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Board of Director Meeting Minutes

Time/date: 9.00am, Sunday 4th December 2022

Location: Jindabyne Bowling Club and online via Microsoft Teams

Present

Joshua Himbury (via Teams), Daryl Clapton, Tim Bland, Gemma McMillan (via Teams), Sarah Lyster, Jenna Shaw (via Teams), Tina Burford, Paul Lorenz, Eliza Hunter

Apologies

None

Secretary

Eliza Hunter

Meeting Open

Meeting was opened at 9.10am

Agenda Items

Agenda Item	Action
Welcome, Acknowledgment of Country and Apologies	
Acceptance of Minutes from previous meeting held on 28th July Minutes from the previous meeting were not provided for approval.	
GM Update <ul style="list-style-type: none">- The GM presented the GM Reports for question and discussion.- The Board was interested in the season statistics including participation and pass rates. The Board is pleased to see closer gender participation parity and would like to discuss this further with the AWS.- The manual review and rewrite will be rescheduled to occur post Interski. This is due to the funds available and also so that the development of the APSI's approach in the lead up to Interski, along with the insights gained from attending the event can be included in the review.- Resorts were concerned with the low pass rates in level 2 exams. The Board discussed factors that affected pass rates including the larger number of new instructors in the resorts, the increased workload and reduced availability of in-house training in some resorts. The GM advised that the discipline technical committees will investigate and determine how the APSI can assist in 2023.- Japan operations will go ahead 22/23 season with the calendar to be released before the end of the year. Not knowing demand post-COVID, the Board supports the GM taking a conservative approach and agree that these events cannot operate at a loss.	

Technical Director Reports

- The Board was very appreciative and asked the GM to pass on their thanks for the comprehensive reports provided to the GM and Board, as part of the requirement in their respective job descriptions.
- The Executive held a meeting with the Technical Directors to provide a forum to share their concerns about the TD representative role that is still vacant. The Executive was looking to understand if this position was valued by the TDs and if they felt it was needed in their opinion and to share the Board's desire to keep this position.
- The Board reiterated that it is imperative that a TD is appointed to this role as soon as possible to ensure that communication channels remain open between the Board and the TD.

Alpine

- Level 2 exams had the biggest decline in pass rate from previous years.
- Concerns were raised by several members of the Board about the tone observed in sections of the report and the frustration was shared by the Board regarding the Alpine TD's reluctance to provide days to be budgeted for projects and training in 2023 when asked by the GM. This causes delays in pricing and budgeting. Moving forward, it is vital that the Alpine TD, GM and Board work efficiently and collaboratively to ensure quality delivery of services.

Telemark

- Telemark went well this year being able to run a level 3 course for the first year in many.
- Telemark TD would like to build a level 1 and level 2 eLearning prior to season 2023.
- Technical Committee currently discussing the employment of level 3 certified members to conduct level 1 courses & exams (similar to Snowboard protocols).

Adaptive

- GM advised that the resorts seeing more individuals with disabilities taking part in mainstream lessons. Resorts are seeking more accessible adaptive training for instructors to manage these situations..
- GM advised that discussions have started with the TD regarding the modification of the level 1 so that it can be partially operated in-house by the resorts in a similar way to Alpine and Snowboard). The GM also advised that discussions have started regarding the creation of adaptive eLearning course and the inclusion of this course as a prerequisite in other discipline's lower levels.

Nordic

- GM advised that Nordic is planning to review the Nordic manual over the summer.
- Nordic is also planning to working on Nordic workbooks (similar to eLearning) prior to season 2023.

Snowboard

- GM Advised Snowboard Technical Committee meeting to occur in January
- Ski school are concerned about lack of snowboard trainers and highly certified Snowboard staff within the schools.
- TD and GM have discussed a year round training option to support snowboard members and compliment resort in-house training programs.
- GM advised that Snowboard is planning to build a level 2 eLearning course.

Acacia Employee Assistance Program (EAP)

- GM advised the cost to the APSI is minimal as we only pay for sessions as they are used.
- Board agreed that this is a fantastic benefit that we offer to our staff and comes at little cost. The Board agreed to continue with our Acacia membership.

Budget

- GM advised, as at 4.12.23, we are forecasting an \$80,000 loss in 2022. This is not including operating costs for the remainder of the year (approx. \$30,000). These figures are assuming that all Interski expenses will be incurred in 2022. It is likely that many of them will carry forward to 2023 which will reduce this loss in 2022 (and increase expenses in 2023).
- With anticipated expenses including Trainers Coordination being held in Victoria, it is likely that 2023 will operate at a loss of approximated \$170,000 loss with current pricing and anticipated expenses.
- GM also tabled a proposal for APSI staff remuneration to increase at least in line with inflation since previous pay review in 2019.
- GM is requesting the all 2023 expenses be reviewed/approved so that the budget can be finalized. The GM can then determine a pricing structure for proposal to the Board at end of January.

EXPENSES

SnowPro

- Board agreed that the post Interski SnowPro will be released digitally rather than a physical magazine as done in the past. This will reduce expenses in 2023 by approximately \$20,000. Board agreed that the SnowPro is to be available to members digitally on the APSI website and a small number being printed.

GM Travel

- The GM anticipates the need to travel between home (QLD) and the Jindabyne office 3 times per year. The Board agreed on a budgeted amount for this.

Manual rewrite

- The Board has initially approved the inclusion of approx. \$20,000 in wages to conduct a manual review and rewrite in 2023.

Discipline allocation

- Previously, 25% of the previous year's net profit is allocated to the Discipline TD's to invest in the development of their discipline. However, this has not been included in the yearly budget or P&L.
- Currently there is a approx. \$60,000 that has been allocated across all disciplines however, the any expense over \$3,000 requires GM Approval. While not a direct liability as it cannot be spent without approval, the amount needs to be factored in to budgeting and considered a liability.
- Concerns were shared regarding the losses/minimal profits earned over the previous 3 years with no adjustment to the discipline allocations or "return of funds" to consolidated revenue.
- The Board is also concerned for the availability of funds to TD's following a year that is not profitable. The Board would like to safeguard the TD's access to funds to develop their discipline without holding onto a liability for the APSI.
- The Board agreed that the TD's must submit funding requests for additional spends/projects at the end of each year for inclusion in the following year's budget. Any additional expenses may be proposed at any time for approval by the GM/Board.
- The Board agreed that the TD's will have access to \$3,000 per year from consolidated revenue for use at the TD's discretion.
- The Board made decision to terminate the Discipline Allocation and remove the \$60,000 that is currently allocated.
- This course of action will reduce the forecasted 2023 loss to approx. \$145,000 if pricing and other expenses remain the same.

Accommodation

- The current nightly budgeted amount is \$150.00 per person. The 2022 accommodation average accommodation expense did not exceed this amount. The Board agreed that the budgeted amount of \$150.00 per person per night will remain the same for 2023.

- Thank you to Falls Creek for providing complimentary accommodation for the majority of Falls Creek events in 2022.

Meal allowances

- The GM proposed the home meal allowance be increased from \$27 to \$30 (11.11%) per day. The home meal allowance covers lunch costs for staff members working in their home resort (or Jindabyne trainer working in Thredbo/Perisher).
The Board approved this proposal 7 in favour, 0 against.
- The GM proposed the travel meal allowance be increased from \$32.50 to \$35 (7.69%) per day. The travel meal allowance is to cover dinner costs for a staff member travelling to a resort more than 2hours drive.
The Board approved this proposal 7 in favour, 0 against.
- The GM proposed the away meal allowance be increased from \$65 to \$77 (18.46%) per day, unless staying in the APSI office in Jindabyne. The away meal allowance is to cover breakfast, lunch and dinner costs for a staff member working more than 2 hours drive from their home.
The Board approved this proposal, 7 in favour, 0 against.
- The GM proposed the away meal allowance remain at \$65 per day for staff accommodated in the APSI office in Jindabyne. *The Board approved this proposal, 7 in favour, 0 against.*

Travel wage

- The Board agreed that the travel wage will remain at 50% of the daily Trainer wage. Being a percentage, the travel wage will reflect any increases to the daily Trainer wage.

Mileage allowance

- The Board discussed the mileage allowance and agreed that this is not an efficient use of APSI funds. The Board encourages staff to seek professional advice on logging and claiming travel deductions from a professional accountant. This would ensure APSI staff receive the same benefit without the APSI incurring this financial loss.
- While the mileage allowance is a major loss for the APSI, the mileage allowance offers a tax free, immediate reimbursement that contributes significantly to staff Moral. The Board also, acknowledges the cost of fuel alone has increased more than a dollar in the past 18 months and an immediate relief is a major benefit to staff.
- Staff moral is being prioritized in this discussion given the post COVID staffing difficulties within the Snowsports industry.
- The GM proposed a vote to increase the mileage allowance from \$0.38 per km to \$0.48 per km (an increase of 26.32%).
The Board approved this proposal, 7 in favour, 0 against.

Trainer Wages

- The last Trainer wage increase was implemented in 2019. Since then, wages have remained the same despite seeing record rates of inflation.
- The Board acknowledges that APSI trainers are the top instructors in the industry and must first complete the certification pathway before being eligible to apply as a rookie with the APSI. Currently, many Trainers are paid less than they are when working at their resort as a ski instructor.
- The discussed and acknowledged that wages are the APSI's largest expense and increasing expenses will directly impact pricing and the financial burden on members.
- The GM proposed Level 1, 2, 3, 4, TD and EDC trainer rates increase by 8.84% in line with inflation rates since 2019. This increase to take effect at commencement of 2023 contracts.
The Board approved this proposal 7 in favour, 0 against.

The Board agreed that any amendments made to Trainer wages and allowances will take affect from the start date of 2023 contracts.

Member Services Officer

- The Board recognises the commitment and loyalty the MS Officer has shown over the last 3 difficult years and the wealth of knowledge and experience the MS Officer has acquired during this time. The Board also acknowledges that there has been no increase to the MS Officer's wage rate.
- The GM proposed that from 1 January 2023, the MS Officer wage rate increase in-line with inflation and rounded up to the nearest whole dollar.
The Board approved this proposal 7 in favour, 0 against.

Office Administrator

- The GM advised that due to the many projects planned for summer, the APSI would require the Administrator to work 38 hours per week through summer rather than the usual 25 hours as seen in the past. The Board agreed that this would allow many of the incomplete projects that were planned during summer 2021 and 2022 to commence.
- The Board also recognised the efficiency and approach that the Administrator brought to the office since commencement in the role.
- The GM proposed that from 12 months after commencement in the role, the Administrator wage increase to incentivise continued good work and ensure retention of the Administrator.
The Board approved this proposal 7 in favour, 0 against.

General Manager Wage

- The Board agreed that the GM has performed extremely well in all aspects of the role since commencement. The Board acknowledged that a formal appraisal and review will be conducted prior to the 2023 AGM
- The Board proposed that from July 1 2023, the GM would, contingent upon an official performance review, be eligible for a salary increase to incentivise continued good work and ensure retention as part of the APSI's longer term strategy of stability.
The Board approved this proposal 7 in favour, 0 against.

PRICING

- GM would like to meet with the Board at the end of January once a pricing model has been determined which factors in the budgeted expenses agreed on during this meeting.
- Membership fees need to be decided immediately as they ordinarily go on sale on 1st December each year.
- Despite a minor increase to pricing in 2021 to mitigate the forecasted loss, there had been no uniform adjustment to pricing since prior to 2014.
- Despite major operating expense increases, membership fees have not increased since 2015 when they increased by \$5.
- The Board acknowledges and agrees that pricing must increase substantially in 2023 to offset expense increases and prevent operating at a deficit.
- The Board agreed that the costs to ASAA employed members need to be kept as low as possible.
- The Board will work hard to increase member benefits for 2023 and the future and also consider better incentives for booking events in advance.

Membership

- The Board agreed that a percentage of the budgeted "non-revenue earning" expenses be applied to each revenue source based on the sources contribution to gross income.
- Using the above process, the GM proposed an increase to 1 year membership fees by \$50 (40% increase).
The Board approved this proposal 7 in favour, 0 against.
- The GM proposed that the Associate membership fee also increase by 40% in line with 1 year membership increases.
The Board approved this proposal 7 in favour, 0 against.
- The Board agreed that Early Bird discounts (20%) and 3 year membership discounts (25%) will remain the same.

GM to develop pricing model that factors in all budgeted expenses for proposal to the Board by the end of January.

<p>- The GM proposed that the Early Bird membership special be extended to 31 January 2023 to allow time for promotion of the EB special allowing members to avoid the membership increase where possible. This extension will also alleviate members needing office assistance on 31 December when the office closed. <i>The Board approved this proposal 7 in favour, 0 against.</i></p> <p><u>Japan Operations/Pricing</u></p> <p>- The Board is concerned about the lack of APSI trainers employed by the local schools. The Board agrees that a conservative approach is required due to the limited trainers and reduced demand in Japan as advised by the Snowsports Schools. The Board is not supportive of International travel by trainers unless absolutely necessary.</p> <p>- The Board discussed Japan operations and potential pricing adjustments. Given that the wage and allowance increases will not take effect until 2023 contracts are offered in May, Japan pricing will not need to factor in these increases. Ordinarily, Japan pricing is in line with the previous year's Australian pricing.</p> <p>- The GM is to develop a pricing model in line with 2022 Australian pricing and factor in minimal international travel only if <i>absolutely</i> required.</p>	
<p>Other business</p> <ul style="list-style-type: none"> • J.Himbury suggested that the APSI promote the inclusion of the app with membership to increase membership purchases. J.Shaw suggested doing member research to find out exactly why our members are part of the APSI. 	
<p>Next Meeting Next meeting scheduled for March 8, 2023</p>	

Meeting closed

Meeting closed at 6.05pm.