

THE HEBE HAVEN YACHT CLUB LIMITED
Minutes of the Meeting of the General Committee
held on Thursday 26 June 2025

Present:

Name	Acronym	Position	Attendance mode
Sonny PAYNE	SP	Commodore	In person
Aaron Arthur GOACH	AG	Vice Commodore	In person
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	In person
James Harvey JESSOP	HJ	Rear Commodore—Sailing Development	In person
John Kam Kuen LO	KK	GenCom Member; Chairperson—Powerboat and <i>Hebe One</i> Committee	Zoom
Carol Anne BIDDELL	CB	GenCom Member; Chairperson—Environmental and Social Committee; and F&B/House/Events Committee	In person
Simon Anthony ROBERTSON	SR	GenCom Member	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
Apologies:			
Eddy Kin Pong LO	EL	Rear Commodore—Marine Operations and Facilities	
David LAM	DL	GenCom Member	
Mark ASHTON	MA	GenCom Member	
In Attendance:			
Billy NG	BN	Acting General Manager	In person
Carmen CHAN	CC	Assistant General Manager	In person
Katherine TUTSCHEK	KT	Minute Taker / Recorder	In person
Helena CHUNG	HC	Interpreter	Zoom

NOTE:

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

No.	Item	Action
1	ADMINISTRATIVE MATTERS	
1.1	Quorum <ul style="list-style-type: none"> SP confirmed a quorum was present (SP, AG, MS, DC, BC, HJ, KK, CB, SR, FH, StP, NF) and declared the meeting open. 	-
1.2	Minutes of the GenCom meeting on 24 April 2025 <ul style="list-style-type: none"> SP noted that the minutes of the GenCom meeting held on 24 April 2025 had been approved via WhatsApp on 19 May 2025 and uploaded to the Club website. <i>(see Annex 1, Resolution #3)</i>	-
1.3	Other resolutions made prior to this meeting <ul style="list-style-type: none"> SP noted for the record that six other resolutions had been made via WhatsApp since the last GenCom meeting <i>(see Annex 1, Resolutions #1, #2, #4, #5, #6 & #7)</i>	-
2	FINANCE MATTERS	
2.1	Honorary Treasurer's Report for May 2025 (see attached at Annex 2) <ul style="list-style-type: none"> DC presented the HT's Report for May 2025 and commented as follows: <ul style="list-style-type: none"> (i) The Club performed well in the first two months of FYE 31 March 2026, earning more than it spent in terms of EBITDA, and coming in at HK\$536k better than budget--mainly as a result of cutting costs. However, costs could not be cut any further, and the Club had to focus instead on generating revenue. (ii) An EBITDA loss of HK\$2m relative to budget was originally forecast for FYE 2026, but due to a combination of factors, including members voting against increasing subscription fees at the 29 May 2025 GMM, the budgeted EBITDA loss was subsequently adjusted to HK\$4.5m (not incl. revenue from entrance fees and bank interest). (iii) Events were doing well financially. Eight events were held in May, earning a net revenue of HK\$179k. (iv) The budget would be adjusted and presented at the next GenCom meeting. SR noted part-time labour costs for May events totalled \$76k, of which, \$44,825 was for the Open Dinghy Regatta (\$1,000 Kitchen; \$2,500 F&B; 41,000 Sailing Centre) and questioned whether it would be viable and more economical to hire a full-time staff member to handle some of the part-time workload, keeping in mind that part-time staff performed a range of different skill sets. 	-
2.2	Overdue debtors <ul style="list-style-type: none"> DC noted there was only one overdue debtor, Ms Boncica TAM (T-279), whose balance had been outstanding since August 2024. DC would instruct Accounts to pursue this balance through the Small Claims Tribunal. 	DC / (Carol Chan)

2.3	Budget preparation <ul style="list-style-type: none"> - SP informed the meeting that the budget for 2025-26 was still under development. This was largely due to the significant ongoing work of FinCom to turn the financial situation of the Club around from running a cashflow deficit to making a cash flow surplus. 	-
3	MEDIA AND I.T. MATTERS	
3.1	Update on <i>Hebe Jebes</i> <ul style="list-style-type: none"> - SP informed the meeting that a workshop discussing the future of Hebe Jebes had been held the previous week with key takeaways as follows: <ul style="list-style-type: none"> (i) After factoring in staff costs, the cost of Hebe Jebes is \$50k+ per edition. With advertising revenue only \$10-15k per edition, it is making a net loss of \$30-40k per edition. (ii) All workshop participants agreed that the utility of Hebe Jebes as a marketing tool had largely been supplanted by on-line media. (iii) Despite its limited utility and the losses it was incurring, all participants at the workshop were in favour of retaining Hebe Jebes. However, to reduce costs, it was recommended to only be printed quarterly (rather than every two months) and only be made available on-line, with a limited number of about 50 hard copies printed solely for marketing purposes. (iv) Quality of content needed to be improved and this would be the subject of a follow up workshop. - There was no objection from GenCom to the above approach. - SR highlighted the importance of finishing each edition on schedule, and being mindful of overlap with important holidays and events. 	-
3.2	Update on I.T. upgrade <ul style="list-style-type: none"> - CC explained that there were two main club management systems available in Hong Kong (Aspen and NorthStar), and the Club was exploring both of them. - CC had begun discussions with the vendors and was in the process of evaluating options, including the option of the Club using several separate integrated systems, rather than one single proprietary system. - It was pointed out by some GenCom members that certain systems needed prioritizing and implementing first, such as Accounts and POS. - CC agreed to continue to liaise with vendors and evaluate the options available to the Club. 	CC
3.3	Update on Club website <ul style="list-style-type: none"> - FH noted that work on the new website was ongoing, and on schedule for completion in six months. Membership aspects of the website had been sorted out, and a pop-up weather notification was added. - FH agreed that CC's social media marketing would be integrated with the website. 	FH/CC

4	MEMBERSHIP MATTERS	
4.1	Update on potential reciprocal clubs <ul style="list-style-type: none"> - AG informed the meeting that there was no update about a reciprocal agreement with GTA. - AG had spoken with representatives from Lantau Yacht Club, and would begin due diligence and cross visitation. He felt this could be a beneficial partnership for HHYC. 	-
4.2	New member applications <ul style="list-style-type: none"> - MS noted the Club had interviewed three applicants (two Senior Associate and one Associate II), and recommended they all be admitted. GenCom proposed and passed a resolution accordingly. <i>(see Annex 1, Resolution #8)</i> - Following discussion, GenCom agreed it was not necessary for a certain Senior Associate applicant to complete a sailing course before being admitted. Therefore, GenCom proposed and passed a resolution accordingly. <i>(see Annex 1, Resolution #9)</i> - Another Senior Associate applicant would be interviewed at a later date. 	MS / (Jessica Yau)
4.3	Application to re-join the Club under amnesty discount for former members <ul style="list-style-type: none"> - MS noted a former member had applied to rejoin the Club under the amnesty discount passed at the 16 May 2024 GMM (whereby former members could re-join by paying 1.5 times the Absent Member fees they would have paid had they gone absent rather than leaving the Club), but had requested the Club allow him to pay the Absent Member fees alone rather than 1.5 times that amount. - After discussion, GenCom agreed to offer the applicant membership at 1.5 times the Absent Member fees, as those were the terms approved by members at the GMM. A resolution was proposed and passed accordingly. <i>(see Annex, Resolution #10)</i> - CB recommended the Club be more consistent in reminding Absent Members to pay their fees. 	- MS / (Jessica Yau)
4.4	Purchase of Club memberships by Chinachem <ul style="list-style-type: none"> - CC informed the meeting that Chinachem had guaranteed the purchase of three Club memberships within the next 2 years. Chinachem would pay for a membership once a property was sold, as well as the first 3 years of monthly subscription / min FnB fees. - CC further noted that Chinachem had held a successful press conference at the Club on 23 June 2025, with twenty-five media companies in attendance and HHYC received 12 media features, including on television. - SP clarified that while some reports said Whitesands was offering "lifetime" memberships for the Club, they were not Life memberships (as defined in the Articles), but Senior Associate memberships that would continue for life if subscriptions were 	-

	continued.	
5	ACTING GENERAL MANAGER'S REPORT	
5.1	Comparison of Q1 EBITDA in FYE 2025 and FYE 2026 <ul style="list-style-type: none"> - BN referenced DC, and noted EBITDA in Q1 of FYE 2026 had improved year-on-year. The management team was working hard to find opportunities to generate more revenue, such as by cooperating with Chinachem and The Pier Hotel. In addition, there was a significant reduction in expenses YOY, particularly staff fees, which were reduced by \$7m/year. Staff headcount was trimmed from 98 to 76 (a 25% reduction) while still maintaining the same member services and facilities. 	-
5.2	Renewal of certificate of compliance <ul style="list-style-type: none"> - BN informed the meeting that the Club's Certificate of Compliance (under the Clubs (Safety of Premises) Ordinance) had been provisionally renewed by HAD, subject to the Club fulfilling certain requirements, the first of which concerned drainage. - The Club had engaged the AP for the Club building to assist in ensuring the requirements were met and corresponding documentation submitted to HAD. 	-
5.3	Update on Hiram's Highway widening land resumption <ul style="list-style-type: none"> - BN noted the Highways Department (HyD) and Lands Department (LD) had confirmed they would not take back the back of kitchen area and entrance until fencing and hoarding began in 2026. The Club was negotiating with LD to retain use of a staff doorway in the back kitchen. - Three water meters and pipes might need to be relocated, but the Club's protective compensation claim would cover the cost. - The carpark and pedestrian gate at the main entrance would remain in their present location, but a new outer wall might be needed in the future. The Club could begin designing the new wall after the Detailed Design stage was complete. 	-
5.4	Update on lift project <ul style="list-style-type: none"> - BN presented architectural renderings of the lift and informed the meeting that submissions to the Buildings Department (BD) were being made as planned and the project was on track for completion in Q1 2026. 	
5.5	PSWC lease expiration <ul style="list-style-type: none"> - BN reminded GenCom that the fixed lease for PSWC would expire in March 2026 (nine months' time). - GenCom agreed the Club needed office space beyond that available at the main Club, and could not use containers as office space. GenCom would review their options. 	
5.6	Q1 event revenue <ul style="list-style-type: none"> - BN announced there were a total of 760 covers for 19 Club events in Apr-Jun 2025. - MS noted the Lamborghini Club event was an easy source of revenue as it coincided with the existing buffet. AG suggested everyone work their contacts to see if they could bring more events 	All

	<p>to the Club.</p> <ul style="list-style-type: none"> - SR noted a large football event would be streamed in Hong Kong every weekend this summer, and recommended holding a livestream event at the Club. - GenCom thanked SR for donating a large screen T.V. to the Club, and recommended it be used for more events. 	<p>CC</p> <p>CC</p>
6	ASSISTANT GENERAL MANAGER'S REPORT	
6.1	<p>Report</p> <ul style="list-style-type: none"> - CC presented a report which detailed her observations of current Club operations, identified key problem areas, suggested strategies to address them, and set goals for future operations. - Her plan targeted both internal and external factors in a multifaceted way to help the Club move away from a siloed way of working and engage with members and the community in a more effective and financially sustainable way, notably by: <ul style="list-style-type: none"> • Increasing the Club's visibility and presence through various forms of marketing and media--particularly social media (by posting on a wider range of platforms and showcasing a wider range of Club offerings besides just sailing, such as other water sports and F&B); • Building and leveraging relationships with sponsors, organisations, brands, public figures, target groups, ambassadors, and notable Club members (e.g. Lily XU); • Improving F&B offerings, service, promotions, revenue, and integration with sailing activities; • Retaining and growing membership (particularly in key age groups) through good staff-member relations, new member orientation, targeted events, and by pursuing channels for member recruitment; • Updating technology at the Club and improving SEO; • Aligning the objectives of GenCom and management and establishing clear roles and scopes of work, so that departments, projects, and events ran more smoothly and efficiently; and • Creating a motivating, supportive, and transparent work environment for staff which recognises and rewards good performance and provides specialised training. - CC stated that the aim was to reach maximum member capacity (1,500 members) in 4-10 years, which would bring in a total of \$18m in entrance fee revenue and \$20m in monthly subscriptions. - CC recommended management begin by listening to what members and staff needed and use it to inform their development plans (i.e., moving from stewardship leadership to transformational leadership, then authentic leadership), and noted it was important to re-build morale after recent staff cuts. - CC welcomed any further feedback from GenCom with regards to improving Club branding and community engagement. <p>Feedback</p>	<p>All</p> <p>CC</p>


	<ul style="list-style-type: none"> - GenCom thanked CC for her report, and made the following comments: - AG felt growing the number of Corporate Members would be beneficial to the Club. - NF suggested conducting exit interviews to find out members' reasons for leaving. CC noted she would review Jessica YAU's current exit interview process and see if it could be improved. - StP noted the Club recently received an award for being one of the best clubs in the SAR region, and suggested putting it in a more prominent place so staff were aware of what their efforts had accomplished. - DC enquired who would plan cross-departmental events. CC confirmed all relevant departments would contribute to planning events, but CC would lead and help train staff to increase their business knowledge and improve their coordination, communication, and work flow. Once staff were properly trained, they could take over leadership and training roles. - KK suggested each department recognise an "employee of the month," or offer an award to staff who reached a certain target, so as to motivate staff to perform well. 	
7	F&B/HOUSE/EVENTS COMMITTEE REPORT	
7.1	Club wine vendors and quality <ul style="list-style-type: none"> - CB informed GenCom that F&BCom was working to make the wine selection and beer prices at the Club more competitive. The committee had given consideration to comments from members about their wine preferences, and were considering holding a wine tasting for members before ordering new stock. - CB clarified that the Club was not locked into contracts with its current wine vendors, and had come up with ways to clear remaining stock. StP suggested selling old stock in a ship shop to drink on boats. 	-
7.2	Boatyard food truck <ul style="list-style-type: none"> - CB informed GenCom there was now a food truck in the boatyard. - BN would see if it could be used for the 24 Hr Race and other events. - CB displayed the yearly event schedule for GenCom's perusal. 	-
7.3	Report from F&B business consultant Oliver SCHUHMANN <ul style="list-style-type: none"> - SP noted he had met with Mr Schuhmann recently to discuss his role going forward. Thanks to Mr Schuhmann's work in revamping the menu, cutting kitchen staff and reducing food wastage, the Club had reduced its F&B costs (F&B losses dropped from \$450k/month to \$200k/month) while maintaining the same revenue. - SP had asked Mr Schuhmann to put together a detailed report of finances and staff structure to identify other potential areas for improvement. 	-
7.4	Beer prices <ul style="list-style-type: none"> - SP informed the meeting that the F&B Manager, had agreed to adjust the price of two types of beer to make them competitive with 	

	<p>VRC, as per NF's recommendation. SP confirmed no resolution was needed.</p> <ul style="list-style-type: none"> - NF noted there had been an uptick in the number of people eating at the Club, but not drinking. SP observed the Club did not have a wide selection of beer. SR felt the size of beer served to customers should be consistent with what was advertised (i.e. a pint should be 600ml not 400ml), to avoid upsetting customers. 	CB
7.5	<p>Carpark fees</p> <ul style="list-style-type: none"> - NF suggested the price of parking be reduced on weekday evenings for members and guests. He noted that guests were currently charged twice the member rate to park at the Club and many members were unaware of the difference in rate as it was not well advertised. - GenCom gave thought to the argument that charging lower guest rates would attract more parking and F&B revenue, as well as to the argument that charging guests a higher rate would ensure there was value in being a member. SP noted it was members who footed the bill for their guests' parking. GenCom would continue the discussion at a later date. - BN noted that member parking rates were reduced at the beginning of this year. - BN would review the carparking pricing. 	BN
8	24 HOUR CHARITY DINGHY RACE COMMITTEE REPORT	
8.1	<p>General update</p> <ul style="list-style-type: none"> - SR noted that the 24 Hr Race Working Group had conducted an initial meeting on 25 June 2025 (with SR, BN, CC, and Rob ALLEN in attendance) and good progress was made. The race dates were confirmed as 25-26 October 2025, and suppliers from previous years were being used to simplify the event planning process. - SR added that there would be bilingual MCs, and plans were in place to improve on arrangements for food vendors and stalls compared to last year. SR would contact the Village about being a food vendor, as per CB's suggestion. - GenCom would decide before 28 June 2025 which charities would receive donations from the race. 	-
9	SAILING COMMITTEE REPORT	
9.1	<ul style="list-style-type: none"> - BC noted that the May and June 2025 SailCom reports had been circulated to GenCom prior to the meeting, and shared the following highlights: <p>Open Dinghy Regatta</p> <ul style="list-style-type: none"> - The SHK Scallywag Open Dinghy Regatta (ODR) on 17-18 May 2025 was a resounding success, with 259 boats and 300 sailors participating--50% more than last year. - However, the race had two main issues that needed addressing: The first was sub-par F&B service, which CC would attend to; - The second was a RIB shortage. BC explained that demand for RIBs 	

	<p>during the race exceeded supply, and half of the Club's current RIBs were damaged and unusable; therefore, more RIBs needed to be purchased.</p> <ul style="list-style-type: none"> - BN confirmed that 2-3 new hybrid RIBs were in the draft budget. SP reminded GenCom that they were to follow the second draft of the budget before the final budget was approved (as per Item 2.3 of the April 2025 GenCom minutes), so as not to hold up urgent purchases such as the RIBs. - StP noted it was important to get high quality RIBs with parts that could be sourced easily. 	
9.2	<p>Option of adding two J80s to Club fleet</p> <ul style="list-style-type: none"> - BC noted the Club had been given the opportunity of purchasing two J80s, but that more research was needed to see if the boats were in good condition and if the Club had the resources to maintain them. BC added that the Club already had six J80s, but two of them were old and in poor condition. - BC would consider fractional ownership of the boats and ask RHKYC to share their experience, especially with regards to responsibility for insurance, maintenance, and damages. - CB noted that it was good for the Club to maintain a fleet of boats for competitions. 	-
9.3	<p>Cost of adult sailing activities</p> <ul style="list-style-type: none"> - NF noted that while subscription and mooring fees had been increased steadily over the years, sailing fees (such as J80 rental prices and regatta participation fees) had not been increased for many years; therefore, he suggested an internal review be carried out which assessed how prices for all adult sailing activities in the last ten years compared with the rate of increase of (i) the cost of living index published by the HKSAR government; (ii) monthly membership subscription fees; and, (iii) hardstand, mooring, and marina berthing charges. BC agreed to carry out a review as NF requested. - NF noted that members--some of whom did not themselves sail, or who participated in water sports other than sailing--were subsidising others' sailing activities, and while this was also the case at other yacht clubs, HHYC did not have as large a member base. - AG recommended pricing at the Club be reviewed as a whole, not just in part, and noted that Article 6 (c-f) stated the Club had an obligation to encourage access to watersports, which included sailing. 	BC
10	POWERBOAT AND <i>HEBE ONE</i> COMMITTEE REPORT	
10.1	<p>Updates</p> <ul style="list-style-type: none"> - KK noted <i>Hebe One's</i> engine was inspected and was in good condition. A water pump was also being repaired as it was not working properly. - KK added that although he was a member of PowerboatCom, he and other PowerboatCom members fully supported the Club's participation in sail boat races. 	-

11	MARINE OPERATIONS AND FACILITIES COMMITTEE REPORT	
11.1	Comments and questions <ul style="list-style-type: none"> - The report was taken as read. BN endeavoured to answer questions from GenCom about the report in EL's absence: <p><u>Electric sampan</u></p> <ul style="list-style-type: none"> - BC enquired why the electric sampan was not being used. BN explained it would be used once staff were trained how to use it. <p><u>Maximum boat size allowed on boat stand</u></p> <ul style="list-style-type: none"> - SR recently asked OpsCom the maximum size boat he could put on his stand, and was told his contract only permitted his current size of boat, even though the stand was large enough to accommodate a bigger boat. - SR felt the Club should encourage members to park large boats as it brought in more revenue, and would seek clarification from OpsCom as to the reason for their response. 	
12	OTHER REPORTS	
12.1	- The remaining reports were taken as read.	-
13	AOB	
13.1	Standard process for Ops enquiries <ul style="list-style-type: none"> - AG requested on EL's behalf that GenCom/members refrain from contacting EL on his personal mobile number about operational, marina, and boatyard enquiries, and to instead use standard avenues of communication. 	-
13.2	Outside food delivery to the Club <ul style="list-style-type: none"> - StP suggested that the Club crack down on outside food deliveries to the Club. - BN noted that outside food was allowed to be delivered to the Club, but not allowed to be consumed in the restaurant. 	-
13.3	Piano donated to the Quarterdeck <ul style="list-style-type: none"> - AG informed GenCom he had donated a piano to the Club restaurant which could be played for musical entertainment. SP thanked AG for his kind donation to the Club. 	-

There being no further business, SP closed the meeting at 21:44 hrs.
The next meeting was scheduled to take place at 19:00 hrs on 31 July 2025.



Sonny Payne
Commodore



Michael Sharp
Honorary Secretary

ANNEX

MEETING OF THE GENERAL COMMITTEE HELD ON 26 JUNE 2025

RESOLUTIONS

RESOLUTIONS CONDUCTED PRIOR TO THE MEETING

Resolution #1 (conducted through WhatsApp on 30 April 2025)

THAT the Club's charges for moorings, berths and hard stand spaces be increased by 4% effective from 1 June 2025.

PASSED (For: 10; Against: 1 (NF); No Vote: 4 (FH, KK, MS,SR))

Resolution #2 (conducted through WhatsApp on 8 May 2025)

THAT the salary of Davy Yung be increased by 30% from \$28,000 to \$36,500 per month in recognition of his promotion to Marine Manager in November 2024, effective from 1 April 2025.

PASSED (For: 13; Abstain: 2 (SR, NF))

Resolution #3 (conducted through WhatsApp on 19 May 2025)

THAT the minutes of the meeting of the General Committee held on 24 April 2025 (as circulated by email from the Commodore at 1348 hours on 19 May 2025) be approved.

PASSED (For: 11; Abstain: 3 (NF, FH, DC); No Vote: 1 (BC))

Resolution #4 (conducted through WhatsApp on 3 June 2025)

THAT Ms. CHEN Li, and Mr. CHAN Ching-yin, Jacky be accepted into Hebe Haven Yacht Club as Senior Associate Members.

PASSED (For: 10; No Vote: 5 (EL, HJ, KK, MA, SR))

Resolution #5 (conducted through WhatsApp on 3 June 2025)

THAT Ms LAM Yi-ning and Ms. LU Hiu-ching be accepted into Hebe Haven Yacht Club as Associate I members.

PASSED (For: 10; No Vote: 6 (EL, HJ, KK, MA, SR))

Resolution #6 (conducted through WhatsApp on 9 June 2025)

THAT Ms.HUI Wing-fong be accepted to Hebe Haven Yacht Club as a Full Member having taken over the membership of her recently deceased husband ; Mr. CHUNG Hon-wo (Membership number C-630).

PASSED (For: 15)

Resolution #7 (conducted through WhatsApp on 18 June 2025)

THAT, Billy Ng is the preferred candidate to be appointed as General Manager of the Club AND THAT the Club proceeds to negotiate the terms and conditions of his appointment (to be approved by subsequent resolution).

PASSED (For: 9; Against: 5 (NF, StP, FH, MS, SR); Abstain: 1 (DL))

RESOLUTIONS CONDUCTED AT THE MEETING

Resolution #8

THAT Mr CHAN, Cheung-chun be admitted as a Senior Associate Member of the Club; THAT Mr WONG, Tsz-hin be admitted as a Senior Associate Member of the Club; and THAT Mr MAN, Sum-ming be admitted as an Associate II Member of the Club.

Proposer: MS; Seconder: CB

PASSED (For: 12; Absent: 3 (EL, DL, MA))

Resolution #9

THAT Mr MA, Ching-fung be admitted as a Senior Associate Member of the Club.

Proposer: MS; Seconder: SP

PASSED (For: 12; Absent: 3 (EL, DL, MA))

Resolution #10

THAT Mr Benjamin HAZELTON (former Member No. H-193) be re-admitted as a Senior Associate Member of the Club upon paying HK\$26,100 (HK\$17,400 x 1.5), as per Resolution 7 passed at the 16 May 2024 GMM.

Proposer: MS; Seconder: SP

PASSED (For: 11; Against: 1 (NF); Absent: 3 (EL, DL, MA))

-End-