



紀利華木球會  
CRAIGENGOWER CRICKET CLUB

President's monthly report: September 2024

1. **Measures to curb loss of food & beverage (F&B) operations.** For the seven months from January to July 2024, F&B operations incurred a financial loss of \$3.61 million, comparing with a loss of \$1.01 million during the same period in 2023. GC recently conducted a critical investigation into the matter which unveiled the major causes of the loss and implemented corresponding remedial measures, as follows:

(a) **Excessive F&B staff establishment.** Since more than ten years ago, the approved staff establishment of F&B operations had been 113 employees. For the first seven months of 2023, on average 94 (69 fully-time (FT) + 25 part-time (PT)) employees had been hired to provide F&B services, entailing a monthly staff cost of \$2.15 million. During the same period in 2024, on average 109 (73 FT + 36 PT) employees had been hired, involving a monthly staff cost of \$2.59 million. Based on the \$1,000 daily rate (or \$30,000 monthly rate) of a PT employee, the additional 4 FT and 11 PT employees had given rise to an additional staff cost of \$0.44 million a month.

Given the average monthly F&B revenue for the first seven months of 2024 was \$5.36 million (\$4.97 million in 2023), staff cost accounted for 48.3% of F&B revenue, material cost 35.3%, other operating and administration expenses 26.0%, resulting in a loss of 9.6%.

For the purpose of containing the loss, at its meeting held on 13 September 2024, GC resolved to reduce the F&B staff establishment from 113 to 95 employees, referencing to 94 employees actually hired in 2023. Under the new policy, 95 FT employees are presently hired to provide F&B services. Furthermore, banquets held at Braidwood's Hall will be served by additional PT staff on the basis of 1 PT waiter to serve 2 tables.

(b) **Below-member prices for F&B consumption at club events.** For some club events conducted by some sub-committees (SCs), particularly those celebrating the 130<sup>th</sup> Club Anniversary, the charges for F&B consumption were significantly lower than the normal member prices. For example, F&B charge for some events was \$1,560 per table (\$130 per head), comparing with the normal member price of \$4,000 to \$5,000. This practice resulted in material understatements of both the F&B revenue and individual SC's expenditure accounts, which is unacceptable for preparing true and fair financial statements.

In order to rectify the aforesaid anomalies, Finance & Accounting Department and F&B Department are jointly taking actions to identify club events involving undercharge of F&B consumption, and amend the financial statements accordingly. The pertinent SCs will be informed of the amounts of undercharge and the sums debited to SC accounts. For the purpose of preventing recurrence of the anomalous practice, the President recently issued a letter to all SCs emphasising that such practice must cease immediately; and

(c) **Measures to ensure value-for-money F&B supplies.** With a view to ensuring our Club obtaining value-for-money F&B supplies, F&B Sub-committee recently conducted interviews with many new suppliers and secured best prices for F&B supplies.

2. **Dwindled non-F&B staff establishment.** With a view to running our Club in an organised and accountable manner, in May and June 2024, the current GC established seven Departments. Non-F&B staff establishment as of mid-September was as follows:

	Number of employees
General/Deputy General Manager Office	4
Sports & Facilities (S&F)	32
Membership, Social & Communications (MSC)	8
Building Services (BS)	7
Finance & Accounting (F&A) (Including purchasing)	6
HR & Administration (HR&A)	3
IT	2
Total	62

Of the 62 established staff posts, 7 are newly created ones, including Senior S&F Manager, Senior MSC Manager (Assuming duty in early October), Deputy BS Manager, Assistant Manager - Training (vacant), IT Officer (vacant), Training Officer (vacant), and Secretary to Deputy General Manager. The monthly staff cost of these 7 officers, if fully employed, will be about \$220,000. Notwithstanding the relatively dwindled non-F&B establishment of our Club, GC is vigilant in ensuring new staff posts will meet the best interests of members.

3. **New Senior Sports & Facilities (S&F) Manager.** The new Senior S&F Manager Sunny Lau assumed duty in late August. Sunny possesses a Bachelor degree in Engineering from City University and a Master degree in Sports from Chinese University. Before joining our Club, Sunny had been the Physical Education Officer of City University for three years. From 2010 to 2018, Sunny had been a member of Hong Kong Karate Team representing Hong Kong in many international competitions winning some medals. Sunny will endeavour to work hand-in-hand with all sports SCs to uplift our sports programmes as well as facilities. He will also explore new sports and training classes for our Club to meet members' needs.

4. **New fee policy on membership admission of a deceased member's spouse.** In the past, the spouse of a deceased member needed to apply for membership within one year of the pass away of his/her spouse. Before approval of the new membership, the spouse was not entitled to use any club facilities. Recently, in response to the Club's exercise to update the records of some dormant members, some spouses of deceased Senior Members (who were exempt from paying monthly subscriptions) reported the pass away for more than a year of the Senior Members, and requested the Club to accept their membership applications in the capacity of spouse of a deceased member. At its meeting held on 28 August 2024, GC resolved that a spouse concerned might apply for membership anytime after the pass away of his/her member spouse, on the condition that, if the application is submitted more than one year after the pass away of the member, in addition to the normal monthly subscription covering the pertinent period of time, he/she needs to pay an additional amount equivalent to 200% of the aforesaid subscription sum.

Albert Wong  
President  
23 September 2024



紀利華木球會  
CRAIGENGOWER CRICKET CLUB

2024 年 9 月會長報告

1. 控制餐飲營運虧蝕之措施 2024 年 1 月至 7 月這七個月期間，餐飲營運虧蝕達 3,610,000 元，去年同期則僅為 1,010,000 元。理事會近日對此進行調查研究，發現有幾個重大因素導致虧蝕，並相應採取補救措施如下：

(a) 餐飲部員工編制人數太多 自十多年前起，餐飲部的核准員工編制人數為 113 名。去年首七個月，本會平均僱用 94 名員工 (69 名全職 + 25 名兼職) 提供餐飲服務，每月員工薪酬成本為 2,150,000 元。今年同期本會餐飲部平均僱用 109 名員工 (73 名全職 + 36 名兼職)，每月員工薪酬成本為 2,590,000 元。按兼職員工日薪 1,000 元 (或月薪 30,000 元) 計，多僱用 4 名全職及 11 名兼職員工已令每月營運成本增加 440,000 元。

以本年首七個月每月平均餐飲部收入 5,360,000 元計 (2023 年每月平均為 4,970,000 元)，員工薪酬相當於收入的 48.3%，食材 35.3%，其他營運及行政開支 26%，結果虧蝕達收入的 9.6%。

為了控制虧蝕，理事會在 2024 年 9 月 13 日的會議上，議決將餐飲部員工編制人數由 113 名減至 95 名，此乃參考 2023 年實際僱用員工 94 名。在此新政策下，本會現僱用 95 名全職員工提供餐飲服務。此外，布雷活堂若有筵席，將會僱用額外的兼職員工，以 1 名兼職員工招待兩席為準。

(b) 本會活動所涉餐飲收費低於正價 某些由小組委員會主辦的活動，特別是慶祝本會成立 130 週年活動，所涉餐飲收費顯著低於正價。例如有些活動的餐宴，每席只收費 1,560 元 (每位 130 元)，實則正價應為 4,000 至 5,000 元。這樣收費會令餐飲部的收入及個別小組委員會的開支記賬數字嚴重低報，殊不能接受，因為這有違編製真實公平的財務報表的原則。

為了矯正上述不規範情況，財務及會計部現聯同餐飲部一起查核涉及餐飲收費偏低的事例，並會相應更改有關的賬目。相關的小組委員會將獲告知短收的款額及補加開支記賬。又為避免此等不規範情況再度出現，會長已致函各小組委員會，強調必須立即停止此不規範運作。

(c) 採取措施確保餐飲部的食材供應得其所值 為了確保餐飲部的食材供應得其所值，餐飲小組委員會已與多家新的食材供應商接洽，並簽定得其所值的入貨價。

2. 偏小的非餐飲職員編制 為了令本會能有條不紊及權責分明地運作，現屆理事會於本年 5 月及 6 月改組會所辦事處，設立七個部門。在本年 9 月中，本會的非餐飲職員編制人數如下：

	職員人數
總經理/副總經理辦公室	4
體育及設施部	32
會員、社交及傳訊部	8
屋宇裝備部	7
財務及會計部 (包括採購)	6
人力資源及行政部	3
資訊科技部	2
總計	62

62 個編制職位中，有 7 個是新設的，包括會員、社交及傳訊高級經理（將於 10 月初到任）、體育及設施高級經理、屋宇裝備副經理、助理經理 – 訓練（暫懸空）、資訊科技主任（暫懸空）、訓練主任（暫懸空）、以及副總經理秘書。這 7 個職位若招聘齊全，每月薪金共計為 220,000 元。儘管本會的非餐飲職員編制相對較小，理事會對招聘仍慎重其事，確保新設職位符合會員的最佳利益。

3. **新到任的體育及設施(S&F)高級經理** 新的體育及設施高級經理劉智恆 Sunny 於 8 月下旬到任，他持有香港城市大學工程學學士及香港中文大學體育碩士學位。入職本會前，Sunny 曾任香港城市大學體育主任三年。2010 至 2018 年間，他曾以香港空手道代表隊隊員身份為香港參戰多項國際比賽，並贏得獎牌。在現職任上，Sunny 會全力與各個體育小組委員會攜手合作，提升本會的體育計劃及設施，亦會探索一些新興運動，推展有關的訓練班，以滿足本會會員的需求。

4. **已故會員在生配偶入會的新收費政策** 在過往，會員逝世後，其在生配偶可申請加入為會員，但須於一年內辦理申請。未獲批新會籍前，該在生配偶不得使用本會設施。近日本會檢視長期沒有參與會所活動的會員情況，以便更新卷宗資料。問詢之下，有些已故資深會員（他們獲豁免繳付月費）的在生配偶始報稱其夫/妻經已去世，且去世已逾一年，並要求本會接納他們以在生配偶身份申請入會。理事會在 2024 年 8 月 28 日的會議上，議決已故會員的在生配偶可於有關會員離世後任何時間申請入會，唯若在會員離世超過一年後才提出申請，則需補交逾期時間的正常月費，另加該月費總額 200%的額外費用。

會長

黃德榮

2024 年 9 月 23 日