



PANAGA CLUB MCM MEETING MINUTES

Meeting Name: **MCM03/2023**
Date of Meeting: **6th July 2023**

Time: **1000 - 1300**
Location: **Pelangi Room**

Meeting Objective:

Ensure the effective functioning of the committee and its ability to carry out its role. Raise issues to improve the Club operations.

Attendees:

Present:

Michael Lampp	CP, Club President
Alper Zika Celik	CT, Club Treasurer
Nor Yap	CM, Club Manager
Aran Testa	CDC, Culture Division Chair
Gareth Trevor Turner	GC, Golf Captain
Julia Wotton	HFDC, Health & Fitness Division Chair
Marten Adema	HM, House Member
Rosalind Garfield-Barkworth	GLR, Garrison Liaison Representative
Terry Paul Savoie	KBBC, KBBC Commodore
Peder Elfving	MKR, Marketing Representative
Wendy Dawn Thompson	PADC, Performing Arts Division Chair
Marc Ripoche	SDC, Sports Division Chair
Wenny Chong	FM, Finance Manager
Geoffrey Sim	FAM, Facilities Manager
Salami Hj Jakuran	GM, Golf Manager
Janice Lim	MSL, Member Services Lead
Fifie Abdullah	PEMM, Project cum Event & Marketing Manager
Michael Tonge	KBBC Diving Officer

Apologies:

Meghna Nair Vinod SocDC, Social Division Chair

#1: Updates from Club President

- Highlighted recent incident to MCM – 2 months ago, 6 non-members were found entering the golf course to fish at the ponds at night, allowed access by security on-duty as acting on instructions of club staff. Security on-duty was suspended following the incident throughout investigation led by staffing committee. The club staff was involved in abuse of authority, going against health and safety protocols and code of conduct, thereby was terminated from the club after much consideration and discussion.
- The key takeaway from this incident is that HSE will always be our first and foremost priority, including for non-members and contractors, and shall not be compromised.

Additional Comments from CDC in relation to incident highlight:

- To keep check of all areas of entry (e.g.: previously highlighted MPH door being left open unlatched so anyone can enter without access card)

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- CM's response to CDC regarding MPH door: CP and CT have approved of getting one extra security working from 9.00 a.m. to 9.00 p.m. (effective in June 2023) to look after Foyer counter and MPH, ensuring that non-members will be required to pay for day pass prior to using club facilities

Key Messages and Focus Areas:

- Thanks to Staff and MCM for the focus and support having just taken over as President
- Significant challenges with golf course condition and contractor performance in 2023
 - Golf course condition and performance has improved in June but still not where we want it to be
 - Additional funding secured for golf course management in 2023/24
 - New committee for Golf Course
- Membership is largely stable, however, need to increase membership beyond 1,000
 - Looking at new offerings for members
 - Improving current offerings for members
- Internal Panaga Club staff survey coming up
- Actively supporting Panaga School transition to JIS management in mid 2024
- Focus on improving appearance of Panaga Club entrance (car park, paths and Club entrance) "Front of House target 10/10"
 - Many thanks to FAM to maintain the area; landscaping project coming up will help to improve visuals
 - CDC request for signage of Panaga Club at the entrance
- Focus on security and specifically non-members using Panaga Club facilities
- Dedicated First Aid room to be constructed – given recent weather conditions, heatstroke is likely to occur. Affected members can rest in the first aid room and have some privacy whilst awaiting paramedics and ambulance. Basic first aid supplies can be found here, and paramedics can treat patients here too before transporting them to hospital.

Committee update:

- Thanks to the following MCM who are stepping down / departing:
 - Julia Wotton, HFDC, Health & Fitness Division Chair
 - Meghna Nair Vinod, SoDC, Social Division Chair
 - David Hughes, Former President, and House Member
 - Taff Evans, GLR, Garrison Liaison Representative
- Welcome new member of MCM
 - Pefer Elfving, MKR, Marketing Representative
 - Rosalind Garfield-Barkworth, GLR, Garrison Liaison Representative
- Vacant MCM: open to members putting their names forward in expression of interest
 - Maintenance Representative
 - Contracts / Restaurants
 - Health & Fitness Division Chair
 - Social Division Chair



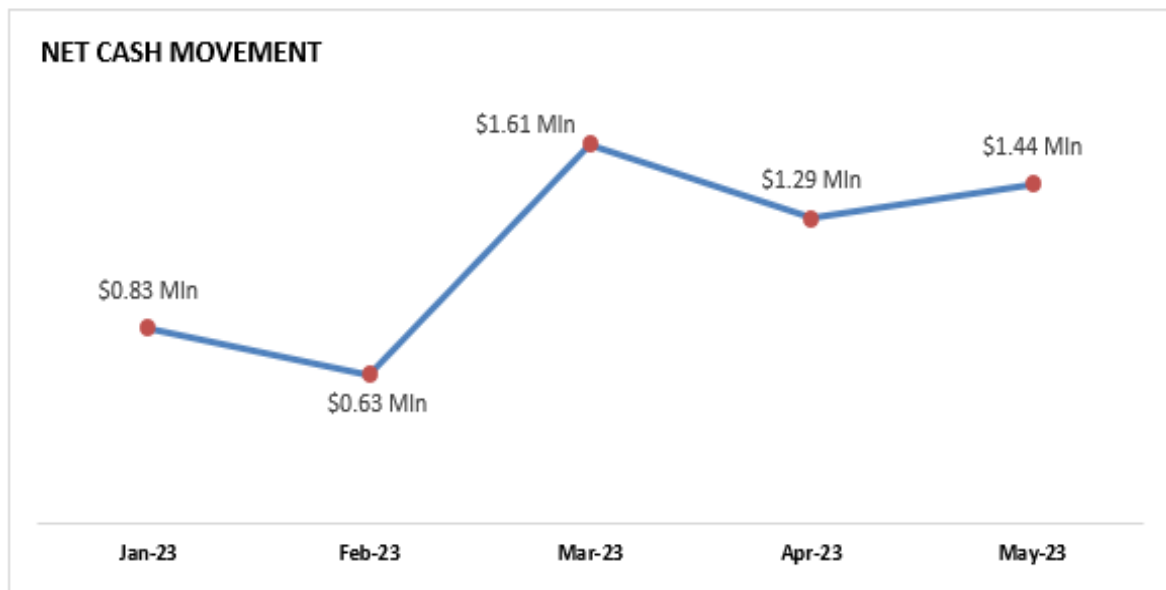
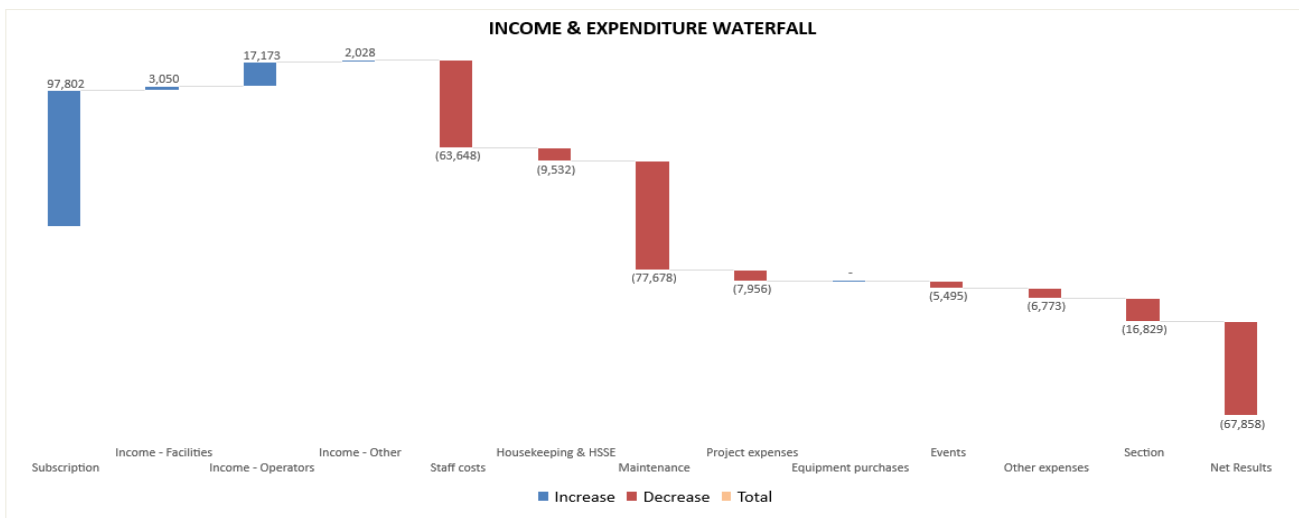
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#2: Finance Update by Wenny

As of May 31st, The Club has reported;

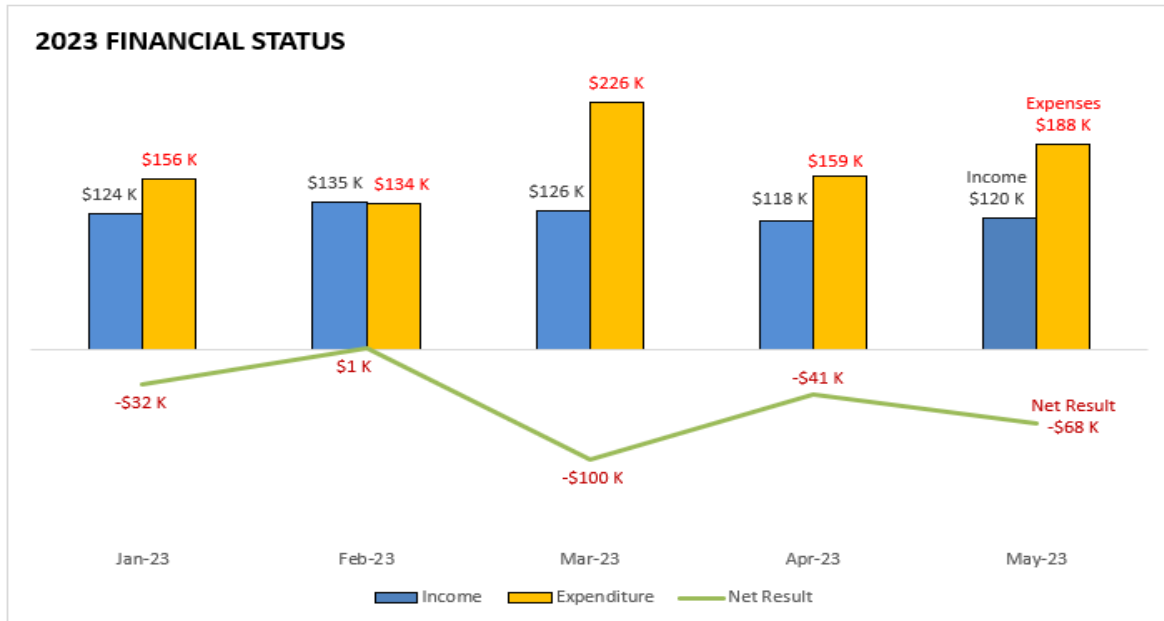
- **Total income of \$120,053 (2% increase** compared to last month).
 - Subscription fee portion of this income is **~\$97,802** that represent a 0% increase compared to last month.
- **Total expense of \$187,911 (18% increase** from last month).
- Resulting **net loss of ~BND 67,858**.

Here is a detailed illustration of how each income and expense item was reported in overall reporting scheme until the net result is reached.





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Contributing Factors:

Net cash remained surplus at \$1.44M. Overall Net Loss at \$68k within budgeted YTD loss \$494K.

- Total revenue remained at \$98K similar to last month.
- Total expenses increased by \$29K with breakdown for maintenance and project as below.

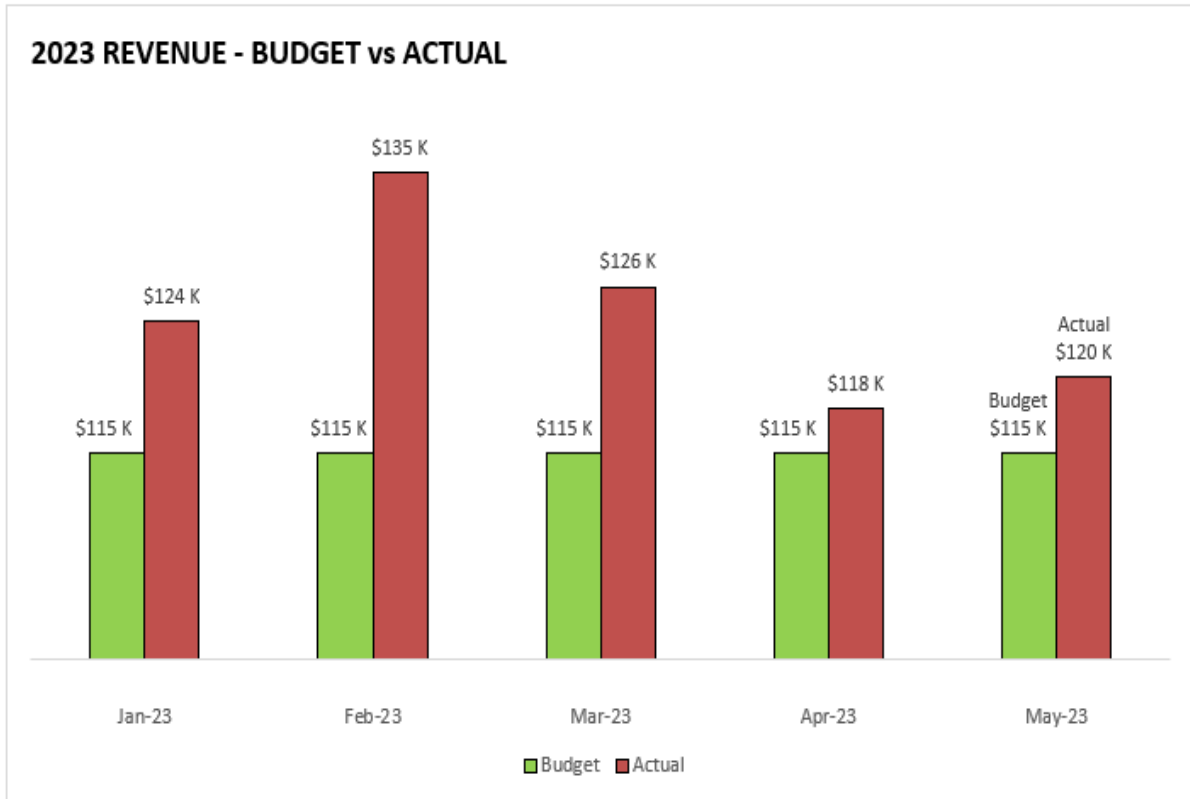
	Maintenance cost	Project expenses
1	Floor tiling works (Tennis Court Sitting area) \$13K	LED Floodlights Upgrade – Padang, Tennis Courts, Golf Hole 9 & 18 \$8K
2	Dutch Store \$12K	
3	Pool Maintenance \$8K	
4	Pest control and other R&M \$28K	
5	Air Conditioner \$6K	
6	Estate maintenance & waste removal \$7K	
7	Electrical maintenance \$3K	

Revenue:

- Actual monthly revenue has been higher than budget
- YTD favourable excess by \$50K.

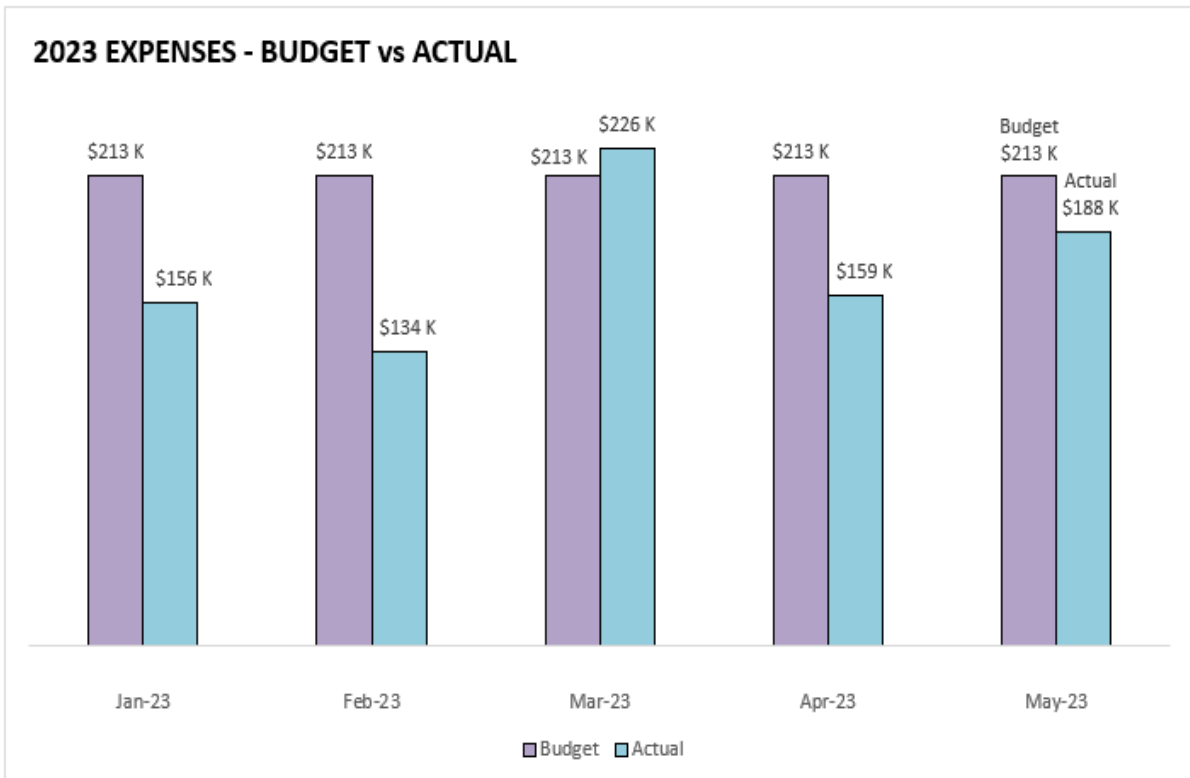


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Expenditure:

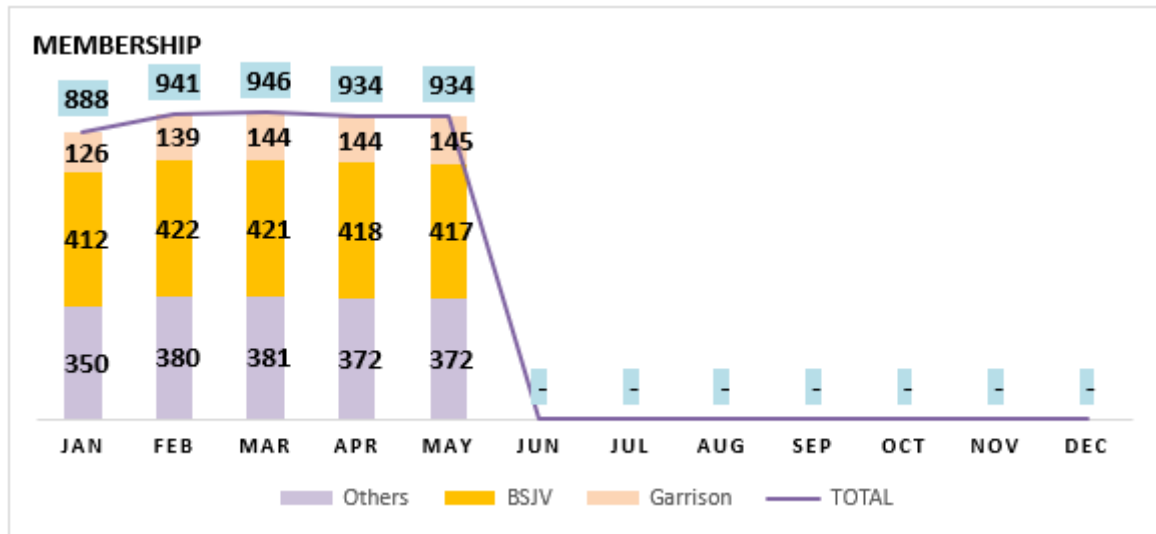
- Overall monthly expenses still within budget threshold.
- YTD underspent by \$205K, also due to some projects not commenced and completed yet





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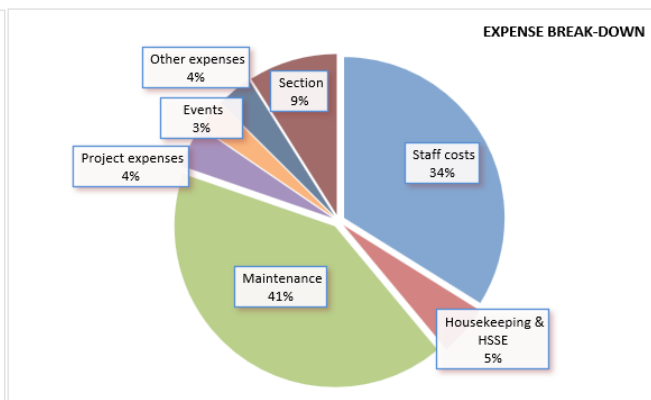
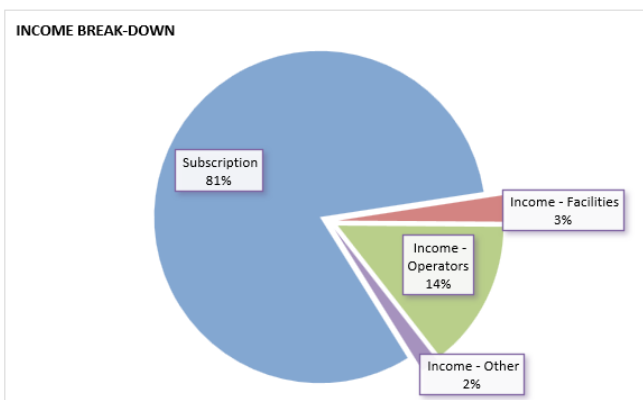
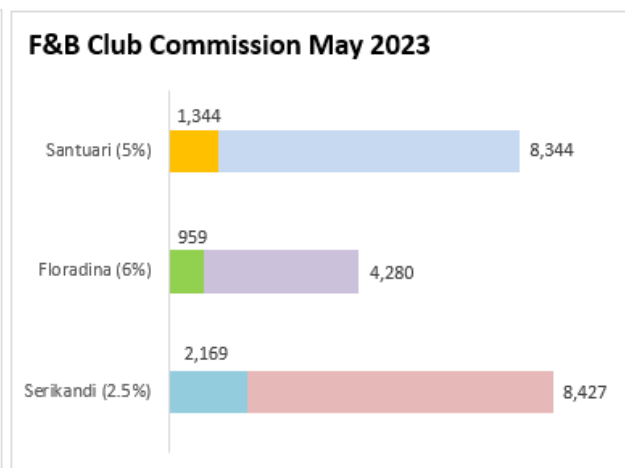
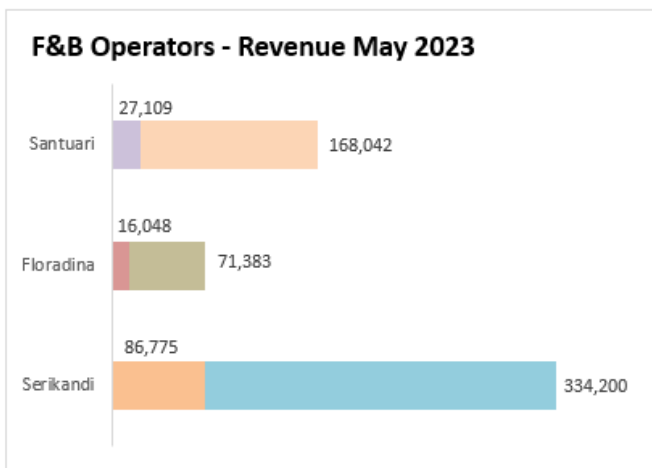
Total paying members maintained at 934, similar to last month after the Panaga Club Open Day in May 2023.



After Ramadhan period, revenue has resumed and increased for all operators hence higher commission earned by the Club in May 2023. Serikandi commission for May 2023 was \$2,169 contributing to the largest commission share \$8.4K YTD.

YTD Commission share for the Club:

- Santuari \$8.3K
- Serikandi \$8.4K
- Floradina \$4.3K





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Comments from MCM in relation to Financial Performance:

- CT informs of budget exercise last week together with all Managers – seems good overall and have spent approximately 44% of our budget up until now
- CT suggests coming up with proposals to either increase revenues or reduce expenses; will see if we can introduce new projects and start seeing more savings from previous projects completed.
- CT is keen to try diversifying income generated as do not want to put too much burden on existing members – currently large portion of our source of income is from subscription fees
- CP update on maintenance area: currently trying to increase skills of own staffs and will be bringing in new skill sets (in the process of hiring skilled new employees) instead of being reliant on contracting out maintenance works to reduce costs
- HM query if locally contracted costs are lower than IFM costs? CT's response to query is that costs are around 30% lower compared to costs of IFM.

#2: Membership Figures by Janice

MONTH	FULL MEMBERSHIP		TEMPORARY MEMBERSHIP		
	NEW JOINER	RESIGNED	DAY PASS	WEEK PASS	SSAP
JANUARY 2023	60	37	226	31	8
FEBRUARY 2023	34	27	447	16	9
MARCH 2023	15	19	292	19	10
APRIL 2023	15	19	95	17	2
MAY 2023	49	14	179	22	11
JUNE 2023	32	29	374	20	4

Resignation Indicators:

	Final Departure / Leaving Brunei	Not using Club facilities often
March 2023	13	4
April 2023	12	4
May 2023	11	3
June 2023	22	7

MONTH	NON-PAYING MEMBERS	PAYING MEMBERS	TOTAL MEMBERS
JANUARY 2023	130	888	1018
FEBRUARY 2023	77	941	1018
MARCH 2023	63	946	1009
APRIL 2023	67	934	1001
MAY 2023	99	934	1032
JUNE 2023	69	959	1028

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MSL remarks regarding increase in non-paying members for May 2023 and June 2023:

- May non-paying members include 35 members who are temporarily non-paying due to membership promotion offered during the Open Day
- June non-paying members include 4 members who are temporarily non-paying due to membership promotion offered during the Open Day and 1 BSJV new arrival

Additional Comments from GLR in relation to movement of Garrison members:

- Generally, will observe movements (leavers and newcomers) during January and summer time
- Usually will stay in Brunei for assignment around 2 years before moving

MSL issue encountered looking for way forward with MCM:

Lending membership cards for non-members to get access and use Club facilities without purchasing Day Pass / Week Pass

- To visiting parents, parents in law, siblings, cousins, nieces and nephews
- To friends (adult and individuals below 18 years old) and/or colleagues
- To child carers (bringing in their own family)

MSL current approach to above issue:

Inform non-members that a day pass is required if not within family membership as defined by Club Rules (applicant plus legal spouse(s) and own children below 22 years old) and send email to principal member to inform that membership cards should not be lent to others. Use of access cards are monitored daily by Reception and MSL.

Comments from MCM in relation to above issue:

- MKR highlights the need to cascade basic information through marketing and increase awareness to members regarding procedures of other family members and guests.
- CP suggests making procedures very clear via bulletin (newsletters) and website. Disciplinary action can be considered only for those who intentionally lend access card to others after being informed and is repeatedly doing so against warning.
- HFDC suggests using Foyer TV to remind people coming and going as members might not necessarily read newsletters all the time.
- CDC suggests stopping bad habits of not bringing own access card and informing Reception to not give access unless verified and confirmed to be a Club member.

#3: Safety Highlights by Geoffrey

New Day Shift Security Personnel:

Effective 1st June 2023, there will be one additional new security personnel posted at the foyer counter, whose time of duty is 0900 – 2100.

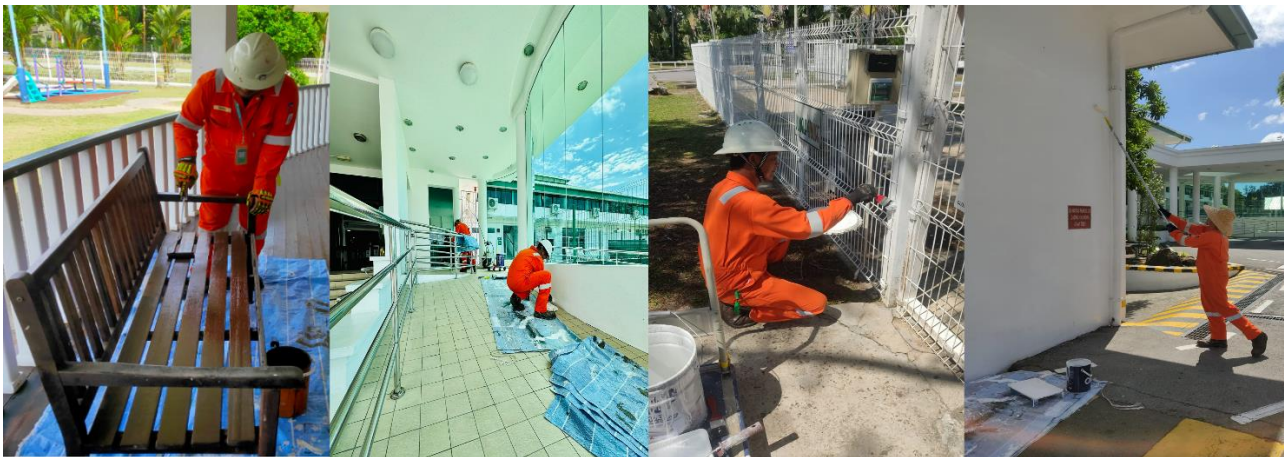


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Maintenance Activity – May 2023



Maintenance Activity – June 2023



Additional Comments from FAM in relation to recent maintenance activity:

- Currently concentrating on the front entrance area, playground and golf driving range hopefully can be completed this weekend (subject to weather conditions)
- Highlighted an issue with the lights in Padang – cables were found to be burnt due to age (previously installed in 1998). Replacement will be done as soon as possible to rectify the issue.

Incidents (first half of 2023):

NO	DAY/DATE	TIME	VENUE	DESCRIPTION	CAUSE	ACTION TAKEN / FINDINGS	DEPARTMENT INVOLVED
1	01/07/2023	08:00 hrs	Swimming pool	Coaching Complaint	It was reported that one of the swim coaches discipline for student during swim lesson was inappropriate.	Club management called the swim coach for further investigations and the said allegation was not correct. Coach agree in future that she will be more careful with discipline	Facility & CM



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Incidents (first half of 2023) continued:

NODAY/DATE	TIME	VENUE	DESCRIPTION	CAUSE	ACTION TAKEN / FINDINGS	DEPARTMENT INVOLVED	
2	25/02/2023	18:00 hrs	Pool Café	Lost items	A member left his earphone (apple band) on the table after having his meal with his friend. After they left one of Serikandi staff cleaned the table and found the earphone. He put it in his trouser pocket since his hand is full. He forgot about it and took the item home. That earphone was been keep in the staff house for a few days, until the owner reported it to the local police.	During investigations, he say he forgot about the earphone and was still at his house. Item was immediately returned to owner and police case closed.	Facility, Serikandi management, Police
3	26/03/2023	05:30 hrs	Along Holes # 7, # 8 & Driving range	Use of Firecrackers	A group of golfer (4 people) illegally lit up fire-crackers during their golfing.	Still under discussion. To have a meeting on 06/04/2023. Suggest: # Send out general noticer to members not to lit firecrackers on the Club premises After investigation: # Send a warning letter to the members or/and # Club membership suspension for 3-6 months as posed safety hazard and occurred twice	Golf Committee & MCM
4	28/03/2023	07.30 hrs	Near pond # 2	Crocodile attack	While playing golf at hole #2, he was passing by a pond located on the right side. Suddenly a crocodile jump out of the pond and grab his right calf. Estimate the crocodile was 1.5m long. He was able to get away from the attacked with just a bite marks on his calf.	Signs have been put up and notice on club website and via newsletter & social member to alert golfers.	Facility, Golf committee & MCM
5	31/03/2023	11:15 hrs	Tennis court # 3	Kids left alone	The member called regarding the incident of her child (6 years female child) waiting alone sitting on the bench in front of the clubhouse. It happen during tennis camp which ended 10mins early. Both parents are working and their amah suppose to pick the girl.	Coaches were call for a meeting together with the kid parents to find out what happen. Coaches were aware of their mistake for not informing parents via their WhatsApp group regarding the camp ended early. Coaches should also not to leave the kid alone until parents or guardian come to pick up.	
6	04/03/2023	10:00 hrs	Golf course maintenance office & Green #15	Behavior	A golfer went to Golf course maintenance contractor office complaining on the bad condition of the green and then with the contractor supervisor and her team, they went on site at Green #15 to show them what he meant. The contractor supervisor explained on the upcoming work program, but he responded with abusive words and foul language, making them unhappy.	Maurice, the Golf Groundsman will have a discussion with the golfer on 07/04 to find out his side of the story and to give him a better understanding on what the golf section is planning. Also, to inform him on the Club action if as claimed.	Golf Committee & MCM



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Incidents (first half of 2023) continued:

NO	DAY/DATE	TIME	VENUE	DESCRIPTION	CAUSE	ACTION TAKEN / FINDINGS	DEPARTMENT INVOLVED
7	20/04/2023	12:15 hrs	Offshore - 25miles outside of KB	Boating Issue	The KBBC watercraft (Marlin) was offshore for a day of diving. In between the first and second dive, Marlin began to hold an unexpected amount of water. The crew and divers halted all dive activities to deal with the situation with Marlin and began to execute established emergency response procedures. The situation was brought under control and the vessel was returned to the dock at the KBBC. There were no injuries or other vessels involved.	For the time being, Marlin is moored and all diving activities will be ceased. Forward plan will be to use Hammerhead until we're finish with addressing the corrective actions for Marlin.	KBBC Committee & MCM
8	05/03/2023	18:00 hrs	MPH	Player misbehaviour	A parent reported that during basketball there was inappropriate interaction between players	Coaches and section head met with parents and resolved the issue. Further actions to be implemented for coach to player ratios	Club MCM & Basketball section
9	05/11/2023	20:18 hrs	Golf course	Abuse of authority	After reviewing CCTV, confirm saw 6 guys went through the golf front gate with their fishing gear. Security on duty did open the turnstile gate for them. As per security they received instruction from club staff.	As per interview with PC staff member, he confirms that non-members did ask his permission for them to enter the golf course through the golf gate and request for him to inform security guard on duty to allowed them in. He did admit his mistakes and no reason given for permission given. Investigation this had occurred on 2 occasions and put non-members at serious risk from crocodile attach Staffing committee met and determined that breaches of PC rules, code of conduct and Safety implications were very serious. PC staff member employment was terminated. Security guards that were stood down pending investigation were reinstated	CP, Staffing Committee, Security Perosnnel.
10	06/05/2023	20:29 hrs	Padang	Vandalism	A member of the football team damage a gate top fencing so he could climb the gate to collect ball that when over the fence. His action was caught in the club CCTV.	Report was made to football section committee with photo and CCTV as evidence Actions ongoing	Club MCM & Sport Committee
11	14/06/2023	19:50hrs	Padang	Vandalism	Another vandalism act was caught by the club CCTV. A member of the football team damage the Padang side fencing panel by force so he could go over the other side of the field to collect ball that went over the fence.	Report was also made to football section committee with photo and CCTV as evidence. Actions ongoing	Club MCM & Sport Committee
12	24/06/2023	21:00 hrs	Padang / Pavilion	Mis Behave	An invited spectator for a cricket tournament was reported drunk causing disturbance to another group of invited spectators.	A report letter was sent to the club stating the details of the incident. Investigation ongoing	Club MCM & Sport Committee

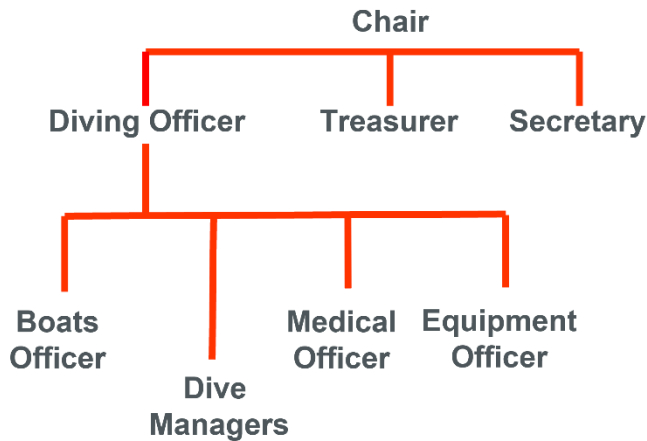


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Update on Incident #7 Boating Issue by KBBC Diving Officer, Michael Tonge:

Panaga Divers (0788) is a branch of the British Sub Aqua Club (BSAC) – the largest diving club in the world. Here is an overview of our branch committee and how BSAC is organized:

Branch Committee



In relation to Marlin’s seaworthiness readiness:

- New to KBBC vessel
- Sea trials done with vendor
- Sea trials done at KBBC
- SOLAS requirements reviewed and installed (apart from flares)
- Batteries relocated from rear compartment to console
- Battery isolator installed





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Our response to the incident:

- Fuel tank pressure test to find and solve leak
- Bilge pump replaced
- Breather tube replaced with new – original incorrect and blocked up (no check was possible prior to purchasing vessel as will require dismantling vessel and rebuilding efforts)
- Drain ports reinstall to come out higher at rear (elephants trunk style arrangement)
- Door lock installed
- Seat compartment seal install and bolt down
- Safety check of all other kit carried out – no immediate issues identified
- Hammerhead checked and confirmed safe before diving resumed
- Incident report submission to BSAC



Comments from MCM in relation to Marlin incident:

- KBBC Diving Officer, Mike Tonge query on quality assurance and certificates of vessels from Brunei. CP responds will look into this for next large purchase.
- GLR suggests for future incidents to have automatic trauma response and check in with individuals involved within 24/7 of incident occurring to ensure everyone is alright.

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#4: Project Budget Updates by Fifie

No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
1	Q1	1. 1st floor main office, next to Lotus kitchen switchboard. 2. Ground floor switchboard next to foyer male toilet. 3. Ground floor Main kitchen switchboard to outside counter (2 locations) 4. Replace damage 2"x4" metal trunking (5 length) inside ground floor main kitchen 5. Switchboard to Serikandi store and Jam Factory	Electrical switchboard upgrade	25,000.00	22,490.00	2,510.00	Poh Soon Contractor	10	PO 09401 9/12/2022 @\$3k for 1st floor main office - replacement distribution board; switchboard upgrade. P.O Contract done for item 1 to 4 - 9/2/23 \$13,450.00 Work starts on 20 Feb and expected to be completed by 19 Mar'23. Since we have available balance budget, we include upgrade at tennis shop area & golf maintenance workshop amounted \$6,040.00.	Mar'23
2	Q1	Playground	Playground perimeter fencing replacement	19,000.00	20,914.35	1,914.35	Haji Adinin & Sons	10	Michael - has approved the budget difference. Work will starts on 1st March & expected to complete by 18 Apr'23.	Mar'23

No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
3	Q1	Serikandi main kitchen	Serikandi main kitchen ceiling & lighting upgrade, office repainting and minor repair for toilets	20,000.00	47,451.00	27,451.00		4	Email RFQ on 7/2/23. 2 companies already done the site visit. Waiting for 1 more company. We still under discussion with Serikandi regarding either to close the kitchen or partially. Propose to do during summer break. I'm waiting from Michael Syera to update the timeline of the project with 2 scenarios. Meeting with Serikandi Management on 9/6/23-Michael will get back to me 19/6/23 on any requirement for a temporary kitchen. Additional budget approval \$27,451.00 - approved on 23/6/23 by CT.	
4	Q1	Tennis courts and Golf Hole 9 & 18	LED Floodlights upgrade - Tennis courts, Golf Hole 9 & 18	67,600.00	33,797.00	33,803.00	Lee Jong	10	P.O Contract done for Tennis courts - \$32,182. Still on going. During the replacement, the contractor found out some parts need to be changed. There is an additional cost of \$1,520. \$95-9 18 Floodlight Timer. Padang was not included in the plan and confirmed by CP to remove it first until further notice. 26/5/23 Currently all floodlight is working perfectly.	20/04/2023

No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
5	Q1	Tennis Courts 3 & 6	Tennis court resurfacing	108,947.00	53,319.68	55,627.32		10	30% paid in 2022-\$1,052.74. 70% \$72,456.41 will be paid in 2023. Tennis court 6 is completed. To remove item 5 from the scope, the revised total cost will be less. 70% payment will be \$60656.41. With regards to court 3, the contractor requires 2 days on strong heat to allow the sand to dry up completely in order to level the sand. In addition, for the bonding of the artificial turf, it also requires the least amount of moisture to encourage strong bond. Unfortunately because of the recent Mawar typhoon, I think we are expecting rainfall for the next few days at least. However, the contractor shall continue to monitor and proceed with the work as soon as they got 2 days of clear sky and hot sun. (26/5/23) Tennis court 6 - Coach Edmund is happy with the court after the repairs. Court 3 got few bumps that required them to rectify and this will be extended until 4th Jun'23. (1/6/23) Tennis court 3 repair work was completed on 3/6/23. Coach Nic tried court 3 & happy with the court. New updates - The silica sand on the courts has pebbles. I have followed up with the contractor for the sand specification (26/6/23). Penalty cost \$7,336.32	3 Jun'23



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No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
6	Q2	Pool area	Pool area refresh & furniture upgrade	40,000.00		40,000.00		4	Met contractor for site visit-Gazebo, chairs & tables 9/6/23. For umbrella site visit 15/6/23. Purchase plastic chairs-black. Repaint existing tables by the Maintenance team. Will purchase an umbrella.	
7	Q2	Club area	Front entrance, gardens, etc refresh QTR1 to refine, QTR2 to execute	10,000.00	22,620.00	12,620.00		5	Received 2 quotes from contractors. Still in the evaluation process 26/5/23. CP request additional area (walkway to Sport Pavillion), site visit on 14/6 and rcv quote 15/6. CP & CT approved the additional budget. \$10,000 landscape + \$10,560 maintenance 12 months + \$2,060 additional area. Mobilization starts on 1st July.	
8	Q2	Main Hall	Main Hall revamp (sound proof wall, wall & ceiling)	50,000.00	41,320.00	8,680.00		4	Follow up few times with the contractor for the sound proof. No feedback yet until now. 9/6/23	

No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
9	Q2	Facility department	Software for Facility Management System	9,000.00	9,200.00	200.00	Amazon Web Services	10	\$8,000 final payment P.O Contract PC2022-10. \$1,200 is for the yearly subscription	Mar'23
10	Q2	Golf Driving Range	Golf driving range upgrade including toilets	10,000.00	8,913.00	1,087.00		4	Leaking Gutter been fixed end of Feb'23-urgent. Done site visit on 25/5/23, finding-walls tiles cracking, toilet dustbin need to be changed including the toilet accessories, doors knob. Site visit 8/6/23. Received 2 quotes	
11	Q3 Summer Holiday	Panaga Club	Panaga Club Wifi upgrade (to cover all areas on speed and range)	10,000.00		10,000.00				
12	Q3 Summer Holiday	Jungle House Project	Jungle House external flooring (wooden balcony and concrete tiling surrounding)	30,000.00		30,000.00				

No	Schedule	Location	Description	2023 Approved Budget	Actual Cost	Balance	Contractor	Milestone	Updates (Fifie)	Completion Date
13	Q3 Summer Holiday	Jungle House Project	Jungle House playground refurbishment (play equipment, rubber flooring raising ground)	35,000.00		35,000.00			75,000.00	
14	Q3 Summer Holiday	Jungle House Project	Jungle House building interior	5,000.00		5,000.00				
15	Q3 Summer Holiday	Jungle House Project	Jungle House toilets	5,000.00		5,000.00				
				444,547.00	260,025.03	184,521.97				
		Whole Clubhouse surrounding - high wall & ceiling	Club house exterior high wall & ceiling	0						
		Kenyalang Kafe	Kenyalang Kafe refresh & upgrade + Terrace roof upgrade	0						
		New area to identified	New Office Pantry - Area to be identified	0						
6	Q1	PC Main Roof	Roof replacement					2	EOI advertise done on 29/3 & 1/4.	
4	Q1	Padang	LED Floodlights upgrade - Padang				Lee Jong		Padang was not included in the plan and confirmed by CP to remove it first until further notice. 26/5/23 Currently all floodlight is working perfectly.	

MILESTONE	ACHIEVEMENT
1	Design
2	Workslope
3	Quote
4	Evaluation / Approval including Budget
5	PO / Contract in Place
6	Material Arrived
7	Mobilization - Work/Order
8	%
9	%
10	Completion / Handover



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Comments from MCM in relation to Project Budget Updates:

- PC Main roof replacement is a necessary addition to reduce leaks
- PADC: happy with quote for Main Hall, but is concerned how long it will last; also queried on timeline as prefer to have all work done before Christmas

#5: Division & Sections Update by Division Chairs

Updates from Cultural Division by Aran

Arts & Crafts Section

- The last month saw a big change to the layout in the Arts & Crafts Room. It has been a great achievement and the space is light, bright and much more usable. The change allows adults to be more creative and try new things.
- Issues encountered: communication, timing and project management, cleaning
- Two new volunteer run classes took place: Aran with a patchwork heart and Afrina with an introduction to drawing



Comments from MCM in relation to Arts & Crafts Section:

- CDC suggests communicating with volunteers to know what is happening and going on. We should look at the overall cleaning standard of the Club.
- CP emphasizes the need to schedule properly and be more mindful of ongoing projects – club staff to manage and liaise with contractors (not volunteers)

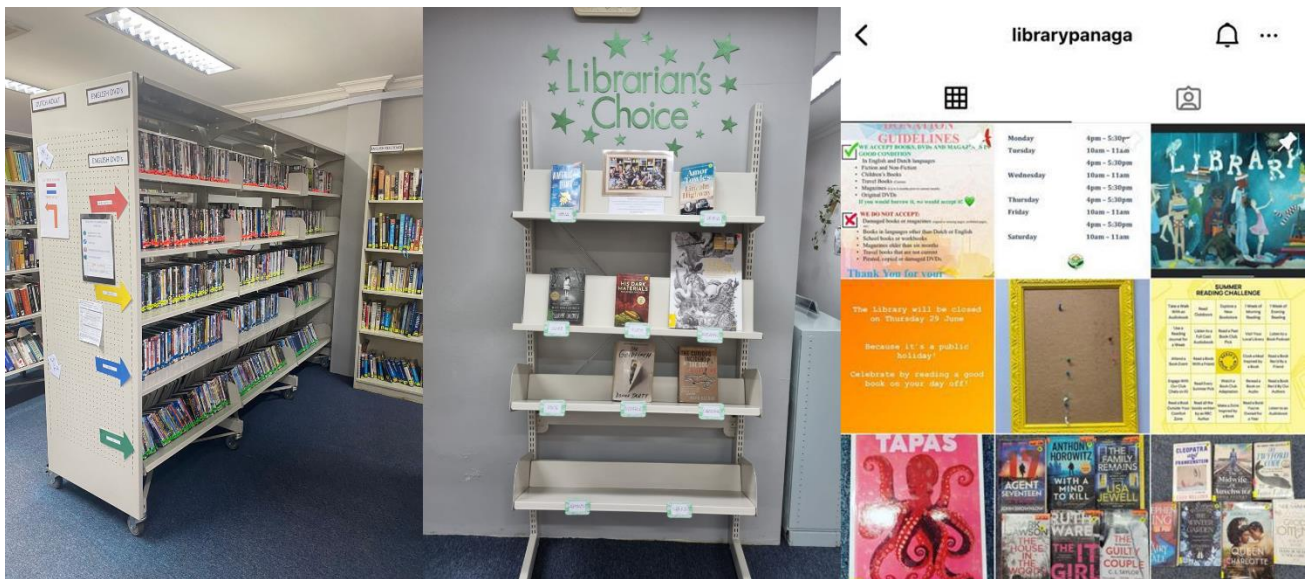
Library Section

- Moved shelves around to make it easier to access magazines by condensing the Dutch section and relocating DVDs
- Launched a “librarian’s choice” with recommendations from all the committee
- Kids and adults book groups which were both well attended



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- Launched the Panaga Library Instagram account: @librarypanaga
- Recruited a new secretary and will have a new treasurer after summer
- Upcoming cookbook competition



The Last Straw

- Gearing up for 'plastic free July', where we hope to encourage people to reduce their single use plastic usage
- September plans: beach cleans and big cycles, nature walk around camp combined with a litter pick

Panaga Natural History Society (PNHS): no information received from committee

Panaga Photographic Society:

- As part of the upgrade to the Arts & Crafts room, some of the old furniture was offered to PPS. CDC oversaw this change and the section is happy with the outcome
- Adaptation of long cupboard and installation, pinboard installation and movement of free-standing cupboards ready for PPS to use
- Issue raised by CDC: an inactive section – CP, CM and CDC to connect on way forward

General Items for the Agenda from CDC

- Hidden areas of the club – use MCM walkabouts to make full use of the Club and its areas
- Cleaning – CM and FAM to walkover daily to ensure housekeeping is in order and contractors are supervised all the time when doing work
- Safeguarding – How can children be safe with volunteers? How can volunteers protect themselves when being with children?

CM comment: All club Professionals providing lessons are mostly alone with student(s) including some regular activities for children which are managed by club volunteers (e.g.: Library, Jungle

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Tots etc.). All pros hired by the club in contact with children (lessons) must be trained in child protection.

CP comment: Make it advisable for all volunteers to do child protection training and ensure consistency in standards throughout all volunteers.

Decision: CDC will lead volunteer training initiative, MSL to connect with CDC on online training courses offered – CDC to come up with proposal.

Updates from Golf Division by Gareth

1. Handicap requirement changes
 - Upgrade the handicap system to WHS from Albatrozz Golf Software System
 - This was proposed due to our existing handicap system which is not recognized by overseas Clubs especially when joining their competitions – PGC members will get 0 handicap during competitions if their handicap is not recognized, so the golf section would like to offer its members some flexibility
 - Quotations received: Quarterly invoicing (prepaid) will be USD 1440.00, with a minimum of 60 months (5 years)
 - The package would essentially be:
 - 1st Fee: USD 3,800.00 (upon confirmation)
 - Initial Invoice @ USD 1,440.00 each (after Systems installation and training conducted)
 - 5-year commitment @ USD 28,800 (60 months x USD 480)

Additional Comments from GC: This is not finalized; the committee is trying to contact the golf governing body of Brunei to get more advice before proceeding. This plan does not affect the golf course facility, but it makes it more convenient for current Golf members of PGC.

2. Course condition: hydraulic leak on #8 green
 - Hole 8 hydraulic leak damage (7 lines) happened on Wednesday morning, 21st June 2023 during routine green cutting activities – kills grass
 - The hydraulic leak was caused by an older green cutting machine which is Riding 3 gang mowers
 - The Contractor was informed to set up temporary Greens while repairing the damaged by top dressing, watering and mowing / cutting the grass and the work is still being done.
3. Status of greenskeeper – PGC moving for direct hire. Currently, the greenskeeper is here on a limited basis only to advise the current contractor.
4. Upcoming competitions:
 - Monthly Medal – 9th July 2023
 - HM 77th Birthday Organised Tournament – 6th August 2023

Query from SDC: If we get sponsors for tournaments, what is the way forward?

FM response: will share sponsorship agreement draft with Division Chairs requiring sponsors.

CP requests for MKR to work with tournaments requiring sponsors.

5. Ongoing golf study – still ongoing



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6. Tree cutting / trimming program
 - Location at Hole #1, 9, 10, 11, 12, 13, 14, 15, 16, 18
 - Quotation received from two contractors:
 - ZuHy Contractor – B\$86,660
 - Norsuana Sdn Bhd – B\$29,700 – awarded contract, is now getting permits from the government to carry out works
7. Communications plan to members (newsletter)
 - Currently not doing very well with communicating to PGC members, are looking to do a quarterly newsletter for PGC.

Additional Comments from MCM regarding Updates from Golf Division:

- CP: recognition of team effort by Golf staff and section committee to manage the golf course. Our current contractor has not had a qualified greenskeeper for around 1.5 years, hence would like to think about the future way forward for the golf course maintenance: Do we want to stay the way we are now? Do we want to adopt a hybrid system? Or do we want Panaga Club to take over all maintenance of the golf course?

Updates from KBBC Division by Terry

1. Recognition of Zailan and Edward – for their great support in the Marlin incident
2. National Instructor Event – we have more qualified instructors now
 - Boat Handling (3)
 - Diver Coxwain (4)
 - Assistant SCUBA Instructor (1)
 - Open Water Instructor (4)
 - Boat Handling Instructor (2)
 - Diver Coxwain Assessor (2)
 - Compressor Operations (3)
 - Mixed Gas Blending (2)
 - Mixed Gas Blending Instructor (1)
 - Advanced Diver with National Instructor
3. Highlights
 - National Instructor Event
 - International Diving Exploration interest
 - New Sailing support
 - RIB Sale
4. Challenges
 - Revenue loss due to lack of back up for KBBC Boatman
 - Class 9 requirements
 - Loss of storage area for dinghies



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Additional Comments from KBBC regarding Updates from KBBC Division:

- We are looking for a person who is able to assist our watersports activities who can be BSAC qualified, qualified in Brunei and also in Panaga – currently training Yussuf (Club staff from Facility Team) to assist KBBC Boatmen.
- Many thanks to Mike Tonge, who is also helping to support water activities (e.g.: water-tubing) when Zailan is not available.
- We are also looking into the boatshed and current equipment available to increase the fleet usable to sea
- [SDC suggestion](#): increase awareness of various sports including sailing with Panaga School / other schools in the area.



Updates from Performing Arts Section by Wendy

Panaga Dance Centre (PDC)

- Recent dance show at Pusat Insani, Seria

Panaga Music Society (PMS)

- Recent music recital at Main Hall, Panaga Club
- PADC expresses her gratefulness and appreciation for Teacher Annalee, who is leaving today after 14 years of service teaching piano.
- PMS will contact parents in view of her departure as currently still waiting for Piano teacher from Rhythmic Arts (they are confident that the teacher will be able to come in July).
- Flooding in the basement of Jam Factory (started from last year) affects Jun's lessons, and the environment can be quite mouldy.

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- CP will talk to CM & FAM to work on flooding issue to resolve fully as do not want to affect equipment and lose income. CT approves for Club to cover loss of income for Jun's lessons missed due to flooding.

The Amateur Dramatics Society (TADS)

- The Critical but Stable show is ongoing tonight and tomorrow; there are still tickets available. PADC highly recommends you to come watch the show!

Updates from Sports Division by Marc

Tennis Section – 191 children registered for group lessons

1. Highlights
 - LED lights seems to be lasting longer now
 - 1 coach contract renewed.
 - 2 courts resurfaced (Court 3 and Court 6). However, the Club needs more accuracy on the contract scope of work for future court (e.g.: sand spec)
 - Very active section o lots of tournaments (Junior, Senior, Fun Teams and Tennis Camps)
2. Lowlights
 - Club keeps planning maintenance on the court during tournaments and maintenance and cleaning not consistent.
 - Lessons coordinator not engaging sufficiently with coaches (disconnect for lessons waiting list)
MSL response: Have talked to all tennis coaches regarding this issue and will discuss more actively together with the coaches and lessons registrar by having monthly meetings.
 - No club stance on external sponsoring
 - 2 coaches contract planning renewal (overdue)
PEMM and MSL response: Their contracts are in fact due to expire in 2024, not this year hence it is not overdue. Should there be any concerns with contracts, kindly connect with PEMM for more information.
 - SDC raised the issue of the contract of leave for coaches.
CP emphasizes the need for consistency in approach of leave across all Pros – CM will look into this matter.
HFDC highlights the current procedure is to get section committee approval for leave.
MKR suggests considering for contracted coaches as well if it affects lessons/training.

Football Section: includes Football Academy (143 children registered), Futsal and Adult Football (highlighted recent incidents with Adult Football)

1. Highlights
 - 6 new aluminium junior goals for Football Academy
2. Lowlights
 - Expected number of coaches volunteering to reduce for Minor League, Tiger and Tots
 - Section discussing option for profession next year – to discuss further with Football Academy Chairperson on best approach forward



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GC suggests 2 professional coaches full time to help out volunteers when they are away, plus volunteer coaches can learn from them. However, this suggestion might require increase in section fee .

- Lighting to be fixed on Padang – FAM informed that already fixed yesterday, but will need to look for a long term solution

Cricket Section: mainly tournaments between Panaga Club section members and external teams

1. Highlights
 - Successful tournament over 6 months
 - Good advertisement for Panaga Club
2. Lowlights
 - No catering stall present during tournament event
 - No rental of Padang during tournament (section looking at getting a benchmarked price for Padang rental) – SDC will discuss this in detail with CT
 - Incident (complaint letter) during last tournament game, with non Panaga Club members and non-players. Entry conditions to Panaga Club for non-dependent members to be clarified (will require entry fee).
CM, FAM, PEMM and MSL will look into this and work towards improving this.

Rugby Section: 56 families registered, Rob Taylor leaving, Section Head replacement is needed.

1. Highlights
 - Very active section (adults and kids)
2. Lowlights
 - No replacement for section head (Robert Taylor identified yet)
 - Lots of non-Panaga Club members uses Padang for training without paying day pass or section membership monthly fee
Linked to security and foyer controls. MSL request for sections to send names of non-members attending training sessions before coming, to get a better picture of how many non-members. Will work towards increasing awareness of Club memberships (both full and temporary), including section fee.
 - Tournament missing with perhaps sponsorship to develop

Lawn Bowl Section: 5 families registered, but section needs more members

1. Highlights
 - Lawn bowl pitch – the only grass pitch in whole Borneo
 - Historical heritage for Brunei
2. Lowlights
 - Section dying, too few players
 - Awareness sport event required to increase members and revive sports – discussion perhaps with Panaga School for Sports Teacher to organize awareness session



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MKR query: Is it something vital for us to promote? Could we use the space better to increase value?

CM comment: this is a historical piece with good opportunities (e.g.: company Away Days)

CDC suggestion: may require more volunteers, suggest to give a chance (e.g.: twice a week advertisement)

Swimming Section: 286 adults and children registered for group lessons

1. Highlights

- Pool water quality measurement are displayed on notice board

MKR suggestion: Can we use filtering system and monitor pH as well as Chlorine levels of the pool? To consider total dissolved solid measurements and look into when is the water emptied?

FAM will connect with MKR directly for further discussion and analysis.

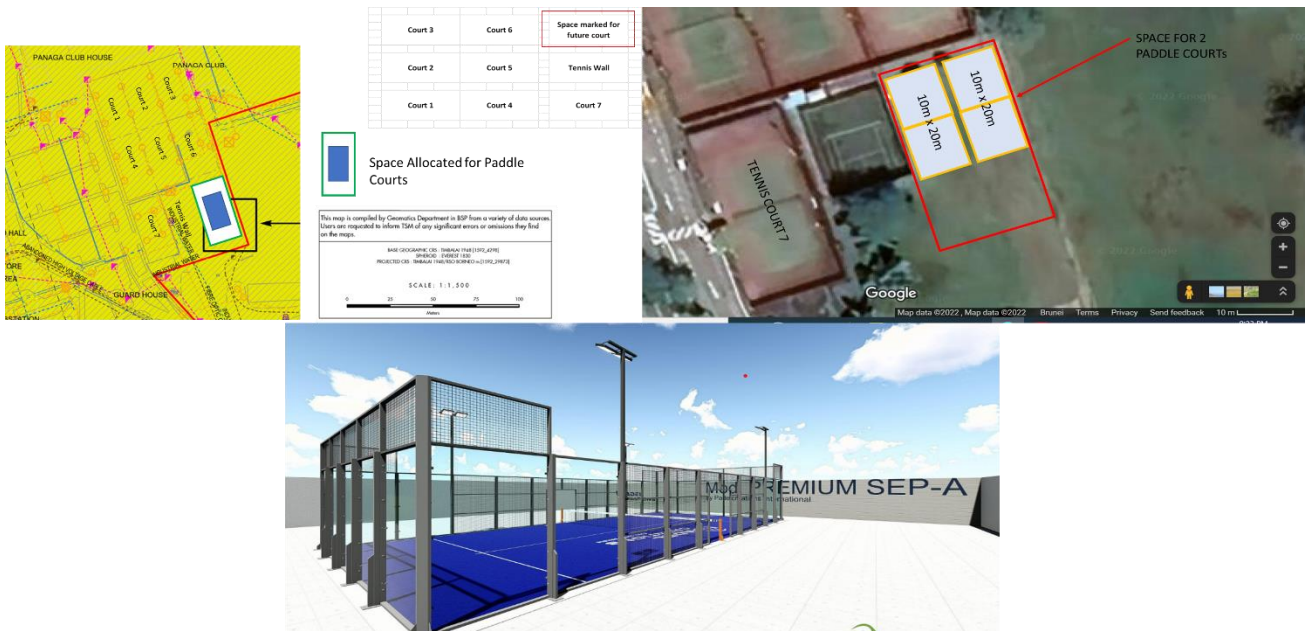
2. Lowlights

- None

Panaga 4WD Section: active group with frequent Jungle trips

PANAS Section: Triathlon recent event

SDC New Potential Project – 2 Paddle Tennis Courts



- Site preparation (tree cutting, levelling ground, ditch and gutter)
- Foundation: pouring a ring beam for the steel construction of the Padel court and the covering the playing surface with porous concrete or porous asphalt
- Wall and fences installation: walls are made of glass or metal mesh, fences of steel or chain link
- Lightings: poles with 2 LED lights per pole



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- Surface finishing: layer of acrylic or polyurethane paint to the court surface; artificial grass is then rolled out over the prepared base, ensuring that it is properly aligned and secured to the edges of the court
- Netting & post
- Provisional cost: ~B\$30,000 for 2 courts (excluding delivery costs, tax duties etc). – companies from Middle East and Spain provided similar quotes
- This is suitable for people who can't play tennis (similar to squash)
MKR suggestion: open survey to members on their opinions on how we can improve the Club – are we being relevant? We can also include potential new plans in the survey to find out the thoughts of current members – will our plans be supported? Can the new plans survive or will it die out?

#6: Marketing Updates by Peder

1. Club long-term plan and ambition
 - What is our ambition? What are we and what do we want to be?
 - Do we want to be the go-to recreational facility in the Belait area for all? Or do we want to focus our services mainly for BSJV and Garrison members as we are doing now?
 - If not, what is it? Who else can we attract?
 - What are the strategic plans and low hanging fruit to get there?
 - Proposal: crease a 3-5 year business plan and communicate the plan to existing members
MKR suggests to arrange 1 day to meet and talk about business plan proposal to rediscover Panaga Club, CP suggests for talk to be facilitated by MKR.
MKR also suggests to involve existing members (e.g.: from survey) and help them to help us with our plans.
CT is trying to come up with a financial model and capital sinking fund in the next few years. Open to suggestions on what we can do with the capital sinking fund.

2. Opening hours
 - Are our members aware of the current opening hours?
 - Are the opening hours consistent?
 - Proposal: discuss and harmonize opening hours for the Club's services and post the opening hours at the door as well as online such as below table:

FACILITIES	OPENING HOURS	REMARKS
Panaga Club	7:00 a.m. – 10:00 p.m.	Closes every Friday 12:00 p.m. – 2.00 p.m.
Panaga Club Offices	7:30 a.m. – 4.30 p.m.	
Gym	5:00 a.m. – 9:00 p.m.	
Swimming Pool	7:00 a.m. – 8:00 p.m. (M, W, F) 7:00 a.m. – 9:00 p.m. (T, T, S, S)	Previous opening hours from 6:00 a.m. Some people swim at 5:00 a.m.
MPH	8:00 a.m. – 10:00 p.m.	
Serikandi	7:30 a.m. – 9:00 a.m.	
Golf Halfway House	8:00 a.m. – 5:00 p.m.	Closed every Monday
Floradina Café	8:30 a.m. – 9:00 p.m.	
Santuari Restaurant	7:30 a.m. – 9:30 p.m.	
Golf Course	7:00 a.m. – 7:00 p.m.	From when can carts be rented?
Tennis Court	6:00 a.m. – 9:30 p.m.	Is it possible to book before 8:00?



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MCM recommended separating restaurants and activities timings, and harmonization of opening hours is good.

3. Becoming a destination – more reasons to come often and stay longer

How can we get our members to come to the club more often?

How can we convince them to stay longer and use more services?

How can we make the services we offer better?

What additional services could we offer?

What are the priorities?

i. Restaurant

- What do we think of the restaurants?
- What do our members think?
- What is good and what can be improved?
- How do we involve the restaurants and our members in this question?

ii. Panaga Club Kiosk (Information : Snacks : Merchandise)

- Why a kiosk?

The Kiosk would be placed in a central location for members to get information on the Club, purchase snacks, usable goods and club merchandise. Currently we propose to 'glassed in' area at the front of the Kenyalang Café.

- Merchandise ideas: Large Canvas beach bag with Panaga Club Logo on front pocket; Neoprene Can Cooler with Panaga Club Logo



- Phase #1: What items would be available at the kiosk and when?
The kiosk would be operated by Panaga Club staff during the hours of 7-10am and 3-6pm (weekdays) and hours TBC for weekends. Selling:
 - (1) Usable goods – sunscreen, lip shield, sunglasses, swim nappies, Panaga Club reusable bags
 - (2) Snacks – sodas, chips, chocolate bars, nuts, dried fruit, gluten/dairy free alternatives, ice creams, slushies
MCM consideration: to ensure not stealing / affecting revenue of existing caterers when selling snacks
 - (3) Merchandise – towels, bags (tote), goggles, swim cap, kick board, can cooler, lanyard, drink bottle, cap / bucket hat, sunglasses, rash guards (sizes?), KBBC flag, keychain, umbrella



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- Phase #1: What would it look like?

A central counter area with pegboard style backboards and shelving for displaying Club merchandise (and adding more items in Phase 2). Built-in cupboards for storage. The counter would have the capacity to house any snacks that require refrigeration, confectionary display and a slushie machine.



- Phase #2: What would we add to the kiosk in stage two?

We envisage adding more of a retail space into the kiosk. Incorporating items made both locally and surrounding Borneo, allowing expats to bring souvenirs home.

Local makers such as Borneo Candle Studio, KommuniHub Co, Kaimana Living, Studio Yellow House, Helping Hands Penan and more can be considered.

- Benefits of adding retail/locally made items

Panaga community love attending local handmade bazaars/markets. Not only would we be supporting local business, we would also provide a much needed retail outlet to the community, as gift shopping can be challenging. Why not bring it direct to the people?



- How does the Panaga Club and its members benefit from the expansion?

Members have a more direct line of communication to Panaga Club staff in a central location. Members have access to more food snacks and drinks. Members can make their regular gift purchasing through the club rather than needing to travel elsewhere. Profit from confectionary, club merchandise, and other wholesale items sourced from local vendors.

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Overall conclusion on Panaga Club Kiosk: MCM in favour of proposal, but will require further discussions. SDC also recommends adding a small bike station/workshop for cyclists to repair their bicycles.

- iii. Additional services: cooperation with massage parlour / hairdresser / nail salon
- Can we utilize unused space to attract members to stay longer by inviting local services to use that space?
 - What would interest our members during the day when member visitation is lower?
 - Example: hair salons, nail salons, massage parlours, other ideas?
MCM consideration: to focus on increasing revenue? Member appreciation? Spending more time at Panaga Club? How can we be more relevant? More information is required on service value proposition (of Panaga Club and overall in Brunei).
- iv. BMW Charging Station
- BMW have reached out to the club to discuss the possibility of placing an EV-charging station at the club.
 - While the current EV numbers are low, it does offer an excellent marketing opportunity for the clubs with BMW owners
 - It would be the only charger in the Belait area
 - It would be an opportunity for BMW owners passing through to visit the club and use its facilities whilst using the charging station
 - It enhances the Club's other work on sustainability
 - The charging station is proposed to be located at the two parking spots in front of Gate G
 - QAF will provide 2 wall box chargers (weatherproof) and technical support for the charging station
 - The club will need to pay for installation charges (quotation to be provided by QAF, to be installed by Shell / designated contractor) and electrical works to accommodate 3-phase plus (required for the EV chargers)

Overall conclusion on BMW Charging Station: no decision made as still awaiting more information as well as overall costs to consider on going forward with the proposal.

- v. Partnerships – sponsorships and advertising
- Who else can we partner with to help make Panaga Club a destination?
 - Hotels in Belait?
 - Premium brands like BMW, who would pay for exposure?
 - On what level does Panaga Club need to be on to have these conversations?

#7: Contracts Updates by Marten

- Floradina Extension Proposal
Request 2 years extension – they are keen to stay and improve business.
HFDC suggests limiting how many times they close for private events.



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#8: Events Updates by Fifie

- Hari Raya Celebration – 20th May



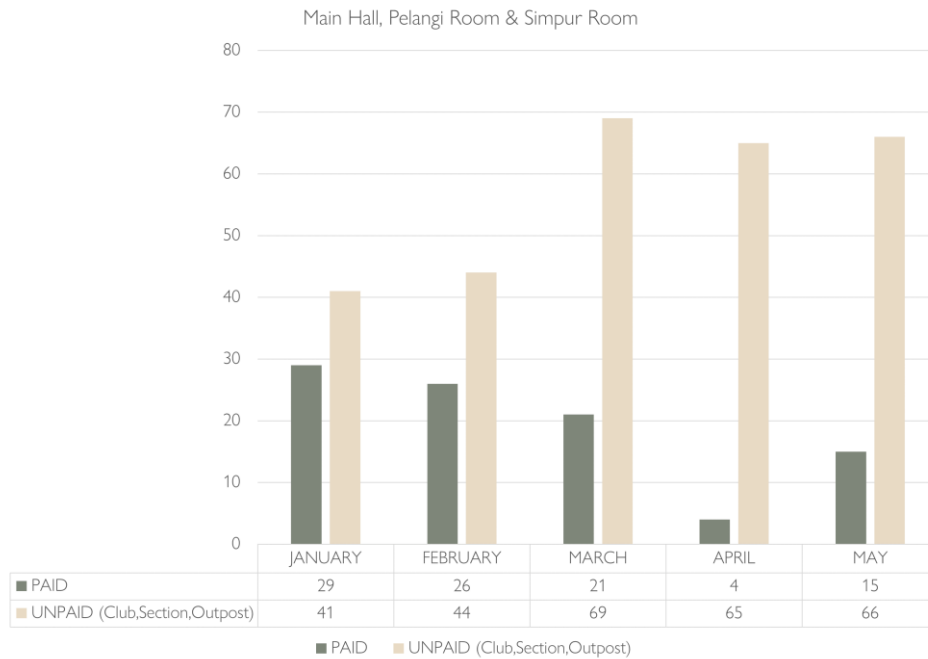
- Room Booking Marketing Promotion
Offering room/facilities for rental to companies (e.g.: BLNG, Adinin, Joffren Omar, Massutera, Mashor) for meetings, awayday or teambuilding.
- Upcoming Events
Summer Pop-Up Sale – 3 July
Library Book Group – 4 July
Tads Critical but Stable – 5 to 7 July
Summer Splash Bash – 8 July
Futsal Tournament – 8 July
Introduction to Panaga Divers – 20 July
Badminton Open Double – 23 July
- Events Budget

Event Date	Events name	Budget Estimate	Events Income	Events Expenses	Staff Appreciation Allowance (SECTION EVENT)	Staff Appreciation Allowance (CLUB EVENT)	Balance (Profit/Loss)
15 Jan 2023	Music Recital				60.00		- 60.00
5 Feb 2023	Chinese New Year Event	1,600.00	220.00	1,828.31		910.00	- 2,518.31
14 Feb 2023	Valentines Day-Candle Night Dinner	500.00	1,435.00	1,299.00			136.00
25 – 26 Feb 2023	Pool Weekend-2days	700.00	70.00	563.35		780.00	- 1,273.35
12 March 2023	BBQ by The Beach		170.00	36.60		180.00	- 46.60
7 May 2023	Panaga Club Open Day - Family Fun Day	500.00	1,891.00	2,949.57		3,088.86	- 4,147.43
20 May 2023	Hari Raya Event Collaboration with Egyptian Community	4,000.00	2,500.00	5,170.75	700.63	700.63	- 2,670.75
18 Jun 2023	Music Recital				150.00		- 150.00
24 – 25 Jun 2023	Pool Weekend-2days	700.00	5.00	739.23		965.00	- 1,709.23
			6,291.00	12,586.81	910.63	6,624.49	- 12,439.67



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- Room Booking Sales (May)



#9: AOB and around the table

CDC request to have MCM meetings as per scheduled, no cancellations unless necessary.

GC query on Golf Shop contract – when is it due to be renewed? CP, CM and GC will work on a timeframe together for the contract renewal.