

RBYC General Committee – Minutes

Meeting Date: 2 March 2026

Time: 6:00 pm

Location: RBYC Committee Room

Chair: Peter Gebhardt

Attendee: Betty Ryan, Grant Dow, John Mooney, Mark Buckley, Mark Woodland, Marnie Irving, Steven Reynolds

Absentee: Peter Demura, Andrew Holmes Philip Hall, Cath Hurley

Agenda

1. Open – Welcome / Apologies
2. Confirm Minutes
3. Management Reports
 - 3.1. General Manager
 - 3.2. Finance, Membership & Risk
 - 3.3. Sailing
 - 3.4. Cruising
 - 3.5. Assets
 - 3.6. Social
 - 3.7. Aquatic
 - 3.8. Master Plan Working Group
 - 3.9. Cleaner Sailing
4. Other Business
5. Close

Meeting Process & Documentation Improvements

The committee agreed on the need for clearer tracking and reporting of actions arising from meeting minutes to improve transparency and accountability (03:38).

- Members identified missing updates on prior action items like objections and correspondence, highlighting the lack of a dedicated "matters arising" section in the agenda.
- It was proposed to include a column specifying the responsible owner, status, and due date for each action item to ensure follow-up and clarity.
- The group acknowledged some items are confidential and only summarized updates should be included in publicly available minutes, balancing transparency with privacy.
- Agreement was reached to better summarize completed actions in the minutes, so members understand what has been done without needing to access BoardPro or other systems.

Membership

The membership discussion focused on ratifying new members and understanding the role of social membership as a pathway for engagement (10:10).

- New members were ratified without objections, confirming ongoing growth.
- Aquatic and Social membership serves as a pipeline for converting members into active sailing or aquatic participants, supporting long-term engagement.
- Insights from Mark's report about membership matters were deferred to his detailed report for discussion.

Management Reports

3.1 General Manager

Phil's report highlighted operational progress and challenges across facilities, safety, and club services (12:09).

- Safety signage and physical barriers like razor wire are being quoted for installation at the marina to prevent unauthorized pedestrian access.
- New car park fobs and line markings have improved access control; members report satisfaction with reduced non-member usage of facilities like the gym.
- Upcoming upgrades include FOB access to change rooms, addressing member convenience and security concerns.
- Kylie was praised for her dedication in managing gym access throughout the day, enhancing member experience.
- Maintenance reporting has been streamlined with a QR code app allowing staff to log issues efficiently; broader committee access to maintenance data was suggested for transparency.
- The steam room received a deep clean and damaged seating is being repaired; shower screens are taped pending replacement to prevent injury risks.
- Liquor price increases and a new 20% Sunday surcharge were discussed; the committee favoured an adjusting to menu prices instead of weekend surcharging to avoid member dissatisfaction.
- Sponsorship coordination was centralized under Steve Reynolds to avoid conflicts; all future sponsorships require his consultation.

3.2 Finance, Membership & Risk

The finance report revealed critical issues with cash flow, losses in catering, and urgent funding needs (38:09).

- Catering wages are 63.8% of revenue and cost of goods sold is 36%, yielding a gross profit of only \$633 for January, before overhead.
- Inclusion of on-costs (superannuation, payroll tax, work cover) at approximately 20% reveals the restaurant is losing around \$145,000 gross profit over the first six months, and after allocation of approximately 30% of the overheads for the period brings the losses approaching \$420,000 for the first Half of FY26.
- The only wages included in the Overheads related to Phil and Brendan, with other major overheads expenses being utilities, rent, waste disposal, cleaning, and insurance totalling about \$1.5 million annually.
- The restaurant's public-facing nature (80% non-member customers) complicates cost allocation but underscores its financial strain.
- The committee discussed potential turnaround strategies, it was agreed to explore all options.
- Cash flow is critical with working capital around \$100,000 and a loan facility of \$338,000.

- A \$1 million term deposit set aside for marina dredging is approaching maturity; it was agreed to use the proceeds upon maturity to maintain cash flow but avoid breaking the term early to prevent losing interest.
- Discussions emphasized negotiating payment plans with the ATO to avoid penalties rather than prematurely calling the term deposit.
- A trial of a part-time financial controller was supported by to improve financial analysis and reporting, including cleanup of accounts and regular cash flow forecasting.
- The current weekly catering reporting (ONTAP) was deemed insufficient as it is inaccurate from catering salary perspective and does not include on costs. For practicality reasons staff whilst their time is recorded against a subdepartment (members, Functions, café) are allocated to work where needed across all subdepartments.
- Social Extra (also labelled social spouse) are incorrectly counted membership statistics as they a privilege to a senior membership and pay no subscriptions. The privilege to a Senior member is the spouse is entitled to the equivalent privileges as apply for Social Membership.
- David Hallam has been donating his Legal expertise pro bono to help Phil and I about processes defined in the rules. David has also helped me about documenting proposed changes to the rules.

Marina Debtors Management

Outstanding marina debts totalling approximately \$55,000 across around 15 accounts were identified as a significant concern impacting working capital (21:54).

- The amounts are all greater than 90 days, with three or four key individuals being consistent challenges.
- Strategies discussed include suspending membership privileges, disabling FOB access for non-payers, and removing access to monthly payment plans for delinquent accounts.
- The option to move delinquent boats to less convenient marina locations was considered but raised liability and damage concerns.
- Legal steps include escalating debts to collectors, magistrates court, and potential seizure and sale of boats to recover funds through a process defined by Parks Victoria.
- The committee agreed letters should be sent warning of suspension and debt collection within seven days if payments are not made.
- Kylie was recognized for her efforts managing access control and debt follow-up but needs committee support for enforcement.
- The committee requested assurance from management that all boats in the marina are fully insured, including salvage coverage, to protect club assets from potential losses due to sinking or damage.

3.3 Sailing

Sailing Sub-committee minutes taken as read.

3.4 Assets

Asset Sub-committee minutes taken as read.

3.5 Social

Social sub-committee minutes taken as read.

3.6 Aquatic

No Aquatic sub-committee minutes were provided.

3.7 Master Plan Working Group

Master Plan Working Group - sub-committee minutes taken as read.

3.8 Cleaner Sailing

No report

4 Other Business

Grant Dow raised that he had made a few calls exploring all hospitality options.