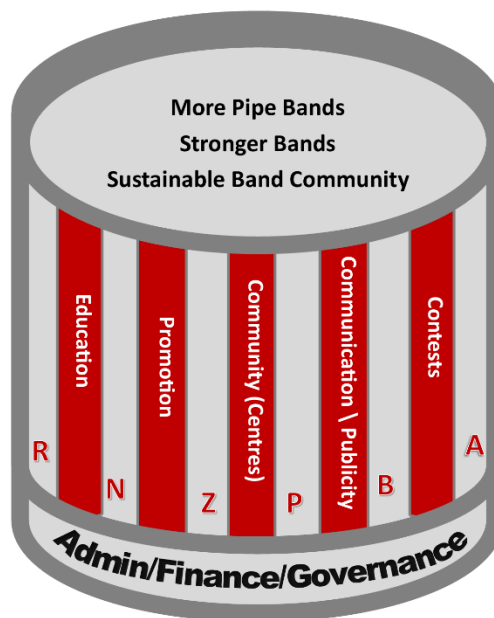




Royal New Zealand  
Pipe Bands' Association

# Management Plan

For year ending 31 December 2020



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# Board Summary

The Board and Management Group Leaders respectfully present for approval by the 2020 Annual General Meeting the Association's 2020 Annual Plan. In compiling this Plan we have aimed at advancing our 5 strategic Focus Areas identified in 2019 without compromising the Association's Base Activities.

## Our Strategy

At the end of 2019 we reviewed our strategic direction and asked what was working and what needed to change. We concluded the broad approach was correct, with some minor changes – see inset next page.

We are satisfied if we deliver across these areas, in addition to our Base Activities, we will grow membership and help member bands improve.

## 3 to 5 Year Focus Areas

**1. Digital Hub:** Establish an online hub connecting the Association and all stakeholders.

[Steering Committee: Allister Macgregor, Chris Stevens, Bryce Gilchrist and Libby O'Brien].  
To be “live” by mid-2020. This is our top priority.

**2. Promotion:** Continued focus on membership and sustainability.

[Steering Committee: Iain Blakeley, and Libby O'Brien].

**3. Stakeholder wellbeing:** Improved financial management, member protection and health and safety focus.

[Steering Committee: Scott Mitchell, Iain Blakeley].

**4. Programme improvements:** Continue to ask how we can improve our world class education and contest initiatives.

[Steering Committee: Rosie Hobbs, Mike Sander]

**5. Big bets:** 1) Replicate and leverage successful teaching programmes – Rosie Hobbs/Iain Blakeley.

2) Sponsorship – Iain Blakeley, Libby O'Brien.

# Our People

## Your Management Team for 2020 is:

- Promotions: Libby O'Brien
- Education: Mike Sander (Alasdair Mackenzie – RNZPBA Youth Band, Marion Horsburgh – Summer School and Sheran Hancock – Mentor Programme)
- Contests: Mark Wilson (Brian Switalla – Music Convenor and Jill Vincent – Non-music Convenor)
- Communication and Publications: Chris Stevens, (Editor – Todd Harper)
- Finance and Administration: Scott Mitchell
- Centres: Bryce Gilchrist
- Executive Officer: Penny Wilson

Iain Blakeley, Rosie Hobbs and Allister Macgregor make up the Board for 2020. Iain's and Rosie's positions are vacated at the end of 2020 and Allister's position becomes vacant at the end of 2021.

We have a great group of people working on your behalf with experience and fresh perspectives. Our challenge is that we rely almost entirely on volunteer time, which is increasingly rare. Personal and work-related commitments always take priority. To make big gains we believe we need to find ways to employ the required skills and expertise as well as recruit more volunteers.

Our sponsorship Focus Area aims at giving us the security to invest in more people. In addition, each of our Group Leaders is aiming to build a team around them to amplify what they can do. We are also continuing to look for efficiencies in how we do things.

## Our Budget

### 2020 Summary Budget

#### Base Activities

##### Budget

Base Revenue (subs/caps/int)	\$59,243
Base Costs	\$59,724
Overall Base Outcome	-\$481

#### Programme Activities

Net Programme Costs	\$76,610
Programme Funding (secured so far)	\$75,000
Overall Programme Outcome	-\$1,610

We are budgeting an overall Base Outcome of -\$481.

This is the cost of meeting the Association's core obligations.

This outcome involves raising our annual subscription and capitation levies by CPI i.e. by 1.9% (rounded to the nearest dollar).

Accordingly, the Board suggests the subscription for 2020 be \$420.54 + GST, reduced to \$356.16 + GST if paid by 30 June.

College bands will pay 50% subscription.

The capitation levy for each playing member of every band will be \$21.75 + GST, reduced to \$14.91 + GST if paid by 30 June.

We will seek the AGM's approval for these amounts.

Pub Charity has generously provided another grant of \$75,000 for our 2020 national programmes.

# Our Planned Programmes

## Programmes planned for 2020 to support our Focus Areas include:

- Summer School in Wellington.(will have taken place at time of AGM).
- A revamped band mentor programme.
- \$30,000 for Centres to run local education programmes.
- Development and going live of a Digital Hub.
- Improved livestreaming broadcasts of our Contest and Solo Drumming competition.
- A new Youth Band programme.
- Surveys of Members and Non-members.
- An ensemble workshop for band leaders and adjudicators to be held at Conference.
- A Guidebook for Secretaries/Treasurers of bands.
- Providing access to financial management technology for bands and Centres.

These programmes are consistent with our priority Focus Areas and are aimed at increasing membership and improving standards of pipe bands.

Iain Blakeley

Rosie Hobbs

Allister Macgregor



# Communication and Publications Plan

**Group Leader:** Chris Stevens

**Member:** Todd Harper (Magazine Editor).

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



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# Communication and Publications Plan

## Base Activities

- Publish the “New Zealand Pipe Band” as a quarterly hard copy magazine.
- Maintain the Association’s website and manage the online database of members.

## Programmes

### Digital Hub

Work commenced in 2019 on a Digital Hub for the Association. The Hub will:

- Enhance communication between the Association and its Members and within the Association.
- Allow the Association to interact and engage directly with individual band members.
- Improve engagement and participation in democratic decision making.
- Streamline the delivery of our programmes by, for example, allowing online registration to events.
- Equip Management with tools that will improve productivity and decision making.
- Allow the Association to interact with non-members more strategically.
- Provide better options that in time might substitute the website and printed magazine.

A technology platform has been acquired and a prototype is undergoing testing. During 2020 we will live test the application within our community before rolling it out nationwide.

Allister, Chris, Bryce and Libby are leading this initiative.

# Promotion and Publicity Plan

**Group Leader:** Libby O'Brien

## Goals

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



# Promotion and Publicity Plan

## Base Activities

- Prepare and distribute promotional material for use by Centres and Member Bands aimed at recruitment, including video content for social media and printed material.
- Provide guidance to Centres and Member Bands on the use of Association promotional material, and in particular on social media strategies.
- Ensure there are regular newsworthy items in the printed and broadcast media that increase awareness of the movement and its member bands.
- Provide promotional content for the RNZPBA website and social media channels of the Association's activities.
- Prepare promotional material such as press releases of the Associations key programmes such as Contests, Summer School and the Youth Band.

## Programmes

### Sponsorship

The Group will work with the Board to identify sponsorship opportunities by:

- Doing the necessary housekeeping to ensure we have a well articulated and attractive proposition.
- Identifying the purpose of any sponsorship. What is the money for?
- Exploring all options including alumni funding and bequests and/or using external consultants.
- Preparing a sponsors' pack setting out what the Association offers, why our activities should be supported, the good we do in the community and how we will work with a sponsor.

Iain Blakeley and Libby O'Brien are leading this Focus Area.

# Promotion and Publicity Plan

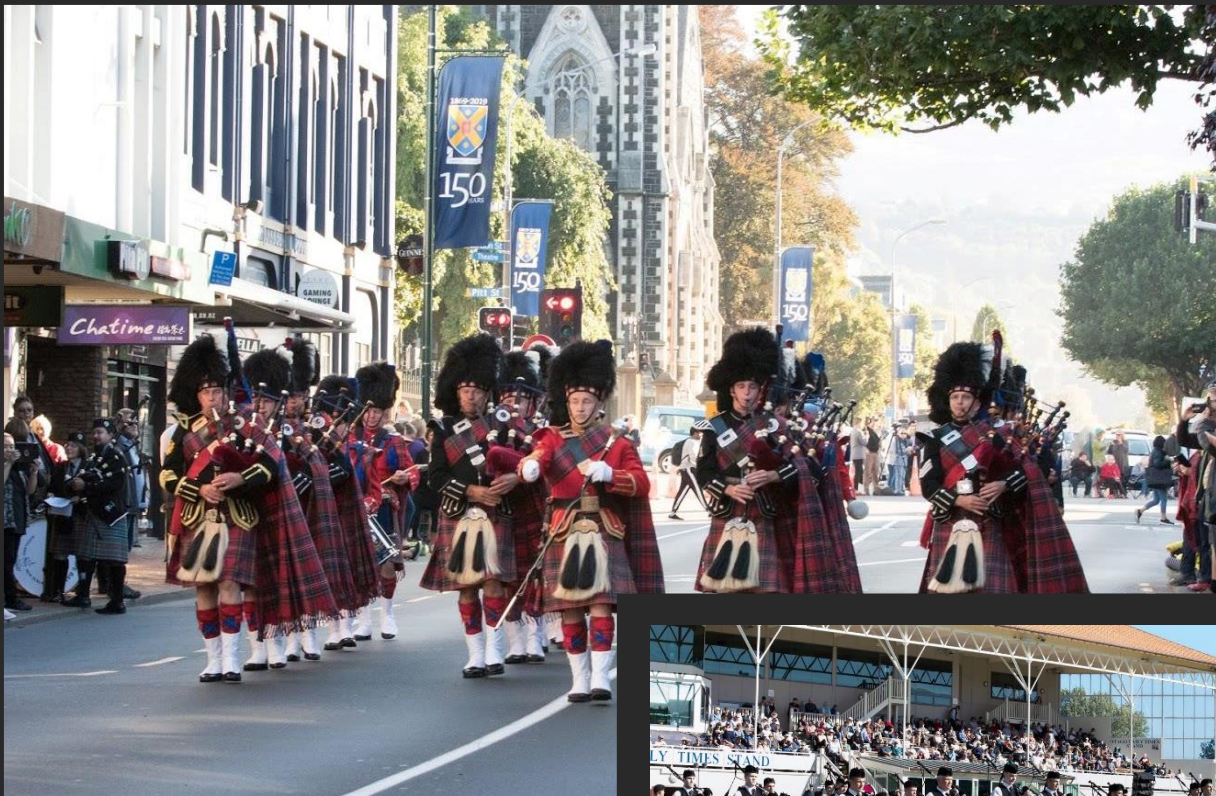
## Surveys

- Commission a survey aimed at young people not in pipe bands to understand their perceptions of pipe bands. Data insights from this will be used to further develop promotions strategies.
- Commission a survey of non-member bands to learn what prevents their membership of the Association. Use these results to develop a plan to encourage more bands to join the Association.

## Raising the public profile and awareness of New Zealand pipe bands generally

- Assist with promotion of non-Association contests to communities by promoting them via the Association social media platforms.
- Publish results of contests as soon as practically possible post-contests.





# Contests Plan

**Group Leader:** Mark Wilson

**Members:** Brian Switalla (music), Jill Vincent (non-music), Rod Miller (supervisor)

**Goal:** The Contest group will continue to administer national contest activity.



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# Contests Plan

## Base Activities

- Work with the Organising Committee of the Invercargill Contest to ensure the smooth running of the Contest.
- Preliminary planning work for the 2021 National Contest to be held in Hawkes Bay.
- Conduct ballots for Music Judges and Non-music Judges Committees in accordance with the Rules.
- Continue to develop Standard Operating Procedures for National Contests and finalise for Board approval.
- Continually review our National Contest Rules following each Contest, identify areas for improvement, oversee a Remit Process for Member Bands to bring about changes, and implement any changes required as a result of the Remit Process.

## Programmes

- Conduct the 2020 New Zealand Solo Drumming Competition in Wellington in September.
- Facilitate a seminar on the Sunday morning after the Invercargill Contest for all Member Bands to be conducted by the two Overseas Judges.
- Hold a workshop for Member Bands and Adjudicators on Ensemble in conjunction with the National Conference in Wellington on 26 September 2020, to be conducted by an internationally respected expert.
- Hold three specialist workshops for Drum Majors.



# Education Plan

**Group Leader:** Mike Sander

**Members:** Alasdair Mackenzie Musical Director RNZPBA Youth Band, Marion Horsburgh Summer School Director, Sheran Hancock Mentor Programme Director.

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



# Education Plan

## Base Activities

- Work with Centre Education Officers and the College of Piping and Drumming to assist with the delivery of certification programmes throughout the year as required.
- Regularly communicate with Members, the Foundation, Youth Band members, parents, tutors, supervisors and other stakeholders regarding Association Education activities.
- Maintain a national database of tutors available for delivery of Association programmes.
- Liaise and work with Centre Education officers to assist in the delivery of education programmes in Centres and provide other assistance as required.

## Programmes

### 2020 National Summer School

- Run the 2020 Summer School in Wellington.
- Attract over 100 participants.
- Ensure funding is secured to help offset running costs (Grants).
- Continue to seek ways to reduce the cost of participants attending.
- Post review of School and identify areas for development.

### School 2021 Summer

- Begin planning of the 2021 Summer School

### Mentor Programme

- Improve processes for 2020 Mentor Programme
- Appoint programme director
- Seek applications from bands.



# Education Plan

## **RNZPBA Youth Pipe Band**

- Finalise 3 to 5 year plan.
- Conduct auditions.
- Closely align with National Youth Pipe Band of Scotland (NYPBoS)
- Promote membership to all eligible young people nationwide.
- Plan for rehearsals and performances around New Zealand.
- Obtain grants to offset expenses.

## **2020 New Zealand Tattoo Youth Band**

- A Youth Band representing the Association will be put together to attend this Tattoo in Palmerston North in April 2020.

# Education Plan

## RNZPBA College of Piping and Drumming

### Leadership:

- Lester Flockton (Convenor/Administrator)
- Greg Wilson (Principal, Piping)
- Adam Alexander (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.

### 2020 College Activities:

- Conduct examinations and award certificates in piping and drumming (throughout the year).
- Respond to requests for guidance/advice from the Management Board and Education Group.

# Centres Plan

**Leader:** Bryce Gilchrist

**Goal:** To facilitate communication, direction and leadership for our Centres



# Centres Plan

## Base Activities

- Support strong connections and alignment between Centres, their bands and the Association.
- Centres to be the community hub within each area encouraging band collaboration.
- Provide guidance to Centres where requested.
- Identify and intervene as required where Centres are struggling to meet minimum expectations.
- Promote cross-pollination of successful ideas between Centres.
- Encourage and support Centre contests and events, coordinating dates with other Centres.
- Liaise with Education Group members to support Centre based education initiatives.
- Liaise with Promotions Group members to support Centre recruitment and promotion activities.
- Conduct a Centre Forum at the National Conference in September.

## Programmes

- Report to Management Board on results of 2019 Centre Visits with recommendations.
- Implement recommendations approved by the Board and/or consult further as required.
- Motivate and facilitate Centre communities to use the new Digital Hub.

# Finance and Administration Plan

**Leader:** Scott Mitchell

**Member Executive Officer:** Penny Wilson

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



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# Finance and Administration Plan

## Base Activities

- Monitor activities of Executive Officer against agreed position description.
- Effectively manage Association's finances and support all Management Group's financial management.
- Provide monthly reports against budget for each of the Management Groups and on a consolidated basis for the Management Board.
- Maintain, update and develop a single database suitable for use by the Management Board and all Management Groups.

## Programmes

- Develop a Guideline for Band and Centre Secretaries and Treasurers on Financial Management and Administration.
- Identify opportunities to provide technology support to Member Bands and Centres for the management of their financial affairs.
- Identify improvements to the Association's assurance programmes.

# Management Board Plan

**President:** Iain Blakeley

**Board Members:** Rosie Hobbs, Allister Macgregor

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





# Management Board Plan

## Base Activities

- Direct and monitor the programmes of the Management Groups to ensure they are completed to plan. Assist with obtaining funding for programme activities.
- Keep bands and Centres informed of the progress on the Association's business through the Magazine, the Association's Website and Facebook pages, electronic newsletters 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.
- Prepare an agenda for the National Conference to be held on 26 September 2020 in Wellington.
- Conduct elections for the Management Board and Committees as required.
- Prepare a Management Plan and strategy for 2021 and beyond and distribute to member bands for discussion/adoption at the 2021 Annual General Meeting.
- Report fully to member bands on the actual performance against this Plan, including financial statements compared to budget.

## Programmes

- Review the functions, desired outcomes and operations of our Colleges – Iain and Allister
- Drive actions within the Association's five Focus Areas.
- Seek sponsorship for the Association that provides a longer term and more sustainable funding model for the future – Iain, Rosie and Libby.
- Develop a plan to leverage successful teaching models around the country – Rosie and Iain.
- The President intends to accept an invitation to attend the Australian Pipe Band Championships in April 2020.



**Royal New Zealand Pipe Bands' Association Inc**  
**Summary of Management Group Accounts**  
**Budget for the Year Ended 31 December 2020**

	Budget Dec-20	Actual Dec-19	Actual Dec-18
<b>BASE ACTIVITIES</b>			
Promotion	0	0	0
Education	0	0	-113
Communication & Publication	-6,070	-7,535	-13,399
Contest	-5,870	-2,582	-7,413
Centres	0	0	0
Administration & Finance	-38,384	-38,021	-43,056
Management Board	-9,400	-9,116	-11,894
<b>NET OUTCOME OF BASE ACTIVITIES</b>	<b>-59,724</b>	<b>-57,254</b>	<b>-75,875</b>
<b>PROGRAMME ACTIVITIES</b>			
Promotion	-5,000	-2,036	0
Education	-43,160	-42,270	-20,393
Communications	-5,000	0	0
Contest	-15,950	-13,059	-4,945
Centres	-4,000	-3,002	0
Management Board	-3,500	-10,025	-3,296
			0
<b>NET OUTCOME OF PROGRAMME ACTIVITIES</b>	<b>-76,610</b>	<b>-70,392</b>	<b>-28,634</b>
<b>TOTAL EXPENDITURE</b>	<b>-136,334</b>	<b>-127,646</b>	<b>-104,509</b>
<b>INCOME</b>			
Interest Received	6,462	5,848	6,618
Other Revenue	1,800	306	203
Donations	0	50	0
Pub Charity	75,000	75,000	53,150
Charitable Trust			
<b>NET OUTCOME ALL ACTIVITIES</b>	<b>-53,072</b>	<b>-46,442</b>	<b>-44,538</b>
<b>MEMBERSHIP FUNDING INCOME</b>			
Subscriptions	26,315	25,824	24,477
Capitation Levies	24,666	24,206	22,555
<b>TOTAL MEMBERSHIP FUNDING</b>	<b>50,981</b>	<b>50,030</b>	<b>47,032</b>
<b>NET SURPLUS/ (DEFICIT)</b>	<b>-2,091</b>	<b>3,588</b>	<b>2,494</b>

**Balance sheet**  
**Royal New Zealand Pipe Bands' Association Inc**  
**Budget for the Year Ended 31 December 2020**

	Budget Dec-20	Actual Dec-19	Actual Dec-18
<b>CURRENT ASSETS</b>			
Westpac-Current Account	182,875	197,046	163,359
Westpac-Savings Account	28,470	28,445	28,421
Accounts Receivable	12,000	14,725	21,857
Prepayments	3,000	3,609	-906
Prepaid Onesmart Debit Card	0	544	2,791
Interest Receivable	2,400	2,390	4,037
Advance Dunedin Contest 2019	0	0	1,500
Advance Invercargill Contest 2020	0	0	1,500
Contest expenses prepaid	8,000	8,050	14,306
Summer School expenses prepaid	10,500	10,807	18,516
<b>Total Bank Accounts and Debtors</b>	<b>247,245</b>	<b>265,616</b>	<b>255,381</b>
<b>Investments</b>			
Westpac -0002 Term Deposit	48,400	46,703	45,159
Westpac-0004 Term Deposit	44,250	42,749	41,344
Rabobank Call Deposit	8,970	8,906	8,905
BNZ Term Deposit	41,612	40,612	39,659
Westpac Investment	0	0	40,000
Westpac Investment	82,200	80,000	40,000
<b>TOTAL INVESTMENTS</b>	<b>225,432</b>	<b>218,970</b>	<b>215,067</b>
<b>TOTAL CURRENT ASSETS</b>	<b>472,677</b>	<b>484,586</b>	<b>470,448</b>
<b>FIXED ASSETS</b>			
as per notes to the accounts	1,985	3,285	4,602
<b>TOTAL FIXED ASSETS</b>	<b>1,985</b>	<b>3,285</b>	<b>4,602</b>
<b>TOTAL ASSETS</b>	<b>474,662</b>	<b>487,871</b>	<b>475,050</b>

	Budget Dec-20	Actual Dec-19	Actual Dec-18
<b>CURRENT LIABILITIES</b>			
Accounts Payable	13,500	22,184	5,144
Pub Charity	75,000	74,998	75,000
Pre-Paid sub/caps for next year	0	0	818
GST Payable	10,000	10,716	7,195
Edinburgh Tattoo advance	6,796	6,796	6,796
<b>Total Accounts Payable and GST Payable</b>	<b>105,296</b>	<b>114,694</b>	<b>94,953</b>
<b>ADVANCE RECEIPTS</b>			
Contest Entry Fees	8,200	8,130	12,085
Summer School (Net)	65,000	65,285	71,494
<b>TOTAL ADVANCE RECEIPTS</b>	<b>73,200</b>	<b>73,415</b>	<b>83,579</b>
<b>TOTAL CURRENT LIABILITIES</b>	<b>178,496</b>	<b>188,109</b>	<b>178,532</b>
<b>NON CURRENT LIABILITIES</b>			
George Hill Memorial Scholarship	1,164	1,507	1,850
<b>NET ASSETS</b>	<b>296,166</b>	<b>299,762</b>	<b>296,518</b>
<b>ACCUMULATED FUNDS</b>			
Balance at Beginning of Year	298,257	294,670	292,176
Net Surplus during the Year	-2,091	3,587	2,494
<b>Balance at End of Year</b>	<b>296,166</b>	<b>298,257</b>	<b>294,670</b>
<b>TOTAL FUNDS AND RESERVES</b>	<b>296,166</b>	<b>298,257</b>	<b>294,670</b>