



Minutes
Annual General Meeting
Held on Saturday 27 July 2019 at 5.00pm at Blairgowrie Yacht Squadron
2900 Point Nepean Road, Blairgowrie, VIC 3942

1. WELCOME

The Commodore opened the meeting at 5.06pm and welcomed members.

He recognised the traditional owners of the land, the Boonerwung people and their elders.

The Commodore noted the passing of BYS members, Jean Paine, Joe Devereux, Peter Cook and Leonard (Harry) Reid since the 2019 HYGM. A minute's silence was observed in memory of them.

APOLOGIES AND ATTENDANCE

Members who attended and apologies are recorded as an attachment to the minutes.

2. MINUTES OF THE PREVIOUS HALF YEAR GENERAL MEETING HELD 6th January 2019

The Commodore asked if there were any matters arising from the minutes of the Half Year General Meeting held on 6th January 2019. No issues or questions were raised by Members and the Commodore then asked for the minutes to be accepted.

Moved by Brian Smith

Seconded by Jenni Maclean

Carried

3. BYS ANNUAL REPORTS

The following Reports were received

- Commodore's Report: Alistar Singh
- Club Captain's Report: Richard Backwell;
- Marina and Hardstand Pillar Report: Matthew McCarthy
- Membership Pillar Report: Andrew Little
- Clubhouse Pillar Report: Adrian Mulcahy
- Treasurer's Report: Adrian Mulcahy on behalf of John Lindholm;
- Governance Report: Alistar Singh on behalf of Martin Kudnig

Post presenting the reports, questions were invited from the floor but none were asked.

The Commodore asked that the Reports be accepted. The presentation delivered by each Pillar representative is attached to these minutes.

Moved by Jenni Maclean

Seconded by Georgina Plumridge

Why does sailing go first? Sailing goes first because sailing is the core business of the Blairgowrie Yacht Squadron.

What's New?

What's new is that we are expanding our sailing department. Recently, we appointed Sarah Ogilvie as Head of Sailing. Sarah Ogilvie (nee Blanck) competed in the 2004 Olympics in the European Dinghy and then 2008 in the Laser Radials in Beijing. She's a triple world champion and a former director of Australian Sailing. She's previously held roles as a Sailability Coordinator. Sarah is a qualified senior coach and instructor and she's played a key role in youth advisory, women and girls, high performance and the Olympic nomination panel. But perhaps most importantly is that she learnt to sail in a minnow here at Blairgowrie Yacht Squadron. So welcome home, Sarah.

With the appointment of Sarah, Gordon Hyde takes on the role of Sailing Coach and Patrol Boat Coordinator.

We now have a Deputy Club Captain, Rob Evans.

Regattas held since the HYGM

Since the HYGM we have hosted the Waszp State Titles, the Victorian Youth Clinic followed by the Victorian Youth Championships with over 100 boats in attendance.

Member Success

Congratulations to the following members;

- Sam Backwell – 1st overall – 2019 - 40th Minnow Nationals – Paynesville, Victoria
- Sam Backwell – 1st overall – 2019 State Minnow Championships – Rye, Victoria
- Sam Backwell – 1st overall – 2019 – 41st Minnow Nationals – Darwin, NT
- Paul Newman – 1st overall 2019 Musto Skiff State Championship, McCrae, Victoria
- Hamish Cowell – 1st overall 2018 Open BIC NSW State Championship, Lake Macquarie, NSW
- Ellie Cowell – 1st female - 2019 - 40th Minnow Nationals – Paynesville, Victoria
- Ellie Cowell – 1st female – 2019 - 2019 State Minnow Championships – Rye, Victoria
- Samantha Batty – 1st female -2019 Laser 4.7 State Championships – McCrae, Victoria
- Richie Robinson, Wayne Bates, Casey Bates, Hayden Harding and Jon Newman competed in the Musto Worlds. Jon achieved second place.
- John Lindholm is currently competing in the Contender Worlds in France

Future Regattas

BYS will host the following regattas;

- J111s - October 2019
- 29er and Nacra National Titles - January 2020
- Minnow State Titles - February 2020
- Victorian Youth Clinic and Championships
- J70 National Titles - April 2020

Keelboat Racing

Some changes that are coming to keel boat racing;

- You will only be able to sign on using MemberPoint
- There will be three keel boat divisions in the Club Aggregate (Division A, Division B and division C will be sports boats)

- We will now have a safety boat follow the keel boat fleet
- Gordon Hyde has taken on the role of Sailing Coach and will be coming on board with each of the keel boats once during the season (free of charge)
- Man overboard training will be taking place during the Season as well.

Off the Beach Racing

Changes coming for off the beach racing;

- Our patrol boat fleet will grow by one with a new 5-meter rib, patrol 8 will receive a replacement hull, much needed maintenance is taking place on patrol 3, 4 and 10;
- We will have more performance handicap races for the off the beach;
- We are re-introducing class association training days.

MARINA PILLAR REPORT

MATTHEW MCCARTHY

Staffing

We've had the same team in place as we did during the last AGM with the addition of one more; Libby Nelson has joined the team as Marina Coordinator.

Safety and Contractor Induction

Safety is paramount in our marina for berth holders, staff and contractors. Thank you to our berth holders in supporting this safety focus during the year. The contract registration and induction is operational now and has been for over a year now.

Safe Boat Harbour Committee

Thank you to the Safe Boat Harbour Committee led by Paul Devereux for their efforts in managing the separate Profit and Loss for the marina infrastructure and for their efforts during the year.

Hardstand and Slipping Operation

The hard stand and the slipping operations is run and managed by the club. There is some room for growth in both these operations.

Harbour Maintenance & Repair

This is very advanced on previous year and we now have a historic baseline to work from.

- Harbour Inspections & Monitoring (Preventative) (includes OEMP compliance)
e.g. water testing, sand monitoring, sea grass monitoring, swim throughs and videos.
Circa \$50k budget
- R&M (transition to structured preventative maintenance plan)
e.g. Tighten thru bolts and replace, electrical inspections, CFA compliance, fire hydrant/reel/water taps inspections, pollution control cabinets, pile guide/roller inspection and replace, marina cleats inspection and replace, check & repair whalers/corner infills, waterblast walkway for visual benefit, inspect gate locks, structural inspection and repairs, replacement of lines.
Circa \$42k budget
- Overall we've had a successful year for the marina and hardstand pillar with a total pillar revenue budget (net GST) = \$696,893 v. Actual \$715,168 (+\$18,275), slipping of 163 boats, all 32 club "owned" berths rented terms 1-3 years, 36 short term berths with very high occupancy especially during Summer.

CLUBHOUSE PILLAR REPORT

ADRIAN MULCAHY

Staffing

In terms of dining experience, the clubhouse has been far more stable in the last year or two, with our staff appointments key to this. Our House Manager, David Sherlock has done a fabulous

job in leading the team as has Rob Whitfield in turning out some great food. Similarly, Chris, Brayden, Kerry have done a great job in their roles as supervisors.

Food and Beverage Strategy

The team led by David Sherlock and Renee McFarlane have been delivering on the food and beverage strategy and are already looking forward to the summer period in their planning including a new summer menu.

YTD Financials

We are currently slightly ahead of budget. As you know, we don't try to make it a significant surplus, but enough to cover our costs, and certainly we've done that again this year.

Site Master Planning

We will be developing a site master plan led by the newly formed Clubhouse committee which will be chaired by Matthew McCarthy.

Working Bee

The end of season working bee was a success with the following achieved;

- Patrol boats washed down and stored;
- Pacers cleaned and stored in the junior lounge;
- Chris Batty's famous fence was installed;
- Rubber mats rolled up and relocated; and
- BBQ's and fridges cleaned

The next working bee is planned for Grand Final Day.

MEMBERSHIP PILLAR REPORT

ANDREW LITTLE

Membership's a fairly amorphous area to break down to its key constituent parts; seeking better recruitment, engagement, retention and recapture and communication.

Our membership has been pretty stable since its big spike about three or four years ago. Stability's a good thing. More importantly I guess is what constitutes our membership and what we're really trying to drive towards is the engagement and the recruitment of family units.

Recruitment

Over the past two years we have implemented the following recruitment activities;

- Discovery Sailing Day which is designed to introduce sailing and the yacht club environs to local residents
- Redesigned our marketing collateral and included testimonials of six individuals
- The Tackers program continues to operate however we need to be tapping into it much more rigorously than what we have in the past. We will now be inviting parents of Tackers participants to stay and enjoy the Club by offering them Honorary Membership for the week of the Tackers course
- Introducing club owned sport boats. Thank you to the Kudnig family for their generosity in donating one of the club-owned sports boat. We now need to build on this because we are going to get a lot of growth in people who are transitioning out of dinghies but not maybe quite ready for a big keel boat, and a sports boat is dynamic, it's fast, it's efficient and it's fun
- Winter membership, sail pass and sail connect are all three initiatives that are driving members to the club to try and introduce them in a winter capacity or a sail pass capacity to taste what we regard as being something that's fantastic, and sometimes we maybe even take it for granted, but this is something that we need to introduce in a positive way to members from outside.

Onboarding and engagement

In terms of engagement, we've got to onboard new members in a positive way after they've joined and also think about how we best engage older members who have been part of this club for many years. Over the past few years we have;

- Introduced an inaugural 20-year dinner to thank members for their membership for that length of time
- A volunteer thank you soiree
- A new members soiree which has been very successful and is now run twice a year
- Rationalised all our newsletters into one single newsletter which provides for members all the onboarding and engagement information they should need or require through On the Horizon.
- The return of Southern Sails. I am very grateful to Greg Lewis, Kirstin Binns-Smith, Ronel Redman and of course Phil Beattie for all their tireless efforts to put this out, and it's a great credit I think to the club.
- Revitalised website
- Training courses including First Aid courses, power boat handling courses, adult sail training courses, safety boat handling, keel boat instructor courses. These are things on offer for our members that can provide them the skills and the ability to contribute in a volunteer sense.
- Race Management volunteer training courses:
 - Club Judge: 19 additional Club Judges
 - GPS / Mark Laying: 31 additional skilled mark layers
 - Club Race Officer: 35 additional Club race officers
- SheSails Engagement which Amanda Jacobs is championing at the moment including presenting at the Australia Sailing Club Conference later this month
- Volunteering
 - On & Off-water race management
 - We have employed a Volunteer Coordinator, Amanda Noble
- Lastly, our club boats, we have one J70 out on the water right now. I hope to see more in the future. We've got four pacers and they serve a great purpose, in fact this is where sailing may be going in the future. Clubs like ours may in the future be happy to provide boats for people who are millennial youth and young 30-year-olds who don't have a place to own or store a boat, and the club provides boats for them, so this might be the future that we see to go.

Being at Blairgowrie is all about our three core values: family, friendship and sailing. That's why we're here, that's why we love this club so much.

In closing, I'd like to just quickly thank Alistar Singh for, as I step down from membership and the membership space, thank you Alistar for all your support over the last two years. It's been a great journey. I've felt the support from you and the committee over the last two years. We've tried to make a difference in this space. I can't go without thanking Becky Blair who's been an awesome ambassador for this club in the membership sense.

TREASURER REPORT

ADRIAN MULCAHY (ON BEHALF OF JOHN LINDHOLM)

BYS is in a financially strong position.

Full Year Trading Outcome

- Full year result exceeded budget
 - Operating surplus of \$102k (FY18 surplus \$173k, FY17 loss \$262k)
- Berths, slipping & storage driven by continued increases in utilisation
 - Revenue of \$715k (FY18 \$671k, FY17 \$343k)
 - Operating surplus \$556k (FY18 surplus \$524k, surplus FY17 \$208k)

- Food & Beverage team continue to deliver a consistent service
 - Revenue of \$1,626k (FY18 \$1,651k, FY17 \$1,341k)
 - Operating surplus \$16k (FY18 surplus \$78k, FY17 loss \$87k)
- Costs and overheads broadly in line with budget

Financial Position

- NAB Bank debt at 30 April 19 - \$321k (FY18 \$110k, FY17 \$900k) (note 8)
 - Funds were drawn down to fund the pedestrian crossing
 - Cash at bank 30 April 19 \$886k (FY18 \$292k) (note 5)
- Market value of club owned berths c \$5m+
- Variable lease extension funds due on signing of new head lease \$1,458k (note 6)
- CR&M Fund provision of \$408k not currently cash backed (note 12)
- BYS Foundation liability of \$446k (FY18 \$372k) (note 9)
 - Propose to repay NAB loan, cash back the CR&M fund and repay the BYS Foundation on receipt of the Variable lease extension funds

GOVERNANCE REPORT

ALISTAR SINGH (ON BEHALF OF MARTIN KUDNIG)

The major work in this pillar over the six months has been a complete rewrite of the rules to reflect the new structure. I would like to publicly express my thanks to Martin Kudnig and to Grant Cathro for this work.

At the HYGM we presented a revised structure to the members which was endorsed. We set ourselves a very aggressive timeline to agree this structure and to rewrite the rules that you will be voting on shortly. I am very pleased to say that we have met this timeline.

Update on the 21 Year Lease

- All major terms have been agreed with Foreshore Committee
- We experienced delays in the process due to Victorian state election in November
- Certified survey registered with DWELP via SPEAR
- The lease now sits with the Valuer General for final review

Civil Works Project

As you would all be aware the lights are on. This completes any expenditure on the major projects and the pleasing aspect of that is that the amount that was approved by the members was \$444 and we came in \$1000 under that, including surfacing the driveway which I think was a good result.

Thank you to our volunteers and sponsors

It is a team effort here at Blairgowrie, and I want to thank all of our volunteers and recognise our sponsors. The Wooden Boat Shop, Tim and Sally Phillips, Barry Fitzpatrick of Fitzpatrick and Company, Craig and Tim from hockingstuart Blairgowrie, John and Pam at Atlas Car Rentals, and the team at Mornington BMW.

4. DECLARATION OF ELECTION OF COMMITTEE MEMBERS

In accordance with BYS Rule 18.1, There being one nomination for each of the Flag Officer positions, the Commodore, Vice Commodore, Rear Commodore and Treasurer, and four nominations received for the five General Committee vacancies, the below nominees were declared elected. The Flag Officers were each presented with a burgee.

	Nominee	Proposer	Secunder
Commodore	Adrian Mulcahy	Matthew McCarthy	Martin Kudnig
Vice Commodore	Matthew McCarthy	Alistar Singh	Greg Lewis

Rear Commodore	Martin Kudnig	Adrian Mulcahy	Matthew McCarthy
Treasurer	John Lindholm	Alistar Singh	Matthew McCarthy
General Committee	Greg Lewis	Adrian Mulcahy	Matthew McCarthy
General Committee	Chris Coghlan	Adrian Mulcahy	Greg Lewis
General Committee	Georgina Plumridge	John Plumridge	Wayne Mercer
General Committee	Megan Bolton	James Bolton	Greg Lewis

Introduction from Georgina Plumridge

I've been a member of BYS now for 16 years and we've had a marina berth for that duration too with a Farr 1020 for 12 of those years. John and I have been residents on the peninsula for 44 years. We brought up our family down here, our kids have hung out on the beach in boats and on the sand, and our grandkids do that now too. I love the club because of the opportunity for family and friendship and sailing to come together.

I'm a business owner and a board member and in the past have been on the foreshore committee. I have knowledge of corporate responsibility as well as an understanding of the challenges that the yacht club faces with the lease but also for its obligations as a tenant on crown land including the environmental responsibilities that go with that.

Introduction from Megan Bolton

Hello everybody. I started sailing at the age of eight just around the corner actually at Sorrento with my family in our mirror dinghy. Dad had retired from his local cricket club to learn to sail with his four children, so it was only fitting that our first boat was called Cricket. Every boat name has a story. Our first 420 which James and I sailed just after we were married was Lizard Drinking. Every time we felt like we were flat out like a lizard drinking. Our S80, Georgia, was acquired on returning from living in Atlanta, Georgia. Our Tasar, Greyhound, was grey and sleek just like a greyhound. Even our Zodiac used to keep an eye on our boys in their younger years was called PG, Parental Guidance. You'll need to get Hamish to tell you how he decided to christen his laser Tactical Nuclear Penguin. There's certainly a story behind that.

I've always loved sailing and over the years I've volunteered in many roles to support our boys as they have moved through the junior classes. We've spent many years traveling to regattas around Australia and making new friends wherever we went. One of my most memorable regattas was volunteering on the start boat for the 420 Worlds in Fremantle two years ago. It felt like an expedition as we headed out to the start line in the huge 40-foot launch every morning with two-meter waves - certainly needed our sea legs.

BYS values of family, friendship, sailing encapsulates our family experience within the club. The racing is great and the drinks on the deck afterwards are even better, mixing and mingling with all of our great friends. This is truly our second home. Our boys have grown up here with Alex now spending time behind the bar ... working, and Hamish who began his sailing life in his baby capsule tied to the mast of the S80 and growing now to become ... last year he was the junior class captain, junior captain for the class.

In my professional life, I'm a chartered accountant, a graduate of the Australia Institute of Company Directors, and I was a member of the 30 Percent Club which promoted participation of women of company boards. My work as an executive in a large industry super fund has constant focus on the interest of our members and their retirement savings. What I bring to the committee is not only my passion for sailing but an appreciation of members' interests as well as a commercial overlay of governance, financial and risk management skills. I'm really looking forward to contributing to the committee.

5. MOTION TO APPOINT TRUSTEES BYS FOUNDATION

In accordance with the trust deed for the BYS Foundation, the trustees are the Commodore and four suitably qualified Members (not being members of the General Committee) elected by the Members of BYS. Accordingly, the following motion is proposed:

“That Stan Wallis, Callum Burns, Justin Arter and Hayden Llewellyn be elected as trustees of the BYS Foundation.”

Moved: Alistar Singh Seconded: Adrian Mulcahy

Carried.

6. MOTION TO APPOINT KEITH REDMAN AS LIFE MEMBER OF BYS

In accordance with Rule 6.3 of the Club’s Rules and in consideration of the special services to the Club, the General Committee may appoint a Member as a Life Member, subject to confirmation at the next General Meeting. Accordingly, the following motion is proposed:

That the appointment by the General Committee of Keith Redman as a Life Member of the Club be confirmed.

Moved: Alistar Singh Seconded: Richard Backwell

Carried.

7. SPECIAL RESOLUTION MOTION TO AMEND THE BYS RULES

That the existing Rules of Blairgowrie Yacht Squadron Incorporated be repealed and replaced by the Rules (including the Purposes) in the form (clean version) attached to this Notice of Meeting, as may be amended to satisfy any requirements of the relevant Government authorities, to comply with the law relating to Incorporated Associations, or to overcome any inconsequential errors or omissions.

Moved: Alistar Singh Seconded: Adrian Mulcahy

Carried.

8. OTHER BUSINESS

a) Junior Club Captains presented by Matthew McCarthy

I would firstly like to congratulate Philippa Danks and Ed Warner (and their parents) who did a fantastic job as Junior Club Captains this past season. This year, I would like to congratulate and welcome Patrick Singh and Ruby Backwell as the next Junior Club Captains. Matthew McCarthy presented both with their Junior Club Captain jackets.

b) Club Person of the Year presented by Matthew McCarthy

In another great tradition, the Ian Pender Memorial Award is bestowed annually on the BYS member whose volunteering efforts are considered to be outstanding and beyond what would usually be expected of a volunteer. Ian Pender was especially active in patrol boat services from the time he joined BYS in 1960. Peer members from that era remember Ian as a tireless volunteer who always turned up, gave his all in every volunteering occasion and nothing was ever too much trouble for him to take on.

The General Committee always finds it hard, extremely hard, to individualise one BYS volunteer each year, however at the same time it is extremely rewarding to do so. Volunteerism epitomises what our great club is all about. The recipient issued is very well known to all of us. He has sailed here for decades, even learning his sailing trade in a minnow, progressing through the sabers, lasers and then back to sabers, and recently he has been an incredibly fit and agile contender sailor.

This member is regularly first to ask what needs to be done, and he's also a person the General Committee asks when we need something done. I'll list just a few of the tireless projects this member has worked on just this year. He has coordinated building the new laser racks on our eastern boundary, removed and rebuilt all the minnow racks. Built the new vertical racks for the Optis. He's also spent many hours splicing mooring lines and tackle for our racing inflatable marks. This member has also built the overhead storage unit on patrol 7's stall to store all our racing flags, and additionally he was also the chief picture "hanger upperer" for Sandy Lindholm when required. Every working bee you can see this person there with his toolkit and his Ute full of tools for everyone to use.

As I mentioned, he epitomises what this great club is all about. It is my absolute pleasure to announce this year's Club Person of the Year as Chris Batty.

c) Immediate Past Commodore Alistar Singh Closing Remarks

I have a number of thankyou's to make, but before I get to those I would firstly like to un-categorically state that it's been an absolute honor and privilege to serve the members of BYS over the last six years, and in particular in the role of Commodore over the last two years. For me and my immediate family, this club is much, much more than a club. It means an incredible amount to us and is indeed our home away from home. I'm not the first to say this or feel it, and I'm sure I won't be the last.

And now to the thankyou's. On many occasions over the last two years, I've had to seek the advice and counsel of many of the Past Commodores, and I would like to specifically mention commodores Paul Devereux, Brian Smith, Jenni Maclean, Mike Trumble and Chris Wilson. On some occasions this advice has been minor on such things as correct protocols, and at other times it has been considerably more significant. To all those that I have had cause to request assistance from, I offer my thanks and gratitude. I could not have done the role without you.

A note to Brian and Paul. It was the two of you who strong armed me into this six years ago, so I'm not entirely sure whether you are friend or foe. Back in October, Greg Hunt opened the BYS sailing season. In his speech, he reflected that one of the very unique aspects to BYS is the respect and esteem in which the Past Commodores of this club are held. He believes this not only sets BYS apart from other sailing clubs but sports clubs in general, so I do look forward to joining the other Past Commodores in the feather dusters club, although Chris Wilson has told me that there is an interview process.

The management of BYS. Since the opening of the new clubhouse in October of 2015, BYS has had four general managers: Amanda Jacobs, Rick Coate, Ross Kilborn and Amanda Jacobs. I cannot begin to tell you what an absolute pleasure it is to work with Amanda. She's extremely well respected by both staff and members alike, and since rejoining BYS approximately a year ago, she's made my role as Commodore so much easier. She is without doubt, one of BYS strongest assets.

There are a myriad of highly skilled staff members in all areas of the club that I have enjoyed a great working relationship with over the last six years. I do not intend to single out anyone because no doubt I will forget someone, but to all of you a big thank you for being part of the

BYS staff team, and for being such a friendly, efficient and professional group. Thank you one and all.

Volunteers. Doc has already spoken a lot about volunteers tonight. This is a diverse club and offers so much to those who want to give that little bit extra. We are blessed at BYS that we can always rely on the ever-growing list of new volunteers who join the regulars to assist BYS to deliver on members as well as give back to the community. Whether it's on the water or in the tower on race days, volunteering for our Sailability program or behind the scenes making sure our patrol boats are maintained during the off season. Whether it's running our fantastic annual Art Show, thank you Andrea, helping out on Pink Day or grabbing a shovel on a working bee, we can't do what we do without you. To each and every one of you, my sincere gratitude on behalf of all BYS members.

The Junior Club Captains. I would also like to thank our current Junior Club Captains, Pip and Ed, Phillipa Danks and Ed Warner, who together with their parents, Heather and Al, who are here, Emma and Andy can't be here tonight, who have worked together to deliver a great social program for our juniors and youth. It's never an easy task to take on this role, and they have executed it with style and an emphasis on having fun. Our juniors are the future of our club and are the key to growing the overall participation of this great sport. We will continue to support them all whether it is at the grassroots participation level or at the highest levels. As senior members, we cannot ever lose sight of this. I wish Ruby and Patrick all the very best for the next season. Hopefully your parents are equally up to the task.

The General Committee. Over the last few weeks, I've been reflecting on my term as Commodore, and this has caused me to revisit the goals that I had set out in my speech two years ago on this night when I was the incoming Commodore. At the time, I had indicated to members that under my tenure the focus of the General Committee would be threefold: financial stability, organisational stability, and member engagement. I think tonight's presentation demonstrates that. The last two years have seen the implementation of a more robust budgeting process which has resulted in strong financial surpluses, and although only two months into the current financial year, the results are again tracking well.

Organisationally, I had envisaged a more stable environment with less employee churn, however not long after becoming Commodore it became obvious to me that a complete overhaul was needed, and hence a restructure of the General Committee was proposed to the members. An enormous amount of work has been done to achieve this aggressive timeline that I asked the General Committee to sign up to back in June of 2018. Under the guidance of Doc Little who can only be described as a force of nature, I believe that member engagement has increased significantly but there is more work to do, and more than can be achieved by a single person. Thank you, Doc. The General Committee is in my mind the strongest we have had. To everyone on the General Committee, I thank you for your support, your intellect, your questioning and importantly your passion.

Family. However without doubt, the group of people that deserve the greatest thanks are my family. My wife, Sally, and our three great children, Adita, Harriette and Pat. The role I have undertaken can only be done with the strong support of those around you. As I have said many times, I'm very lucky that all our family truly believes this is our home away from home, and they want to be here as often as I do.

In closing, I would like to extend my best wishes to Adrian, and of course to Cath for the coming two years, and please note myself and speaking on behalf of all past Commodores are always here to assist if required. Thank you all very much. Have a great night.

d) Thank you speech to Alistar Singh delivered by Greg Lewis

I do appreciate the opportunity just to talk for a couple of minutes. I have to say I'm going to talk on behalf of the Committee, the members, but also myself personally. Al, you have said, I have to use the term Malcolm Turnbull used when talking about John Howard delivering 'the gold standard'. The bar you have set as the Commodore of this club is extraordinarily high. It is a real credit to you and also I'm looking for your family here, the support that your family has given you has been outstanding, so thank you to your family for your achievements.

I can't think of anybody in the last recent years, and I was talking to my wife about it this morning, who better encapsulates our three values at our club here today. Family, look at Al's family, friendship, I don't know too many people here who won't have a beer with you, I haven't figured anybody out yet, and sailing, who better than you and Brian on the water chasing Pending down on port to starboard all the time. That's a separate discussion. To be honest, you've led by example in these facets with three core tenants. I would say stability, and I'll talk a little bit about that, transparency, and that goes to the members and to our stakeholders and also to the General Committee, and the way you engage with people. Passion for BYS, no one is more passionate than you, Al, and it was evident in the way you spoke just before.

Let me just talk a little bit about each of these in turn. So stability, Adrian spoke about it. We've gone from a net debt position once we signed the head lease to a net cash position. You have left the club in a very strong position, and you worked very hard with John Lindholm. Stability in our food and beverage offering, it's been up and down, but under your tutelage with Adrian and Chris Coghlan, it stabilised. It's a great offering today and I think we'll see that in time. Stability in our staffing. We've had some journeys there, Al. If I just reflect on that. We have a new General Manager, we have a new Food and Beverage Manager, we have a new Marina Manager, a new Sailing Manager, so literally a restructure over time. You leave a fantastic team here for all of us in terms of the management of the club. I have to say, it's fantastic you on boarded Amanda back, so well done. It's a great legacy you've given us.

Stability in the projects. The famous cross walk, driveway resurfaced, the final lease submission to DWELP, patrol boat maintenance and reinvigoration. You've left a great legacy there and that's for the benefit of all of us on the water sailing today.

The last one I had on stability was future proofing the club. I think the rewriting of the rules is fantastic. It makes it easier for people to engage and sit on the Committee. We're all time-poor and it makes and hopefully sets everybody up for success as Flag Officers, starting with Adrian. And finally, on the stability, you've left us in a sound position so we can invest in on the water activities, Al. Without that, we can't invest on water.

Transparency, just a couple of comments there. Your motto for the General Committee has been "The standard you walk by is the standard you are prepared to accept." Many a night's been spent here helping the food and beverage people cleaning the glasses. Al is always up for a good debate. Doc Little and I always know that. We're the chief proponents on the dispatch box in the General Committee. It's been a fantastic group of people on the General Committee.

The last thing I would say on transparency, the rewrite of rules, Al. Well done. You engaged with Past Commodores seeking all their counsel, you spoke to the members and you sought counsel. The approach you took represented your transparency and the legacy in terms of your openness. So well done.

The last piece is your passion, and I think it's just been evidenced by the way you just spoke. You never shy from introducing yourself. "Hi, I'm Al," that's all the time. You did it last Saturday, you might not remember, with a new member that had come up for a drink. Your passion for sailing. Al has left this club with the ability for all of us to enjoy on the water activities, and I think Richard made some comments around that. You've only got to look at the regattas that have

been going on here. The investment in race management, capably led by Doc Little. The school base here has grown substantially under your tenure, so well done. The investment in the on water assets, I've already mentioned that are fantastic. Your passion for the staff. I have to say you have led by example. You've always gone and spoken to the staff every time I've been here. You've been considerate and kind, and you've always engaged with them. Well done. You've treated them like a member. It's a real credit to you.

Finally, can I just say on behalf of the General Committee, it's been a fantastic General Committee under your tenure. Well done. On behalf of the members, we are eternally grateful for your two years that you've invested or six if I actually count the previous four with Paul and Brian, and with Jenni. You've left a lasting legacy which you and I have spoken about on numerous occasions, and when we're old and we can't sail, and we're watching our children and children's children, that's the legacy you wanted to leave, and I believe you've actually had that tonight.

Onwards to your next role. In the naval tradition you can be still be called Commodore when I call your past name. Fair winds always. Well done, Al.

e) Commodore Adrian Mulcahy Introductory Presentation

I don't know everybody in the room so I thought it would be worthwhile to share a bit about myself and my family as well. I know most of the front row at the very least, but I'm here today with Cath, my wife, Belle and Milly, my daughters, and Belle's boyfriend, Sam, as well. And my mum's here which is great, so thanks for being here. So let me start by thanking you all for your support to take on the role. It's an honor and I don't think any of us use those words lightly. Hopefully, I manage to live up to your expectations.

I was thinking about what I was going to say today over the last couple of weeks, and for me it was crystallised in my mind following a couple of recent events at the club that I attended. The first event was simply catching up with our friends a couple of Fridays ago. It reminded me of the wonderful journey we've all been on together. We all have busy lives and our common interests through our families is the time we spend at BYS. This family connection for us is powerful and enduring. If you were to ask any of us why we are members I wouldn't mind betting the family gets a mention. Our kids started out sailing about the same time, and despite not seeing each other as frequently as they once did, they have a special connection. Family, friendship and sailing.

Our family was introduced to the club by Ian and Grace Warner with our kids having grown, having known each other since they were in kindergarten and then through school together. We joined the club in 2006, and quickly enrolled the girls in the sail training program. I bought a brand new saber having not sailed before, and I think I sailed 52 races in that season. Cath did an adult learn to sail program in the pacers with Lucy I think, and slowly but surely we became part of this community. Today I sail in a contender and having competed in a number of regattas over the last decade, I've grown to love being on the water.

The other event that helped crystallise my thoughts was the Commodore's Reunion a couple of Fridays ago which takes place every couple of years. In the room were many of the former leaders of the club reflecting on times past, sharing the same old gags no doubt and importantly willing to offer support and advice to the next generation of leaders. Cath asked our table simply "What advice would you give Adrian and I?" To which our table replied "Enjoy your time in the role and don't hesitate to sing out if you need any help or just someone to chat to."

This group of volunteers have been the ones who have shaped many of the features of the club. They created our unique culture and have worked tirelessly to perform their roles. Most are still actively involved in doing whatever they can to help today. I respect these individuals and feel

incredibly supported by them and know that I can count on their guidance when needed.

So what kind of person am I? I love my family, my friends and the things we share together. I care about community. I love sailing and I want to share this joy with others. In my professional life, I've been a fund manager for most of my working life having co-funded a large institutional funds management business and have grown this from very modest beginnings in 1999 to managing nearly \$5 billion in funds for some of the largest industry super funds in the country. Not yours, Megan, sorry about that. I sold out of this business in 2015, took a break and rejoined the workforce nine months later in a new business as a corporate advisor working with executives and boards of many ASX-listed companies, helping them interact with people like I used to be.

I'm a local, having finally moved to 3942 this month. I can't remember ever being woken up by a foghorn as I was this morning. I see our move as important not only for Cath and I and our family, but also to help fulfill the role as Commodore and generally being the face of the club. As a leader, I'm a listener in the first instance, transparent and collaborative, and really enjoy very robust conversations. I look forward with the new committees to continuing our great legacy left by the previous leaders of the club.

What are the things that I want to be focused on for the next couple of years? The first step will be to do some strategic thinking. We've begun our strategic planning within some of the pillars which you've heard tonight, and plan to complete this process over the coming months, culminating in a new strategy and vision for the next two years. We'll share this with you when it's complete.

There are two other key areas I wish to make progress on in the coming years, and that's diversity and sailing. Firstly diversity. 45 percent of our members are women, and this has been the case for many years, and yet we have only had one female Commodore in the club's history. As a father of two girls, I see this as an incredible anomaly, and one that needs to be addressed. Today we have no women on the General Committee and with respect to sub-committees only one woman which is Anna Lewis from the sailing committee. It will take time to correct this imbalance.

In the lead up to today, we have been, myself, Matt and Martin, have been actively canvassing broader representation. I can confirm that we will have across all of our committees, 25 percent of the roles filled by women with nearly 30 percent on the Executive Committee which is really impressive. Encouragingly, we have introduced some incredibly capable young women to these committees including Sian Harding and Harriette Singh. Perhaps future leaders of our club, and without a doubt trail blazers for others to follow.

The new organisational structure was not only an effective way of managing the club, but it creates the pathways for a diverse group of individuals to get involved and one day become the leaders of our club. I encourage you to be involved. Add influence and perhaps shift the conversation.

The second area is sailing. Now this should be an easy one, but unfortunately it's an area of the club that I think we haven't paid enough attention to. We extended the marina, a massive undertaking and in time this development as we've spoken about will future-proof the club. This took a significant amount of time and focus to achieve. We built a new clubhouse and offered members a new dining experience including hosting external functions. I can honestly say as I mentioned before, we made lots of mistakes and we lost money in those first few years and needed to solve this quickly. For this turnaround, I want to call out Chris Coghlan. His experience, advice and hands on involvement was critical to the turnaround in this operation, and in a lot of ways underpinned the return to surplus for the club over the last two financial years.

With all this going on, we kind of let sailing continue on its own way with many good people supporting the department including Liam Edleston with limited support having to do a lot on his own. When my kids were in sail training when they were very young, there were more than 100 young ones in the group, and yet today we have numbers that are half this. Our first step is to invest in this function and I expect this will be the least controversial area to get support from members. We've begun the process with the recruitment as we've spoken about of a new Head of Sailing, Sarah, a triple world champion and dual Olympian. Sarah's hit the ground running with our Club Captain and General Manager having developed a comprehensive strategic plan for this pillar, so we're well and truly on the way.

I think probably to be quite honest we've set, as I suggested to Amanda, quite modest targets but achievable targets, and I wouldn't mind betting we will beat those targets. When Richard and I first interviewed Sarah, I shared with her that this was a turnaround story. I didn't want to sugarcoat, I wanted to say it as it was. I gave her a plotted history of where we had come to. This will not turn around overnight, but I expect that we'll see progress made over the coming years in setting the sailing program back on the pathway we were once on.

Lastly, I want to thank Al as well. It hasn't been the smoothest couple of years, but your focus, commitment, determination and love for this club is a wonderful legacy for us all. I also want to thank you for pursuing the restructure with such enthusiasm. The model we will go forward with reflects the growing complexity of the organisation and the need for a more sustainable reliance on individuals, so thank you very much Al.

I look forward to working with Amanda, our wonderful General Manager, and our new Executive Committee, and welcome Georgina and Megan into this group. Congrats Matt, as our new Vice-Commodore and to Martin as our new Rear Commodore. We work well together, I value your support and I know we share a common goal. So thank you all and I look forward to getting to know more of you over the coming years. Thank you.

MEETING CLOSED The Commodore declared the meeting closed AT 6.48 PM

Attendees

SURNAME	FIRST NAME
Backwell	Richard
Batty	Christopher
Batty	Ronald
Biggin	Andrew
Binns Smith	Kirsten
Bolton	James
Bolton	Megan
Bradley	Sue
Broadhead	Allan
Brown	David
Brown	Felicia
Case	Bernard
Cathro	Grant
Colman	Philip
Coppock	John
Danks	Alister
Danks	Heather
Devereux	Andrea
Dunn	Andrew
Evans	Robert
Gloster	Russell
Gloster	Tamsin
Greenough	Susan
Hall	Kevin
Harding	Jonathan
Harding	Lucy
Harvey	Simon
Hayden	Mark
James	Janice
Jones	Leslie
Kudnig	Martin
Landgren	Anthony
Langton	Bryan
Lewis	Gregory
Little	Andrew
Little	Kate
Lynch	Edward
Maclean	Jenni
Maixner	Wirginia
McCarthy	Kym

McCarthy	Matthew
Minifie	Graeme
Mulcahy	Adrian
Mulcahy	Amelia
Mulcahy	Annabelle
Mulcahy	Cathy
Nicholls	Lyn
O'Brien	Danielle
O'Brien	Ethan
O'Brien	Matthew
Patrick	Robyn
Peters	John
Petschel	Jenny
Petschel	John
Plumridge	Georgina
Plumridge	John
Prowse	David
Quinn	Michael
Richards	Stephen Keith
Rollinson	Lisa
Rozsa	Andrew
Rubira	Michael
Singh	Alistar
Singh	Harriette
Smith	Brian
Smith	Geoff
Southwell	Peter
Stephenson	Trevor
Stevens	Hugh
Taylor	Caroline
Taylor	Dean
Taylor	Katherine
Taylor	Neil
Trumble	Michael
Trumble	Sally
Tuckerman	Robin
Vinck	Adrian
Vinck	Lyndall
Warner	Geoffrey
Warner	John (Jack)
White	Peter
White	William
Wiggs	Neville

Wilson	Barbara
Wilson	Christopher
Woff	Raymond
Woff	Yvonne
Younger	Christine

Apologies

SURNAME	FIRST NAME
Beattie	Philip
Bilston	Brian
Bilston	Faye
Coghlan	Christopher
Coghlan	Kim
Colliver	Jocelyn
De Poi	Robert
De Poi	Tracey
Derham	Sally
Fitzpatrick	Barry
Fitzpatrick	Lynette
Gilhome	Lorraine
Gilhome	Richard
Graham	Andrew
Graham	Sally
Hitchcock	Melinda
Hood	Daniel
Hood	Ebony
Hood	Nicole
Hunter	Tracey
Jaks	Kurt
Lawson	Andrew
Lewis	Anna
Lindholm	John
Lindholm	Sandy
McCulloch	Ian
McMahon	Barbara
McMahon	William
Milner	Robert
Norbury	Meredith
Robinson	Brenda
Robinson	Philip
Rozsa	Barbara

Sawers	Rowan
Smith	Catherine
Wickham	Coralyn
Wickham	Kevin
Wise	Phillip
Wise	Susan