



ANNUAL GENERAL MEETING 2016

SICC's 53rd Annual General Meeting (AGM) was held on 30 September 2016 at the Island Grand Ballroom. A total of 132 principal members attended the AGM and the meeting began at 7:30pm when quorum was reached.

After the standing order of the meeting was read, Mr Henry Ling (H2213) enquired if the limit of three minutes meant that each member had three minutes for each question or three minutes for the whole night. President Alex Ooi clarified that it was three minutes each time a member raised a question.

PRESIDENT'S OPENING ADDRESS

The following is the transcript of the President's opening address at the AGM:

"Good evening, fellow members. Welcome to the Club's 53rd Annual General Meeting.

A year ago, in my acceptance address, I assured members that I would lead and gel the new committee and move the Club further forward, such as to resolve the land lease issues, finalise development plans and create good memories for the membership.

A major milestone was inking the Memorandum of Agreement between Club and Trustees and Club and Labour Movement on 29 April 2016. We now await Land Transport Authority's (LTA) Cross Island Line feasibility study, which is expected to complete in 2018, before our lease for Bukit location can be issued. At the same time, we are working on an agreement with National Parks (NParks) on the construction of the reservoir perimeter public park connector, in order to obtain the lease for Island Location.

In view of the Club commissioning a financial feasibility study, intended to provide insights on the various sustainability and operational scenarios for informed decision-making by members on redevelopment proposals, such proposals have to be delayed. The draft report is being studied and we will share the findings soon.

In fact, the Planning and Redevelopment Committee (PRC) and the General Committee (GC) have derived a revised concept Bukit Town Club (BTC) in order to incorporate tennis and squash. The relevant construction consultants have fine-tuned and arrived at up-to-date cost estimates as previous figures revealed were based on estimates as of Q4 2015. We will continue to

work diligently and bring the concept for membership approval, as we are aware of the end-2021 deadline and ill consequences of inaction.

As for golf redevelopment, upon checking with authorities, many issues likely to impact coherent decision-making arose, affecting which will be the best option we are to take. We seek your patience and understanding as the Golf Redevelopment Planning Committee (GRPC), chaired by Captain Andrew Lim, navigates and weighs the impact of these restrictions.

Being President has also been a learning, significant life experience for me, with attendant major challenges. With land lease issues now clear, we have to identify needs, both immediate and long term, and to fit needs and aspirations within our means via judicious use of reserves.

Further, as I learn of the inner-workings of the Club, there is a perceived need to contemplate on a possibly less costly yet more efficient governance structure. We are a 7,800 principal member strong golfing, sports and social club – indeed, non-political.

General Committees change every 2 years, with members compulsorily retiring for at least a term after being in office for 2 consecutive 2-year terms. Sub-committee members may even change yearly and not just from attrition. Decision-making process is very drawn out. Has and will this structure suit us and is management time and structure attuned more towards serving committees rather than members? Do let us know your thoughts in the early course of the year ahead.

We certainly must aim to be the club of choice for all wishing to join a golf and country club, protecting and enhancing our SICC membership value and, above all, to be a club that is a second home to seniors, families as well as the younger generation.

In conclusion, my thanks go to our Chairman, Deputy Chairman, General Committee, sub-committees and members for providing support and counsel over the past year.

Last but not least, let us also express our appreciation to the management for keeping our golf and sports facilities running well, our house in a good state, along with needed repairs to Bukit 19th Hole and Café, and a functional above par F&B service, with 2 new additions - Island Bar and BSP side outlet.



Management has also been working on rationalising and reducing operating expenses on matters within their purview.

Let us look forward to a constructive meeting ahead. Thank you."

MANAGEMENT'S REPORT BY THE GENERAL MANAGER (GM) DESMOND TAY

Bukit Land Lease

Having obtained the mandate from members at the Extraordinary General Meeting (EGM) on 27 April 2016, the Memorandum of Agreement between Club and Trustees and Club and Labour Movement were inked on 29 April 2016. The Club would await the results of the LTA's Cross Island Line feasibility study, which would be expected to be completed in 2018, before it could be issued its new lease.

Island Land Lease

The Club had been liaising with the Singapore Land Authority (SLA), Urban Redevelopment Authority (URA) and NParks recently and was recently advised to undertake the construction of the public access along the reservoir edge (located next to Holes 15 and 16 of New Course) by 2025. The Club's lease would be renewed once the agreement for the construction of this public access were signed between SICC and NParks. This would be expected to take another 9-12 months to finalise. The Club was made to understand that the premium of the Island lease would be set off against the premium of the land area occupied by the public access.

Redevelopment of Bukit Town Club (BTC)

As mentioned at the AGM last year and the Members' Dialogue on 2 August 2016, Club demographics and utilisation level of the facilities and services were reviewed to understand and anticipate usage patterns, in order to cater to a wider cross-section of our members. A design competition had been previously held for this purpose. In preparation for the development of the BTC, a proposed budget of \$654,741 was drawn up. As of September 2016, the Club had spent \$499,935.

The winning design from Park + Associates for the BTC was selected by an independent panel of external assessors and



endorsed by the then-PRC and GC. The newly appointed PRC then looked into the feedback received at the AGM and Members' Survey conducted in mid-2015. One of the key items looked into was re-incorporating the tennis and squash facilities, as the best and least expensive option. After months of working on various options, the PRC incorporated the changes to the tennis and squash facilities into the design.

The visuals and conceptual designs were still work in progress. After Members' approval at the EGM which would be held later this year, the final operational specifications would be further refined. Once the design was finalised, the estimated budget would be subjected to the approval of the Finance Committee, GC, Club Chairman and the general membership at the EGM.

Redevelopment of Golf Courses

The lease of Sime Course would not be extended beyond 2021, while the lease of Bukit Course would be renewed up to 2030. Beyond that, the future of the Bukit Course remained unknown. A golf course design competition was conducted and the Graham Marsh 27-Hole layout was selected as the design of choice for implementation on the New and Millennium courses. A professional golf course project consultant, Qualitas Project Control ("Qualitas") was appointed by the Club in December 2014 to assist the Club in implementing the GM-27-Hole design. On 6 October 2015, the GC reconstituted the PRC to continue with the planning of the redevelopment of the golf courses. However, after serious deliberation from April to June this year the GC formed the GRPC to oversee the redevelopment of the golf courses. The GRPC's main objective was to expedite the many streams of work that needed to be executed. The





GRPC comprised the Club Captain, Mr Andrew Lim (Chairman), Mr Goh Ho Wee, Mr Ross Tan, Mr KC Leong and Mr Edwin Lee.

The proposed budget for golf course redevelopment was \$640,700. As of September 2016, the Club had spent \$450,835. There were many uncertainties to be resolved. As it stood, the Club faced the following uncertainties with regard to its golf course redevelopment:

- The Club had yet to obtain its Island land lease;
- The impact of the Cross Island Tunnel on the Island (Old) Course would only be known in 2018;
- The PUB pipeline would impact 6 holes of the Island (Old) Course;
- The presence of the TOL land on Island (Old) Course (on number 16 Fairway);
- Graham Marsh's 27-hole conceptual design encroaches into the NPark's nature reserve (approximately 4.3 hectares) and was subject to NParks / URA / MND / AVA / MPA / NEA's approval; and
- The area was classified under Category 2 and a Biodiversity Impact Assessment would be required.

Island (Old) Course

In a letter dated 7 September 2016, PUB informed the Club that, it had no objection to the Club's proposed redevelopment of the Island (Old) Course according to Golfplan's design. However the Club would have to comply with 31 conditions, of which the key items were:

- The need for efficient water management and use of reservoir water;
- The need to preserve the water catchment areas in accordance with PUB guideline;
- Restoration of the land to the original soil based condition and the ground level was not to be raised above the original level;
- The land to be returned must be clear of all trees; and
- The land must be closed turf, with top soil dressing and established cow grass.

As a result of the restrictions imposed by PUB, the Committees would have to evaluate the redevelopment plans once again

and determine what would be the best approach for the redevelopment of the Golf Courses. The Management had written to PUB to obtain in-principle approval for the proposed redevelopment of the New/Millennium Courses into the 27-hole plan and presently await PUB's response to the Club.

Bukit Buggy Track and Staging Area

The tender exercise for a new 7km long buggy track on the Bukit Course had commenced recently, within the approved budget of \$2.1M. The key features of the project were:

- New 2.4m width concrete carpath with lay bys, drainage and kerbs alongside;
- Start from existing buggy staging area to Tee Box 1 to serve all 18 holes;
- Provide convenient access to all tee boxes (including Ladies' tees) and to all greens;
- New drainage and sump pumps to address waterlogging issues;
- New 10m link bridge at Hole 2 / Hole 3 to provide adequate safe space for public joggers and buggies; and
- Tender process commenced at the end of July 2016. Management targeted to award the tender by October 2016. Construction was expected to complete by April 2017.

Preparations were also underway to build the staging area for the Bukit Course buggies. Tender papers for that area were being prepared.

Bukit Course Upgrading and Improvement Works

While the Bukit Buggy Track was being constructed, there would be some improvement works being carried out to the Bukit Course concurrently. The improvement works would comprise the following:

(i) New Sime 15th Green

A new Sime 15th Green would be built to facilitate the swapping of Bukit 15th tee and fairway for the Sime 15th tee and fairway. This was in line with the Memorandum of Agreement executed with the Labour Movement.

(ii) Rebuilding Bukit 17th Green

Rebuilding the Bukit 17th Green to be larger, higher and closer to the water's edge would allow for better surface water





flow, better air circulation at or across the green surface and increase the challenge of playing the hole.

- (iii) Building the Bukit 17th Hole Creek
Building the 17th Hole creek would improve the water condition of the series of ponds leading down to the reservoir by oxygenating the water.
- (iv) Installation of PC Drainage
Installation of Passive Capillary (PC) Drainage system was expected to reduce incidence of disease and improve playability after heavy rainfall. The turfgrass growth would also be more uniform.
- (v) Installation of bunker linings on Bukit Course bunkers
Having a bunker lining installed on the Bukit course bunkers would greatly reduce the incidence of bunker face washouts, therefore reducing labour cost and improving efficiency of manpower usage.
- (vi) Returfing of Bukit Green Collars with Serangoon Grass
Replanting the collars with Serangoon grass would move the border between turf types well away from the greens while at the same time provide better lies of the golf ball.
- (vii) Returfing of Bukit Course Tees
Over time, weed infestation of the tee surfaces of Bukit course had become more prevalent. Uneven filling of divots had also caused them to lose their level appearance. Replanting the tees would give them a fresh start for the final 15 years of usage.
- (viii) Extension of Rain Shelters
Once Bukit course began operation with a full complement of buggies, it was foreseeable that there would be a greater need for shelter space at times of inclement weather. Constructing two new shelters adjacent to those known to have a high concentration of golfers seeking refuge at would be very beneficial.

The improvement works to Bukit Course were estimated to cost the Club below \$2M. Those improvement works were necessary to improve the health of the greens and general condition of the golf course.

CLUB'S FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR 2015 - 2016

Ever since the deficit hit a high of about \$10M in FY2011/2012, the Club had managed to bring it down to its current amount of about \$4M for the past four years. The operating deficit for FY2015/2016 was about \$4.3M, as compared to FY2014/2015's \$3.5M, mainly due to the decline of the income from operations (F&B and Golf) of about \$500,000. The haze situation during the first six months of the financial year (June – December 2015), with many outdoor events being cancelled or postponed, also contributed to this reduction in income. The poor economy also did not bode well for income in the F&B Banqueting area, with many corporate companies cutting down their budgets and spending on events.

Operating expenditure had been capped at \$50.4M as compared to \$50.1M from the previous year. The extra expenses were mainly due to staff payroll, which had increased by 1.5%.

Non-operating revenue was mainly from investment income, which had also suffered due to the declining economy, making a total of \$7.2M as compared to \$12.6M the previous year. The rate of return over the past financial year was only 1.8%.

Non-operating expenditure was capped at \$22.1M as compared to \$26.5M last year. The reduction was mainly due to prolonged lease depreciation of Island Clubhouse, which had been extended from 2021 to 2040. Expenses for depreciation costs had dropped from \$17.4M to \$13M.

Membership net income stood at about \$7.7M, compared to \$9.1M last year. This amount would continue to decline as it reflected junior conversion figures and the Club had stopped conversions since 2012. There would be no more junior conversions from 2017 onwards. The Club had also seen fewer transfers of membership in the year compared to the previous year.

Overall, the Club had a total comprehensive loss of about \$13.5M compared to \$6.6M the previous year, mainly due to a drop of nearly \$8M in investment income and a drop of about \$1.4M in Membership revenue. The operating deficit had increased by about \$800,000 over the last year.

GM gave a quick summary of the Statement of Financial Position that could be found on pages 52 and 53 of the Annual Report.

This concluded GM's Management Report and the Treasurer's Report.

After the presentation, Dr Chew Beng Keng (C0241) enquired whether there was any clause in the constitution limiting the GC's spending to a certain amount, before it had to be brought to the membership for approval. President replied that the GC could approve up to \$1M of operating expenditure. Projects costing between \$1M and \$3M would require the Club's Chairman's approval, and projects above \$3M would have to be presented and approved by the membership.





APPROVAL FOR AGENDA ITEMS

Item 1 - To adopt the Annual Report and the Approved Statement of Accounts and Balance Sheet for the FY 2015/2016

President sought approval for the adoption of the Annual Report and the Approved Statement of Accounts and Balance Sheet for the FY 2015/2016. Mr Michael Oliver (O0698) Proposed the motion and Mr Lau Loke Lim (L2515) Seconded it. Thereafter, President sought and received a majority in support of the adoption of the Annual Report and the Approved Statement of Accounts and Balance Sheet for the FY 2015/2016.

Item 2 - To approve the Minutes of the Annual General Meeting held on 25 September 2015

President sought approval for the Minutes of the Annual General Meeting held on 25 September 2015. Mr Sim Juay Cheow (S1183) Proposed the motion and Mr Yau Meng Fai (Y0233) Seconded it. Thereafter, President sought and received a majority in support for the approval of the Minutes of the Annual General Meeting held on 25 September 2015.

Item 3 - To approve the Minutes of the Extraordinary General Meeting held on 27 April 2016

President sought approval for the Minutes of the Extraordinary General Meeting held on 27 April 2016. Mr Paul Kwek (K1073) Proposed the motion and Mr Lim Choo Beng (L2688) Seconded it. Thereafter, President sought and received a majority in support for the approval for the Minutes of the Extraordinary General Meeting held on 27 April 2016.

Item 4 - Matters arising from the Annual General Meeting held on 25 September 2015 and the Extraordinary General Meeting held on 27 April 2016

President asked members to state any questions and matters arising from the Annual General Meeting held on 25 September 2015 and the Extraordinary General Meeting held on 27 April 2016. There were no matters raised at the meeting.

Item 5 - To appoint Deloitte & Touche LLP as the Auditors for the Club for FY 2016/2017

President sought approval for the appointment of Deloitte & Touche LLP as the Auditor for the Club for FY 2016/2017. Mr CS Lee (L1696) Proposed the motion and Mr Gupta Anshuman (G0002) Seconded it.

Mr Chris Lee (L2618) enquired on the annual fee paid to the auditors, to which GM replied that the annual audit fee in FY 2015/2016 was \$74,000.

Thereafter, President sought and received a majority in support for the appointment of Deloitte & Touche LLP as the Auditors for the Club for FY 2016/2017.

Item 6 - To review or discuss any matter of which seven (7) clear days' notice has been given to the General Manager

1st Letter from Dr Andrew Chew (C0608), Mr Lee Boon Hock, Mr Alkata, Mr Jimmy Chua and Mr Michael Aw

GM shared that Dr Andrew Chew asked about the market value of a SICC membership as compared to other Clubs in Singapore. GM shared that Dr Andrew Chew opined that the Club, with major redevelopment projects in the pipeline, should hold a Club-wide referendum to decide on the projects, rather than leave the decisions to the small number of members who attended the AGM. GM shared that Dr Andrew Chew expressed his concern on the Club's ability to see the BTC project through, when the Club was unable to manage its operations well, for example the quality of the F&B offerings could not match up to those in other clubs. GM shared that Dr Andrew Chew wished to know if there were alternatives to the BTC project, and whether the BTC should be built, considering the huge expenditure from extending the land lease at the Island location and the golf course redevelopment.

Mr CS Lee (L1696) requested that, in the interest of time, the 1st letter was addressed together with the last letter at the end since they hinged on similar topics. President replied that it is better each letter be addressed one at a time. Mr Yau Meng Fai (Y0233) concurred.

Dr Andrew Chew applauded the business feasibility study as it would help members make informed decisions regarding the Club's redevelopment plans. He asked the report be circulated to the membership once it had been finalised, to which President assured it would be done. Dr Andrew Chew highlighted that SICC's vision statement stated that it was a golf club first and a country club second, and questioned the need for the BTC. He added that the results of the business feasibility study confirmed that building the BTC, paying for the lease extension and redeveloping the golf courses would deplete the Club's reserves, reduce investment income and increase the operating deficit.



President asked Dr Andrew Chew how he had access to the draft results of the study which are still not adopted by the GC but he declined to answer.

Dr Andrew Chew opined that the BTC was a major expenditure project and proposed that at least 75% of the membership must agree to it. Mr Lai Chong Meng (L1896) asked President if the GC would call for a referendum, to which President replied that the GC would review all suggestions from members. President assured that the GC would share the results of the financial feasibility report once it was finalised, and that the redevelopment projects would be presented to the membership for approval.

Mr Low Siew Aik (L2366) shared that a referendum was not required for the redevelopment plans. He was in favour of the BTC as it would cater to at least 65% of the membership who were non-golfers. He also reasoned that not all members visited the Island location and that the Club should not give the Bukit location up totally. President reiterated that the GC and Management still had to review financial viability after the financial results of the study is obtained.

Mr Henry Ling (L2205) enquired if there was a provision in the Club's Constitution for a referendum. GM replied that under the current rules, there was no such provision for a referendum.

Mr Arul Chandran (C0019) stated that SICC was the only club that conducted voting over a few days, whereas other clubs conducted their voting over a night at the most. He opined that if the Club were to provide for a referendum in major decisions in future, it had to make voting compulsory to be effective.

Dr Chew BK (C0241) asked if the GC had already made the decision to go ahead with the BTC project without asking the members. President assured him that the GC would seek members' approval for the project and had reiterated that stand on many occasions. President stated the current GC took over this project from the previous GC and would still be able to change plans along the way, if need be.

Mrs Susan Loh (L2489) enquired if there was a provision in the

Constitution for a petition for an EGM or petition to request for a referendum. President replied that an EGM could be called for if there was a petition from 300 members. President shared that the mechanism for a referendum had its complexity and the overall system had to be re-examined so as not to stifle decision making.

Mr Ling recalled at the Members' Dialogue on 2 August 2016 that while the GC supported the BTC project, it seemed that the Golf Redevelopment plans were not a GC decision then. He asked if the golf redevelopment plans presented that evening of the AGM was a GC decision, to which President confirmed it. President added that the golf redevelopment presentation at the Members' Dialogue was primarily to keep members informed and get feedback.

Dr Andrew Chew requested the GC to renegotiate with the Labour Movement to swap the freehold land at the Bukit location for another at the Island location. He reasoned that the freehold land might be taken away by the government if necessary and it would be better to consolidate developments at the Island location. He also suggested for the Club to do A&A works instead of building the BTC. President replied that the land lease issue was complex and not a mere land swap. Nonetheless, President stated that the GC would take Dr Andrew Chew's feedback on A&A works into consideration.

2nd Letter from Mr John Yeow (Y0160)

Mr Yeow shared that some members felt that that the monthly *Islander* magazine carried little content of interest to the majority of the membership, contained large glossy photos and many advertisements, and was rather ostentatious for a Club publication. He suggested that the Club could save costs by doing a bi-monthly or quarterly magazine, avail the magazine online to reduce hardcopies or publish a newsletter instead. He also suggested compensating members for choosing not to receive the hardcopy magazine as all members pay the same subscription fee. Mr Yeow requested for a breakdown of the annual costs in producing *Islander*.

GM updated that in FY2015/2016, *Islander* generated advertising revenue of \$113,886, and incurred a total of \$337,201 in





printing, postage, lettershopping, staff related and photography expenses. He explained that the advertisements in the magazine cater to the general interest of the membership and helped to defray the magazine's production costs. GM also indicated that a bi-monthly publication might reduce the printing costs but at the same time the advertising revenue would decrease too. He added that the *Islander* remained a comprehensive and important source of information for Club Members and reciprocal clubs where readers were informed of key news, Club activities and ongoing promotions at the Club.

GM shared that the e-*Islander* has been available online since 2014 to allow members ease of access at their convenience, but only 7% of the Principal members' base of 7,856 opted out of hardcopy subscription thus far. He suggested that the Club could implement an opt-in option for the hardcopy *Islander*, giving members until February 2017 to indicate their interest.

GM briefed the meeting on the upcoming Integrated Club Management System (ICMS), which would cut down manual processes, improve productivity, reduce paper print-outs and save costs by featuring e-statements, online reservations and events calendars.

GM added that the Member and Public Relations Committee (MPRC) and Management would review and improve the current marketing platforms to enhance communications.

Mr Yau asked for the committee member in charge of the *Islander*, to which President replied it was him who headed the MPRC. Mr Yau felt that the President, instead of the GM should respond to the letter. President replied that GM had already consulted the GC in the response.

Dr Andrew Chew applauded the implementation of the ICMS and asked the Club to explore mobile applications (apps) to make golf and facility bookings. He proposed a free mobile golf app called Hole 19 and asked if this could be integrated with the Central Handicapping System (CHA).



3rd letter from Mr Patrick Chia (C1599)

Mr Chia suggested setting up a dedicated website for the proposed BTC, containing the proposed architectural drawings, layouts, costs, and comments and suggestions from members. He cited the American Club's dedicated, comprehensive microsite on their A&A works which shows detailed progress of the renovations. He asked that the architectural drawings and layout (on a 1:50 scale) be on display for a period of 2 weeks at the foyer of the Bukit Theatre, together with costings, for all members to view and give feedback. He asked that the representatives from the architectural firm (Park + Associates) and SICC Projects department be present to answer members' queries.

Mr Chia felt that after members provide their feedback, Park + Associates would have to rework the design of the BTC. He added that the Members' Survey was implemented after the design competition, and members' feedback had not been included in the BTC design. Mr Chia felt that the BTC need not have so many restaurants and facilities.

President informed that the winning BTC design was based on the guidelines set out by the previous committee. The BTC design was enhanced with the input from the professionally conducted Members' Survey, and data from the Club's demography and Club utilisation rates. President reiterated that it might be difficult to cater to everyone's opinion, and the GC was doing its best to cater to most members' needs. He explained that the final conceptual design, taking into account the findings from the business feasibility study would be presented to the membership via the available communications platforms.

4th letter from Mr John Yeow (Y0160)

Mr Yeow pointed out that GM Desmond Tay, as the Director of Finance in a previous AGM informed members that the operating deficit was more than \$10M and that the Club could possibly be bankrupt in 10 years. Mr Yeow asked GM to share the steps taken to reduce the deficit and to minimise wastage.

GM clarified he was not the then-Director of Finance (DOF) who had left shortly after the 2012 AGM. GM shared that then-Club Chairman James Koh had directed him, as the new DOF to reduce the deficit the following year. He shared that the Management had brought the deficit down to \$4M in 2013 and managed it around that level since then.

GM outlined the wastage control initiatives taken over the last four years:

1. Staff costs had decreased as the Club reviewed and reduced the headcount from 687 in 2011/12 to about 580 currently.



The current level of headcount was required to provide service to the members without compromising on quality.

2. The Club had reduced utilities expenses by more efficient usage and negotiation for lower rates.
3. The Club had streamlined finance processes to have better internal control, where Finance had tightened the cost control process and all purchases had to go through the RFQ or tender process. The Club reviewed all purchases to determine that they fulfill key requirements and need for cost efficiency.
4. All expenses on internal club events had been controlled to prevent unnecessary spending and abuse.

GM also shared the upcoming wastage control initiatives:

1. The ICMS was a fully integrated and flexible system which could cut down on multiple manual processes and in turn improve productivity. It had a Member's Portal with features comprising e-statements, online reservations, events calendars and more to reduce paper printouts and to provide more services to our members with shorter turnaround time.
2. Optimise sub-committees' structure because with more sub-committees, there were more events organised which translated to higher operating costs and expenses. Sub-committee members tended to make popular business and operating decisions, which impacted the Club's financials adversely.
3. Reduce disposal cost through recycling program.
4. Review the programs for all underutilised facilities to make them attractive to draw patronage.
5. Promote more interesting Club events to entice members.
6. Review issuance of *Islander* on a bi-monthly basis and encourage more use of e-*Islander*. This would help to reduce printing, postage and mailing costs.

Both Mr Yeow and Dr Chew BK congratulated the Management for the good efforts. Dr Chew BK opined that the number of sub-committees were a GC decision and beyond the GM's authority. He shared that while going digital was the way forward, not all members were computer literate and the Club might have difficulty convincing all members to participate. Dr Chew BK asked that the GC stayed on top of the Club's expenditure. President stated that the GC was indeed aware and since GM came on board, the deficit had been greatly reduced.

Dr Andrew Chew agreed and said that GM and Management should be applauded for the good efforts.

5th letter from Mr Michael Aw (A0038)

Mr Aw requested for the Key Performance Indicators (KPIs) for the departments in terms of performance measured against budget, revenue and key milestones be shared with the membership and published in the Annual Report.

He expressed his concern over the high turnover of staff where they ensured continuity as committees come in and out each year. He asked if there was a reward system to recognise good performing staff and retain talent.

GM shared that KPIs are set for Managers and above and their performance was weighed against these KPIs. He shared that these KPIs were both qualitative and quantitative in nature, and comprised key items such as financial management, compliance, service culture and resource management. He informed that KPIs were measured on a yearly basis, and bonuses were then paid out based on the performance. He added that staff performance was within the purview of the Management and General Committee, and not shared with the membership.

Mr Aw clarified that he was looking at KPIs by department as a whole, for example Golf – for example the conditions of the greens, operational costs and service excellence. He added that the Club should focus on some key areas for major departments and this should be shared with membership.

GM replied that these areas were set in individual staff's KPI, and Heads of Department were responsible for their department's overall spending and performance. President added that the Club should trust the Management to run the Club professionally and that the GC was also involved in reviewing any shortfalls.

6th letter from Mr Lai Chong Meng (L1896)

Mr Lai viewed that the Club's decision to retain the Island location instead of the Bukit location was flawed as the former had a higher probability of being acquired by the government. He also felt that post-2040, the land lease at the Bukit location had a higher chance of being renewed. Mr Lai wanted to put this proposal to vote.

President stated that members had given their mandate at the EGM on 27 April 2016 to proceed to enter into the Memorandum of Agreement (MOA). President reiterated that





the MOA, which governed the configuration of the Bukit and Sime Courses and the sharing of ancillary golfing facilities at the Bukit Location, had already been signed with the Labour Movement. He added that the Ministry of Law had been served with a copy of the MOA and the Club was in no position to reverse this decision. As such, President announced that the contents of this letter was therefore academic and no motion could be put to vote as it would be irregular.

QUESTION AND ANSWER SESSION

Mr Yau Meng Fai referred to the Treasurer's Report with regards to investment income, which stated a decrease of \$5.74M in the past year, due to bad market conditions. Mr Yau's questions were:

- What were the returns on our club funds managed by the two fund managers?
- What were the commission charges paid to the fund manager?

Mr Yau then referred to Note 7 under the heading of "Investment" on Page 74 of the Annual Report, specifically to sub-note 2. He asked why our equity fund managers were holding such large amounts of cash.

1st Vice President Amberly Woo stated that this question pertaining to the financials should have been raised earlier and not after the Annual Report and Financial Statements had already been adopted. President asked Mr Yau to write in to the Management for clarification.

Mr Paul Kwek (K1073) enquired as to why and how the Golf Redevelopment Planning Committee (GRPC) was formed. President, with the agreement from the GC, presented the sequence of events leading up to the formation of GRPC. He shared that when the current GC took office a year ago, there were two sub-committees within the Planning and Redevelopment Committee - one to oversee the BTC project and the other to work on Golf Redevelopment. He added that Captain and a few other members of the GC had then put up

a resolution, proposing to form the GRPC to oversee the Golf Redevelopment and address all the issues that come with it. President shared that Captain had already presented his plans and ideas for Golf Redevelopment at the Members' Dialogue on 2 August 2016. He added that these plans were to keep members informed and were not finalised. President stated that the PRC prior to GPRC taking over, was working on for the 27-hole course and A&A works on Island Course.

Captain shared that the GRPC was formed mainly to focus on Golf Redevelopment. He opined that the PRC previously was handling both golf and the BTC project and the progress for golf redevelopment was quite slow. He added that the PRC comprised mainly of architects focusing on buildings and a separate and more focused committee should be formed to deal with Golf Redevelopment.

GC member Goh Ho Wee who sat on both committees (PRC and GRPC) commented that after being in PRC, he felt that the meetings were too long with too many members and a lot of issues were not being dealt with. Mr Goh suggested having two separate committees to handle the BTC and golf redevelopment respectively. He added that the Club Captain should handle everything golf in SICC and thus chair the GRPC. Mr Rayson Hazra (H1083) stated that under the previous PRC structure, there were the two working groups as outlined above and he felt there was no need to carve out a separate group for golf. He suggested that golf and BTC topics could be discussed at separate meetings. He opined that should there be meetings specifically on BTC and golf, only the committee members involved in those sections need attend the meeting. Secondly, Mr Hazra asked for clarification as to Captain's attendance at PRC meetings. President confirmed the attendance records in the Annual Report were accurate.

Mr Sylvester Heng (H341) shared that other clubs like Tanah Merah Country Club (TMCC) and Sentosa Golf Club (SGC) had overtaken us in terms of membership value, events and activities. Mr Heng asked for everyone to ponder what the Club had not done right.

President shared that the GC was equally concerned about this matter. President stated that the priority was to upgrade the golf courses, while managing the operations with the eventual loss of golf courses, rather than competing with other clubs. Captain felt that the Club should develop and upgrade the golf courses to match or at least rival the best in Singapore. Mr Heng agreed with Captain and felt that the Club should set plans in motion to redevelop the golf courses.

Mr Henry Ling said that he was heartened to hear that the GC is speaking in one voice.

Thereafter, President thanked everyone for their participation and the meeting ended at 10:20pm.