THE HEBE HAVEN YACHT CLUB LIMITED
Minutes of the Meeting of the General Committee
held on Thursday 28 August 2025

Present:

Name	Acronym	Position	Attendance mode
Sonny PAYNE	SP	Commodore	In person
Aaron Arthur GOACH	AG	Vice Commodore	Zoom
Michael Kenneth SHARP	MS	Honorary Secretary	In person
Daniel Yiu Man CHAN	DC	Honorary Treasurer	In person
Bridget Yuk Lin CHAN	BC	Rear Commodore—Sailing	Zoom
James Harvey JESSOP	HJ	Rear Commodore—Sailing Development	Zoom
Eddy Kin Pong LO	EL	Rear Commodore—Marine Operations and Facilities	Zoom
John Kam Kuen LO	KK	GenCom Member; Chairperson—Powerboat and *Hebe One* Committee	Zoom
Carol Anne BIDDELL	CB	GenCom Member; Chairperson—Environmental and Social Committee; and F&B/House/Events Committee	In person
Frances Lee HURLEY	FH	GenCom Member	Zoom
Stuart David PRYKE	StP	GenCom Member	In person
David Nigel FRANCIS	NF	GenCom Member	In person
Mark ASHTON	MA	GenCom Member	Zoom
Apologies:			
Simon Anthony ROBERTSON	SR	GenCom Member	
David LAM	DL	GenCom Member	
In Attendance:			
Billy NG	BN	General Manager	In person
Carmen CHAN	CC	Deputy General Manager	In person
Katherine TUTSCHEK	KT	Minute Taker / Recorder	Zoom
Helena CHUNG	HC	Interpreter	Zoom

NOTE:
For ease of reference, all resolutions arising out of the meeting are recorded in the attached Annex.

The meeting commenced at 19:00 at HHYC		
No.	**Item**	**Action**
1	GENERAL ADMINISTRATIVE MATTERS	
1.1	Quorum - SP confirmed a quorum was present (SP, AG, MS, DC, BC, HJ, EL, KK, CB, FH, StP, NF, MA) and declared the meeting open.	-
1.2	Minutes of the GenCom meeting on 31 July 2025 - SP noted that the minutes of the GenCom meeting held on 31 July 2025 had been approved via WhatsApp and uploaded to the Club website. *(see Annex 1, Resolution #1)*	-
1.3	Resolutions passed prior to this meeting - SP noted for the record that a resolution on renewing the staff insurance policy had been passed via WhatsApp since the last GenCom meeting. *(see Annex 1, Resolution #2)*	-
2	FINANCE MATTERS	
2.1	Honorary Treasurer's Report for July 2025 - DC presented the HT's Report for July 2025 and commented that June 2025 was the fourth consecutive month of positive EBITDA for the Club. - DC noted that actual and forecast EBITDA for FYE 2026 currently stood at a deficit of HK$0.58m, compared to the budgeted deficit of HK$3.63m. This meant the Club was close to its goal of balancing expenses and revenue.	-
2.2	Overdue debtors - DC informed the meeting that a small claims tribunal hearing for overdue debtor [redacted] would be held on 2 September 2025.	-
2.3	Budgeted capital expenditures for FYE 2026 - SP noted that the CapEx items were not included in the FYE 2026 budget approved at the July 2025 GenCom meeting (Resolution #7), and tabled a list of proposed CapEx items. - SP further noted one of the CapEx items was four RIB safety boats and a P4 boat engine which needed to be replaced, as the RIBs were near end of life (as per maintenance reports) and the P4 engine was not working properly. This was estimated to cost a total of HK$1.2m. - GenCom agreed that it was necessary to maintain a fleet of working safety boats, and that RIBs (such as the current Highfields) were preferable to hard-sided boats (such as P4s) from a safety and functional standpoint. - FH suggested that, in future, safety boats be replaced in a staggered manner, rather than all at once, in order to minimise the financial burden on the Club.	

	- Several GenCom members were of the view that the life of new boats purchased by the Club could be extended through better maintenance. HJ noted that maintenance had improved relative to a few years ago since hiring a bosun. MA suggested experienced and inexperienced staff work together more closely to facilitate boat maintenance. - GenCom agreed, in principle, with all of the proposed CapEx items, and proposed and passed a resolution accordingly. *(see Annex 1, Resolution #3)*	
3	HUMAN RESOURCES MATTERS	
3.1	**Update on staff movements** - SP informed the meeting that the PR & Communications Manager (Camellia POON) and HR Manager (River LIN) had resigned and were working their notice period. - SP further informed the meeting that options for replacement / restructuring were being considered together with the GM / AGM, in conjunction with the current reforms to upgrade the Club's IT systems and work processes. - MS raised concerns over the performance of certain staff members and staff morale generally. A confidential discussion was held. - MA expressed the view that the handling of staff matters should be left to the Commodore, management, and HRCom, unless those parties raised a specific issue to GenCom. AG agreed.	All / SP
4	MEDIA AND I.T. MATTERS	
4.1	**Update on club management system** - SP informed the meeting that the Club had signed an agreement with AppIT engaging them as club management system consultant for a duration of three months for a fee of HK$180k (in line with Resolution #8 of the July 2025 GenCom meeting) and that they commenced their work last week and already identified some key areas for immediate improvement, involving not only out-of-date software, but also the Club's current work processes which are duplicative and labour intensive. - CC assured Gencom that staff were fully cooperating with AppIT in this investigative stage.	-
4.2	**Update on Club website** - FH noted that a meeting about the website was held on 27 August 2025. Tides had been added to the weather icon, and HHYC was working with SailSys on the yacht racing part of the site. Vishal from AppIT would work with FH and Carrie to choose a web posting platform in mid-September 2025.	-
4.3	**Update on other social media** - CC noted that up until this point, the Sailing Centre had handled events, social media, the website, and sponsorship on its own, and as a result, HHYC already had an active presence on mainland social media such as Red Note and WeChat through these unofficial	-

	Sailing Centre posts and tags by other users. However, CC felt the marketing department should get involved in order to present a more professional and centralised image on social media, and promote other types of Club activities besides sailing. This would help the Club tap into and engage with the large online community in the mainland, and perhaps encourage them to join as temporary members. - CC informed the meeting that the issue with member notices raised last month (see Item 3.3 of the July 2025 GenCom meeting minutes) had been resolved, and there was now a centralised protocol in place for issuing member notices.	
4.4	Update on member communications - CC informed the meeting that the issue with member notices raised last month (see Item 3.3 of the July 2025 GenCom meeting minutes) had been resolved, and there was now a centralised protocol in place for issuing member notices.	-
5	MEMBERSHIP MATTERS	
5.1	New member applications - MS informed the meeting that the Club had interviewed one applicant for Senior Associate membership and one applicant for a one-year Term membership, and recommended they both be admitted. GenCom proposed and passed a resolution accordingly. *(see Annex 1, Resolution #4)*	MS / (Jessica Yau)
5.2	Honorary membership application - MS informed the meeting that seven general committee members from the Royal Hong Kong Yacht Club had requested honorary membership at HHYC, in line with the established custom of reciprocity. HHYC's general committee proposed and passed a resolution accordingly. *(see Annex 1, Resolution #5)*	MS / (Jessica Yau)
5.3	Cadet members - SP noted that with the number of Full/SA members leaving the Club continuing to outnumber those joining the Club, the number of Full/SA members had been reduced by 19 (from 843 to 824) in the first four months of the 2025-26 financial year. Although the number of Cadet members increased by 10 during the same period, this does very little to compensate for the departing Full/SA members as the Articles prohibit charging Cadet members monthly subscriptions. SP further noted that the 1-3 year Term memberships were failing to gain traction with Cadet parents, as hoped. - HJ informed the meeting that he had met with BC, CC, and Rob to discuss whether limiting the number of Cadet members would help increase the number of Term members. - MA suggested that the Club cap the number of Cadet member. - NF pointed out that although it was permissible to promote certain membership categories, under the Articles the Club could not refuse eligible applicants for Cadet membership or push them into applying	

	for a different membership type. - GenCom members had varying views as to whether or not limits should be placed on the further intake of Cadet members. - CC would inform GenCom of the current number of active and inactive Cadet members, as well as which Cadet members' families were also members. Membership would contact Cadet members to see if they would like to convert to the next category of (subscription-paying) membership. CC would also give marketing materials (such as flyers) to Rob which promoted Term membership. - MA suggested membership pathways be promoted more on the website, as many potential members went to the website when looking for information. StP suggested the Cruising Sailors of Hebe be used as a way to garner prospective families' interest in sailing. - SP suggested holding a workshop to discuss the issue further. Any GenCom members who were interested could attend. He also recommended GenCom raise the issue at the AGM and let members make the final decision.	CC
6	PREPARATION FOR THE AGM	
6.1	General update - SP noted the Club was in the process of preparing the annual report ('blue book'), and all reports needed to be finished by the middle of September 2025 at the latest. SP would contact all GenCom members contributing reports in the week of 31 August 2025.	All / SP
7	F&B / HOUSE / EVENTS MATTERS	
7.1	Food truck - CB and BN informed the meeting that BN's team had fixed up the food truck and noted it looked great. It would be used in conjunction with the Garden Bar during upcoming events, and then replace the Garden Bar temporarily while the bar was renovated, beginning 15 September 2025.	-
7.2	New menu - CB announced that the new menu had been launched and had received a positive response from members. Prices of menu items were the same as on the old menu, and included dishes requested by members. - Several GenCom members noted the quality and temperature of food varied depending on which chef was on duty. CC would look into hiring a more consistent second chef, and would remind staff to check the temperature of plates before serving. - CB appreciated that staff were making an effort to remember members' names, greet them, and be attentive, but suggested it be toned down slightly so as not to overwhelm members.	CC CC
8	24 HOUR CHARITY DINGHY RACE COMMITTEE REPORT	
8.1	General update - CC noted that the cheque and awards presentation would be held on 5 December 2025, in conjunction with National Volunteer Day. - MS proposed that the following be approved as members of the 24	-

	Hour Race Working Group: (i) Simon ROBERTSON (chair); (ii) Bridget CHAN; (iii) Carol BIDDELL; (iv) Peter LONGE; (v) Elizabeth SHARP; (vi) Sara HOUGHTON; (vii) Juliet ASHTON; and (viii) Sirena PETTIT. The proposal was passed by GenCom. *(see Annex 1, Resolution #6)*	
9	SAILING COMMITTEE REPORT	
9.1	General update - BC informed the meeting that SailCom made the decision not to provide complimentary food during prize giving for the Typhoon Series and Summer Saturday Series this year. This reduced operational costs and increased F&B revenue, as participants purchased F&B from the Garden Bar instead. The change did not affect turnout and would be continued in the future. - BC noted there were two major events upcoming: the Port Shelter Regatta on 20-21 September 2025 and Bart's Bash on 13 September 2025. - There was no update on Mr Pong's proposed donation of two J80s.	-
9.2	Sailing Centre fee review - BC informed the meeting that she had benchmarked HHYC's Sailing Centre fees with key competitors, such as ABC, RHKYC, and HKSF, and concluded HHYC's pricing was consistently below market rate; wages for sailing instructors were also below market standard. In her report, she identified opportunities to increase revenue, and highlighted the need to retain top instructors to maintain the quality of HHYC's courses. She requested HJ and Rob help make recommendations in this regard. - GenCom agreed that BC had done an excellent job on the report, and recommended using it to inform and adjust pricing going forward. - NF requested SailCom also review big boat regatta costings.	
10	SAILING DEVELOPMENT COMMITTEE REPORT	
10.1	General updates - HJ noted that Sailing Centre (SC) finances had improved dramatically compared to last year and were exceeding budget expectations for the 2025-26 financial year so far. - HJ noted the Sailing Centre had gained substantial traction in providing sail training program for four schools. - Further revenue would come from two events booked at the Club: one for a handbag company, and the other a team building day. - HJ noted that SDC was trying to increase interest in the J80s, with Patrick Pender having recently held a successful J80 clinic.	
11	MARINE OPERATIONS AND FACILITIES COMMITTEE REPORT	
11.1	General update EL noted the following points from his report: - OpsCom was actively enforcing policies regarding derelict vessels.	

	- The e-sampan was now operational and being used by the Club, resulting in the Club using less diesel. Although this did not represent significant savings, it was good for the environment. - Since reducing parking rates, carpark usage had increased, but revenue had declined. EL would examine whether this loss in revenue was being realised as gains in other departments before determining whether the rate change was a net loss. He would report back to GenCom after confirming these figures. - EL would also confirm whether figures supported members' complaints that the carpark was often full during peak hours. - BN pointed out that security for the entire Club was listed as a carpark expense on the P/L sheet, and carpark figures looked better if one took this into account. - SP noted that power to adjust carpark fees had already been delegated to the GM.	
12	POWERBOAT AND *HEBE ONE* COMMITTEE REPORT	
12.1	**General update** - KK reported that an oil leak from the port engine of *Hebe One* had been fixed and the port-side battery replaced. - KK noted that maintenance staff were ensuring that *Hebe One* was maintained in good working condition to avoid any interruption to the summer races.	-
13	GENERAL MANAGER'S REPORT	
13.1	**Hiram's Highway widening** - BN noted that China State JV was now carrying out GI works around Hiram's Highway. - The Club had received notice its carpark would be closed in November 2025, and the Club entrance would need to be relocated; however, access to the Club and boatyards would be preserved. - GenCom briefly discussed whether staff meals should be reinstated before the kitchen is renovated in 2026. Some GenCom members did not think it was a good idea to reinstate staff meals after having taken them away; also, many staff were not satisfied with the meals they received in the past. However, GenCom recognised that some staff preferred meals be provided, especially those who did not work at a desk. - BN would evaluate the pros and cons of staff meals vs. lunch money and inform GenCom of his decision. - SP suggested to leave the ultimate decision to management.	BN
13.2	**Marina piles** - SP informed GenCom that an issue had delayed the start of pile repairs. The issue was being addressed and SP would notify GenCom when there was more news.	-
14	AOB	
14.1	**Potential reciprocal clubs**	

	- StP suggested expanding the number of reciprocal clubs, such as False Creek Yacht Club in Vancouver, Canada, and the Royal Norfolk and Suffolk Yacht Club in Lowestoft, U.K.	MS / StP
14.2	Clubhouse furnishings - CB confirmed that CC and Kenny would be handling the design of interior furnishings in the clubhouse, such as curtains, shelves, and placement of trophies.	-
14.3	*Hebe Jebes* and Club podcast - CC confirmed that Miranda Ho would be handling *Hebe Jebes* and the Club podcast, and that *Hebe Jebes* would now be published every three months, rather than every two months.	-
14.4	Simplified membership form - FH noted she had circulated a simplified membership form to GenCom for comments and would circulate a revised form on 29 August 2025. The format which the majority of GenCom members preferred would be adopted and uploaded to the website.	All / FH
14.5	Asset replacement - MA noted he had circulated his thoughts to GenCom on how to generate enough of a surplus (~HK$5m/year) to cover the long-term deterioration and replacement of capital assets. - One of his suggestions was to better promote family memberships, particularly on the website. - Another, was to address the Club's two major sources of deficit: F&B and Sailing. To do this, he suggested setting up a working group to bring proposals to GenCom and assess the feasibility of capping the sailing deficit, with input from SailCom, SDC, and FinCom. - HJ pointed out that the Sailing Centre had already made significant progress since introducing the new budget, and recommended waiting three months to see how things went before considering setting a new budget. NF agreed school season would likely bring in more revenue, and pointed out BC had just done a fee review of the Sailing Centre. - GenCom agreed to reassess the need for a working group next month.	

There being no further business, SP closed the meeting at 21:25 hrs.
The next meeting was scheduled to take place at 19:00 hrs on 25 September 2025.

Sonny Payne
Commodore

Michael Sharp
Honorary Secretary

ANNEX

MEETING OF THE GENERAL COMMITTEE HELD ON 28 AUGUST 2025

RESOLUTIONS

Resolution #1 (conducted through WhatsApp on 22.8.2025)
THAT the minutes of the meeting of the General Committee held on 31 July 2025 (as circulated by email from the Commodore on 19 August 2025) be approved.

PASSED (For: 13; Abstain: 1 (NF); No vote: 1 (DL))

Resolution #2 (conducted through WhatsApp on 25.8.2025)
THAT the Club renew its annual staff medical insurance policy with AIA at a cost of HK$585,924.

PASSED (For: 12; Recuse: 1 (AG); No vote: 2 (MA, SR))

Resolution #3
THAT the proposed CapEx, as summarised in the attached presentation (~HK$23m), be adopted by the Club for the 2025-26 financial year, subject to compliance with the Club's procurement procedures.

Proposer: DC; Seconder: SP
PASSED (For: 11; Against: 2 (NF, StP); Absent: 2 (SR, DL))

Resolution #4
THAT Mr William Wai Leung CHONG be admitted as a one-year Term Member of the Club, and THAT Mr Alexandre GAUTIER be admitted as Senior Associate Member of the Club.

Proposer: MS; Seconder: NF
PASSED (For: 13; Absent: 2 (SR, DL))

Resolution #5
THAT the following members of the Royal Hong Kong Yacht Club be admitted as Honorary Members of the Hebe Haven Yacht Club for a period of one year: Commodore Mr Adrian PANG, Rear Commodore Mr Ian FLEMING, Honorary Treasurer Mr Kelly GOTSKED, Honorary Secretary Mr David NORTON, and General Committee members Mr Joseph CHU, Ms Bonita LO, and Mr Dennis CHIEN.

Proposer: MS; Seconder: CB
PASSED (For: 12; Abstain: 1 (NF); Absent: 2 (SR, DL))

Resolution #6
THAT the following be part of the 24-Hour Dinghy Race Working Group: (i) Simon ROBERTSON (chair); (ii) Bridget CHAN; (iii) Carol BIDDELL; (iv) Peter LONGE; (v) Elizabeth SHARP; (vi) Sara HOUGHTON; (vii) Juliet ASHTON; and (viii) Sirena PETTIT.

Proposer: MS; Seconder: AG
PASSED (For: 9; Recuse: 4 (MS, BC, CB, MA); Absent: 2 (SR, DL))

-End-