



# RBYC HALF YEARLY GENERAL MEETING MINUTES & REPORTS

23 March 2020

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**ROYAL BRIGHTON YACHT CLUB INCORPORATED**  
**253 ESPLANADE, MIDDLE BRIGHTON 3186**  
**ABN 24768210467**  
**INCORPORATED ASSOCIATION A0018674M**  
**144th ANNUAL GENERAL MEETING**  
**WEDNESDAY 18<sup>th</sup> SEPTEMBER 2019, 7.00PM**

**MINUTES OF MEETING**

**1. Opening of Meeting**

The Commodore announced "In accordance with Club Rules the Annual General Meeting of Royal Brighton Yacht Club incorporated is now convened this 18<sup>th</sup> day of September 2019".

**Attendees**

Commodore Paul Pascoe, Vice Commodore Peter Strain, Rear Commodore Peter Coleman, Club Captain Paul Jenkins (*Caledonia*), Honorary Treasurer Peter Demura, Jim Leckey, Cath Hurley, Paul Jenkins (*Kathleen B*), Brett Heath, Niesje Hees, Roger Walker, Don Warner, Jennifer Pascoe, John Mooney, Kalpana Raghunathan, Andrew Merrett, James Heywood, Robina Smith, Jan Ferguson, Past Commodore Wendy Luck, Kim Luck, Pam Merritt, Will Merritt, Grant Dunoon, Malcolm Mitchell, Tony Fenton, Craig Walton, Murray Cowdell, Bryan Drummond, Terry Frankham, Peter Austin, Vanessa Twigg, Sue Leaper, Lyn Bingham, Past Commodore David Bingham, Andrew Perkins, Past Commodore Alan Woodward, Miriam Cherry, John Bryson AM, Phil Bedlington, Glenn Ferguson.

A quorum of more than 20 Senior Members was declared.

**2. Apologies**

Bruce Smethurst HLM, Charles Stanton, Linda Siclari, Denis McConnell, Christine McConnell, Marnie Irving, Joe Wilding, Mary-Alice Tedstone, Mark Armstrong, John Wertheimer AM, Marcia Wertheimer, Past Commodore Ron Davies, David Dyring, Jim Begg, John Hearnese, Sue Drummond, Michael Read, John Dick, Kirsten Mitchell, Simon Tedstone.

**3. Acknowledgment of Proxy Votes**

Commodore Paul Pascoe – 3  
Past Commodore David Bingham – 9  
Peter Demura - 2

**4. Obituaries - after Half Yearly Meeting held on 26<sup>th</sup> March 2019**

Andrew Howard  
Alex Milledge OAM  
Brian Sullivan  
Ken Wischusen

**5. Minutes**

(a) Confirmation of the Minutes of the Half Yearly General Meeting held Tuesday 26<sup>th</sup> March 2019

**MOVED:** Murray Cowdell

**SECONDED:** Peter Strain

**CARRIED**

(b) Confirmation of the Minutes of the Special General Meeting held Friday 23<sup>rd</sup> August 2019  
**MOVED:** Murray Cowdell      **SECONDED:** Jennifer Pascoe      **CARRIED**

(c) Business arising.  
NIL

## 6. Commodore's Report.

Taken as read. The Commodore outlined the high level goals set at the start of the year:

- Create a period of stability after several years of significant change
- Use the new facilities to their maximum potential
- Create a plan for the future
- Reduce the amount of building loan as much as practical

**MOVED:** Paul Pascoe      **SECONDED:** Past Commodore Wendy Luck      **CARRIED**

## 7. Receive and Adopt the Accounts, Balance Sheet and Honorary Treasurers' Report for the Year ended 30<sup>th</sup> June 2019.

### Main Features

- Total revenue increased by 12.2% with bar and catering sales up by 22.2% and sailing income up 17.8%, membership revenue up 6.2% while marina income declined by 5.2%.
- In addition income was boosted by \$202,000 following the transfer of Members' Loans to Reserves. If this is removed, total income for the year increased by 8.0%.
- Expenses rose by 11.2% with employment expenses up 13.6%, bar and catering cost of goods sold were 22% higher, and property expenses increased by 11.8%. Sailing expenses and repairs, maintenance and equipment spending declined.
- In summary, the **operating profit** for the financial year ended June 2019 was \$859,966 which was 17.7% higher than last year, while the **net deficit** was \$260,277, compared a deficit of \$373,956 for the same period in 2017/18.
- The cash balance at the end of June was \$395,000 following loan repayments of \$590,000 and capital expenditure for the year of \$204,000.

### Challenges

- Increased reliance on catering income
- Maintaining momentum throughout the winter months.
- Increasing marina occupancy and improving utilisation of other assets a key pillar towards improving financial outcomes
- Capital commitments going forward

### Conclusion

- Operating profits sufficient to cover debt, interest and CAPEX requirements but with very little remaining for improvements or future developments
- Improving asset utilisation is crucially important to enable the Club to generate future surpluses
- Development of the Club's strategy is fundamental in guiding future financial commitments and expenditure

**MOVED:** Peter Demura      **SECONDED:** John Mooney      **CARRIED**

## 8. Receive and Adopt the Sub-Committee Reports for the year ended 30<sup>th</sup> June 2019

### (a) Sailing & OTB

- Club Captain Paul Jenkins asked that his report be taken as read.
- Report highlights very successful sailing season and the awards received by RBYC Sailors.
- Another big season of regattas coming up, led by World Championship – Finn Gold Cup.
- Volunteers are needed to help during the regattas.
- Asked a big thank you be given to our current volunteers. Work has been outstanding.
- New initiatives for boat safety. These have been well advertised.
  1. Safety declarations need to be completed prior to the start of the season.
  2. Safety declarations will be audited.
  3. Man Over Board sign off compulsory
  4. New sign on/off app to be used.
- Club Captain Paul offered thanks to Race Management team, Off the Beach Subcommittee, Rescue team, Sailing office
- Questions from the floor
- Past Commodore David Bingham OTB results not on web site. Brett Heath confirmed now fixed and are reported.
- Phil Beddington asked about the Lady Nelson Race now not overnight. Club Captain responded that sailing was working to meet member expectations.

**MOVED:** Club Captain Paul Jenkins      **SECONDED:** Commodore Paul Pascoe      **CARRIED**

### (b) Rescue & Support Boat Working Group

- Murray Cowdell asked that his report be taken as read.
- Costs down due to the generosity of members.
- Rescue boats have a constant need for maintenance.
- Acknowledged around the bay of having a leading fleet of rescue boats.
- Murray would like it noted of his thanks to volunteers.
- Questions from the floor
- Tony Fenton asked about rescue boat costs. Commodore confirmed that there have been significant cost reductions in recent years and there will be monitoring, if boats are being under utilised, or their usefulness outweighs their expense, they will be sold off.
- Vanessa Twigg Noted the use of the Incident Reporting
- Kim Luck pointed out that while the Club has significant rescue assets there was an incident where the response was slow to get a rhib on the water.

**MOVED:** Murray Cowdell      **SECONDED:** Paul Jenkins      **CARRIED**

### (c) Assets

- Peter Coleman asked that his report be taken as read.
- Peter passed on his thanks to everyone who lends a hand to fix things around the Club.
- Vice Commodore and volunteers have started the tightening on bolts on the marina.
- Advice has been given on the structural elements.
- Peter Strain - Dredging will proceed. Delays in permits but now have letter of approval from Bayside Council. Hopeful to start dredging in 30 days to the boating channel and doggy beach.

**MOVED:** Peter Strain    **SECONDED:** Paul Jenkins (Kathleen B)    **CARRIED**

**(d) Cruising**

- (d) - Recognised David Pollard's 28 years contribution since Cruising Group began
- Recognised Jenny Collins 12 years as secretary
- Successful well attended Forum Dinners
- Working to create more cruising events with other Clubs.
- Peter Strain asked that his report be taken as read.

**MOVED:** Vice Commodore Peter Strain    **SECONDED:** Jennifer Pascoe    **CARRIED**

**(e) Iceberger**

- Don Warner asked that his report be taken as read.
- Wished to thank Sailing Office, Vice Commodore Peter Strain and General Manager Hannah Catchpole for their work and support.
- Iceberger Committee really working hard to engage with the Club fully.
- Icebergers to participate in Opening Day with a race after the official proceedings.

**MOVED:** Don Warner    **SECONDED:** Vice Commodore Peter Strain    **CARRIED**

**(f) Gym**

- John Mooney asked that his report be taken as read.
- New gym equipment has been updated with the latest gear. Thanks must be given to Michael Conlan from Matrix and anonymous member who donated 50% of the cost.

**MOVED:** John Mooney    **SECONDED:** Commodore Paul Pascoe    **CARRIED**

**(g) Auxiliary**

- Jennifer Pascoe asked that her report be taken as read.
- Mothers Day raffle successful, Opening Day raffle on sale
- Planning calendar of events for next year.
- Review Auxiliary Committee membership. Recognise that people have many commitments taking their focus.
- Thanks to all volunteers who give their time to help the Auxiliary

**MOVED:** Jennifer Pascoe    **SECONDED:** Commodore Paul Pascoe    **CARRIED**

**(h) Inclusion & Diversity Advisory Group**

- The Inclusion and Diversity Advisory Group [IDAG] was established in September 2018 by the General Committee.
- IDAG's role is to support organisational change to enable RBYC to be an exemplar for inclusion and diversity in the sailing community. The IDAG provides guidance and recommendations to the General Committee on matters related to diversity and inclusion, including access and equity issues that impact on the workplace environment and on our Club as a membership organisation. The key objective is to ensure an environment where people regardless of their gender, age,



	case a subsequent committee may choose to reverse this decision.		
10.2	49(1) No Member shall be eligible for election to the Committee unless they are a Senior Member and have been a Member of the Club for at least three consecutive years immediately prior to nomination.	<b>PROPOSER:</b> Commodore Paul Pascoe <b>SECONDED:</b> James Heywood	<b>NOT CARRIED</b>
10.3	Rule 6.2.b Recommend remove.	<b>PROPOSER:</b> Commodore Paul Pascoe <b>SECONDED:</b> James Heywood	<b>CARRIED</b>
10.4	Rule 8.2.(a)(i). Only Senior Members (excluding Absentee or Country members) may lease marina pens.	<b>PROPOSER:</b> Commodore Paul Pascoe <b>SECONDED:</b> John Mooney	<b>CARRIED</b>
10.5	Rule 8.2(a)(ii) Rule 8.2(a)(ii) For the purposes of voting, Senior Members include 40 year members, Senior Special Members, Absentee and Country members	<b>PROPOSER:</b> Commodore Paul Pascoe <b>SECONDED:</b> Kim Luck	<b>WITHDRAWN</b> – Requires clarification  Needed to clarify which voting this covers.
10.6	8.2.f(ii) Each parent in the Family Membership has the rights of a Senior Member, and the child members have the rights of Youth Members.	<b>PROPOSER:</b> Commodore Paul Pascoe <b>SECONDED:</b> John Mooney	<b>CARRIED</b>

## 11. Receive Any Notice of Motion -

11.1 – Proposed by Past Commodore Ron Davies and carried over from Half Yearly Meeting – Future Capital Fund Trustees discussion at AGM – from May 19 GC Minutes. – Half Year AGM

11.2 Proposed by Commodore Paul Pascoe that the current Agenda item 10.5 be re-submitted as a Notice of Motion, clarifying type of voting this change covers, i.e. Election of GC or at General Meetings.

11.3 Proposed by – Peter Demura that the current Agenda item 10.2 be re-submitted as a Notice of Motion.

## 12. Ex-Officio Members

Commodore Greg Yorke CSC RAN	Club Patron
Commodore John Duffin	Royal Yacht Club of Victoria
Commodore Charles Meredith	Royal Melbourne Yacht Squadron
Commodore John Kint	Royal Geelong Yacht Club
Commodore Ashley Trebilcock	Sandringham Yacht Club
Commodore Tony Dawson	Hobsons Bay Yacht Club
Commodore Lara Blasse	Black Rock Yacht Club
Commodore Adrian Mulcahy	Blairgowrie Yacht Squadron
Commodore Greg Martin	Mornington Yacht Club
Commodore Martin Vaughan	Ocean Racing Club of Victoria
Commodore Richard Lowe	Queenscliff Cruising Yacht Club
Commodore Graham Cunningham	Sorrento Sailing Couta Boat Club
Matt Allan	President Australian Sailing
The Honourable Daniel Andrews MP	Premier
The Honourable James Merlino MP	Deputy Premier
The Honourable Tim Pallas MP	Treasurer
The Honourable Lily D'Ambrosio MP	Environment



The Honourable John Eren MP	Sport & Recreation
Tim Wilson MP	Member for Goldstein
James Newbury MP	Member for Brighton
The Mayor - Cr Michael Heffernan	Bayside City Council
Cr Alex del Porto	Bayside City Council
Mick Cummins	CEO Bayside Council
Graeme Davis	Parks Vic District Manager Port Phillip Western Port

**MOVED:** Commodore Paul Pascoe      **SECONDED:** Past Commodore Wendy Luck      **CARRIED**

13. Receive the Declaration of the unopposed nominations for Flag Officers and General Committee for the 2019-2020 Season.

Flag Officers all unopposed	Commodore Paul Pascoe Vice Commodore Peter Strain Rear Commodore Peter Coleman Club Captain Paul Jenkins (Caledonia) Honorary Treasurer Peter Demura
General Committee all unopposed	Cath Hurley Brett Heath Niesje Hees Marnie Irving Paul Jenkins (Kathleen B) James Leckey

Commodore Paul Pascoe expressed his thanks to the 2018/19 General Committee

#### 14 General Business

Andrew Merrett – asked re membership numbers

- Remained reasonably static. As of last report to GC 1393, voting members 563.
- GC would like to see an improvement in Crew memberships.
- Female membership remains approx. 25%

Niesje Hees – Strategy Update

- Questionnaire followed by focus groups and then workshops.
- Good diversity in the groups who participated
- Identification of strategic pillars:
  - Sailing pathways
  - Membership
  - Clubhouse
  - Catering and Functions
  - Community
  - Shared Values Harmonising
  - Marina, Hardstand and OTB
- Vision statements were created. Long term vision 2030
- Workshopped extensively
- What happens next? Review material. Create strategy document and milestones

Sue Leaper

- Expressed her thanks to Niesje Hees and team of volunteers for creating and cataloguing the Club's trophies and their backgrounds.

The Commodore Paul Pascoe offered his thanks to:

- Staff, in particular the GM Ms Hannah Catchpole;
- Volunteers for their work throughout the year;
- Members for their support and commitment to the Club.

By Order of the General Committee.

The Meeting Closed: 9.01 PM.

## Commodore's Report

Several weeks ago when we were first putting together the agenda for the Half Yearly meeting, I started to collect my thoughts on what might go into my Commodore's report, with all of the great things that had occurred at the club in the last six months and the exploits of our members both here and abroad. However, the events of the last few weeks seemed to have washed away all of these thoughts given the seriousness of the current viral pandemic.

While there will be significant changes at the club as result of the virus, the General Committee are unanimous in their desire to see sailing in some form continue at the club. While some people will make the decision to maintain their isolation, there are a number of people who need some healthy activity and there cannot be a more healthy option than a few hours on the water. The mental health of our members and staff cannot be ignored during this epidemic.

However, there will be changes to minimise the risk and the club is using the best advice from the Government and other organisations such as Australian Sailing, Community Clubs Victoria and the club's own health professionals to alter our practices and procedures. As this advice is changing rapidly, the plans we put in place at our emergency GC meeting last night have already changed as I write this the following morning.

As always, it is clearly the decision of each boat whether to race or not and some boats have already chosen to not continue sailing for the rest of the season while others will run on reduced crew to minimise their exposure and we respect the decision of all our members.

The club will also be changing the arrangements for volunteers as these members also spend a lot of time in close proximity and are generally of a demographic more at risk if they were to be infected.

The staff at the club are all working hard to ensure that the club remains a safe environment, and I thank them for their flexibility and their efforts and sacrifices in keeping the club running.

Members will be informed of all changes via email, and please check the website and/or Facebook page for the latest updates.

The priorities for the six months since the AGM have been guided by our Club Strategy as well as short term imperatives. At the September AGM we outlined the process of developing the Strategy through a series of workshops with club members and the General Committee. The Strategy document is now published on our website and will drive our annual business plans, as well as being reviewed by General Committees on an annual basis.

The Strategy maps our longer term objectives and where we want to be as a club into the future. It is recognised that shorter term environmental factors will determine immediate priorities from time to time, as is especially evident with the present COVID – 19 crisis. The challenge is to meet the short-term requirements while not

losing sight of the longer-term vision for the club. Strategy will provide guidance to changing personnel on committees and sub-committees into the future.

So on the positives, all members are delighted recently at the news that Tess Lloyd has been selected to represent Australia at the Tokyo Olympics. Tess started in skiffs as one of the inaugural recipients of the club's 29er, sailing Valhalla starting in 2009. We wish her well for the coming months. Tess joins a long list of Olympians from the club over the last 20 years (Mark Turnbull 2000, Melanie Denison 2000, Andrew Palfrey 2004, Sarah Blanck 2004 & 2008, Krystal Weir 2008 & 2012).

420 sailors Linus Talacko and Lachie Grogan have been selected to represent Australia and the World Sailing Youth Championships in Brazil, and at the recent Optimist Nationals RBYC won the trophy for the club with the highest placed five sailors.

RBYC sailors also competed in events around the country including offshore keelboat races, Etchells Nationals and States and Dragon Nationals along with other off the beach nationals. The club also hosted four major events – The George Mac, Finn Gold Cup, Etchells Nationals and Sail Melbourne – all extremely well run and well supported events.

As well as competing, RBYC and its members supported a number of other clubs in the running of the vast array of major events during Melbourne's Summer of Sail. The club provided rescue boats, mark laying boats, judges, scorers, race officers, mark layers, flags etc to help run what was a very successful series of World and National Championships over the summer months.

The Club's learn to sail and coaching programs are also showing strong numbers with 70+ sailors generally on a Sunday morning. Part of this is due to the excellent group of young coaches and instructors who have been mentored by the sailing office staff and deliver fantastic training for the junior and youth programs.

The Cruising Group continue to sail in destinations near and far and their regular Friday night dinners provide speakers on an incredibly diverse range of topics and I would encourage members to subscribe to their newsletter to see the fantastic range of activities and venues where our members are sailing.

Finally, may I thank all of our members and staff for their support and understanding during this difficult time and urge everyone to look after their own personal health, and support their family, friends and neighbours to ensure that we as a community continue to enjoy the lifestyle that we have come to know and love here in Melbourne. Supporting each other and supporting the club is what makes us all proud to be members of Royal Brighton Yacht Club.

Paul Pascoe,  
Commodore,  
Royal Brighton Yacht Club



# **ROYAL BRIGHTON YACHT CLUB INC.**

## **FINANCE REPORT to MEMBERS**

**for the 6 months ended  
31 December 2019 ("HY20")**

Dear Members

I herewith present the Finance Report to Members for the six months ended 31 December 2019.

The Club's strategy acknowledges the changing environment for our club, with substantial reliance on catering and functions alongside the longstanding income sources of marina and membership. Income has increased, but the club now needs to meet the challenge of increased labour and occupancy costs. The Olympic restaurant and bar have proven to be a key asset in attracting members and guests to our club as well as revenue. Cost control continues to be a high priority, while at the same time it is acknowledged that the greatest opportunity for improving the financial position of the Club is to improve the consistency of patronage and turnover of this facility and utilisation of the marina.

### **Financial Performance**

The financial performance of the Club for the 6 months ended 31 December 2019, laid out on the following pages, delivered Net Operating Income of \$157,000 and a Net Deficit of \$410,000. This is in comparison to Net Operating Income of \$420,000 and Net Deficit of \$144,000 in the corresponding period of 2018.

It is acknowledged that the establishment of the Olympic restaurant as a going concern has resulted in a substantial increase in expenses and in particular employment expenses. Total revenue generated was about \$55,000 higher than for the same period last year, with a combined \$190,000 increase in revenue from catering and sailing operations offsetting reductions in membership and marina and hardstand income.

The cost of providing these additional services to members and guests requires considerable ongoing expenditure, and relies on a commitment to our strategy to grow this income stream in the coming years. In the six months to December 2019, total expenses were \$2,424,000 compared with \$2,105,000 for the corresponding period in 2019. The main areas contributing to the increase relative to last year were catering cost of sales (+\$67,000), occupancy costs (+\$34,000), repairs and maintenance (+\$13,000), sailing expenses (+\$54,000 but commensurate with significantly higher revenue) and employment expenses (+172,000). Managing employment costs remains a key priority for the General Manager and your committee and initiatives underway include software to better manage staff hours, and a focus on improving catering turnover to make better use of the existing labour and assets of the Club. In addition, the Club has undertaken an energy audit with the aim of reducing electricity costs resulting in the replacement of old lighting with energy efficient LED lighting, the replacement of an old and energy inefficient cool room and the installation of solar panels to the Club. The latter has a payback period of 4 years and will significantly reduce monthly electricity costs. The need to improve turnover and to keep costs under control remain the key priority of the General Committee alongside improved marketing of our facilities and programs. These combined priorities and are made all the more important given the significant external headwinds the Club can be expected to encounter in coming months. These include falling consumer confidence, cost and wage pressures, the weather, the end of the sailing season and the unknowable impact of the COVID-19. At the same time, our strategy recognises the income potential of our bayside location has not been fully tapped to date.

## Royal Brighton Yacht Club Inc.

<b>Income &amp; Expenditure Statement*</b>	<b>HY20</b>	<b>HY19</b>	<b>Variance</b>
<b>Six months ended 31 December 2019 ("HY20")</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Marina & Hardstand Income (net)	558	601	(43)
Member Subscription Income	343	357	(14)
Bar & Catering Income	1,441	1,349	92
Sailing & OTB Income	190	102	88
Yard & Franchisee Income	25	31	(6)
Sponsorship & Donations Income	4	(5)	9
Other Income	17	89	(72)
<b>Income</b>	<b>2,578</b>	<b>2,525</b>	<b>53</b>
Bar & Catering Cost of Sales	450	383	(67)
<b>Gross Profit</b>	<b>2,128</b>	<b>2,142</b>	<b>45</b>
Operating Expenses	121	120	-
Equipment, Repairs & Maintenance	111	101	(10)
Insurances, Licenses and Registration	87	80	(7)
Professional Fees & Consultants	56	62	6
Promotion & Communication	19	34	15
Property, Rent, Rates & Maintenance	236	202	(34)
Sailing Expenses	77	23	(54)
Staff Costs & Contractors	1,263	1,090	(172)
Other	4	10	6
<b>Expenditure</b>	<b>1,974</b>	<b>1,721</b>	<b>(253)</b>
<b>Net Operating Income (before Interest,</b>	<b>155</b>	<b>421</b>	<b>(266)</b>
<b>Depreciation &amp; Amortisation</b>			
Depreciation & Amortisation	512	511	(1)
Net Interest Expense/ (Income)	53	53	-
<b>Net Surplus/(Deficit)</b>	<b>(410)</b>	<b>(144)</b>	<b>(266)</b>

\*Please note that this numbers are in no way reflective of audited financial results but are sourced directly from the management accounts

## Catering

The Club's catering and hospitality operations now form an integral part of the Club's ability to provide a wide range of services to existing members as well as attracting new members. In the 6 months ended December 2019 (HY20), catering revenue exceeded \$1.4m and accounted for 56 percent of total Club revenue, compared with 53 percent and 49 percent in same periods ended December 2018 and 2017 respectively. While the continued growth in the Club's hospitality revenue is welcome, it does expose the revenue base to adverse events outside the Club's control and potentially increasing the volatility in revenue and operating surpluses. This makes cost control, the flexibility to quickly respond to reduced levels of activity, as well as the ability to better leverage our facilities equally important.

The table below shows that the Gross Profit Margin for bar and catering operations has fallen to below just below 20 percent compared with 28 percent for the same period last year. Although both bar and catering and function revenue are higher in the six months to December, the costs have risen significantly more with the cost of goods and direct labour costs rising by 17.4 and 20.5 percent respectively. Higher turnover would reduce this percentage.

<b>Royal Brighton Yacht Club Inc.</b>			<b>Three Months Ended</b>		
<b>Gross Profit - Bar &amp; Catering</b>	<b>HY20</b>	<b>HY19</b>	<b>Variance</b>	<b>Sept 19</b>	<b>Dec 19</b>
<b>Six months ended 31 December 2019 ("HY20")</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Club Bar & Catering Income	1,079	1,030	49	434	645
Private Function Income	363	319	44	115	248
Cost of Goods Sold	(450)	(383)	(67)	(167)	(283)
Direct Staff Costs	(710)	(589)	(121)	(336)	(375)
<b>Gross Profit</b>	<b>281</b>	<b>377</b>	<b>(96)</b>	<b>46</b>	<b>235</b>
<b>Gross Margin percent</b>	<b>20%</b>	<b>28%</b>		<b>8%</b>	<b>26%</b>

## Marina & Hardstand, Membership and Sailing

Marina & hardstand income was just over 7.0 percent lower in the six months to 31 December 2019 when compared to the previous corresponding period. Marina occupancy, although improving during the half year, averaged only 77 percent and of the 56 vacancies, 46 were Club owned pens. Hardstand utilisation averaged 88 percent compared with 95 percent last year, while OTB storage was also lower. Idle pens represent a significant cost to the Club and there is the expectation that the recent agreement with Premier Yachting will attract more boats to the Club.

Membership income was down 3.9 percent in the six months to 31 December 2019 compared with the corresponding period in 2018. The fall is due to a reduction primarily in Senior Membership. This has been partially offset by a rise in Junior, Youth and Crew Membership. There is considerable upside potential in crew membership, as many sailing crew are not yet members. A high priority is a campaign to sign up regular crew.

An improvement in the accounting system allowing for a better allocation of revenue and costs has enabled the Club to have a better indication of the important contribution the sailing activities make to the financial position of the Club. In the six months ended December 2019, total income from sailing and OTB totalled almost \$190,000 while direct expenses, including wages totalled \$192,000. Although the figures are not directly comparable to last year, they do indicate that sailing activities, without an allocation of occupancy costs and other overheads, are close to breakeven. In addition, the Club has been able to more accurately measure the financial outcomes associated with running major regattas. In the six months ended December, regattas generated a financial net benefit, based on



observable revenue and costs, of almost \$52,000.

## Cash Flows

Net operating cash flows were temporarily stronger in the half-year as a result of new funding arrangements. During November, the Club has consolidated the current two loans facility of \$1,350,000 and borrowed an additional \$100,000 as funding to assist with the redevelopment of various Club facilities. The total of new bank loan is \$1,450,000 the proceeds of which will be used to offset the two existing loan facilities with \$350,000 repaid in December and a further \$1,000,000 repaid in January 2020. In addition, cash flow was adversely affected by the changes in the marina and hardstand billing cycle whereby members were invoiced for only six months to June 2020 rather than for twelve months. Given many members choose to pay the amount in December, cash flow was lower than in previous years. In the long term this realignment will streamline operations and have benefits for the management of membership and marina berths. Overall, lower net operating profit has adversely affected the Club's cash position while interest payments, capital expenditure and loan repayments placed further pressures on cash flow.

<b>Royal Brighton Yacht Club Inc.</b>		
<b>Cash Flow*</b>	<b>HY20</b>	<b>HY19</b>
<b>Six months ended 31 December 2019 ("HY20")</b>	<b>\$'000</b>	<b>\$'000</b>
Net Operating Income	155	421
less: Net Interest Expense	(53)	(53)
Net Working Capital (Increase)/Decrease	1,068	180
<b>Net Operating Cash Flow</b>	<b>1,169</b>	<b>548</b>
Payments for other Leasehold Improvements, Plant & Equipment (net of trade-in)	(80)	(92)
<b>Net Investing Cash Flow</b>	<b>(80)</b>	<b>(92)</b>
Bank Loan Drawn - Olympic Restaurant	(65)	(150)
Members Loans Net Received/(Repaid)		0
Net Equipment Loan Drawn/(Repaid)	(65)	(102)
<b>Net Financing Cash Flow</b>	<b>(130)</b>	<b>(252)</b>
<b>Net Cash Increase/(Decrease)</b>	<b>959</b>	<b>204</b>
Opening Cash + Deposits Balance	398	461
<b>Closing Cash + Deposits Balance</b>	<b>1,356</b>	<b>665</b>

\*Please note that these numbers are in no way reflective of audited financial results but are sourced directly from the management accounts

## Capital Expenditure

Capital expenditure in the six months to 31 December 2018 totalled \$80,480. The major areas of capital expenditure have been:

- Rescue boat capital items totalling \$44,992
- Clubhouse kitchen equipment, refrigeration & IT totalling \$35,489.

## Financial Position

Member's funds declined in the half-year to December as a result of the higher net operating deficit. As noted earlier, the Club's cash position at the end of December and liabilities were temporarily inflated by around \$1,000,000, as the new consolidated loan proceeds had not yet been applied to offset the remaining amounts of the existing loans. Allowing for this, the cash position was broadly similar to June 2019, but lower than December 2018.

<b>Royal Brighton Yacht Club Inc.</b>		
<b>Balance Sheet*</b>	<b>Dec-19</b>	<b>Jun-19</b>
<b>As at 31 December 2019</b>	<b>\$'000</b>	<b>\$'000</b>
Cash & Deposits	1,353	365
Debtors & Prepayments	422	310
Inventories	85	54
<b>Total Current Assets</b>	<b>1,860</b>	<b>729</b>
Plant & Equipment	7,457	7,886
Intangibles	1	3
Total Non-Current Assets	7,458	7,889
<b>TOTAL ASSETS</b>	<b>9,318</b>	<b>8,618</b>
Creditors	622	492
Provisions	175	159
Bank Loans	2,403	1,418
Equipment Loans	153	161
Deferred Income	1,169	1,183
<b>TOTAL LIABILITIES</b>	<b>4,444</b>	<b>3,413</b>
<b>NET ASSETS</b>	<b>4,796</b>	<b>5,206</b>
Accumulated Surplus	4,986	5,188
Yachting Foundation	18	18
Members' Reserve	202	
Net Surplus/(Deficit) for Period	(410)	
<b>MEMBER'S FUNDS</b>	<b>4,796</b>	<b>5,206</b>

\*Please note that these numbers are in no way reflective of audited financial results but are sourced directly from the management accounts

## Conclusion

The Club's operations, although cash flow positive, are coming under significant cost pressures. In order to generate surpluses to cover ageing assets and plan for future expansions it is necessarily to pursue an energetic marketing campaign in line with our strategy. This is to encourage greater links to the community and a broader use of our facilities while satisfying members' requirements to foster retention. Continually improving the financial and operating performance remains the key challenge for the General Committee, management and the focus remains on improving turnover and/or improving the cost performance against a less than friendly external environment.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Peter Demura', with a long horizontal flourish extending to the right.

**Peter Demura**  
**Honorary Treasurer**  
**17 March 2020**

*Note: All figures presented in this report are based on management accounts and have not been audited.*

## Sailing Report - Half Yearly General Meeting of Members - 2020

At this challenging time, it is even more important to acknowledge the successes and activities of the club over the past six months. While the sailing season started off slowly due to unsuitable weather conditions, RBYC members have enjoyed several months of wonderful sailing in Club races, interclub championships, ocean races and regattas. Visitors to the Club have been impressed by the welcoming atmosphere and the skills of our staff and volunteers.

The many concurrent activities have required the forbearance of members, who have at times been inconvenienced. We thank you for your patience and support. We are also aware that volunteers and staff have worked long hours to ensure the success of events while keeping club programs going. For this we are extremely grateful. We recognise it is a difficult balancing act to ensure services to members while running successful events. There is no doubt the club has an enviable reputation for excellent race management which benefits Club members and visiting sailors alike.

Over the past six months we have seen consistent participation in Wednesday and Saturday racing. The Sailing Committee would always like to see more boats sailing and are continually reviewing the program for the opportunity to improve on it and encourage greater participation.

At the same time we have been heartened to see our sailors doing so well in so many areas of our sport. To list just some of the highlights;

- Over 100 young people participating in Sunday morning programs, leading to the Sailing Office signing up more young people and parents as members
- Mentoring of young coaches by our Headcoach Adrian Finglas has resulted in a highly regarded coaching team at RBYC
- Winner Finn Gold Medal Race – Jake Lilley
- Participants 75th Sydney Hobart Race – Rush, Hartbreaker, Blue Water Tracks, Audere
- Participants in Melbourne Launceston Race – Under Capricorn
- Participants in Petersville regatta – BKT Jahmu, Where's Wal
- Under 23 - 49er World Champion - James Grogan with his team-mate Samuel Hoffman
- Selection for the 49erFX team for the Olympics – Tess Lloyd along with crew member Jaime Ryan
- Six RBYC members participated in the Wasp National Championships in Port Stephens over the Australia Day long weekend
- A strong team of Quests participated in the 91st Stonehaven Cup in St Helens, Tasmania. Many thanks to Ken Williamson and other parents who accompanied them and kept us up to date with day to day news.
- Australian Sailing Youth Team Selection for Int 420 Boys: Linus Talacko and Lachlan Grogan
- Participated in Port Lincoln Regatta – Where's Wal
- 3rd Etchells National Championships – John Bertrand Triad 2020
- 3rd Etchells Vic State Championships – Chris Hampton Tango 2016
- Winner 2020 Oceania & Australian Laser Master Championships - Owen McMahon

We are unsure of what the immediate future brings but are committed to ensuring our sailing programs emerge strongly on the other side of this current crisis.

*March 2020*

*Brett Heath, Club Captain*

## Rescue Boat Working Group Report – Half yearly Report

With the Regatta season nearly completed is time to review activities of the Rescue Boats, to again get the vessels up to standard. Over the period, since the last meeting there are some items that have been completed and others that will require work.

- Redeemer's engine fix has been completed. Works undertaken include a new exhaust system and a fill service.
- The reports from the users are, that the engine is quicker and has more power in terms of speed.
- Cost approximately \$20,000. This work was necessary, as we now have our main course laying vessel operational.
- The motors on the RHIBs have been replaced and run in.
- All vessels have had maintenance done, keeping them seaworthy.

The usage of the Rhibs is being monitored and it is time that consideration be given to setting aside monies for replacement of the Rhibs. Some of the Rhibs are over 20 years old. Although certain pontoons have been replaced the hauls are also showing signs of the need for replacement.

## **Asset Maintenance Report – Half Yearly General Meeting of Members 2020**

### ***Marina***

Marina maintenance has focussed on the following activities over the period;

- The attenuator has three of the 6 beams welded on in the north south direction which will add structural stability and keep it lasting for many years to come.
- All through bolts on the attenuator are being checked, tightened and replaced where necessary.
- Sacrificial HDPE collars are being replaced thanks to support from member Cam Ewart.
- Volunteers are undertaking ongoing bolt tightening on the Marina and keeping up with this well.
- Lights on the marina are being kept up to date.
- Loose screws on the corner plates are being checked and upgraded.

### **Dredging**

The contracted dredging was unsuccessful. On seeking legal advice, the club has made no payments to the contractor and are now receiving additional and alternative quotes from other dredging companies. Fortunately, the summer regattas were not impacted, but this does continue to be a high priority. Working with Parks Victoria with the plan to complete by late Winter

### **Hardstand**

The hardstand coped well with the Etchells Nationals and VIC State titles.

- Some crane repairs were required, and response was quick when the issues were identified.
- The hardstand will be given a good clean-up over the colder months.
- A defibrillator is now located on the hardstand.

### **Clubhouse**

Club maintenance continues to be prioritised based on safety and importance. Recent maintenance works include;

- Sauna repaired and refurbished.
- Hole repaired in ceiling of Jock Sturrock centre.
- Cool room extended and upgraded with more efficient plant.
- Old freezers replaced with single more efficient walk in freezer.

### **General**

Following are priorities over the past six months and for the coming period;

- Vice Commodore Peter Strain has submitted the Leasing Application to Parks Victoria
- Introduction of Solar Panels to be scheduled this month.
- Cameras and associated wifi requirements being investigated for the hard stand

*March 2020*

*Rear Commodore Peter Coleman, Jim Leckey, Vice Commodore Peter Strain*

## SUMMARY Membership Report - as at February 2020

	Beginning of	Transfer IN	Transfer OUT	NEW	Resign / Struck off/deceased/Non Renewal	End of	Variance
TRANSFERS	Dec-Jan					February	
Senior	322	2		2		326	4
Senior family	86			4		90	4
Senior Special	14					14	0
40 Year	12					12	0
50 Year	43					43	0
60 Year +	34				1	33	-1
Honorary Life	6					6	0
Country	13					13	0
Absentee	38		1		1	36	-2
<b>TOTAL (Voting)</b>	<b>568</b>					<b>573</b>	<b>0</b>
Crew	158		2			156	-2
Crew Plus	24	1				25	1
Youth U18	138			8		146	8
Intermediate 18-29	74			1		75	1
Gym	73	1		1		75	2
Social	203			3		206	3
Social extra	64					64	0
Junior Family	20			3		23	3
Iceberger	79		1			78	-1
Suspended	0					0	0
TPI	3					3	0
Sponsors-Social	4					4	0
<b>TOTAL (Non-Voting)</b>	<b>840</b>					<b>855</b>	<b>20</b>
<b>TOTAL</b>	<b>1408</b>					<b>1428</b>	

## **Cruising Group Half Yearly Report - March 2020**

Royal Brighton Yacht Club's Cruising Group has continued the reliable and enjoyable social cruising calendar with their regular activities of monthly dinners, end of month cruises to Wyndham Harbour, Docklands and Williamstown with continuing great camaraderie. This year the committee decided to change the format of what has been in the past an incredibly successful classic music night. With Grant and Jenny Collins son's connections we engaged the Georgie Brooks Swingtet who got the packed-out Bayview Room jumping, with all guests up and showing their stuff on the dance floor.

Following last year's very successful Cruise in Company out into the wilds of Bass Strait this year numbers were down a little. Eight boats sailed down in great conditions to rendezvous at QCYC and enjoyed their great hospitality shared by an impressive colourful wedding, Craig Walton ( Y-Knot) led five of the adventurers, in gentle conditions down to Apollo Bay. Gale force winds in Bass Strait for the next few days saw the fleet split up with Sun Kiss heading on the Port Fairy, "Reliance" and "Nimrod 11" staying on in the Bay before returning to Port Phillip and "Chakana" and "Y-Knot" dashing back across the coast to Cleeland Bight on Phillip Island.

Monthly speakers have included Peter Hackett on his circumnavigation of Tasmania with his teenage children in a 30ft Nolex, Craig Walton (Y-KNOT) and Terry Frankham (Reliance) on their Van Diemen's Land Circumnavigation, Gerry Byrne and Dr Andrew McCowan (Firebrand 11) on the Coastal Processes and geomorphology of Port Phillip Bay, Stuart Walker on his training sail from Samoa to Fiji on Ketch Mahina Tiare and recently 'Iceberger" Keith Badger's life changing experience walking the entire length of the UK from John O'Groats to Lands End.

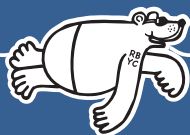
Barbara Burns has continued to keep the newsletter firing, Pam Merritt and Susie Strain are working on making the library more accessible, hopefully you have noticed the bookstand now in the members bar, where books can be borrowed under an honesty system. Just record in the notebook on the bench above. Robina Smith has kept the committee in accountable order and Terry Frankham and Rob Hurrell have added significantly to the Club's website in the Cruising section and are building a significant data base of photos and records on the Club's digital storage.

Traditional events of the Festive Season BBQ and carol singing on the hardstand and the Birthday Cruise to Royals were great successes with large numbers turning out.

Thanks to General Committee, Club staff and especially Hannah, Caroline and Pai for the even greater support Cruising Group has enjoyed so far this sailing year.

Peter Strain  
Cruising Group Chair





## HALF YEARLY REPORT

### Brighton Icebergers Subcommittee Royal Brighton Yacht Club

<p><b>COMMITTEE MEMBERS</b></p>	<p><i>Peter Strain, Hannah Catchpole, Peter Grose, Suzy Calley, Ria Bleathman, Natalie Sparkman, Jack Hawkins</i></p>
<p><b>MEMBERSHIP</b></p>	<p><i>ICEBERGER MEMBERSHIP :-</i>  <i>A total of 130+ Icebergers in 2019/2020</i></p> <ul style="list-style-type: none"> <li>• <b>12 RBYC Full members</b> who are Icebergers</li> <li>• <b>43 Iceberger Gym members</b>  <i>37 male and 6 female</i></li> <li>• <b>75 Iceberger swim members</b> (no use of gym)  <i>62 male and 13 female</i></li> </ul>
<p><b>COMMUNICATIONS</b></p>	<ul style="list-style-type: none"> <li>○ <b>NEWSLETTER</b>  A regular (every 2-3 weeks) Iceberger Newsletter has been circulating since later 2019. It has been a big success and is bringing the group together (many thanks to Ria). Content will be expanded to the website and a NEWS section be created on the new corridor notice board.</li> <li>○ <b>WEBSITE</b> needs brand and content upload review</li> </ul>
<p><b>EVENTS</b></p>	<p><b>EVENTS CALENDAR</b></p> <p><i>The committee is keen to promote and expand the attendance at Iceberger events. We are currently reviewing and creating an 'Events and Functions Calendar' to be posted in each Newsletter and uploaded to the revised Website.</i></p> <ol style="list-style-type: none"> <li>1. <b><u>Pirate Race – March 29</u></b></li> <li>2. <b><u>Beyond Blue Swim – 3 May</u></b></li> <li>3. <b><u>Heavy Weight &amp; Feather Weight Champions of the Bay – June tbc</u></b></li> <li>4. <b><u>RBYC AWARDS NIGHT – July 10</u></b>  Icebergers award to be presented.</li> <li>5. <b><u>Winter pier to pub - late June or early July</u></b>  This is an RBYC event.</li> </ol>

## ICEBERGER SUB-COMMITTEE REPORT

	<p>6. <b><u>Winter Classic - late July</u></b></p> <p>7. <b><u>Olsen &amp; Hopper Cup</u></b> Date tbc (Late Nov early Dec)</p> <p>8. <b>Iceberger gala dinner (end of Sept)</b> A celebration of open water swimmers and Iceberger achievements</p>
<p><b>BRANDING</b></p>	<p><b>ICEBERGER BRAND</b></p> <ul style="list-style-type: none"> <li>• The production of the new brand bathers and caps has been well received and now regularly worn.</li> <li>• We now aim to expand the range to include a 'beanie' and a long sleeve t-shirt. This is currently under design and supplier review.</li> <li>• Artwork is being created for Iceberger letterhead, Newsletter maskhead and Website branding.</li> </ul>
<p><b>FUND RAISERS</b></p>	<p>It has been noted that the 'Trivia Night' is the only Iceberger fund raiser that enables us to cover costs for events or special attire.</p> <p><i>The committee will give consideration to further fundraising ideas and bring them to the attention of RBYC for discussion.</i></p>

## **RBYC Auxiliary - Report to the RBYC Half Yearly Annual General Meeting, March 2020**

Over the past six months, the Auxiliary has continued to be active in supporting Junior and Youth Sailing. Fundraising activities during this time included the Drinks Hamper; George Mac Regatta raffle; Christmas Puddings; and a Christmas Hamper. Several of the Auxiliary members have also served as volunteers at various regattas over the busy summer period.

The Auxiliary provided funding support for the registration of a Youth team to compete in the George Mac Regatta in December, and for the purchase of 4 new racing jibs for the Quests that competed in the Stonehaven Cup in January.

We will continue to fundraise to support our Junior and Youth Sailors to compete in events and respond to other funding requests from the club. We have mapped out a programme of fundraising activities until the end of this year, including the Oaks Day function in November, which will be the major fundraiser this year for the Auxiliary.

Our plans for the 'Buoyed Up' programme at RBYC are currently being reviewed by the Sailing Office. The development of our plan has taken longer than anticipated, as we sought advice from several experts in the various facets of the proposed programme. We look forward to offering the programme to the first group in the near future.

Transition and succession planning are important to the continuation of the Auxiliary functions following the Club elections in September. One of our priorities in the coming months is to recruit new members to the Auxiliary, as some members will not be continuing after this year. We request your support in suggesting suitable members (male and female) who may be interested in joining us.

We look forward to the continued success of the Auxiliary, and for the young sailors whom we are pleased to support.

A huge thank you to RBYC members who support our fundraising activities.

Jennifer Pascoe

Chair

RBYC Auxiliary

***Inclusion and Diversity Advisory Group: Half Yearly Report***

A key Club objective is to ensure that all members, staff and visitors feel welcome and supported in participating in Club life. The Inclusion and Diversity Advisory Group (IDAG) advises the General Committee on matters related to diversity and inclusion.

The IDAG held one meeting this year. There was a single complaint which was resolved without further action. The scheduled second meeting for this year was postponed due to the global pandemic and public health concerns. Future meetings may need to be conducted online.

One member resigned from the Advisory Group due to increased work commitments. We are in the process of recruiting for a new member.

IDAG goals for this year include increased dialogue with the General Committee to ensure progress regarding diversity and inclusion within the membership base. This requires a better representation of all member categories in their engagement within the Club.

A goal of diversity at the leadership level might be extended with a youth member on the General Committee.

I wish to acknowledge the wisdom and contribution of our members Roger Jepson, Wayne Seaward and Kitty Chiller.

Kalpana Raghunathan Merrett

(Chairperson)

## Yachting Foundation Report

The word "Foundation" often causes confusion within the club having a "RBYC Yachting Foundation" and also a "Australian Sports Foundation". The RBYC Yachting Foundation pre-dates the Australian Sports Foundation and was setup to provide funds for RBYC members competing internationally, generally aimed at youth and young adults.

The Federal Government then setup the Australian Sports Foundation as a means for not for profit sporting bodies to receive tax deductible donations from the public. Donated funds to this foundation are not necessarily deposited into the RBYC Yachting Foundation account, but can be used for purchase of equipment which was the case in the recent very generous donations from members to purchase the Quest Dinghies.

Over the last few years, the RBYC Yachting Foundation has provided grants, generally around \$5,000 to a number of athletes representing the club at international events.

This year we have good news and bad news. The bad news is that funds in the RBYC Yachting Foundation are starting to run low, while the very good news is that due to some excellent results by RBYC members over the summer, we have a number of sailors selected to compete overseas in the coming months. These include Tess Lloyd sailing in the Olympic Games and Linus Talacko and Lachie Grogan representing Australia at the World Sailing Youth Championships in Brazil.

While there is obviously some doubt as to whether these events will take place, we need to look to replenish the funds in order to support our sailors. While this is not a great time to be asking for donations for members, what I would like to do is ask 20 members to donate a tax deductible \$1000 to the RBYC Yachting Foundation, through the Australian Sports Foundation. We already have four people who have committed and would welcome others to join them. Please contact me if you would be available to assist our younger members to further their sailing careers.

Regards,  
Paul Pascoe,  
Commodore, Royal Brighton Yacht Club