



Town Hall Meeting Summary

Saturday, 31 May 2025

Dewan Tan Sri Hamzah, Kiara

Agenda

1. Presidential address
2. Land lease update
3. 1st Quarter financial report
4. Revenue optimisation initiatives
5. Organisational challenges
6. Financial challenges
7. Review of subscription
8. Open Q&A session

President's Opening Remarks

- The Town Hall is intended to:
 - Share financial performance (up to 31 March 2025).
 - Review GC performance and assigned responsibilities.
 - Present updates and get member feedback.

1. Review of General Committee (GC) Performance

- GC members assigned KPIs based on their portfolios
- GC to self-assess performance and identify areas for improvement

A. Land Lease Renewal

- Committee led by President and Mr. Ranjit.
- Two areas: Kiara & Dataran leases
- **Kiara Lease:**
 - DBKL approved 30-year extension
 - In negotiation phase for annual rentals
 - Financials submitted to support non-profit status
 - Brief conversation held with Mayor at Croation National event; follow-up meeting planned
- **Dataran Lease:**
 - Still pending; updates to be shared by GC Ramesh

B. Financial & Governance (GC Selva)

- Budget & monthly reporting completed
- Financial framework and presentations improved

- Management KPI tracking in progress (Organisational structure review with GC Pushpa)
- Financial integrity enforced
- Pricing adjustments (excluding membership fees) under review
- Other club service/product pricing under review (to finalise within a month)

C. Cost Optimisation (GC, Mr. Selva)

- Multiple proposals submitted and adopted
- Process is ongoing and will continue throughout the year

D. Sports (GC, Mr. Sivam)

- Monthly sports committee meetings ongoing
- GC to evaluate sports activity performance via upcoming member survey
- Sports Chairman now responsible for recommending sporting events with proper P&L justification
- Need improvement in evaluating sports-related P&L

E. Commercial & Partnerships (GC, Mr Ramesh N P Chandran)

- Tender invitation and process under review for improvement
- Tracking of sales, revenue, and commissions ongoing
- KPI and policy development in progress
- Mid-year review of outlet performance scheduled for June via member survey
- Contract reviews & negotiations (e.g. breweries) underway

F. Kiara Clubhouse (VP, Mr. Ranjit)

- Focus areas include security, kitchen operations, maintenance, and member welfare.
- Monitoring kitchen operations and exploring improvement options
- Efforts are underway to train 20 staff in CPR and emergency response.

G. Dataran Clubhouse (GC, Mr. Thinakumar)

- Similar responsibilities as Kiara (excluding kitchen)
- Support for first aid certification programme

H. HR & Manpower (GC, Ms. Pushpa)

- Ongoing CA (Collective Agreement) negotiations with executive union (pending since 2018)
- Staff KPIs being reviewed and aligned with new CA terms
- Staff training and upskilling in hospitality sector initiated
- Staffing cost optimisation handled as separate KPI due to its large financial impact

I. Membership (GC, Mr. Harcharan Singh)

- Targeting net increase in membership numbers
 - Positive trend since 2022; prior years showed steady decline
- Membership package review completed
- Streamlining of membership transfer/sub-sale process in progress
- Exploring pathway for Sports and Privileged Members to transition into Ordinary Membership

J. Events & ESG (GC, Mr. Daniel Tan)

- Promoting Environmental, Social & Governance (ESG) initiatives as a new effort
- All events to date have shown positive returns
- Assisted by other members in event management

Conclusion

- Recognition of achievements and identification of areas for improvement
- Commitment to continuous review and transparency
- Directive given to management to align with GC's focus and commitments
- **Half-Yearly Staff Performance Review** - President reminded that all staff must complete their half-yearly performance review by end of June.

Purpose:

- To acknowledge areas where staff have performed well and encourage further improvements.
- To identify areas where staff have not performed or strayed from set directions and provide corrective guidance.
- Emphasized the importance of this review instead of waiting until year-end.

Club Lease Updates – Presented by GC, Mr. Ramesh

a. Kiara Lease

- Lease agreement signed with DBKL on 16 June 1996.
- Lease expiry: End of November 2025 (first term).
- Club has option to renew for another 30 years (Clause 6.1) and a second renewal after that.
- Current lease payment: RM100 per year as annual rent (following a one-time premium of RM616,942 previously paid).
- DBKL acknowledged renewal request but proposed a new annual lease of RM4.4 million.
- Club's position:
 - Bound strictly by the lease agreement.
 - No provision in the agreement allows DBKL to charge an annual lease premium.
 - Several clauses (e.g., 2.4, 3.12) support the Club's position that only a nominal rent is applicable.
- Club has responded officially on 21 May 2025; DBKL acknowledged receipt and is reviewing.
- Club is prepared for all outcomes, including legal action if necessary.

b. Dataran Lease

- Club owns the land, but lease renewal is due in 2026.
- Based on records:
 - In 2016, DBKL proposed RM24 million premium for renewal.
 - After appeal and heritage status, premium reduced to RM12 million.
 - Proposal rejected by members during EGM on 24 June 2018 (approx. RM2,400–RM2,500 per member).

- Fresh application submitted in 2022.
- DBKL advised to revisit discussions in 2026.
- Club will continue monitoring and following up.

Financial Report – Presented by Finance Chairman Mr. Selva

- Three financial documents shared:
 1. Quarterly financial report
 2. Nine-month management accounts
 3. Balance sheet
- Reports circulated via WhatsApp and printed copies available.
- Questions from members to be addressed at the end of the session
- This is the first quarterly report prepared in years – work in progress.
- Preparation involved reconciliation of figures due to lack of prior quarterly practice.
- Acknowledged minor issues but emphasized it as a positive initiative.

a) Quarterly financial report- Key Financial Highlights:

- **Revenue from members:** Increased slightly by RM24,000 from previous quarter – stable trend.
- **F&B revenue:** Dropped by 4%.
- **Cost of sales:** Increased by 6%.
- **Brewery incentives:** Decline due to paper adjustment based on MOQ (minimum order quantity), not actual revenue loss.
- **Membership Revenue:** Consistent; payment timing affects reported figures.
- **Gross Profit (GP):** Marginal drop due to payment timing differences.
- **Slot Machine:** Stable performance.
- **Rental Income:** Slight increase.
- **Sales Commission (Caterers):** Increased by nearly 20%.
- **Bank Interest:** Significant drop (~RM338K) due to prior year skewed allocation; affects surplus/expenditure comparisons.
- **Admin Expenses:** Increased by RM94K.
- **Salaries & Wages:** Decreased by RM92K, offsetting admin rise.
- **Repairs & Maintenance:** Dropped by RM40K.
- **Sports Section Financial Aid:** Annual subsidy disbursed.
- **Operating Expenditure (OPEX):** Overall drop of RM500K, mainly from lower bank interest and F&B sales.

b) 9-Month Financial Overview

- **Revenue from Members:** Increased by 5% due to growth in new members.
- **F&B Gross Margin:** Improved by 10% (~RM200K) due to better cost management and delivery incentives.
- **Slot Machine:** Increased by RM18K.
- **Rental Income:** Maintained at similar level.
- **Outlet Contributions (Concessionaires):** Increased by RM72K (~10-12%).
- **Bank Interest:** Reconciled over 9 months; now consistent with prior year.
- **Total Revenue Increase:** Up by RM500K.
- **Deficit Reduction:** From RM1.39M to RM697K (cut by half).

- **Admin Expenses:** Marginal increase.
- **Entertainment:** Reduced by RM57K.
- **Salaries:** Increased due to new CA signed in Oct 2024.
- **Utilities & Maintenance:** Slight decrease.
- **Total Expenses Reduction:** RM230K.
- **OPEX Change:** From -RM407K last year to +RM352K this year – improvement of RM759K.

c) Balance Sheet Snapshot

- **Fixed Assets:** Work in progress; being reconciled.
- **Cash Position:** Snapshot timing affects reported numbers; cash receipts not fully recognised yet.
- **Sinking Fund:** RM4.835M (from RM10 monthly fee).
- **Members Deposit:** RM13.773M.
- **Gratuity Fund (FD):** RM680K (in fixed deposit).
- **Operating Balance:** RM546K – reflects operational earnings.
- **Accounts Payable:** Legacy reconciliation ongoing by Finance Committee.

Operational and Revenue Initiatives (Presented by GC, Mr. Ramesh)

- a) **Outlets & Member Engagement:**
 - Monthly themed events (Tamil, Punjabi) at Dataran to attract members.
 - Promotions and event nights (e.g., Croatian Night) to increase patronage.
- b) **External Events:**
 - Hosting embassy/society functions to enhance club profile and revenue.
- c) **New Chinese Restaurant:**
 - Target opening: 1 July 2025.
 - Will allow earlier opening of Cocktail Lounge (including Sunday service).
- d) **Function Room Pricing:**
 - Revision in progress to align with current market standards.

Potential Income Generation Initiatives

- a) **Catering:**
 - RSC may explore running its own catering service.
 - Identified as a promising income stream.
- e) **Slot Machine Relocation:**
 - Slot machine operations to move from Dataran to Taman Tun.
 - Approvals received; expected move by **October – December 2025**.
 - Will free up Dataran premises for other income-generating activities.

Operational Challenges & HR Cost Management

Presented by Ms. Pushpa

1. Q1 2025 vs Q1 2024 HR Comparison

- **Headcount Reduction:**
 - Full-time: reduced from 97 to 92 (↓5%).
 - Outsourced: reduced from 42 to 36 (↓14%).

- **HR Cost Reduction:**
 - 2024: RM1.956 million.
 - 2025: RM1.863 million.
 - **Total savings: RM92,000** in Q1 2025.
- 2. As of May 2025 Headcount Snapshot:**
 - Full-time: 91
 - Outsource: 34
 - Part-timer: 9
 - Security (Others): 15
 - Executive/Non-executive: 54
- 3. Cost Reduction Strategies:**
 - Internal promotions/multitasking for vacant positions.
 - Tight overtime control (especially unproductive hours).
 - Gradual reduction of outsourced manpower.
 - Engagement of part-timers/students (RM8/hour) for peak hours.
- 4. Service Level Improvements:**
 - Assigned **Person-in-Charge (PIC)** for each F&B outlet (started Feb 2025).
 - PICs lead internal training (launching mid-June 2025).
 - Improved shift coverage and reduced absenteeism.
 - Daily duty rosters visible to members.
 - PICs required to be on-site until closing, except during emergencies.

President Presented:

Constitutional & Governance Issues (ROS Audit)

- Registrar of Societies (ROS) conducted a routine audit after previous postponements.
- Club submitted all documents: constitution, accounts, reports.

Key Issues Raised by ROS:

- 1. Constitutional Conflict (Clause 26.1 vs Clause 2):**
 1. Constitution says GM is Club Secretary but is not part of GC.
 2. ROS's view: Club Secretary must be part of the General Committee.
 3. GC has 10 elected members; ROS sees inconsistency.
 4. Recommendation: Set up a committee to review & amend the constitution in full.
- 2. Late Financial Submission to ROS:**
 1. Current financial year: July to June.
 2. AGM to approve accounts happens in December, so submission is only in January following year.
 3. ROS claims submission is 1 year behind, every year for the past 2–3 years.
 4. Club seen as non-compliant despite audited financials.
 5. Recommendation: Review constitution to align financial cycle and submission deadlines.
- 3. Next Steps on Governance**
 - **Proposed Action:**
 - Establish a small subcommittee to review the entire constitution.
 - Ensure internal consistency and resolve ROS-identified conflicts.
 - Prepare updates for AGM approval.

Financial Strategy Summary – Presented by GC, Mr. Selva)
(Table to be presented by Finance Chairman)

- Club is focused on **four levels of income**:

Club Financial Sustainability Discussion

1. Losses & Depreciation

- Main concern in club accounts is depreciation – a non-cash loss.
- Operational expenses (OPEX) are under control.
- But high depreciation gives appearance of heavy losses.

2. Need for Long-Term Sustainability

- Important to look ahead: how to sustain the club over 5–20 years?
- Focus needed on income potential, not just cutting costs.

Income Improvement Areas

A. Food & Beverage (F&B)

- Explore increasing F&B prices to raise revenue.
- Example: Can increase Kway Teow from RM8.50 to RM11.50–RM12.50.
- Even with price hikes, estimated additional revenue is only about RM200,000.
- Procurement cost reductions can help but limited to 5–20% savings.

B. Membership Growth

- Current: 5,200 members.
- Need: 9,000 members for financial sustainability.
- Problem: Market no longer favours long-term club commitments, especially among youth.
- Net growth low — 200 new in 7 years, but many members also resign or pass away.

C. Rental Income

- Ballrooms, Ovals, and function spaces generate RM600K–RM1 million/year.
- This is likely the ceiling unless drastic changes are made.

D. Subscription (Subs)

- Fixed income from subscriptions and member fees.
- Needs to be reviewed — possibly increased to help offset losses.

Summary of Financial Outlook

- Membership income: RM7 million/year (steady but flat).
 - Rental income: RM600K–RM1 million/year.
 - F&B additional potential: Limited (~RM200K more).
 - Need new sources of income or subscription adjustment.
-

Operational Challenges (BAU – Business As Usual)

1. Rental & Function Space Abuse

- Members double-booking venues on same date.
- Some not paying deposits or delaying payments (esp. beverages).
- Solution: Enforce one booking per time, and deposit must be paid upfront.

2. Bar Operations

- 6 bars in total; only Pavilion Bar makes profit.

- Remaining 5 bars lose RM502K/year.
- Issues: Abuse of bartender service, credit drinking, unpaid bills, card misuse.
- Solution: New rules coming to stop these losses.

3. Kiara Coffee House

- Actual profit only ~3% (not 53% as commonly believed).
- Business volume: RM3.9 million/year.
 - Beverage: RM2.2M | Food: RM1.7M
- Food procurement cost: 60% (should be 35–44%).
- May consider outsourcing if situation doesn't improve.

Additional Issues

1. Waivers and Bill Cancellations

- Some members pressure staff to cancel bills or waive payments after meals.

2. Sports Section Subsidies

- The sports sections are expected to be a major contributor to club activities and participation.
- Club currently provides RM200,000 in subsidies annually to sports sections.
 - No additional subsidies will be given.
 - The club may even consider reducing the current subsidy.
 - Sections must be self-sustainable and manage funds efficiently.
 - Suggested to increase section fees (e.g. RM7–RM10/month).
- Members of sections only contribute RM185K.
- Net subsidy: RM1.65 million — not sustainable.
- Suggestion: Sections should increase fees, manage better, and be self-sufficient.

Feedback and suggestion from Datuk Robert Noel:

- Club reported RM1.9M in sports expenses. (Based on Note 12)
- Members of sections only contribute RM185K.
- Net subsidy: RM1.65 million and requested to be address.
- Member subscription revenue (July–March): approx. RM5.6 million. The Staff salary for same period: approx. RM5.9 million – suggested to focus on these area

➤ GC, Mr. Selva acknowledged Datuk's concern and replied to the followings:

a) Sports Section Accounts

- Current club account structure mixes operations and sports sections, causing reconciliation delays.
 - 20 sports sections to have separate bank accounts.
 - Will simplify tracking of income and expenses.
 - Reconciliation now takes months due to volume of small transactions.

b) Cost Control Measures

- Club is not hiring replacements unless necessary.
- Union presence restricts ability to terminate staff arbitrarily.
- Measures in place to control HR costs over time.

Strategic Planning

- a) Identified pain points and compliance gaps.

Strategy areas include:

- a. Restructuring and process optimisation.
- b. Constitution updates, particularly on:
 - i. Secretary and Treasurer roles.
 - ii. Alignment of financial year (Jan–Dec) and management accounts (July–June).
 - iii. Aligning election cycle with ROS requirements.

b) **Governance Compliance Team**

- a. Tasked with handling ROS-related compliance and constitution alignment.
- b. Committee members:
- c. Chair: Finance Chairman.
- d. Members: President, VP, Mr. Ranjit, Dhanendran (Finance Committee), Mr. Ramaswamy (IA Chairman).
- e. Work begins next week.

c) **ROS Submission Challenges**

- Submission now must go through strict e-ROS system.
- Any error leads to rejection and process reset.
- Critical to fix alignment before submission.

President emphasised on the followings:

Club Subscription Fee Review

- Last increase: Jan 2019 (RM150 for ordinary members).
- Inflation over 6 years not reflected in fees.
- Current fee insufficient to cover rising costs (e.g., salary, inflation, cost of goods).
- Proposed:
 - Review and potentially increase monthly subscriptions.
 - Even a small increase (to RM195/month) could raise RM1.6 million annually.

Question & Answer Session:

Mr. Neil Watts:

Beverage Pricing

- Current drink prices (e.g., RM11.50 for beer) much lower than market.
- Urged to accept modest price increases as necessary for sustainability.

Sports Section Subsidy Concerns

- Some sports sections (e.g., karaoke, dancing) viewed as social activities.
- Suggestion to differentiate between active sports and social events.
- Review of subsidy usage (especially on food & beverage) proposed.

Mr. Muniandy:

Financial Reporting & Forecasting

- Concerns raised on the inconsistency of quarterly financials.
- Emphasis should be on **year-to-date (YTD)** figures for a clearer picture.
- Noted that the club is still running a loss (approx. RM700K YTD) with no forward forecast shared.
- Suggested monthly run-rate analysis and clear business plan to address losses.
- Criticism that prior town halls also presented promotional efforts that didn't impact overall financial improvement.

Accountability for Past Financial Mismanagement

- Asserted that past GCs and management failed in financial oversight.
- Management continuity means recurring weaknesses not properly addressed.
- The club previously failed to produce timely financial statements.

Procurement and Governance Concerns

- Allegations of **abuse and lack of due diligence** in procurement processes.
 - Claims that 80% of vendors are members—potential conflict of interest.
- Specific case mentioned where vendor falsely claimed ownership of company.
 - Concern over **breaking down purchase orders** to bypass approval thresholds.
 - Demanded clarity on corrective actions taken by GC/management.

Mr. Gnanananda

Leakages and Subscription

- Stressed that increasing subscriptions alone is insufficient without plugging financial leakages.

Governance and Transparency

- Allegation that members exposing club governance are subject to disciplinary processes.

Mr. Muniandy

- Proposal to implement a **whistleblowing policy** with protection for whistleblowers.

Mr. Ramachandran Kurup

- Reminder by member (HR background) not to embarrass staff publicly.
- Suggests action be taken privately if necessary.
- **Proposal for Staff to Exit During Sensitive Discussions**
- Suggested staff be excused during certain agenda items to allow for open discussion.
- Agreed to discuss operational topics first, then revisit the staff-related issues if needed.

➤ President's reply:

Procurement, Governance & Staff Issues

- a) Concerns raised on procurement and tender processes.
 - President acknowledged this as a known weakness.
 - A Compliance & Governance Subcommittee is being set up:
 - Chaired by Mr. Selva.

- President will also participate.
- Internal auditor (Mr. Ramachandran) to be included for guidance.
- Subcommittee formation approved by GC in the last meeting.
- Target to formalise by next week.

b) On staff governance and disciplinary actions:

- GC will act on any breach of governance, regardless of staff rank.
- Disciplinary actions will follow HR guidelines.

Mr. Gnanananda suggested:

- Staff be asked to leave town hall during sensitive discussions.
- Emphasis on open dialogue among members to address club issues.

Mr. Albert Lim's Comment:

a) Liquor Pricing and Revenue

- Concern that increasing liquor prices may drive members to other clubs.
- Requested clarification on current mark-up policy.

➤ Finance Chairman clarified:

- Beer: 5% mark-up.
- Liquor: 20–25% mark-up.
- Ongoing benchmarking against other clubs (e.g., Penang Sports Club) in progress.
- FC acknowledged the need for a comprehensive review of the club's beverage pricing policy.

➤ **Mr. Albert: Concerns raised:**

- Inconsistent markup on liquor items; some priced significantly above the 25% markup benchmark.
- Suppliers dissatisfied due to promotional incentives not being reflected in pricing.
- Example issues:
 - *Jameson* priced at RM250, although with 25% markup it should be RM209.
 - *Glenlivet* being sold at RM350, but cost with markup should be RM302.

President replied:

- President reiterated the pricing study is ongoing, led by ROI (AGM), and advised not to draw conclusions from isolated examples.
- Finance Chairman (FC) urged to stay focused on overall sustainability, not individual preference or product issues.
- It was clarified that pricing guidelines are being reviewed, and deviations were identified.
- Agreement to continue price review and ensure fair, consistent pricing across all products.
- FC emphasized that F&B is just one aspect of revenue. The club also relies on membership fees, rentals, and other income sources.
- Members reminded that the priority is long-term club viability, not short-term subsidies or discounts.

Mr. Nadeswaran Comment:

- Highlighted that the Proposed Annexe site at Taman Tun Dr. Ismail is zoned for petrol kiosk use.
- Concern raised over potential backlash from nearby residents and authorities.
- Mr. Nades claimed a media story is in progress regarding the land usage.
- Urged GC to investigate zoning and take preventive action before negative publicity arises.

Mr. Adolf's feedback/questions:

- Member noted a significant increase in sports-related expenditure:
 - Financial assistance increased by RM386,000 (Note 12).
 - Coaching fees increased by RM250,000 (Note 7).
 - Jersey expenses increased by RM107,000.
- Concern over the impact on club's profit and loss.

Transparency in Sports Appointments

- Issue raised regarding appointment of organising chairman for a sports event without consulting the relevant sports section.
- Hash section not consulted; the appointed chairman was a GC member.
- Question raised if sections have the right to object when not involved in the decision-making.
- Request made for better transparency and inclusion of sports sections in such decisions.
- The member expressed strong dissatisfaction over lack of transparency and governance in sports sections and committee decisions.
- Emphasized that once a GC decision is made, it is final and must be followed – section heads must communicate this clearly when meeting others.
- Raised concerns that co-opted members of sports sections are being excluded from meetings, while only elected members are allowed to attend. He stated this was improper and previously addressed in writing to the GC.

Approval of Section Expenses

- Queried who is responsible for approving sports event expenses – GC, Sports Chairman, or Section Conveners?
- Highlighted a case where RM6,000 was spent on a “Terima Kasih” dinner with no signed bill for 6–7 months; urged for the Sports Chairman to escalate the issue to the Disciplinary Board.
- Urged for stronger internal controls and transparency in club and section expenditures.

Clarifications by President on the above:

- On subsidies: Clarified that subsidies approved annually by members (e.g. RM200k–RM400k) are tracked but all expenses are shown under a single GL (General Ledger) account, which causes confusion.
- On coaches' payments: Payments to coaches (e.g. tennis, rugby) are also under the same GL, causing a sudden increase in figures.
- On jerseys: Confirmed jersey expenses are also under a common GL.
- Club is working to separate these accounts to improve clarity and reporting.

Sports Chairman confirmed that jersey expenses are from the section's own fund, not from club subsidy.

- Sports Chairman, for the Inter-hash 2028, clarified that the previous GC appointed Lt. Col. (Rtd) Hardial as OC (Organising Chairman).

Mr. Adolf added:

- The Hash Committee was not consulted and only found out 6 months later.
- Emphasized lack of respect for the Hash Convenor and that GC action was not in line with past club governance.

Mr. Muniandys' comments and suggestions on the above:

- Raised concerns about GC bypassing the sports section in planning the Inter-hash event.
- Stated there was no prior consultation with the section nor was a budget submitted.
- Expressed concern about potential high costs and procurement not being managed transparently.
- Pointed out that RM6,000 spent for a dinner without section involvement proves internal controls are broken.
- Rejected the excuse that "accounts were approved" when process was improper.
- Recommended that the GC initiate a full audit on the Inter-hash event and related expenditures.

Mr. Gnanananda added on the above comments:

- Emphasized this should be taken seriously to maintain integrity, transparency, and avoid unnecessary financial burden on members.
- Requested time for members to speak freely without staff present due to sensitive matters.

VP, Mr. Ranjti Singh replied on the Inter-Hash Section Appointment Concerns

- Previous GC made a decision on a certain appointment.
- Current GC has not formally engaged the organizing chairman for an upcoming major event.
- President added if this is a Club events, it must have proper GC oversight.
- Nine key points identified to be included in a governance framework.
- Appointment Process:
 - Any appointments related to club events must be approved by GC.
 - Authority letters should be properly documented.
 - Existing appointment to be revisited based on feedback.
- Sports Chairman was tasked to represent GC and meet with Hash Committee.
 - All Hash Committee members and governance representatives must be involved in discussions.
 - Sub-committee set up to resolve event-related decisions.

Mr. Adolf replied on the President's comment

- Stressed that Hash Committee rejected the appointment.

- Requested a review of the appointment again.
- Highlighted the importance of ensuring section support for any event leader.

President's Clarification

- Acknowledged concerns.
- Agreed to revisit all issues raised.

Member (No name)

- Congratulated GC for the effort and transparency.
- Suggested improvements:
 - **Slide visibility:** Poor projection, hard to read.
 - **Financial presentations:** Use simplified figures (e.g. 11.6 million instead of 11,960,000).
 - Help offered to improve future presentations (visuals and summarization).

Mr. Terry Thiva Comments:

- Staff facing a toxic work environment due to verbal abuse from members.
- Requested GC to take this matter seriously and protect staff.

Datuk Daljit Singh Comments:

- Thanked GC for organizing the town hall.
- Raised concern: whether GC will act on all feedback received today.
- Emphasized:
 - Employees work for members' satisfaction.
 - GC must take responsibility to protect employees.
 - Asked GC to monitor and respond seriously to concerns shared in WhatsApp groups.
- Shared personal experience:
 - Recognized club is facing many issues now (e.g., lease, staffing, governance).
- Members stressed the importance of sharing good news and club updates immediately, not just before elections or selectively.
- Request for better two-way communication channels (e.g., an official group where members can raise issues and get responses).

Member (No Name) Comments:

- Highlighted the repeated delays in submitting the Club's accounts over the years.
- Questioned why; despite having accountants and auditors, the Club fails to submit accounts on time.
- Suggested the need for accountability and ownership among GC members.
- Proposed longer GC terms (e.g., 3 years) for better ownership and continuity in leadership.

Mr. Chris Syer Comments:

a) **Duration of General Committee (GC) Terms**

- Supported annual GC elections but proposed **no term limits** for members who wish to stand for re-election.
- Noted that good committees in the past had to leave due to term limits.
- Argued for a **competitive but continuous option** for committed members to stay and contribute as long as they're re-elected.

b) **F&B and Facilities Use Suggestions**

- Suggested converting the machine room space into a Chinese restaurant on the ground floor:
 - Rationale: Elderly members have difficulty accessing the upstairs Chinese restaurant.
 - Ground floor access would improve accessibility and convenience.
 - Acknowledged feasibility needs to be assessed.

c) **Sports Membership Conversion**

- Proposed creating an **escrow fund** using part of the monthly subscription fees from sports members.
 - Currently, 50% goes to the Club and 50% to the section.
 - Suggested Club's portion be placed into escrow.
 - If the member converts to full membership, the escrowed funds contribute to the fee.

d) **Communication & Member Engagement**

- Strong concern raised about poor communication between the GC and members.
 - **Hard copies** of club bulletins, reports, and other key communications are preferred by some members, especially senior ones.
 - Suggested the Club consider reviving printed bulletins and possibly creating a coffee-table book on Club history.
- Response from President:
- Acknowledged communication is a known issue and a focus area for improvement.
 - Plan to print bulletins, including previous electronic-only editions.
 - Agreed on the importance of documenting and sharing Club history.

Mr. Jayakumar Comments:

- Thanked the GC and President for the courage and transparency to hold a town hall.
- Noted many committees avoid such direct engagement with members.
- Expressed support for the current GC team:
 - Believes the team is headed in the right direction, particularly in governance and transparency.
 - Recognized efforts but noted the need for some improvements.
- Urged members to adopt a positive mindset rather than dwelling on persistent complaints.
- Raised a long-standing challenge with F&B:

- Suggested accepting limitations and reducing the number of outlets instead of persisting with unresolvable issues.

a) **Consolidation of F&B Outlets**

Questioned the need for having 7 bars and suggested consolidation.
Noted there's already a banana leaf outlet at Dataran – do we need another?
Suggested closing underused outlets and repurposing them into revenue-generating facilities like meeting rooms.

b) **Ballrooms and Event Facilities**

Ballroom can currently seat about 300–320 pax, with potential to expand to 400 pax.
Past expansion proposals by previous GC should be revisited.
Current rental rates seen as too low; suggested doubling rental due to high demand.

c) **Broader Revenue Strategy**

Suggested increasing membership numbers by 100 could yield RM180k/year in subscriptions and over RM500k in interest-bearing deposits.
Criticized current dependence on limited income streams.

d) **Cost Management**

Highlighted burden of maintaining two clubhouses, leading to high staffing and maintenance costs.
Suggested addressing ongoing issues like roof leaks and better facility management.

e) **Constructive Criticism & Support**

Urged members to be more constructive and supportive of the General Committee (GC).
Acknowledged the difficulty and time commitment of serving in GC roles.
Called for appreciation over constant criticism.

f) **Revenue vs. Cost Focus**

Club needs to work on **both revenue generation and cost control**.
Supported ongoing GC efforts but encouraged **collaboration** from all members.

g) **Financial Year Issue**

Noted change in financial year from Jan–Dec to July–June during COVID-19.
Current GC terms (Dec to Dec) don't align with the financial year, causing reporting confusion.
Proposed reverting to Jan–Dec financial year to simplify operations.

h) **GC Term Duration**

Criticized the 1-year GC term as ineffective and disruptive.
Suggested returning to 2-year terms for continuity and proper implementation of plans.
Stressed the importance of trust in elected representatives.

i) ROS Audit & Constitutional Review

President's Response & Clarification:

- ROS flagged constitutional inconsistencies:
 - Club constitution states 10 GC members elected, but GM is appointed as Club Secretary, effectively making it 11.
 - Roles of Secretary and Treasurer are not clearly defined.
- GC is setting up a Compliance and Governance Committee to:
 - Review inconsistencies.
 - Propose necessary constitutional amendments.
 - Present proposed changes in the next AGM/EGM.

Mr. Gnanananda commented:

- Asked if an AGM would be called to formally amend the constitution.
 - GC confirmed it is in process and will go through proper member approval.
- Suggested that the Treasurer and Secretary should be elected by the general body.
- Requested the GC to deliberate and assess feasibility.
- Assured support from members if such a resolution is brought forward.

Past President, Mr. Brian Perera's Remarks:

- Acknowledged and congratulated the current GC for their efforts.
- Shared that the club's constitution has served well for decades.
- Mentioned that the ROS preference for a designated Secretary may be more of an administrative practice than a fundamental flaw.
- Clarified that having a GM act as Secretary is acceptable and historically practiced.
- Expressed concern that the club is not living up to its identity as a sports club.
- Urged efforts to attract younger members to play for state and national teams.
- Emphasised the need to promote and protect the club's heritage at Dataran.
- Compared RSC's unique legacy against other clubs like Penang Sports Club and Lake Club — RSC should not follow others but set its own standard.
- Noted the club has 19 sections and questioned the need for so many.
- Suggested sections should self-sustain through increased member subscriptions, e.g., RM50/month.
- Argued against full subsidies; sections must be financially independent.
- Proposal for Fellowship (Beer Fund)- suggestion for a "beer fund" to promote member fellowship and social interaction.
- Suggested it could be done weekly, encouraging member bonding in a casual setting.

Closing Remarks by President

- Thanked all members for their active participation and valuable feedback.
- GC will convene a meeting within two weeks to:
 - Review all suggestions and concerns raised.
 - Publish the action items discussed during this Town Hall for transparency.
- Meeting adjourned with thanks.