

PMB&SC Ltd (Cardiff Bay Yacht Club)

Confidential Minutes of the Meeting of the Council of Management Monday 15th June 2026 18:30

The identity of individuals required to take actions subsequent to this meeting are shown in the 'Action' Column.

Council of Management, Membership for 2026/27			
President	David Caincross	Vice President	Steve Cooper
Commodore:	John Lewis	Vice-Commodore:	Harvey Preston
Rear Commodore:	Alan Thorne	Secretary	Roger Wallington
Treasurer	James Dwyer	Membership Secretary	
Sailing Secretary	Nick Hankins		
Training Centre Principal Simon Gadsby			
Elected Members			
Paul Akerman		Mike Kenrick	Ashley O'Hara
Umur Chohan		Wayne Mayor	
Co-opted Members			

Present: John Lewis (JL), Alan Thorne (AT), Harvey Preston (HP), James Dwyer (JD), Roger Wallington (RW), Nick Hankins (NH), Mike Kenrick (MK), Paul Ackerman (PA), Ashley O'Hara (AO), Umur Chohan (UC), Wayne Mayor (WM), David Cairncross (DC), Steve Cooper (SC)

Item	Minute	Action
1	Apologies.	
1.1	Simon Gadsby	
2	Minutes of Last Meeting:	
2.1	The draft minutes of the meeting on Monday 18th May 2026 were adopted as a true and accurate record of that meeting.	
2.2	The minutes of the AGM held on Wednesday 20 th May were reviewed and agreed that a hyperlink be inserted to the many questions and answers. These to be posted on the club website.	
3	Correspondence:	
3.1	JL welcomed the newly appointed directors and made them aware of the CoM Code of Conduct.	
3.2		
3.3	RW stated that the company Confirmation Statement has now been successfully posted on Companies House Website. Issues arose due	

	to matching data between the Directors submission and the separate Directors ID process.	
3.4	The question of payments to Directors was raised by [REDACTED]. It was confirmed that the Director was originally a Senior Instructor and paid for his services but that now this was not the case now.	
4	Commodore's Review	
4.1	JL stated that there was nothing further to report regarding the Orion development.	
4.2	JL stated that a meeting had been arranged with Cardiff Council to discuss the Cardiff Cruising site and boundary issues.	GM
4.3	AGM Issues: • Streaming AGM – there are significant security issues and costs involved in a fully streamed AGM with real time voting. It was agreed that if member felt that the club was important to them, they would make an effort to attend in person. • Auditors – JD agreed to prepare a specification and tender documents to send to other potential auditors. • Plan – The 'to do' list together with the Marina expansion, Membership Plan, Governance and Vision form the basis of a 5-year plan. It was agreed that the Flag Officers would develop this plan. RW stated that he had previously presented the clubs position within the market using SWOT, PESTLE and Porter's Five Forces and that this could be made available, although would require a review. • KPIs – It was agreed that about 5 would be developed to give CoM members a clearer understanding of the management accounts. It was noted that KPIs were identified in the Governance documentation previously approved by CoM. • Budget – JD stated that the club should have the ability to manage to an agreed budget, each section creating initiatives as necessary. Forecasts have now been available for some while and it is the individual director's responsibility to take liability for that part of the account. KPIs should be transparent to members and included Commodore's Report. • Cost Centres – this works in large organisation, but would be a heavy-handed approach to CBYC operation.	JD Flags/RW Flags JL
4.4	The investigation into Bar and Restaurant operation agreed at the April CoM had not been undertaken but the chiller installation was ongoing. The main issue is food wastage and staff management. It was agreed that a breakdown of issues and remedies should be sent to RW for remote voting ASAP. It was agreed that the Curry night, originally popular, was now only sparsely attended. It was also subject to weather conditions and would be discontinued, approximately £6k being saved. Normal menu provisions would remain. JD stated that the Tuesday programme should be moved to Thursdays and the facilities closed, as in the winter. This would improve staff planning and reduce the use of agency staff at a high cost. UC suggested that opening hours should be reviewed. This was agreed unanimously.	AT AT AT/NH

4.5	Following the Sport Wales Grant of £25k obtained in support of Solar PV it was agreed that the roof installation should be progressed due to significant planning/DNO issues with the alternative floating scheme. A roof survey would be required at limited cost. RW stated that in the future the Roof + Battery scheme could be extended to time-of-day cost shifting and possibly a car port roof installation to further reduce costs when the modifications necessary to the parking area as a result of the external development were known.	RW
4.6	The Definition update was deferred to a subsequent CoM meeting.	RW
4.7	HP to investigate waste issues and report at the July CoM. RW reminded CoM that a previous report had been put before CoM and accepted in February 2026. NH stated that the issues illustrated in the Commodores update caused Biffa to refuse collection, the driver taking photographs. [REDACTED] [REDACTED] It was also suggested that Club waste should be separated from members waste and possibly controlled by key access and possibly CCTV monitoring.	HP
4.8	The issue of apparent lack of hot water is to be investigated.	AT/RW
4.9	The Membership Secretary appointed at the AGM unfortunately resigned due to changes in work responsibilities. There were no immediate volunteers to take over this duty. (Subsequently Ashley O'Hara put her name forward). It was agreed that due to the changes in procedure proposed Communications should be included within these duties.	
4.10	The Marina Plan, Membership Plan and Governance Plan discussion was withheld until the July CoM.	RW
4.11	The existing HR issues had not yet been finalised. RW described the removal of his key access and how it was impacting his duties devolved by previous CoMs. JL agreed to reinstate access.	JL
5	Financial Report	
	Accounts previously circulated	
5.1	Club surpluses are under budget by £25k, however this is £20k better than in the same period in FY25. Membership fees have now been invoiced. Repairs have exceeded budget but margins have improved in May and further improvement is required. The bar made a small profit in May 26. The Training deficit is better than plan and considerably better than FY25. However, revenue can be seriously impacted by cancellation due to inclement weather. [REDACTED] JD also indicated he could not remain as Treasure in the longer term. A replacement has been identified and there would be a hand over period. RW indicated that he would need to update Companies House website and ID processes will be required.	
6	Operations Report	

	No written or verbal report.	
7	Vice Commodores Report	
	Written report previously circulated.	
7.1	HP confirmed that CBYC was to start accreditation to Gold Anchor Award establishing good management practises, safety, protocols, and customer expectations of our marina. Expenditure is ahead of plan However, with member self-serve fuel berth now operational the workforce has been kept at 2 people. The marina waiting list stands at 92, which is one of the drivers for expanding the marina. 20 are existing members looking to move up the pontoon system from silver to gold etc. There are less than 10 vacant berths, which are being filled. Gold berths have over a year waiting list time. Weed cutting is in full effect when conditions permit. Pontoon board replacement in progress to replace deteriorated boards. It was agreed unanimously to refurbish the CBYC work boat to a basic standard and place on market. It will be offered to members by sealed bid. The work boat cannot now meet requirements for maintenance of facilities. Other boats taking up valuable marina space will be progressed. Yard staff are currently pumping out dilapidated boats. It was proposed and agreed that there should be one free pump-out p.a. and then a fixed charge of £20 together with an opportunity to review insurance cover to protect club funds from sinking costs. The Byelaws will be amended. It is also proposed to re-audit LOA. CoM agreed unanimously to proceed with boat yard fencing to restrict general access for health and safety reasons. The fence will be movable to accommodate winter boat demands and summer car parking demands. HP stated that the Yard office Portakabin's need to be replaced. RW confirmed that they are not fit for the purpose and need proper facilities for drying. Current electricity consumption is considerable and nearly 3 times that of a family house. Considerable utility data is available. The catamaran trailer now needs to be removed from CBYC.	HP/RW HP
6.1	RW stated that the owner of K-CEL has indicated that progress is being made to remove the boat from the marina. This will remove a potential sinking liability and free up extra berths.	HP/RW
7	Rear Commodores Report	
	Written report previously circulated.	
7.1	Last year's figures included some heavy, one-off costs. The deficit for May compared to this time last year has been significantly reduced by about £31k. Moving forward we face a stark choice: Option A: Aggressive Cost-Cutting: Cut expenses to the bone. The requires a major drop in services, shorter opening hours, and would significantly diminished clubhouse revenue.	

	Option B: Proactive Growth: Focus heavily on bringing in more business, private functions, and social events. This path allows us to maintain our current amenities and build our way out of the deficit through increased revenue. A 3-to-5-year forecast will be developed to plan the club's long-term future, and a clear list of options will be put to CoM for approval. The club has been busy, a huge jump in water events, social events, diners and berth holders making use of the showers. The latter has highlighted a deficiency in storage capacity that would have been overcome if the expanded plan had been accepted. Another storage tank has been installed but sometimes issues still arise. This will be investigated.	AT AT/RW
8	Activities	
	Verbal reports.	
8.1	NH stated that the Shanghai and Nimrod events were very successful, especially the Nimrod in its new format driven by Idris Dibble. 14 boats took part in place of 3 in 2025. It was evident that all entrants enjoyed the new format. In conjunction with the Training School a new event, on the last Wednesday of every month, is planned for younger members. The Oppie Class are bringing their championships to CBYC in November. The annual BCOGA race is taking place this Thursday in conjunction with the Gaffers section. NH stated that PM had not been replaced but with the potential expansion of 'Events', professional management would be necessary. This could be incorporated into this position and incentivised by results.	NH
8.2	19 boats and 63 anglers attended the have entered the open fishing comp. on 13 June. A raffled collected £215 for Velindre Hospital.	
8.3	There was no rowing activity to report, and a new principal is required.	
8.4	There is a full programme of events, including Dragon Mania, Father's Day and a Murder Mystery night together with Christmas activities. More requests are being received for functions by members. There is also a potential for non-member functions outside normal opening hours. It was also noted that the Training Room was only rarely used and could possibly put to better use. A detailed plan will be put before CoM next month.	AT AT
8	Training School	
	No report.	
9	Membership Secretary	
	No report.	
9.1	No members were put forward for acceptance.	
9.2	AT presented a revised Membership Application Proposal that will introduce a probationary period prior to final acceptance as a member by CoM vote. This was agreed.	
10	AOB	

10.1	Disabled access to the Members lounge is exceedingly difficult from a wheelchair. It was also suggested that the entrance door and others presented a barrier to access. It was agreed to obtain quotes for remedial work to improve access.	
10.2	WM raised how he should progress members queries. They should either be sent to admin@cbyc.co.uk or via the Question facility on the clubs' website. This will ensure they are properly tracked and answered.	
10.3	NH stated the Clubs WhatsApp is becoming a free for all and could be hijacked. It was agreed to monitor the situation.	
	Date of Next meeting; Scheduled for 20 th July 2026 at 18.30 in the Board Room.	
	Meeting Closed: 21.25 hrs	