



# Hoburne

Holiday Parks • Ownership • Golf Clubs • Development

Independent Non-Executive Director

Appointment Brief

December 2023

Saxton Bampfylde





## A letter from the Chairman

We are pleased to present the opportunity to join the Board of this highly successful, much-loved and well-respected family owned business, now in its fifth generation. Hoburne has enjoyed a period of sustained growth and it remains ambitious for the future and is undertaking ongoing investment to its services to ensure a first-class service for its customers. It is supported by a strong, carefully created team, many of whom are long-serving employees and all of whom strive to live the family values that make us who we are.

Based on the Hampshire/Dorset border, in the beautiful south of England, Hoburne enjoys a prestigious reputation within the leisure and property development sector. We are looking for an experienced finance professional from the consumer-leisure sector to join the Board and provide the appropriate support, challenge and guidance as a non-executive to support our business strategy for continued success.

The Hoburne Group is a financially stable, fun business with an enviable reputation for fairness, quality and service, and as we already have a number of exciting development projects within our portfolio this is the ideal time to join us.

John Butters





## The Hoburne Story

Hoburne Holidays (Hoburne) is a multi-award-winning business with a rich history, having remained in family hands since the great-great-grandfather of John Butters, who is the 5th generation Chair, bought Hoburne Farm over 100 years ago. Based in Dorset, Hoburne and sister company Burry & Knight, build and operate caravan parks across the South West, sell caravans and operate golf clubs, and have a long history of building, developing and managing residential and commercial properties in the Hampshire/Dorset area.

It all began at 2pm on Tuesday May 7th, 1912 when a man in his 40s walked into a crowded auction room. The particulars were read out and bidding began. One man more than anyone else in the room wanted 'Hubborn Farm'. John Burry had been the tenant farmer there for 14 years. This auction offered a pivotal chance to become a landowner. He took it – and the Hoburne story was born.

# History

## 1912: A momentous year

It was a momentous year not just for John Burry, but for the world. Robert F Scott's team lost their lives in the Antarctic and the Titanic struck an iceberg and sank, while the growing popularity of caravanning at home went largely unnoticed. Yet more and more people were being swept up by this new pastime, attracted by the freedom of a 'house on wheels' with all the comforts of home.

## 1920: Naish farm

Embracing his new life as a landowner, John Burry added to his holdings in 1920, snapping up nearby Naish Farm which proved to be the perfect spot for caravanners.

## The 1930s: Boom time for the holiday camp

Britain was introduced to the idea of the organised holiday camp and embraced it with enthusiasm. As a result, Hubborn and Naish grew in popularity too, with holidaymakers flocking to pitch their caravans there and a variety of makeshift holiday homes made from old buses and railway carriages sprouting up around the edges of the field.

As the shadows of war started to grow across Europe once again, Naish and other holiday parks like it were given over to the military or used as emergency accommodation for families bombed out of their own homes by the Blitz.

*"I first came to Naish when I was three or four years old in the early 1930s. I grew up there really. A chip van used to come around... it had a bell on it and when it rang, people came flooding across the field. They were the best chips I ever tasted."*

Maureen Worthington, holiday maker in the '30s

## 1950s Rock n' Roll... and Bashley makes 3!

As Britain slowly recovered from the ravages of the Second World War, a leisure-starved public flocked to seaside holiday parks once again. In 1959, determined to build on his father's legacy, Alec Burry spotted an auction notice for 115 acres of grounds in the New Forest and Bashley became the third park in the Hoburne estate.

## 1960s: The Golden Age of caravanning.

New caravan designs were introducing new levels of comfort, and throughout the decade the Burry family made improvements to their three holiday parks to meet the rising expectations of holidaymakers. These included a new heated pool and clubhouse extension at Bashley and an outdoor pool, play area, social club and tennis courts for Naish.

## 1970s and beyond

With the rise in cheap package deals abroad, the 1970s was a difficult decade for the UK holiday industry, but Hoburne Holidays continued to buck the trend and grow. Grange Court, now Hoburne Devon Bay, was bought in 1977. In 1979, Hoburne Cotswold, close to Britain's largest water park, opened its doors to holidaymakers.

## Into a new century

In 2002, the running of Hoburne Holidays was passed on to the fourth generation of the Burry family. Improvements at every one of the parks, culminating in a new children's indoor pool, refurbished outdoor pool and new fitness room, sauna and steam room at Hoburne Naish in 2009.

## The Twenty-Twenties

The 2010s brought new levels of investment in the business as we continued to develop our offering. New caravan/lodge bases were built, WiFi was installed across all parks, holiday accommodation was upgraded with new models, and new facilities were provided, including luxury lodges, hot tubs, adventure golf and cafes. This was complemented with internal investment such as growth in IT capability.

2020 was a challenging and eventful year for the business. The board and senior management worked closely together to prepare for our modelled worst-case scenario with careful planning and precautionary borrowing. In the event, all the holiday parks were able to open for the crucial summer season and teams across the business showed extraordinary dedication. As a result, the business performed well, with caravan sales, holidays, golf and property sales all exceeding expectations.

Today, caravan and lodge holidays are as popular as they have ever been. Our first-class locations, accommodation, facilities and welcome make Hoburne well placed to thrive in an environment of ever higher customer expectations. At the same time, the popularity of the Hampshire/Dorset area provides a continuing opportunity for new property developments in Burry & Knight. The family and senior leadership team are ambitious about the continued opportunity for growth across all of Hoburne's business activities.

It is within this context that the board is seeking to appoint an independent Non-Executive Director (and Chair for the Audit Committee). With this appointment we will add senior finance experience to the Board, ideally from the perspective of having worked as a CFO or FD in the consumer-leisure sector within the UK. The successful candidate will bring demonstrable drive and ambition, and a desire to work in support of the organisation's future development and expansion.



Robert John Burry, Chairman of Hoburne Holiday Parks from 1964 to 2002: Hoburne's remarkable success is largely due to him and his philosophy continues to shine in the business's operations.



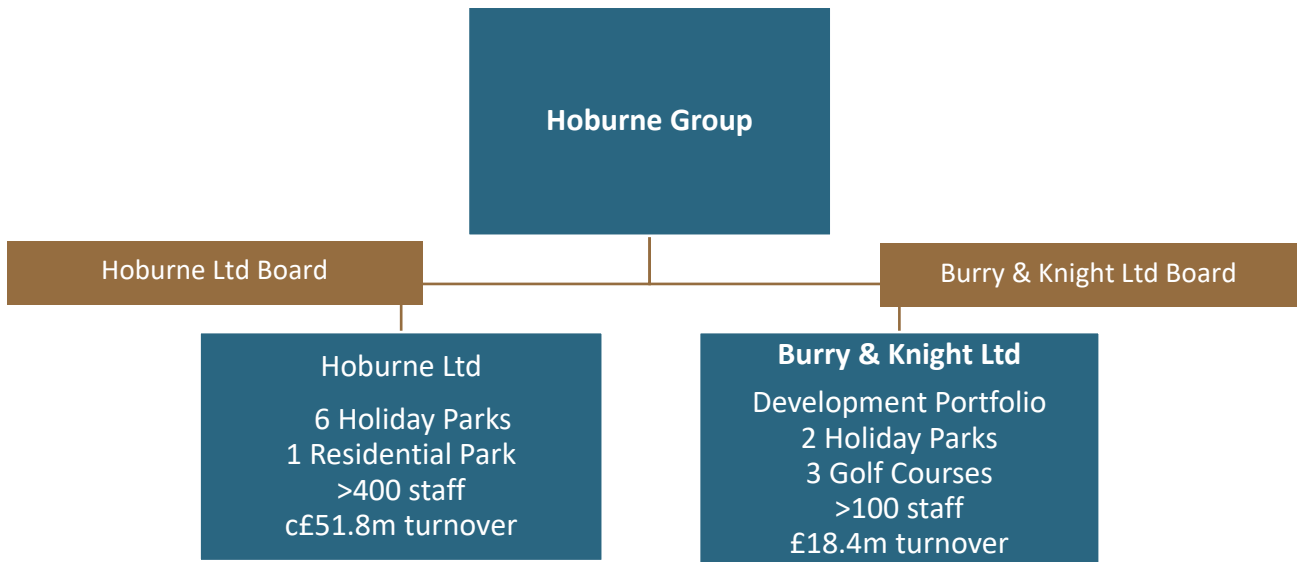
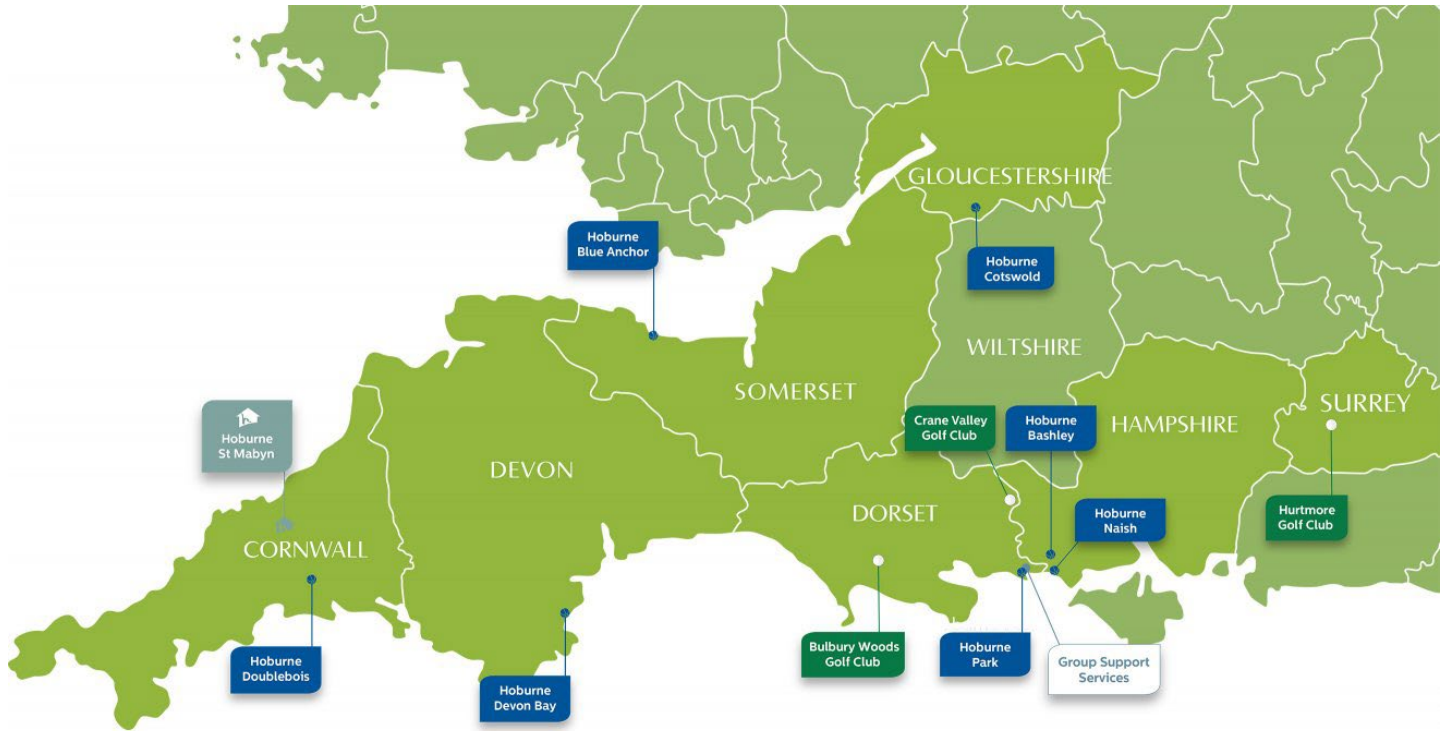
## Hoburne Group Mission Statement

To provide an outstanding experience to customers within a safe, attractive environment, whilst empowering and developing our people to deliver the exacting standards we expect within our business. We strive for sustainable growth through continual investment for the benefit of our customers, teams and stakeholders.





## Today's business at a glance



We are proud to operate eight holiday parks, offering guests some of the most varied and unspoilt locations in the South and South West from enchanting New Forest trails to lakeside living, spectacular coastal views and the ever popular English Riviera. While each park is unique, our guest experience is underpinned by the highest levels of customer care and a service that is both personal and professional.

## The Burry & Knight Ltd Group

Burry & Knight owns Hoburne Park and Hoburne St Mabyn. But while its sister company Hoburne Limited is a pure caravan park business, Burry & Knight also owns a local property portfolio, acquires land and develops commercial and residential property. In addition, Burry & Knight operates 3 golf courses in the south of England providing quality courses and unrivalled friendly service to our members and visitors.

### A family business

In family businesses, the people really are fundamental: Hoburne has thrived and transitioned to the fourth and fifth generation, and as such there is an acute sense of responsibility and focus on long-term prosperity which creates strong bonds across the workforce and leadership team, and which are at the core of what our businesses does.

Hoburne is a professionally run family business, with a clear and robust governance structure. A governance review in 2019 served to bring clarity to the family's views on the direction of travel for the business, and to its shared purpose: namely, to grow financial returns for the benefit of a growing family, and to be a good, reputable employer which is known in the community for its probity and good business behaviours.

In 2020, the group announced that after more than 18 years at the helm, Rosie Kennar would step down as Chairman of both companies and her son, John Butters, would take over. John has served as a Non-Executive Director on the Hoburne Ltd board since 2016 and was appointed to the Burry & Knight Ltd board last December.

In 2021 the group appointed its fourth non-family MD/CEO, Jim Forward. Jim has led several businesses in the leisure sector, including Warner Leisure Hotels, and brings a strong focus on both strategy and customer experience, as well as an interdisciplinary skill set ranging from data-driven marketing and holiday sales to leadership and business change.

### A people focused business

At Hoburne we strive to encourage and provide opportunities for our colleagues to realise their own potential. We have developed and embedded industry leading training and development programmes, ensuring all our staff feel supported and empowered to deliver the very best experience to customers, and empowered park-level managers with real responsibility. We are proud that a high number of our staff choose to build their career with us: as a result, we have many long-standing members of staff including over a third with more than ten years' service. In recent years we have won the KPMG Company of the Year in the Dorset Business Awards, and a number of other accolades including the PKF Francis Clark Family Business of the Year Award, the Dorset Business Awards in 2019 and nationally, the Feefo Trusted Service Award in 2021. We enjoy a hard-won and long-standing reputation for integrity, professionalism, quality standards and customer service amongst our peers and our customers and the Hoburne name is greatly respected within our industry and locally, especially in Hampshire and Dorset.





Makers of **Quality. Family. Time.**

  
**Quality**

Brilliant service,  
from engaging people

Beautiful locations,  
beautifully presented

Always investing  
in making it better

We don't do bland  
and we don't do basic


  
**Family**

Owned by a family  
and run as a family

Where everyone counts,  
everyone belongs

Activities and environments  
to bring families together

A place of safety  
and security

  
**Time**

Space to relax  
and recharge

Giving time  
to reconnect

Creating moments  
to treasure

Everyone's time is precious  
so we use it well

**Makers:** Act with integrity  Care about kind  Go for great  Play for the team

## Our Brand Values

### Act with integrity

- Honest and straight talking
- Be true to your word
- Do right by the company as well as customers

### Care about kind

- Approach people with kindness
- Treat everyone with courtesy and respect
- Look after each other

### Go for great

- Embrace growth and change
- Stretch to be the best
- Empower colleagues and help them grow

### Play for the team

- Leave our egos at the door
- Bring our talents to the table
- Support everyone to grow and be successful



## Our 2023 customer ratings

### League Table

Park	No. Reviews	Feefo Rating	Park Rank ▲
St Mabyn	67	4.84	1
Doublebois	217	4.73	2
Devon Bay	838	4.61	3
Hoburne Park	432	4.59	4
Naish	777	4.58	5
Blue Anchor	310	4.57	6
Bashley	706	4.55	7
Cotswold	655	4.33	8
<b>Total</b>	<b>4002</b>	<b>4.55</b>	<b>8</b>





## Building the Board

The Group is now seeking to appoint an independent Non-Executive Director as Chair of the Audit Committee. They will provide the necessary challenge and oversight to ensure an exemplary audit function and the provision of accounting best practice at Hoburne and ensure strong processes are in place to support the preparation of annual financial accounts..

Hoburne currently operates across two groups: Hoburne Limited and Burry and Knight Limited. Whilst these are separate entities they work closely together and the CEO ensures they operate in such a way as to achieve synergies, while respecting the governance and fiduciary positions of the companies.

Each has its own Board, providing strategic direction to each group's companies and the necessary governance and oversight to ensure that each is being well managed, and operations run commercially and profitably to deliver shareholder value.

These two Boards overlap significantly in their work and the new independent Non-Executive Director will be appointed as a member of both and lead the joint Audit Committee.



Both Boards are composed of family members and key members of the executive team. The Board of Burry & Knight also has an independent Non-executive Director.

#### Board Composition: Hoburne Ltd

##### Executive

- Jim Forward, CEO
- Philippa Goodwin, FD

##### Family members

- John Butters, Chairman
- Rosie Kennar, former Chairman
- Tim Knight
- Guy Vigar
- Lucy Lucas-Rowe

#### Board Composition: Burry and Knight Ltd

##### Executive

- Jim Forward, CEO
- Philippa Goodwin, FD
- Mark Preston, Hoburne Properties

##### Family

- John Butters, Chairman
- Rosie Kennar, former Chairman
- Tim Knight
- Marco Simonini
- Michael Pratt

##### Independent

- Howard Philips (former CEO, McCarthy & Stone and Pegasus Life)

Each Board is currently supported by the Audit Committee, a Nominations Committee and a Health and Safety Committee.

This is an exciting opportunity for an independent Non-Executive Director to join a successful family business as it continues to evolve its legacy.

## The Executive Team

In 2021 Hoburne appointed a new CEO, Jim Forward, who is accountable to the Chair and Boards of Directors for the group's businesses. Jim leads and supports a strong team of direct reports, as follows:

- Company Secretary
- Director of Operations
- Director of Development
- Finance Director
- Director of Marketing and Sales
- Head of Executive Support and HR



# Person Specification

Hoburne has recently enjoyed a period of substantial growth and prosperity as it benefited from the increased interest in 'staycation' UK holidays, following the pandemic, and under the strategic leadership of its new Chief Executive. The group remains buoyant and top-line growth is strong. However, like many businesses in the UK it is feeling the effects of increased interest rates, and the cost of living, which have driven prices up in its holiday business and increased costs across the group. Its rental, sales and property companies are performing strongly but are feeling the effects of a difficult UK housing market.

With the addition of a strong, new independent Non-Executive Director, who will bring strong finance and sector experience, Hoburne will increase its depth of experience in the consumer-leisure holiday sector, whilst increasing the rigour and capacity of its finance and audit functions.

Strong candidates will bring proven financial leadership experience, ideally gained from a consumer-driven and multi-site business. While previous experience in both holiday park operations and land or property development would be advantageous, this is not essential.

A key consideration for this appointment will be the alignment between the candidate's values and those of the business. Hoburne is looking to appoint a strategic thinker and experienced executive, with the ability to think laterally, and play a key role as a Board member in challenging and developing the Executives and the business strategy. The best candidate will enjoy being part of a business with the highest standards which is



known and valued by partners, suppliers and local stakeholders for its probity, ethical conduct and good business behaviours.

The successful candidate will develop a strong relationship with the executive team and understand the extent to which, as a Board member, they play a vital role in the stewardship of the business.

The successful candidate will bring all or most of the following:

### Knowledge & experience

- Senior level financial and commercial leadership experience as a CFO or FD, ideally underpinned by a professional accountancy qualification;
- Experience of operating as part of an Executive Team, and preferably as a Board member;
- Ideally past non-executive experience as part of an Audit Committee;
- Financial audit experience with the approach to guide fellow Board members through technical accounting and reporting issues;
- An appreciation of the key challenges currently faced by consumer-leisure sector, and ideally with first-hand experience of working in holiday parks. The ability to bring their experience to bear on these challenges;
- Experience of chairing committee meetings;
- The ability to contribute to the strategic direction of the organisation, working alongside both family and external Board members and employees, towards the vision and mission of the company and for the benefit of its shareholders.

Alongside the professional expertise sought as detailed above it is hoped candidates will bring the following general skills and experiences to the Board:

- The desire to understand, respect and promote the values of the family, established over 5 generations in business
- Outstanding strategic thinking and analytical abilities, and sound judgement;
- Commercial acumen and financial literacy;
- The ability to take a long-term view, consistent with the values and approach in which the family has operated, which has yielded consistent and well-founded profitability over many years;
- The ability to work in a non-executive capacity on the board, bringing an understanding of the extent to which a Board member plays a pivotal role in the stewardship of the business;
- The ability to maintain a constant desire and drive across the business, sustaining the highest levels of performance;
- Have at their root the highest ethical standards.

### Personal Attributes

- Low ego;
- High emotional intelligence with the ability to easily build relationships;
- Knowing when to appropriately challenge the board and executives;
- Strong desire to contribute to making the business a long-term success.



## Terms of Appointment

### Time Commitment:

This is expected to be approximately 2 days per month to cover Board, Committee and informal meetings. Involving each year:

- On average five Board meetings, held over a two-day period. The Audit Committee Chair will be expected to attend for the full two-day session.
- A monthly property meeting, c. 2 hours, which can be attended online.
- 3 audit meetings per year

Outside of formal meetings, time will be needed for preparation for meetings and keeping in touch with other Board members and the Executive. The Audit Committee chair will expect to have regular contact with the Finance Director, in particular and be available for the annual audit and accounts submission and sign off.



**Board meeting dates for 2024 are as follows:**

Meetings are held at 10 Hoburne Lane, Christchurch, Dorset

- 21-22 Feb
- 1-2 May
- 24-25 July
- 12-13 September
- 4-5 December

## Remuneration & Term

The remuneration for this appointment is currently £37,399

Board members are appointed for a three-year term.

# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Hoburne on this appointment.

The closing date for applications is on **Monday 15<sup>th</sup> January 2024 at noon.**

Candidates should apply for this role through their website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using the code HANAKC.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



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