventories	11	625	649
Debtors	12	6,152	6,415
Cash at bank and in hand		5,629	9,854
		<u>12,406</u>	<u>16,918</u>
CREDITORS: amounts falling due within one year	13	<u>(21,495)</u>	<u>(22,421)</u>
NET CURRENT LIABILITIES		<u>(9,089)</u>	<u>(5,503)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>51,137</u>	<u>48,071</u>
CREDITORS:			
amounts falling due after more than one year	14	(710)	(775)
Provisions for liabilities	15	(286)	(236)
NET ASSETS		<u>50,141</u>	<u>47,060</u>
CAPITAL AND RESERVES			
Profit and loss account		<u>50,141</u>	<u>47,060</u>

The exemption under section 408 of the Companies Act 2006 from presenting the Company's profit and loss account has been taken.

The Company's profit for the year ended 28 February 2019 was £3,081k (2018: £5,084k).

These financial statements on pages 15 to 23 were approved by the National Councillors on 8 June 2019 and signed on behalf of the National Council by:

R Talbot – Chairman
S Harris – Hon Treasurer

Company registration number 00445520

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY Year ended 28 February 2019

	Non-controlling interests £000	Profit and loss account £000	Total equity £000
Balance as at 1 March 2017	1,749	44,380	46,129
Profit for the financial year and total comprehensive income	258	5,809	6,067
Balance as at 28 February 2018	<u>2,007</u>	<u>50,189</u>	<u>52,196</u>
Profit for the financial year and total comprehensive income	176	3,072	3,248
Balance as at 28 February 2019	<u>2,183</u>	<u>53,261</u>	<u>55,444</u>

COMPANY STATEMENT OF CHANGES IN EQUITY Year ended 28 February 2019

	Profit and loss account £000	Total equity £000
Balance as at 1 March 2017	41,976	41,976
Profit for the financial year and total comprehensive income	5,084	5,084
Balance as at 28 February 2018	<u>47,060</u>	<u>47,060</u>
Profit for the financial year and total comprehensive income	3,081	3,081
Balance as at 28 February 2019	<u>50,141</u>	<u>50,141</u>

CONSOLIDATED STATEMENT OF CASHFLOWS Year ended 28 February 2019

	Note	2019 £000	2018 £000
Cash flow from operating activities	19	8,967	14,275
Tax paid		(456)	(547)
Net cash generated from operating activities		<u>8,511</u>	<u>13,728</u>
Cash flow from investing activities			
Purchase of intangible assets		(1,411)	(837)
Acquisition of business		(5,909)	-
Purchase of tangible assets		(5,050)	(7,015)
Proceeds from disposal of tangible assets		13	24
Interest received		37	38
Net cash outflow from investing activities		<u>(12,320)</u>	<u>(7,790)</u>
Cash flow from financing activity			
Net receipt/ (repayment) of obligations under finance lease		30	(64)
Repayment of loan facility		-	(5,240)
Interest paid		(40)	(144)
Receipts from investments		274	438
Net cash inflow/ (outflow) used from financing activities		<u>264</u>	<u>(5,010)</u>
Net (decrease)/ increase in cash and cash equivalents		<u>(3,545)</u>	<u>928</u>
Cash and cash equivalents at the beginning of the year		11,427	10,499
Cash and cash equivalents at the end of the year		<u>7,882</u>	<u>11,427</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		7,882	11,427
Cash and cash equivalents		<u>7,882</u>	<u>11,427</u>

NOTES TO THE FINANCIAL STATEMENTS Year ended 28 February 2019

1. ACCOUNTING POLICIES

General Information

The Camping and Caravanning Club Limited ("the company") and its subsidiaries (together "the group") are a camping and caravanning holiday provider, with sites throughout the UK.

The company is a private company limited by guarantee and is incorporated in England, United Kingdom. The address of the registered office is Greenfields House, Westwood Way, Coventry, CV4 8JH.

Statement of Compliance

The Group and individual financial statements of The Camping and Caravanning Club Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standards 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS102") and the Companies Act 2006.

Directors of the company under the Companies Act 2006 are referred to as councillors/ national councillors within the National Councillors' Annual Report and Financial Statements.

Accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying Group and Company accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of the accounting policies note.

The company has taken advantage of the exemption in section 408 of the Companies Act from disclosing its individual profit and loss account.

Consolidation

The consolidated financial statements include the audited financial statements of the company, including subsections in the form of District Associations, Regional Councils and Special Interest Sections, and its subsidiaries for the year ended 28 February 2019. Intra-group transactions and balances have been eliminated.

Exemptions for qualifying entities under FRS102

FRS102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions.

The Company has taken advantage of the following exemptions:

- i. from preparing a statement of cash flows, on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the Company's cash flows;
- ii. from the financial instrument disclosures, required under FRS102 paragraphs 11.39 to 11.48A and paragraphs 12.26 to 12.29, as the information is provided in the consolidated financial statement disclosure;

Goodwill

Business combinations are accounted for by applying the purchase method.

The cost of business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured they are disclosed on the same basis as other contingent liabilities.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the Group's interest in the identifiable net assets, liabilities and contingent liabilities acquired.

Goodwill is amortised over its expected useful life. Where the Group is unable to make a reliable estimate of useful life, goodwill is amortised over a period not exceeding 10 years. Goodwill is assessed for impairment when there are indicators of impairment and any impairment is charged to the income statement. Reversals of impairment are recognised when the reasons for the impairment no longer apply.

Intangible fixed assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Computer software	25% per annum
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Amortisation is charged to administrative expenses in the profit and loss account.

Where factors, such as technological advancement or changes in market price, indicate that residual value or useful life have changed, the residual value, useful life or amortisation rate are amended prospectively to reflect the new circumstances.

The assets are reviewed for impairment if the above factors indicate that the carrying amount may be impaired.

Costs associated with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available;
- and the expenditure attributable to the software during its development can be reliably measured

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Tangible fixed assets

Tangible assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation on assets is calculated, using the straight line method, to allocate the depreciable amount to their residual values over the estimated useful lives, as follows:

Land	not depreciated
Freehold Buildings	4% per annum
Long term and short term leases	Over the duration of the lease – to a maximum of 40 years
Plant & machinery, fixtures and fittings	10- 50% per annum

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit and loss and included in 'administrative expenses'.

Investments

Investment in subsidiary company is held at cost less accumulated impairment losses.

Inventories

Inventories are valued at the lower of cost and net realisable value.

Taxation

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

i. Current tax

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates that have been enacted or substantively enacted by the period end.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

ii. Deferred tax

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements.

Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

Turnover

Turnover is generated from:

- Member subscriptions;
- UK Club and Camping in the Forest Sites income;
- Overseas site, membership subscriptions;
- Commissions generated from services and advertising sold;
- Holiday homes sales; and
- Franchising income.

Holiday and site deposits are deferred and recognised in the Profit and Loss account when the holiday is taken. Subscriptions are deferred and recognised evenly over the subscription period. Other income is recognised on delivery of products, services or advertising.

Employee benefits

The Group provides a range of benefits to employees including paid holiday arrangements and defined benefit and defined contribution pension plans.

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i. Short term benefits

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

ii. Pension plans

The company participates in two pension schemes, following the introduction of a pension auto enrolment scheme in April 2014.

The long-standing pension scheme is a multi-employer scheme which provides benefits to some 1,300 non associated participating employers. The assets of the scheme are held in a separate trustee administered fund, operated by The Pensions Trust. Contributions to the scheme are charged to the profit and loss account so as to reflect the accounting as if the defined benefit scheme were a defined contribution scheme.

The new pension auto enrolment scheme is a defined contribution scheme. Contributions payable are charged to the profit and loss account in the year that they are payable.

Leases

At inception the Group assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

i. Finance leased assets

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined the Group's incremental borrowing rate is used. Incremental direct costs, incurred in negotiating and arranging the lease, are included in the cost of the asset.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date.

The capital element of lease obligations is recorded as a liability on inception of the arrangement. Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of the capital repayments outstanding.

Short term leased land and buildings represents lease improvements, development and refurbishment on leases up to 25 years. Long term leased land and buildings represents similar items on leases up to 40 years.

ii. Operating leases assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss accounts on a straight-line basis over the period of the lease.

Foreign exchange

i. Functional and presentation currency

The Group and Company's financial statements are presented in pound sterling and rounded to thousands.

The Group and Company's functional and presentation currency is the pound sterling.

ii. Transactions and Balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transactions and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

Financial instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

i. Financial assets

Basic financial assets, including trade and other debtors, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised costs are assessed for objective evidence of impairment. If an asset is impaired the impairment loss

is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publically traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire or are settled, or when substantially all the risks and rewards of the ownership of the asset are transferred to another party or when despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

ii. Financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow Group companies and preference shares that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derivatives, including interest rate swaps and forward exchange contracts, are not basic financial instruments.

Derivatives are initially recognised at fair-value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in interest income or interest expense as appropriate, unless they are included in hedging arrangements.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

i. Critical judgements

There are no critical judgements that impacted the preparation of the financial statements.

ii. Key accounting estimates and assumptions

The group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are Useful Economic lives of Fixed Assets, Pension Deficit Contributions, Effective Rate of Interest with respect to the Evans Loan Notes and their likelihood of recoverability, Impairment of investments held as fixed assets and Deferred taxation recognition.

Camping in the Forest LLP have a loan note receivable of £4,625k (2018: £4,723k) which is repayable in quarterly equal instalments over the period to 2046. There is a key judgement around the recoverability of this loan note, which requires assessment of the financial condition of the counter-party and historic performance of payments received in accordance with the contract. At 28 February 2019 there is no indicator of impairment of this asset.

The Camping and Caravanning Club Limited acquired a site in the year as detailed in note 26. The valuation of assets acquired and useful economic life of such assets require a level of judgement and estimation. Management have set valuation estimates based on independent valuations, contractual and non-contractual agreements and the best data available on the performance of the site.

2. TURNOVER

Analysis of turnover by category:

	2019 £000	2018 £000
Club income	57,385	55,192
Franchise income	406	399
Camping in the Forest	5,978	6,048
	63,769	61,639

Analysis of turnover by category:

Sales of goods	1,476	1,687
Service income	62,293	59,952
	63,769	61,639

All turnover (2018: all) is generated by sales made in the United Kingdom.

3. ADMINISTRATION EXPENSES & PROFIT BEFORE TAXATION

	2019 £000	2018 £000
Depreciation and other amounts written off tangible fixed assets		
- Owned	4,699	4,144
- Leased	695	695
Amortisation of intangible assets	635	437
Foreign exchange loss	112	18
Gain on disposal of fixed assets	(11)	(24)
Rentals under short and long leaseholds	2,663	2,668
Hire of equipment	284	284

Services provided by the company's auditors and its associates

The analysis of auditors' remuneration is as follows:

	2019 £000	2018 £000
Fees payable to the company's auditors for the audit of the parent company and consolidated financial statements	43	42
Fees payable to the company's auditors for other services to the group:		
- The audit of the company's subsidiaries pursuant to legislation	11	11
Total audit fees	54	53
Other services pursuant to legislation		
- Taxation compliance services	23	38
- Taxation advisory services	-	2
- Regulatory reporting	6	6
	29	46

4. EMPLOYEES AND COUNCILLORS

Employees

The average monthly number of persons employed by the Group during the year was:

	Group		Company	
Average monthly number of persons employed	2019	2018	2019	2018
Sites	436	385	367	322
Administration	259	265	259	265
	695	650	626	587

Employee costs during the year:

	Group		Company	
	2019 £000	2018 £000	2019 £000	2018 £000
Wages and Salaries	14,009	13,363	12,942	12,345
Social Security Costs	1,152	1,095	1,081	1,025
Other Pension Costs	435	394	429	391
	15,596	14,852	14,452	13,760

All Councillors receive reimbursement for out-of-pocket expenses. The Councillors did not receive any direct remuneration during the year or the preceding year but 4 (2018: 4)

Councillors received a total of £22k (2018: £21k) compensation for expenses incurred. The amount paid to key management personnel in the year was £854k (2018: £830k)

The Club makes contributions to the Pensions Trust, a defined benefit scheme. The contributions paid by the Club are accounted for as if the scheme were a defined contribution scheme, as the Club is unable to identify its share of the underlying assets and liabilities in the scheme. The cost of contributions to the defined benefit scheme amounted to £374k (2018: £361k). Outstanding contributions at the year-end amounted to £nil (2018: £nil).

The Club also operates a defined contribution scheme provided by the Peoples Pension. The contributions payable by the Club to this Scheme amounted to £90k (2018: £33k). Outstanding contributions at the year-end amounted to £nil (2018: £nil). Other pension costs relate to the re-measurement of the ongoing deficit funding contributions paid to the Pension Trust by the Club.

5. INTEREST RECEIVABLE AND SIMILAR INCOME

	2019 £000	2018 £000
Bank interest receivable	37	38
Total income on financial assets measured at fair value through profit and loss:		
Fair value movement and finance income on quoted investments	343	321
Fair value movement on derivative financial instruments	-	36
Total income on financial assets measured at amortised cost:		
Finance income on loan notes	184	180
Unwinding of pension scheme liability	86	-
Total interest receivable and similar income	650	575

6. INTEREST PAYABLE AND SIMILAR EXPENSES

	2019 £000	2018 £000
Bank loans and overdrafts	7	118
Other interest	28	26
Total expense on financial assets measured at fair value through profit and loss:		
Fair value movement on quoted investments	141	-
Fair value movement on derivative financial instruments	95	11
Finance charge	5	28
Total interest expense	276	183

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7. TAX ON PROFIT

i) Analysis of tax charge

	2019 £000	2018 £000
Current tax		
United Kingdom corporation tax at 19% (2018: 19.08%)	482	505
Adjustments in respect of prior years	—	5
	482	510
Deferred tax		
Origination and reversal of timing differences		
Adjustments in respect of prior years	50	45
	—	8
Impact of change in tax rates	—	20
	50	73
Total tax charge	532	583

ii) Factors affecting tax credit for the current year

The tax assessed for the year is different to (2018: different to) that resulting from applying the standard rate of corporation tax in the UK of 19% (2018: 19.08%). The differences are explained below:

	2019 £000	2018 £000
Profit before taxation		
	3,780	6,650
Tax at 19% (2018: 19.08%) thereon	718	1,269
Effects of:		
Adjustments in respect of prior years	—	13
Non-taxable income	(1,078)	(1,645)
Expenses not deductible for tax purposes	192	295
Tax rate changes	—	20
Deferred tax not provided	700	631
Total tax charge for year	532	583

8. INTANGIBLE ASSETS

Group and Company

	Computer software £000	Goodwill £000	Total £000
As at 1 March 2018			
Cost	4,855	603	5,458
Accumulated amortisation and impairment	(3,497)	(205)	(3,702)
Net book value	1,358	398	1,756
Year ended 28 February 2019			
Opening NBV	1,358	398	1,756
Additions	1,411	—	1,411
Acquisition (note 26)	—	1,644	1,644
Amortisation	(567)	(68)	(635)
Closing net book amount	2,202	1,974	4,176
As at 28 February 2019			
Cost	6,266	2,247	8,513
Accumulated amortisation and impairment	(4,064)	(273)	(4,337)
Net book amount	2,202	1,974	4,176

9. TANGIBLE ASSETS

Group

	Assets under construction £000	Freehold £000	Land and buildings Long term lease £000	Short term lease £000	Plant and machinery £000	Fixtures and fittings £000	Total £000
As at 1 March 2018							
Cost	6,367	24,937	3,443	14,243	38,308	3,404	90,702
Accumulated depreciation & impairment	—	(11,524)	(1,466)	(9,379)	(20,723)	(2,544)	(45,636)
Closing net book amount	6,367	13,413	1,977	4,864	17,585	860	45,066

Year ended 28 February 2019

Opening net book amount	6,367	13,413	1,977	4,864	17,585	860	45,066
Additions	244	471	—	—	4,043	292	5,050
Acquisitions (note 26)	—	4,260	—	—	—	—	4,260
Transfers	(1,196)	—	—	—	1,196	—	—
Disposals	—	—	—	—	(2)	—	(2)
Depreciation	—	(588)	(141)	(554)	(3,704)	(407)	(5,394)
Closing net book amount as at 28 February 2019	5,415	17,556	1,836	4,310	19,118	745	48,980
Cost	5,415	29,668	3,443	14,243	43,545	3,696	100,010
Accumulated depreciation & impairment	—	(12,112)	(1,607)	(9,933)	(24,427)	(2,951)	(51,030)
Closing net book amount	5,415	17,556	1,836	4,310	19,118	745	48,980

Included in fixed assets of the Group are leased assets with a net book value of £6,146k (2018: £6,841k). The amount of freehold land not subject to depreciation is £8,420k (2018: £5,439k).

Company

	Assets under construction £000	Freehold £000	Land and buildings Long term lease £000	Short term lease £000	Plant and machinery £000	Fixtures and fittings £000	Total £000
As at 1 March 2018							
Cost	6,179	24,937	2,170	14,243	32,350	3,269	83,148
Accumulated depreciation & impairment	—	(11,524)	(1,125)	(9,379)	(16,869)	(2,410)	(41,307)
Closing net book amount	6,179	13,413	1,045	4,864	15,481	859	41,841
Year ended 28 February 2019							
Opening net book amount	6,179	13,413	1,045	4,864	15,481	859	41,841
Additions	—	471	—	—	3,774	292	4,537
Acquisitions (note 26)	—	4,260	—	—	—	—	4,260
Transfers	(1,196)	—	—	—	1,196	—	—
Disposals	—	—	—	—	(2)	—	(2)
Depreciation	—	(588)	(77)	(554)	(3,107)	(407)	(4,733)
Closing net book amount	4,983	17,556	968	4,310	17,342	744	45,903
As at 28 February 2019							
Cost	4,983	29,668	2,170	14,243	37,318	3,561	91,943
Accumulated depreciation & impairment	—	(12,112)	(1,202)	(9,933)	(19,976)	(2,817)	(46,040)
Closing net book amount	4,983	17,556	968	4,310	17,342	744	45,903

Included in fixed assets of the Company are leased assets with a net book value of £5,276k (2018: £5,909k). The amount of freehold land not subject to depreciation is £8,420k (2018: £5,439k).

10. INVESTMENTS

Group

	Loan notes	Quoted investments	Total
	£000	£000	£000
Fair value at 1 March 2017	4,817	5,501	10,318
Finance income on loan notes	180	—	180
Principal repayments	(274)	—	(274)
Fees	—	(31)	(31)
Finance income from Investments	—	164	164
Fair value movement	—	157	157
Fair value at 28 February 2018	4,723	5,791	10,514
Finance income	184	343	527
Principal repayments	(274)	—	(274)
Fees and charges	(8)	(32)	(40)
Fair value movement	—	(141)	(141)
Fair value at 28 February 2019	4,625	5,961	10,586

The loan notes held as fixed asset investments have an effective interest rate of 3.8% and mature in 2047. They are measured at amortised cost.

Company

	Quoted investments	Shares in subsidiary undertakings	Total
	£000	£000	£000
Fair value at 1 March 2017	5,501	4,186	9,687
Finance income from Investments	164	—	164
Fees	(31)	—	(31)
Fair value movement	157	—	157
Fair value at 28 February 2018	5,791	4,186	9,977
Finance income	343	—	343
Fees	(32)	—	(32)
Fair value movement	(141)	—	(141)
Fair value at 28 February 2019	5,961	4,186	10,147

The Quoted Investments are initially measured at cost, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss.

At 28 February 2019, the company owned the entire issued share capital of the following companies all of which are registered in England & Wales:

	Activities
The Camping and Caravanning Club (Franchising) Limited	The granting of franchising agreements to operate campsites.
The Camping Club of Great Britain & Ireland Limited	Dormant
Norman Garner Limited	Dormant

The company also has a 72% interest in Camping in the Forest LLP.

All subsidiaries, including Camping in the Forest LLP, have the same registered address of The Camping and Caravanning Club Limited.

11. INVENTORIES

	2019	Group	2019	Company
	£000	2018	£000	2018
		£000		£000
Raw materials and consumables	41	28	31	21
Finished goods and goods for resale	70	43	70	43
Static caravans	354	289	354	289
Holiday Home bases	170	296	170	296
	635	656	625	649

There is no material difference between the balance sheet value of inventories and their replacement value.

Inventories are stated after provisions for impairment of £nil (2018: £nil)

12. DEBTORS

	2019	Group	2019	Company
	£000	2018	£000	2018
		£000		£000
Trade debtors	1,451	1,294	1,457	1,295
Amounts owed by group undertakings	—	—	614	587
Other debtors	764	1,446	748	1,437
Prepayments & accrued income	3,369	3,140	3,333	3,096
	5,584	5,880	6,152	6,415

Trade debtors are stated after provisions for impairment of £24k (2018: £20k).

Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	Group	2019	Company
	£000	2018	£000	2018
		£000		£000
Trade creditors	2,288	2,314	1,976	2,160
Amounts owed to group undertakings	—	—	1,584	1,581
Amounts owed to related party	250	—	—	—
Corporation tax	195	169	172	153
Other taxation and social security	51	219	9	191
Pension deficit contributions	105	106	105	106
Other creditors	487	410	250	209
Accruals and deferred income (note 17)	18,027	18,624	17,399	18,021
	21,403	21,842	21,495	22,421

Amounts owed to group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

Included in amounts owed to related parties due within one year (2018 falling due after more than one year) is a £250k loan for potential future development of a campsite. The loan is currently non-interest bearing, measured at amortised cost and repayable over an initial 3 year option period. Full planning permission was granted for the development of a campsite at Sherwood Pines, on 6 October 2017. Once the pre-commencement conditions have been discharged a lease will be triggered during 2019/20, at which point the initial option period will fall away and an interest bearing loan facility of up to £1.5m will be available to support the construction of Sherwood Pines. The current loan of £250k would form part of the £1.5m facility available for development.

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2019	Group	2019	Company
	£000	2018	£000	2018
		£000		£000
Amounts owed to related party (see note 13)	—	250	—	—
Derivative financial instruments	112	18	112	18
Finance lease creditor	77	47	77	47
Pension deficit contributions	521	710	521	710
	710	1,025	710	775

Pensions Deficit Contributions

The Company participates in a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme (note 4).

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

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The Company has agreed to a deficit funding arrangement and has a recognised liability. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. At 28 February 2019 the total required future contributions are £0.63 million (2018: £0.80 million) until 2026. The present value is calculated using a discount rate of 2.5%, representing the return on an equivalent UK corporate bond. The unwinding of the discount rate is recognised as a finance cost.

Group and Company: pensions deficit funding liability

	2019 £000	2018 £000
At start of year	816	899
Finance charge	(86)	21
Deficit contribution paid	(104)	(104)
At end of year	626	816

15. PROVISIONS FOR LIABILITIES

Group and Company deferred tax provision

	2019 £000	2018 £000
At start of year	236	163
Debited to the profit or loss (note 7)	50	73
At end of year	286	236

The deferred tax balance represents the reversal of timing differences on quoted investments, pension deficit contributions and derivative financial instruments.

16. FINANCIAL INSTRUMENTS

Group

The Group has the following financial instruments:

	2019 £000	2018 £000
Financial assets at fair value through profit or loss	5,961	5,791

Financial assets measured at amortised cost

Loan notes	4,625	4,723
Trade debtors	1,451	1,294
Other debtors	764	1,446
	6,840	7,463

Financial liabilities measured at fair value through profit and loss

Derivate financial instruments	(112)	(18)
	(112)	(18)

Financial liabilities measured at amortised costs

Amounts owed to related parties	(250)	(250)
Finance leases	(77)	(47)
Trade creditors	(2,288)	(2,314)
Accruals	(18,027)	(18,624)
Other creditors	(487)	(410)
	(21,129)	(21,645)

Company

The Company has the following financial instruments:

	2019 £000	2018 £000
Financial assets at fair value through profit or loss	5,961	5,791

Financial assets measured at amortised cost

Trade debtors	1,457	1,294
Other debtors	748	1,446
	2,205	2,740

Financial liabilities measured at fair value through profit and loss

Derivate financial instruments	(112)	(18)
	(112)	(18)

Financial liabilities measured at amortised costs

Financial leases	(77)	(47)
Trade creditors	(1,976)	(2,160)
Accruals	(17,398)	(18,021)
Other creditors	(250)	(209)
	(19,701)	(20,437)

Group and Company

Derivative financial instruments – forward contracts

The Group enters into forward foreign currency contracts to mitigate the exchange rate risk for certain foreign currency payables.

The forward currency contracts are measured at fair value, which is determined using valuation techniques that utilise observable inputs.

The fair value of the forward-foreign currency contracts is a loss of £112k (2018: loss £18k).

17. ACCRUALS AND DEFERRED INCOME

	2019 £000	Group 2018 £000	Company 2019 £000	2018 £000
Subscriptions received in advance	5,042	4,899	5,042	4,899
Other deferred income	7,536	7,438	6,907	6,835
Accruals	5,449	6,287	5,449	6,287
	18,027	18,624	17,398	18,021

18. NON-CONTROLLING INTERESTS

	£000
At 1 March 2018	2,007
Non-controlling interest share of profit after taxation:	176
At 28 February 2019	2,183

19. NET CASH GENERATED FROM OPERATING ACTIVITIES

	2019 £000	2018 £000
PROFIT FOR THE FINANCIAL YEAR	3,248	6,069
Adjustments for:		
Tax on profit	532	583
Net interest	(374)	(392)
Finance income on loan notes	–	180
OPERATING PROFIT	3,406	6,440
Amortisation of intangible assets	635	437
Depreciation of tangible assets	5,394	4,839
Decrease in investments	–	(196)
Profit on disposal of tangible assets	(11)	(24)
Working capital movements:		
– Decrease in inventories	26	12
– Decrease/ (increase) in debtors	296	(712)
– (Decrease)/ increase in payables	(779)	3,479
CASH FLOW GENERATED FROM OPERATING ACTIVITIES	8,967	14,275

20. FINANCIAL COMMITMENTS

The Group has a commitment to spend accumulated surpluses at one of their leased sites during the term of the lease. The surplus at 28 February 2019 is £nil (2018: £nil), and the remaining lease term is 17 years.

Operating lease and other commitments

The group and company had the following minimum lease payments under non-cancellable operating leases for each of the following periods:

Group

Payments Due

	2019 £000	2018 £000
Not later than one year	3,363	2,902
Later than one year and not later than five years	10,602	10,703
Later than five years	47,223	50,346
	61,188	63,951

Company

Payments Due

	2019 £000	2018 £000
Not later than one year	2,922	2,476
Later than one year and not later than five years	8,837	8,998
Later than five years	19,632	23,684
	31,391	35,158

21. LIMITED LIABILITIES

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a maximum of £1 (2018: £1). The total number of members at 28 February 2019 was 591,957 (28 February 2018: 579,607).

22. RESULTS OF PARENT COMPANY

As permitted by Section 408 of the Companies Act 2006, the profit and loss account of the parent company is not presented as part of these financial statements. The parent company's profit after taxation amounted to £3,081k (2018: £5,084k).

23. CONTINGENT LIABILITIES

The company's bankers have given guarantees on the company's behalf totalling £256k (expiry date 31 March 2020) (2018: £256k). This relates to a bond required by ABTA.

24. DISTRICT ASSOCIATIONS, REGIONAL COUNCILS AND SECTIONS

The club has approximately 160 (2018:164) subsections in the form of District Associations, Regional Councils and Special Interest Sections. These subsections provide a diverse range of social, camping and caravanning activities for those club members who involve themselves in their activities. Each subsection is required to produce its own financial statements and their financial year end is 31 December. The results of the subsections are consolidated in these financial statements.

25. RELATED PARTY TRANSACTIONS

Transactions with non 100% owned subsidiaries

All transactions disclosed relate to transactions with Camping in the Forest LLP where the Group is a 72% member.

During the year the Club recharged services to Camping in the Forest LLP (CITF) for costs incurred in relation to Councillors/Secretaries of £54k (2018: £54k), Management fees of £702k (2018: £681k) and various costs incurred on behalf of CITF totalling to £428k (2018: £461k). There was a charge made with respect to the tax incurred by the Club on the profits generated by CITF, this charge from the Club to CITF was for £208k (2018: £257k).

At the year-end £620k (2018: £585k) was outstanding and included within debtors. The receivable is unsecured and no guarantees have been received.

Transaction with members of Camping in the Forest LLP

Included in amounts owed to related parties due within one year (2018 falling due after more than one year) is a £250k loan for potential future development of a campsite. The loan is currently non-interest bearing, measured at amortised cost and repayable over an initial 3 year option period.

Company

Other than the transactions disclosed above, the Company's other related party transactions were with wholly owned subsidiaries and so have not been disclosed.

26. BUSINESS COMBINATIONS

On 7 December 2018 the Group acquired the trade and assets of Scotgate Holiday Park ("the Park") located in the Lake District. The Park has two locations and has been run as a successful family business for many years providing pitches for touring caravans and campers and providing holiday homes and caravan lettings.

The useful economic life of goodwill on acquisition has been set at 10 years as the Park is well established, has a strong performance track record and is a good addition to the site network.

The following table summarises the consideration paid by the Group and the fair value of the assets acquired along with any liabilities.

	Total £000
Consideration	
Cash	5,605
Directly attributable costs	304
Total consideration	5,909

Recognised value of identifiable assets acquired and liabilities assumed

Property, plant and equipment	4,260
Inventories	5
Trade and other receivables	23
Trade and other payables	(23)
Total identifiable net assets	4,265
Goodwill (note 8)	1,644

Adjustments arising on acquisition related to property, plant and equipment uplifts to fair value using specialist internal expertise.

No material intangible assets, other than goodwill were acquired as part of this acquisition.

Deferred tax on the timing difference between the taxation and accounting value have not been recognised as the provision required is not material given the Group and Company's corporation tax position.

Turnover of £37k and an operating loss of £36k was generated by the Park from 7 December 2018 to 28 February 2019.

27. EVENTS AFTER THE REPORTING YEAR

There have been no events after the reporting period to report.

28. ULTIMATE CONTROLLING PARTY

The Camping and Caravanning Club Limited is a membership organisation owned by its members and as such there is no overall controlling party.

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