



PANAGA CLUB

MCM MEETING MINUTES

Meeting Name:	MCM04/20	Time:	1030hrs – 1200hrs																																		
Date of Meeting:	Wednesday, 26 <sup>th</sup> August 2020	Location:	Pelanggi Hall																																		
<b>Meeting Objective</b>																																					
Discussion and raise issues to improve efficiency of the Club.																																					
<b>Attendees</b>																																					
<p><b>Present:</b></p> <table> <tr> <td>Sheldon Harrison</td> <td>CT, Club Treasurer</td> </tr> <tr> <td>Emma Dato Hj Jemat</td> <td>CM, Club Manager</td> </tr> <tr> <td>Geoffrey Sim</td> <td>OM, Operation Manager</td> </tr> <tr> <td>Nor Yap</td> <td>MSM, Member Services Manager</td> </tr> <tr> <td>Safrin Kamis</td> <td>MM, Maintenance Manager</td> </tr> <tr> <td>Robert Warmerdam</td> <td>VGC, Vice Golf Captain</td> </tr> <tr> <td>Wendy Thompson</td> <td>MSC, Music Chairperson</td> </tr> <tr> <td>Kipshogie</td> <td>PADC, Performing Arts Division Chair</td> </tr> <tr> <td>Eva Van Der Poel</td> <td>FBR, F&amp;B Representative</td> </tr> <tr> <td>Julia Wotton</td> <td>HFDC, Health Fitness Division Chair</td> </tr> <tr> <td>Ramon Van Dijk</td> <td>HMR, House Member Representative</td> </tr> <tr> <td>Gijs Holstege</td> <td>KBCC, KBBC Commodore</td> </tr> <tr> <td>Wijnand Hoitinga</td> <td>SCDC, Social Division Chair</td> </tr> <tr> <td>Javaria Said Adeel</td> <td>CDC, Culture Division Chair</td> </tr> <tr> <td>Marco Bonato</td> <td>SDC, Sports Division Chair</td> </tr> </table> <p><b>Apologies:</b></p> <table> <tr> <td>Emma Dato Hj Jemat</td> <td>CT, Club Treasurer</td> </tr> <tr> <td></td> <td>CM, Club Manager</td> </tr> </table>				Sheldon Harrison	CT, Club Treasurer	Emma Dato Hj Jemat	CM, Club Manager	Geoffrey Sim	OM, Operation Manager	Nor Yap	MSM, Member Services Manager	Safrin Kamis	MM, Maintenance Manager	Robert Warmerdam	VGC, Vice Golf Captain	Wendy Thompson	MSC, Music Chairperson	Kipshogie	PADC, Performing Arts Division Chair	Eva Van Der Poel	FBR, F&B Representative	Julia Wotton	HFDC, Health Fitness Division Chair	Ramon Van Dijk	HMR, House Member Representative	Gijs Holstege	KBCC, KBBC Commodore	Wijnand Hoitinga	SCDC, Social Division Chair	Javaria Said Adeel	CDC, Culture Division Chair	Marco Bonato	SDC, Sports Division Chair	Emma Dato Hj Jemat	CT, Club Treasurer		CM, Club Manager
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<b>Agenda, Notes, Discussion and Issues</b>																																					
<b>Topic</b>		<b>Discussion</b>																																			
1.	Welcoming Remarks	Meeting was chaired by Club Treasurer in the absence of Club President.																																			
2.	Previous Minutes	Minutes held on February, 2020 was reviewed and adopted.																																			
<b>Committee Updates</b>			<b>Action By</b>																																		
3.	<b>CLUB TREASURER</b>																																				
3.1.	New Division Chair	Welcome Wendy Thompson as the new PADC.	INFO																																		
3.2.	Restaurants	Outcome of all budgets for 2020 will be shared to the departments and	INFO																																		

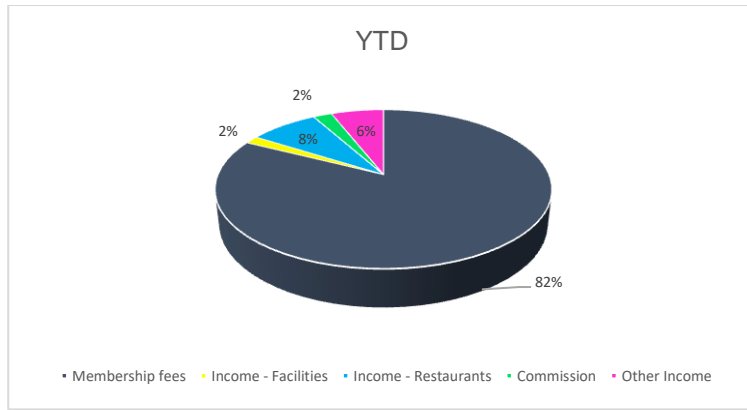


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		<p><b>Restaurant Rent</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Azul</th> <th>Serikandi</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>2,000</td><td>9,000</td></tr> <tr><td>Feb</td><td>2,000</td><td>9,000</td></tr> <tr><td>Mar</td><td>2,000</td><td>9,000</td></tr> <tr><td>Apr</td><td>800</td><td>4,500</td></tr> <tr><td>May</td><td>600</td><td>4,500</td></tr> <tr><td>Jun</td><td>800</td><td>4,500</td></tr> <tr><td>Jul</td><td>1,000</td><td>5,400</td></tr> </tbody> </table> <p><b>Restaurant Turnover</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Azul</th> <th>Serikandi</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>17,534</td><td>73,950</td></tr> <tr><td>Feb</td><td>10,579</td><td>71,620</td></tr> <tr><td>Mar</td><td>6,039</td><td>47,002</td></tr> <tr><td>Apr</td><td>5,239</td><td>28,510</td></tr> <tr><td>May</td><td>10,337</td><td>4,964</td></tr> <tr><td>Jun</td><td>16,779</td><td>16,083</td></tr> <tr><td>Jul</td><td>32,021</td><td>16,083</td></tr> </tbody> </table> <p><b>Restaurant Rent as a % of turnover</b></p> <table border="1"> <thead> <tr> <th>YTD</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Azul</td><td>12%</td></tr> <tr><td>Serikandi</td><td>17%</td></tr> </tbody> </table> <ol style="list-style-type: none"> <li>Rent up to 100% from mid-August</li> <li>Azul revenue has been high in August</li> <li>Priority is to install toilet at Azul</li> <li>Floor at Azul requires major repair</li> <li>Furniture/ambience at Azul requires investment</li> <li>Azul rent is low compared to Serikandi</li> </ol>	Month	Azul	Serikandi	Jan	2,000	9,000	Feb	2,000	9,000	Mar	2,000	9,000	Apr	800	4,500	May	600	4,500	Jun	800	4,500	Jul	1,000	5,400	Month	Azul	Serikandi	Jan	17,534	73,950	Feb	10,579	71,620	Mar	6,039	47,002	Apr	5,239	28,510	May	10,337	4,964	Jun	16,779	16,083	Jul	32,021	16,083	YTD	Percentage	Azul	12%	Serikandi	17%	
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3.4.	Revenue & Commercial Model	<table border="1"> <thead> <tr> <th></th> <th>Membershi p fees</th> <th>Facility rental</th> <th>Restaurant rent</th> <th>Restaurant commission</th> <th>Other Income</th> </tr> </thead> <tbody> <tr> <td>Income</td> <td>576,813</td> <td>11,020</td> <td>55,100</td> <td>14,966</td> <td>42,085</td> </tr> </tbody> </table>		Membershi p fees	Facility rental	Restaurant rent	Restaurant commission	Other Income	Income	576,813	11,020	55,100	14,966	42,085	INFO																																										
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- I. Model reflective of low oil price, constrained BSP budgets & diminishing expat numbers
- II. Panaga Club model is viable only if we maintain/increase membership numbers
- III. In total YTD, sections have made a small loss
- IV. Membership fees have decreased
- V. Club needs to ensure that we make a small margin on activities at Club ie. Coaching etc.

CT highlighted that membership is the largest revenue and vital for the Club to sustain.

Due to BSP Robust30, expenses will fall directly on the Club. From a commercial angle, all sections should break-even to avoid utilizing Club funds. The Club and sections should look into promotions and many others to attract more members.

3.5.	Standard contract (explanation of a circuit breaker)	<table border="0" style="width: 100%;"> <tr> <td>Total section revenue</td> <td style="text-align: right;">4,616</td> </tr> <tr> <td>Less base salary &amp; allowances</td> <td style="text-align: right;">(2,384)</td> </tr> <tr> <td>Residual section income (RSI)</td> <td style="text-align: right; border-top: 1px solid black;">2,232</td> </tr> <tr> <td>Maximum of 80% of RSI payable in lesson supplemental payments</td> <td style="text-align: right;">1,786</td> </tr> <tr> <td>Maximum payment to coaches</td> <td style="text-align: right;">4,170</td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td>Total Revenue</td> <td style="text-align: right;">4,616</td> </tr> <tr> <td>Coach payments</td> <td style="text-align: right; border-top: 1px solid black;">(4,170)</td> </tr> <tr> <td>Section profit</td> <td style="text-align: right;">446</td> </tr> <tr> <td>Section margin</td> <td style="text-align: right;">9.7%</td> </tr> </table> <ul style="list-style-type: none"> <li>- Implement a sustainable, fair, comparable, transparent and efficient model.</li> <li>- Coaches get a base salary and a payment for each lesson that they actually complete</li> <li>- Limit the risk the Club takes on for coach payments</li> <li>- Operate a similar profit model to our other operators i.e. restaurants</li> <li>- Remuneration bands agreed by the PC Staffing Sub-Committee</li> <li>- Benchmarked remuneration levels in the region (Singapore, Brunei and Malaysia)</li> <li>- Balance security of base remuneration but incentivize the</li> </ul>	Total section revenue	4,616	Less base salary & allowances	(2,384)	Residual section income (RSI)	2,232	Maximum of 80% of RSI payable in lesson supplemental payments	1,786	Maximum payment to coaches	4,170	 		Total Revenue	4,616	Coach payments	(4,170)	Section profit	446	Section margin	9.7%	INFO
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		<p>provision of lessons</p> <ul style="list-style-type: none"> <li>- Ensure remuneration is affordable to the Section and PC</li> <li>- Circuit breakers to ensure Sections make a small margin ensuring the Club is not liquidated by coach costs that are in excess of section income</li> <li>- This model is based to some extent on a PSC with cost recovery</li> </ul> <p>Expected to roll out by end of the year.</p>	
<b>4.</b>	<b>MAINTENANCE</b>		
4.1.	Soil erosion (Corrective)	<p>Issue: Near swimming pool causes pool planters to crack and break, leaving visible gaps in between the cemented floor and ground.</p> <p>Solution:</p> <ul style="list-style-type: none"> <li>• Quick fix – repair cracks at planter box</li> <li>• Short term (5yrs) – Sand filling and landscaping works</li> <li>• Long term fix (10yrs) – requesting advise from BSP-AEP team</li> </ul> <p>CT suggested to use Jungle grass instead of the current non-resilient Bermuda grass.</p>	INFO
4.2.	Pool changing room roof (Corrective)	<p>Issue: Parts of the wooden ceiling broken and supported by a pipe. Leaking roof creating molds and peeling wall paint – high maintenance.</p> <p>Purpose: The roof is installed to provide shade for kids from Panaga School.</p> <p>Solutions:</p> <ul style="list-style-type: none"> <li>• Quick fix – jetting and repainting walls once a month</li> <li>• Long term fix – removing structure and installing canvas roof for shade.</li> </ul> <p>VGC suggested for the floor to be rain proof or anti-slip.</p>	INFO
4.3	Rusty gutters (Corrective)	<p>Around main building:</p> <p>1<sup>st</sup> floor – Teratai balcony rusty and corroded. 2<sup>nd</sup> floor – Gutter falling, wooden ceiling rotten and hanging at the walkway to Poolside.</p> <p>Solutions:</p> <ul style="list-style-type: none"> <li>• E-chits raised to remove and replace gutter</li> </ul> <p>CT added that the gutter around the Club is badly corroded and requires replacement. It will take multiple weeks for the work to be completed. FBR suggests to avoid doing it during holiday season. CT advised for maintenance team to coordinate with FBR on scheduling the work.</p>	INFO
4.4	Golf Maintenance Building	<p>Structure deteriorating:</p> <ul style="list-style-type: none"> <li>- Blown roof</li> <li>- Punctured roof sheets</li> </ul>	INFO



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	(Corrective)	<ul style="list-style-type: none"> <li>- Damaged roofing sheets and accessories</li> <li>- Awning at washing bay</li> </ul> <p>Solution: Echit raised to repair and remove some of the items.</p>																			
4.5	Tree Branches	<p>Growing under MPH roof – will push open and damage the roof. Costly and takes time to fix.</p> <p>Solution:</p> <ul style="list-style-type: none"> <li>• E-chit have been raised</li> <li>• BSP-HSE/5 to approve</li> <li>• Use crane to hold branches when cutting</li> </ul>	INFO																		
4.6	Club Website	<p><i>Maintenance Newsletter</i> Reminded that maintenance is included in the newsletter and website to inform members of the works done by the team.</p> <p><i>Work Request Form</i> Available in the website for members, sections and departments to log in their request. This is created for the convenience of everyone and Maintenance team record keeping.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="2"><b>Total number overdue</b></td> </tr> <tr> <td>Priority 1</td> <td>1</td> </tr> <tr> <td>Priority 2</td> <td>1</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td colspan="2"><b>Total eWRF YTD</b></td> </tr> <tr> <td>Raised</td> <td>31</td> </tr> <tr> <td>Closed</td> <td>23</td> </tr> <tr> <td>Rejected</td> <td>1</td> </tr> <tr> <td>Open</td> <td>7</td> </tr> </table>	<b>Total number overdue</b>		Priority 1	1	Priority 2	1			<b>Total eWRF YTD</b>		Raised	31	Closed	23	Rejected	1	Open	7	INFO
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4.7.	Other areas	<p>CT added other areas that requires maintenance:</p> <ul style="list-style-type: none"> <li>- Security Hut (badly damaged roof to be shifted to boat shed)</li> <li>- Club fences</li> <li>- Tennis courts 6 and 7 flooring</li> <li>- Pool shade sail</li> </ul> <p>Also, to extend the Gym to include Spinning bicycles. FBR advised that Azul Beach Hut should have a better facility. Until the Club improves the plumbing facilities, Azul will only pay rental of \$2,000 instead of \$2,500 as per contract. The Club has been losing \$500 every month due to this.</p> <p>Next MCM to include improvements at Azul Beach Building:</p> <ul style="list-style-type: none"> <li>- Bigger kitchen</li> <li>- Remove toilet</li> <li>- Solutions for wind proof/ weather proof eg. plastic blinds</li> </ul>	INFO																		



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5. SPORTS DIVISION																																						
5.1	Swimming Section	<p>Private and Semi-private rates effective 1<sup>st</sup> September 2020:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Lesson Type</th> <th># of pax</th> <th>\$ per person</th> <th>Total \$</th> <th>Coach Payment</th> <th>Profit</th> <th>Profit per pax</th> </tr> </thead> <tbody> <tr> <td>Private 1</td> <td>1</td> <td>30.00</td> <td>30.00</td> <td>23.00</td> <td>7.00</td> <td>7.00</td> </tr> <tr> <td>Semi Private 2</td> <td>2</td> <td>19.00</td> <td>38.00</td> <td>23.00</td> <td>15.00</td> <td>7.50</td> </tr> <tr> <td>Semi Private 3</td> <td>3</td> <td>17.00</td> <td>51.00</td> <td>34.00</td> <td>17.00</td> <td>5.67</td> </tr> <tr> <td>Semi Private 4</td> <td>4</td> <td>15.00</td> <td>60.00</td> <td>44.00</td> <td>16.00</td> <td>4.00</td> </tr> </tbody> </table> <p>20% of the swimming fees is retained by the Club.</p>	Lesson Type	# of pax	\$ per person	Total \$	Coach Payment	Profit	Profit per pax	Private 1	1	30.00	30.00	23.00	7.00	7.00	Semi Private 2	2	19.00	38.00	23.00	15.00	7.50	Semi Private 3	3	17.00	51.00	34.00	17.00	5.67	Semi Private 4	4	15.00	60.00	44.00	16.00	4.00	INFO
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5.2.	Tennis Section -Fees -Coach	<p><u>Tennis Fees</u> Effective 1<sup>st</sup> August 2020:</p> <ul style="list-style-type: none"> <li>- Fees increase from \$30 to \$36.</li> <li>- To help in managing the cost of offering the lessons under current challenging circumstances</li> <li>- Remains our goal to offer best class Tennis facility and coaching for kids of all skill level.</li> </ul> <p>FBR concerned on the 20% increase when the kids have not enough time to take part in the group lessons. CT mentioned that group lessons have been limited to 8 students maximum instead of 10 pax per 45 minutes.</p> <p>It was suggested that Tennis can charge a nominal fee for occasional guests similar to other countries.</p> <p><u>Tennis Coach</u> Tennis Coach Domingo final year with the Club. The vacant position has been advertised and extended to Brunei Darussalam Tennis Committee (BDTC).</p>	INFO																																			
5.3.	Padang Non-member Fees	<p>It was highlighted to reduce the day pass fee for non-members who wishes to join padang activities. Without the non-members, the section will not be able to operate.</p> <p>Queries raised:</p> <ol style="list-style-type: none"> <li>1. Why the Club needs to attend to the requests of non-members when members are making payments for the Club to operate? The Club should make it more convenient for the members and not non-members.</li> <li>2. Why a section is kept when there's not many interested?</li> </ol> <p>One of the options is to offer a flat rate of \$19. MC will continue to discuss in the next meeting.</p>	MCM																																			



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<b>6. HEALTH AND FITNESS DIVISION</b>			
6.1.	Netball Non-member Fees	<p>CT mentioned that activities shouldn't disincentivize and compartmentalize – encouraging membership and discouraging membership by offering a different rate. It will be difficult for Finance team to process.</p> <p>However, it is accepted if the rate is a promotional offer to attract more members to join. HFDC agreed.</p>	INFO
<b>7. GOLF SECTION</b>			
7.1.	Golf Pro	<p>Paul Bryant is no longer providing his services as of 31<sup>st</sup> August 2020.</p> <p>SDC suggested to inquire Jao Javanil Chirapat, if she is certified and available for the position.</p>	VGC
7.2.	Golf Balls	<p>Safety issue on golf balls coming off from 18<sup>th</sup> hole to Serikandi diners.</p> <p>One option is to install Golf netting but previous MCM disagreed since it will disrupt the view of diners at Serikandi. Therefore, HMR suggested to change the course layout.</p> <p>VGC will discuss with the section.</p>	VGC
<b>8. SOCIAL DIVISION – previous minutes</b>			
8.1.	Storage Facility	<p>Requests for a storage facility on camp to be shared between sections.</p> <p>CP will liaise with IFM to provide a storage facility at the empty houses that is not used. It should be maintained by IFM but managed by a representative at the Club.</p>	CP
8.2.	Action Point	Will address the community leads and Members Services to fill in the online agenda with their plans.	SCDC
<b>9. KBBC</b>			
9.1.	Additional Support on Sundays	<p>Seeking for 2<sup>nd</sup> boatman to carry out rigging/ derigging/ skippering/ RIB/etc whilst 1<sup>st</sup> boatman to carry out wakeboarding/ banana rides etc.</p> <p>Commodore suggests for Golf staff, Md Ishak, to assist with activity. VGC will discuss with Golf section.</p> <p>The concern is whether the seasonality of the sports especially during monsoon season.</p>	VGC
9.2.	Golf Tractor	Request to use on Sundays to launch and retrieve RIB. Currently using Zailan's 4WD – unsafe operation.	INFO



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		VGC does not agree to use Golf Tractor.	
9.3.	Sunday Sailing and Sailing Camp	More interest to continue with the activity and will look into something sustainable with the section. Also, to collaborate with BDYA/RBYC where possible.	INFO
9.4.	Charging Mechanism	Changing the charging mechanism for KBBC dinghy section into a fixed monthly fee.  This can be discussed with CT.	INFO
10.	<b>MEMBERS SERVICES</b>		
10.1	Marketing	<p><u>Event/Marketing Coordinator</u> Appoint Shaeyna as the focal point for the Club/Sections to schedule and coordinate with any events. She has the skills for the role and attitude for the role. She was the focal point for Club summer activities for the year and it went successfully with the help of other staff.</p> <p>Shaeyna will be able to advertise all activities in the social media and create survey monkey questionnaires.</p> <p>No objection from MCM</p> <p><u>Panaga Club Events</u> To create mini monthly events such as egg hunts, star wars day, etc. Major events such as Club festivals and Open day.</p> <p>Club festivals is mainly for Club members. Open day focused in introducing each individual sections and open for the public to view. The reason for separating the events is so that every section gets to be visited.</p>	INFO
10.2.	Marketing Calendar	<p><u>September</u></p> <ul style="list-style-type: none"> <li>- Car boot sale in conjunction with International Charity Day. Rental will be donated.</li> <li>- Influencers to promote Day/Week passes especially during local school holidays to other districts.</li> <li>- More vendors activities eg. bubble blowers and big water slides.</li> </ul> <p><u>October</u></p> <ul style="list-style-type: none"> <li>- Pumpkin lantern trails where carved pumpkins from members will be placed along the back road for families to view.</li> </ul> <p><u>November</u></p> <ul style="list-style-type: none"> <li>- Club staff to prepare for a festival that suits the current situation.</li> </ul>	INFO
10.3.	Lotus Lounge	F&B will be operated by Azul since Serikandi is already covering Poolside, Pool Bar and Kenyalang. In addition, Azul's food is more suitable for the ambiance.	





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		<p>At the start, Chef Mari from Azul to start with artisan coffee and rustic bakes:</p> <ul style="list-style-type: none"> <li>- Non pressurized coffee: French presses, cold brews, pour overs.</li> <li>- Range of cakes and pastries</li> <li>- Azul to invite other bakers to sell their cakes and coffee pop ups by others while waiting for their coffee machine to arrive</li> </ul> <p>After 2 weeks, Chef Mari will invest on coffee machines, grinder and chiller. The Club will install wash basin, waterline and POS system.</p> <p>The lounge is open for members to read books, relax, focus group to study and hosts functions. Functions only once a week allowed. No sports attire allowed and no coveralls. This is to avoid sweat stains and bad odour on the fabric. Most areas around the Club are for kids and the lounge is a space only for adults.</p>	
<b>11.</b>	<b>OPERATIONS</b>		
11.1.	Room Changes	<p><u>Spinning Class</u> Requested by most members after Summer Series: Option 1 – To transfer maintenance room elsewhere and music room in arts and craft room (divided). Issue: Spinning classes will be noisy for gym goers. Solution: Add sound proofing</p> <p>Option 2 – MPH spectators area Issue: Noisy for players and spectators area no longer available</p> <p>MCM suggested for option 1 to have individual glass partition between spinning class and gym. For option 2, remove the AHU units at the top to make space for spinning. This will be discussed further in the next MCM.</p> <p><u>Bicycle Shop</u> Operated by start up local company from i-Usahawan for bicycle repair and maintenance. Possibly sell bicycle accessories.</p> <p>Option 1 – Furniture store.</p> <p>MCM disagreed since it is difficult to bring in bicycles through the turnstile.</p>	<b>OM</b>
11.2.	Room Rates	MCM agrees on the new rates except for Teratai (Lotus Lounge) raised to \$600 full day rate – only Silver and Gold rates.	<b>OM</b>
<b>Next Meeting</b>			
The meeting was closed at 1300hrs. The next Management Committee Meeting will be held on Wednesday, 16 <sup>th</sup> September, 2020 at 1030hrs. Any changes will be notified in advance.			