

ROYAL NEW ZEALAND PIPE BANDS ASSOCIATION INC.

Management Plan

For year ending 31 December 2011

Iain Blakeley Jim Shepherd Penny Wilson

January 2011

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1. Management Board Preview

The Board remains committed to goals of increasing participation in pipe bands, improving their quality and encouraging bands to be active within their communities.

We believe one of the most important objectives of the Association is to increase participation in pipe bands. Delivering piping and drumming education throughout New Zealand is central to achieving this. Membership of pipe bands in New Zealand has risen slightly over the last decade but remains fragile in our view. Experience over many years tells us those areas with consistently strong pipe bands are the ones which take a long term view and invest in teaching.

The Association's 2011 Annual Plan has been put together by the Management Groups with these considerations in mind whilst ensuring our base activity levels are maintained.

To fund base activities we are projecting a net cost of \$54,370.00. After allowing for interest income we have a base case deficit of \$43,370.00 which needs to be funded by members. Subscriptions and capitation levies should meet this fully. We are projecting a net surplus from base activities of \$3,101.00.

Programme activities planned for 2011 include Summer School, visiting tutor programmes, website tutorials, Centre youth band recruitment and development and enhanced promotional programmes. In addition, for the first time for many years, a national youth band is being promoted by the Association. This will be known as the Foundation Youth Band and planning is already well underway under the guidance of Sheran Hancock and backed up by a highly talented team of tutors. The Band aims to present recitals around the country culminating in attending the 2012 Australian Pipe Band championships. This may well be an ongoing project. We have not yet projected detailed budgets for these activities but expect to proceed only if funding is secured.

The total costs for budgeted programme activities are \$137,500. We have funds available from a \$120,000 Pub Charity grant received in 2010 most of these costs. The balance is intended to be funded from external sources and not members' funds.

In recent times it has been considered acceptable practice to raise the annual subscription and capitation levies by the CPI i.e. by 1.5% (rounded to the nearest dollar). Accordingly the Board suggests the subscription for 2011 will be \$373.00 + gst, reduced to \$316.00 + gst if paid by 30 June. College bands will pay 50% of the full subscription. The capitation levy for each playing member of every band will be \$19.30 + gst, reduced to \$13.20 + gst if paid by 30 June.

The 2011 Conference will be in Christchurch on 27th August – a bit earlier this year so as to steer clear of the Rugby World Cup and the expected increases in travel and accommodation costs. The Conferences in recent years have been good value and we encourage bands to participate.

The Management Group leaders for 2011 are:

Promotions: George McEwan

Education: Sheran Hancock

Contests: Kerry Marshall

Communication and Publications: Chris Stevens

Administration and Finance: Murray Venables.

The Board is confident this is a strong team.

We wish all bands and Centres a successful year.

Iain Blakeley

Jim Shepherd

Penny Wilson

2. Promotion Group

Leader: George McEwan (Christchurch)

Members: Co-opted for specific projects

Goals: To promote membership of pipe bands and their contribution to New Zealand and its local communities. To assist bands establish a substantial funding base through sponsorship and marketing programmes to achieve the above.

2.1 Base-case Activities

2.1.1 Some small progress has been made in identifying a Promotions Officer in each Centre to be a member of the Promotion Group. It is again an objective of the Group to have an active Promotions Officer in every Centre.

To assist each Promotions Group Centre Officer with activities within their Centre that are intended to promote pipe bands and the RNZPBA by:

- Advising on and/or obtaining funding for activities;
- Arranging for the production of appropriate promotional material such as videos, flyers, advertisements.

2.1.2 Finalisation of a National Database of Tutors

Work with the Education Group and help with the promotion of a National Database of Tutors to the public and RNZPBA members.

2.1.3 2011 & 2012 Contests

Work with the organising committees for these contests to maximise exposure for the RNZPBA and the activities of member bands to the wider public.

Total cost of base activity \$2,000

2.2 Programme Activity

2.2.1 Promotional Material

After the successful production of a promotional flyer for the movement, the focus this year is on ensuring that this flyer is circulated as much as possible as well as being reinforced by continual exposure of the art via media and those delivering the flyers.

2.2.1 In The Press

It is the Promotions Group's responsibility to ensure that the movement as a whole receives positive press. One of the goals for this year is to try and ensure that there are regular newsworthy items making it into the media that generate enthusiasm for the movement.

Total cost of programme activities	\$3,000
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Total cost of base-case and programme activity	\$5,000
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3. Education Group

Leader: Sheran Hancock

Members: Summer School Co-ordinator: Robyn Forbes
Centre appointed Education Officers

Goal: To provide education in all aspects of pipe band work to people at every level of experience and ability.

3.1 Base-case Activity

3.1.1 Administration and Development

Administration of the Group and working with the RNZPBA College of Piping and Drumming to deliver certification programmes continued throughout the year.

3.1.2 Communication

Quarterly Education Group information provided for "In Tune".

3.1.3 National Tutor Database

To continue to work with and provide names for the College of Piping and Drumming towards the completion and maintenance of a national database of tutors.

3.1.4 Education Group Membership

To liaise and work with Centre Education officers to assist in the delivery of education programmes in their Centre and provide other assistance as required.

Total cost of base activity \$3,000

3.2 Programme Activity

3.2.1 2011 National Summer School

National Summer School at Boys' High School from 9 - 14 January was completed at the time of writing. There were 202 enrolments with 203 eventually attending. Three overseas tutors from Canada Jack Lee and Reid Maxwell, from SFU and Tyler Fry led the team of nineteen New Zealand based tutors, eleven piping altogether, seven side drummers and four tenor/bass tutors. This year there was a Drum Major section attended by two people led by Jill Vincent and Stu McHale who were tutored in basic drill, dress and staff flourishing.

2011 Summer School Budget

Expenditure: (Excluding GST)

International Tutors' Travel	5,555.10
International Tutors' fees	9,600.00
N.Z. Tutors' Fees	14,700.00

N.Z. Tutors' Travel	3,427.00
Tutors' Accommodation	4,539.00
Tutors' evening meals	2,725.95
Tutors' Lunches	834.78
Tutor's expenses	388.93
Christchurch Boys' High hire	3,186.03
Morning and Afternoon Teas	666.98
Presentations	92.06
Hospitality	217.45
Stationery	197.27
Music Photocopying	686.53
Photocopying at Course	139.34
Photos	79.95
Accommodation at Adams House (including 4 supervisors at \$380.00)	30,260.87
Scholarships 3 x \$275	825.00
Bottles	2232.00
CD's	204.00
Leader's sundry expenses	342.62
Total	\$80900.86

Income:

Door Takings at Recital	960.00
Enrolment fees 179 X \$275 & 18 X \$280 & 2x\$100	47,524.96
Accommodation (85 x \$380)	28,262.50
Accommodation (8 x \$390)	2,652.00
Tutor Partners' expenses	442.00
Piob Society reimbursement	626.45
Sponsorship from: Air Rescue	8,000.00
Total	\$88,467.91

Excess Income over Expenditure	\$7,567.05
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The net position is better than we budgeted for because we were able to share the cost of international air fares with the Australian Association's Summer School, we received support from Air Rescue and our major costs were able to be held at 2010 levels. In 2012 we are anticipating some increases in these costs and propose carrying over the surplus to 2012 as a reserve to cover this contingency.

3.2.2. Visiting Tutor Programme \$6,000.00
Applications for the Visiting Tutor programme will be called for by 1 May 2011.

3.2.3 Website Tutorials \$2,000.00

A further series of tutorials will be produced in 2011

Centre Youth Band Development Programmes \$40,000.00

Funding from Pub Charity has been obtained for youth band development activities in Centres. These started in 2010 and are to be completed this year.

3.2.5 Foundation National Youth Band \$45,000.00

Thanks to The Foundation and Pub Charity we have established the Foundation National Youth Band. Directors of Piping and Drumming are in place and the team announced. The goal is to do a concert tour of New Zealand and attend the Australian National Pipe Band Championships over Easter 2012.

3.2.6 Additional Programmes \$10,000.00

College of Piping and Drumming certification course to be held in the North Island through the winter months.

Teaching the teachers.

Total cost of Base activity and Programme \$106,000.00

3.3 RNZPBA COLLEGE OF PIPING AND DRUMMING

Leadership: Lester Flockton (Convenor/Administrator), Greg Wilson (Principal, Piping), Cameron Wilson (Principal, Drumming), Brian Switalla (Associate Principal, Piping), Ross Levy (Associate Principal, Drumming), Scott Mitchell (Associate Principal, Drumming)

Goals: The development, regular review and dissemination of quality curricula supported by a highly credible system of delivery, induction and attestation.
Provision of advice to the Association and its Education Group on matters such as personnel and programme design.

2011 Objectives:

1. Conducting examinations and awarding certificates in piping and drumming.
2. Developing the curriculum and attestation procedures for teachers of bagpipe and drum.
3. Reviewing examination procedures and the provision of guidelines to examiners.
4. Responding to requests for guidance/advice from the RNZPBA Management Board and Education Group

Cost (included in Education Group Base Activity Budget):

\$500 (administration – objective 1)

\$2500 (for workshop meetings - objectives 2 and 3)

\$3,000

4. Communication and Publication

Leader: Chris Stevens (Christchurch)
Members Penny Wilson (Christchurch)

Goal To communicate and publish both within and beyond the pipe band community.

4.1 Base Activity

4.1.1 New Zealand Pipe Band Magazine

The Group will continue to publish the "New Zealand Pipe Band" quarterly following the current basic concept and layout. The magazine will be the Association's principal communication medium amongst the pipe band community in New Zealand and overseas.

4.1.2 RNZPBA Website

The Group will manage and maintain the Association website and on-line database. Site development to include page management by Group Leaders is planned for 2011.

Publications & Communications Group - 2010 Budget

NZ Pipeband magazine

Income	Advertising	
	Presales (annual)	\$2,000.00
	Casuals	\$15,000.00
	Total advertising	\$17,000.00
	Subscriptions	\$4,000.00
	Total Income	\$21,000.00
Expenses	Printing, Prepress and Lithography	\$18,000.00
	Inserts and Postage	\$5,800.00
	NZ Post – Statement of Accuracy	\$250.00
	Sundry	\$100.00
	Advertising and promotions	\$400.00
	Total Expenses	\$24,550.00
Nett Cost		-\$3,550.00

RNZPBA Website

Income	Nil	\$0.00
	Total income	\$0.00

Expenses	Domain name maintenance	\$40.00
	Webspace	\$125.00
	Professional services	\$2,000.00
	<u>Total Expenses</u>	<u>\$2,165.00</u>

Nett Cost - \$2,165.00

Nett cost of Pub Comm Group activities - \$5,715.00

5. Contests Group

Leader Kerry Marshall

Goal To establish and administer the rules under which the New Zealand Pipe Band Championships will be conducted.

5.1 Base Activity

5.1.1 Administration of 2011 National Contest in Timaru.

Includes meetings with Contest Committee and organisation of contest activities. Supervisor likely to meet several times with the committee in the lead up to the contest.

5.1.2 Trialling revised massed bands format otherwise no changes in contest format anticipated.

5.1.3 Preliminary planning work for 2012 Tauranga contest.

Meetings planned for Feb 2011 and then later in 2011 if required.

5.1.4 Association's share of judges and officials costs for 2011 Contest

Detailed budget to be prepared once travel arrangements finalised.

5.1.5 Prize money for:

South Pacific Championship

Displays

Champion of Champions

SP championship covered by Association grants

Display prizes from this budget if the Contest Committee is unable to gain sponsorship

Champion of Champions from contest group budget

5.1.6 Sundry expenses with respect to score sheets, medals, etc

5.1.7 Maintaining, updating and reprinting contest rules.

Will be done as required however cost minimal as the rules are published on the Association's website.

5.2 Programme Activity

The major goal for any programme activity for the Contest Group will relate to improving the quality of the national contest. In this regard the following objectives are proposed:

Ensuring that the national panels of judges are strong numerically and quality-wise.

Activities include:

Music Judges workshop in conjunction with the Timaru contest and during the year.

Non-Music Judges workshops or meetings.

Centre based programme for adjudicator development. Potential music judges will be identified and given the opportunity to judge and be mentored. This is designed to improve the availability of judges for national and regional contests. The proposal is to:

Identify future national judges while they are still with a band.

Give them judging practice and mentoring as necessary.

A budget will be required to fund travel for judging assignments.

5.2.1 Discussion points

Grade 4 massed march at the conclusion of the street march was trialed successfully at Masterton and will be repeated at Timaru.

The split of Grade 4 into 4A and 4B will be implemented at the Timaru contest in 2011.

In response to feedback and discussion at the conference the massed bands will be changed to a march past format with duty bands providing the music.

Programme activity will include a post contest seminar at Timaru, an additional seminar for aspiring judges through the year and a meeting of the Non-Music Judges panel.

Rule changes will be put forward based on the regular review of the rules and feedback.

Budget

Base activities:	Budget 2011	Est Actual 2010
National contest at Timaru March 2011	\$10,000	\$10,029
Preparation for national contest Tauranga 2012	\$500	\$681
Sundry expenses (judges sheets etc)	\$1,000	\$1129
Total base activities	\$11,500	\$11,839
Less entry fees (1)	\$9,600	\$8,022
Less Grants		\$1345
Less Contest surplus (2)		\$650
Net base activities	\$1900	\$1,822
Prize Money		
Displays	\$3,000	\$3,000
Champion of Champions	\$5,000	
South Pacific Championships	\$15,000	
Total Prize Money	\$23,000	\$3,000
Programme activities		
Music judges workshops	\$2,500	
Non-music judges workshops	\$1,500	\$733
Adjudicator development	\$4,500	
Total programme activities	\$7,500	\$733
Total budget	\$32,400	\$5,555

Notes

entry fees dependent on the number of entries

no provision in budget for share of surplus from contest

6. Administration and Finance Group

Leader

Murray Venables (Dunedin)

Members

Executive Officer and others as required for specific purposes

Goal

To ensure a cost-effective financial and administrative base for the Association.

6.1 Base Activity

6.1.1 Financial Management of the Association

To effectively manage the Association's finances including monitoring the activities of the Executive Officer against the agreed position description.

6.1.2 Financial management of Management Groups

To provide quarterly reports against budget for each of the Management Groups and on a consolidated basis for the Management Board.

6.1.3 Computer Database

To maintain and update and develop a database suitable for use by the Management Board and all Management Groups.

Printing & stationery	1,500.00
Postage	1,400.00
Tolls/faxes/email	1,000.00
Secretarial Fee	23,345.00
Bank Fees	1,000.00
Audit Fee	3,000.00
Depreciation	1,010.00
Computer Support	200.00
Sundry expenses	200.00
Affiliation Fees	400.00
Insurance	1,200.00
Total cost of base-case activity	34,255.00

7. Management Board

Leader: Iain Blakeley (Auckland) (President)

Members: Jim Shepherd (Inglewood)
Penny Wilson (Christchurch)

Goal: To lead the Association and manage its affairs in accordance with the Constitution.

7.1 Base- Activity

7.1.1 Direction of Management Groups

To direct the programmes of the Management Groups to ensure that, to the greatest extent possible, their programmes are completed to plan. In particular, to assist in the sourcing of funding for programme activities.

The Board will receive quarterly written reports from each management group with financial reports against budget.

The Board will meet bi-monthly by teleconference and will convene in November with Management Group Leaders.

Cost \$1,000

7.1.2 Reporting to Bands/Centres

To keep bands and centres informed of the progress on the Association's business through 'In Tune' and the publication of papers from time to time on specific topics.

To keep Centre Presidents in the information and decision-making "loop" as appropriate during the year.

Cost \$1,000

7.1.3 Annual Conference

To promote a conference format and programme that will, subject to member band interest, be staged in August in Christchurch.

Cost \$4,000

7.1.4 Conduct Election of Officers

To conduct elections for the President and one retiring Management Board member for the year 2012.

7.1.5 Prepare Draft Management Plan for 2012

In conjunction with the Officers elected for 2012, to prepare a Management Plan for the year 2012 for distribution to member bands early in the year 2012 for discussion/adoption at the 2011 AGM.

7.1.6 Annual Report and Accounts

To report fully to member bands on the actual performance against the Plan, including financial statements compared to budget.

Sundry Travel

Board members may, from time to time, attend significant band anniversaries or functions, or overseas conferences where New Zealand representation is desirable.

Cost	\$500
Sundry costs	\$1,000
Cost of base-case activity	\$7,500

8. Financial Summary of Funding Proposals

8.1 Base-Activity

Promotions	\$2,000
Education - College	\$3,000
Communication/Publication	\$5,715
Contests	\$1,900
Administration and Finance	\$34,255
Management Board	\$7,500
Total base-activity costs	\$54,370

8.2 Anticipated Income

Interest	\$11,000
To be funded by members	\$43,370

8.3 Member Charges

Base subscriptions	\$25,411
Capitation levies	\$21,060
Sub Total of Member Charges	\$46,471
Net surplus of Base-Case Activities	\$3,101

8.4 Programme Activities

Promotions	\$3,000
Education	\$103,000
Communication	
Contests	\$31,500
Total to be funded from external sources	\$137,500