

Royal New Zealand Pipe Bands Association Inc.

MANAGEMENT PLAN

for the year ending 31 December 2009

**Iain Blakeley
Jim Shepherd
Penny Wilson**

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Management Board Preview

Greetings to all member bands,

The Board is very pleased to be able to present a plan for 2009 that contains significant programme activities without a large projected deficit. We are able to do this because of a \$75,000 grant from Pub Charity received late last year for community activities and youth band development. This money is all committed to the 2009 year and allows us to plan with a much greater level of certainty than in previous years.

To fund our base activities we are projecting a total cost of \$70,354. This is about the same as 2008 actual costs. In recent years we have been able to increase our financial assets and this will help offset the lower interest rates we will receive on our investments. After allowing for interest income we have a base case deficit of \$55,354 which needs to be funded by members. Subscriptions, contest levies and capitations are expected to almost fully meet this. Accordingly, we are projecting the net cost of base activities to be \$3,053.

Programme activities planned for 2009 include Summer School (already held at the time of writing), a promotional DVD, website tutorials, enhanced visiting tutor programmes and nationwide Centre run youth band development activities. In all, the costs for these activities are projected to be \$75,206. This will be mostly funded by the Pub Charity grant. The total budgeted net cost of all activities is \$3,259. The Board is mindful of the difficult financial times facing everyone and we will do all we can to keep any deficit below the budgeted amount without restricting the Association's core activities.

We will continue to look for further ways to increase membership and improve the resources available to bands. If bands or the management team identify any additional useful projects during the year, we will examine each one on merit and will only proceed on the basis that specific funding is obtained for each. Funding will always be difficult to obtain and we will do everything we can to maintain significant external sources of funds for the Association.

In keeping with the decision made by the AGM in 2003 the Management Board proposes increasing the annual subscription in line with the CPI. This was waived last year due to the extra funding received from Pub Charity the previous year. However this year, with the significant reduction expected in investment interest, the practice will again be applied. The annual subscription will rise to \$336 reduced to \$305 if paid by 30 June and capitation levies will increase to \$19 reduced to \$13 if paid by 30 June. Both will incur additional gst.

A conference will be held in Christchurch around September, subject of course to member interest. We encourage bands to participate in the planning of the Conference so it can be as useful as possible.

The management group leaders for 2009 are:

Promotions: George McEwan

Education: Robyn Forbes

Contests: Jill Vincent

Communication and Publications: Chris Stevens

Finance and Administration: Murray Venables.

We are very fortunate to have been able to retain such an experienced and hard working group of people. It has helped that this team has remained substantially unchanged for some time. However, all good things must come to an end and later in 2009 we will need to find new leaders for our Contests and Communications/Publications Groups. Jill Vincent will step down from her role after the Christchurch contest and Chris Stevens has indicated he intends stepping down in the near future. The Association is hugely indebted to Chris and Jill. They have each made an enormous contribution in time and skill over many years. The call now goes out for someone else to put their hand up and have a go. Please contact any member of the Board if you are interested.

In 2009 we will also see the retirement of our Executive Officer, John Harrison. John has worked for New Zealand pipe bands for nearly twenty years and there is unlikely to be anyone with his depth of understanding of our Association's affairs. He will be greatly missed. John's retirement will be effective from 31 December 2009 and the Board is in discussions with a replacement. We will formally recognise John's contribution to the Association nearer the end of the year.

All in all our key goals for 2009 continue to be increasing participation in pipe bands, improving their quality and supporting our member bands as they parade or contest within their communities and throughout New Zealand.

We wish all bands and Centres a successful year.

Iain Blakeley

Jim Shepherd

Penny Wilson

Promotion Group

Leader

George McEwan (Christchurch)

Members

Co-opted for specific projects

Goals

To promote membership of pipe bands and their contributions 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

Assist each Promotions Group Centre member 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. This will include producing A5 colour flyers with photographic depictions showing that pipe banding can be exciting, fun and appealing to all ages.

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 2009 & 2010 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-case activity

\$2,000

2.2 Programme Activity

2.2.1 Promotional Material

Plans are underway to investigate the costs of producing a promotional DVD of NZ pipe bands which can be used to circulate to schools and as a general

recruitment and fundraising aid. This DVD will be based on footage obtained from the 2009 Contest and is hoped to be in such a format that it may be an attractive and saleable product for bands. Cost estimates are currently being obtained but a tentative budget is being proposed on the basis that some costs will be able to be recovered from sales and from financial support obtained for the specific purpose.

In addition, the group is considering producing a promotional flyer which can be used nationally by bands as additional recruitment material. Whether a flyer is needed will in part depend on our experiences with the DVD which is planned. The costs of producing a flyer are not yet known and have not been allowed for in the budget for 2009. Funding will be sought specifically for this project from external sources.

<i>Total cost of programme activities</i>	<i>\$4,000</i>
<i>Total cost of base-case and programme activity</i>	<i>\$6,000</i>

Education Group

Leader Robyn Forbes (Christchurch)

Members 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 Activities

3.1.1 Administration and Development

To administer the Group and work with the RNZPBA College of Piping and Drumming to deliver certification programmes.

3.1.2 Communication

To compile regular Education Group information for “in Tune” and update Education website page as required.

Send correspondence and notices to members as required regarding educational programmes.

3.1.3 National Tutor Database

To continue work on the compilation of a national data base of tutors in conjunction with the College of Piping & Drumming.

3.1.4 Education Group Membership

The Group Leader will continue to work with Centres to ensure each has an Education Officer appointed and will work with that person to assist in the delivery of education programmes in their Centre and provide other assistance as required.

Cost of base-case activity

Nil

3.2 Programme Activity

3.2.1. 2009 National Summer School

National Summer School at Christchurch Boys’ High School in January was completed at the time of writing. There were 210 enrolments with 200 eventually attending. Five overseas tutors from Canada and Scotland (Jack Lee, Reid Maxwell, Kathryn Tawse all from SFU and Scott Birrell and Alexis Ferguson from Scotland, who were working with bands here) led the team of

nineteen New Zealand tutors, 13 piping all together, 6 side drummers and tenor/bass tutors. \$14,506.20

2009 National Summer School Budget

Expenditure:	GST excl.
International Tutors Travel	12,743.00
International Tutors fees	7,600.00
N.Z. Tutors' Fees	14,250.00
N.Z. Tutors Travel	2,969.78
Tutors Accommodation 16x	3,701.33
Tutors meals	3,644.44
Tutors Lunches	711.11
Tutor's expenses +Robyn's exp	405.55
Christchurch Boys' High hire	2,400.00
Hall Hire	266.67
Morning and Afternoon teas	365.38
Presentations	112.98
Hospitality	286.00
Postage / Phone Calls	57.33
Stationery	191.82
Main Photocopying (Music)	881.35
Photocopying at Course	200.00
Photos	125.02
Accommodation at Adams House (including 3 supervisors at \$345.00)	35,650.00
Scholarships 6 x \$200	1200.00
Caps	2,070.00
CD's and Flyer	<u>226.67</u>
	\$90,058.43
Income:	
Door Takings from Recital	600.00
Enrolments	34,755.56
Accommodation	34,346.67
Donations	4,050.00
Tutor re-imbursements & Partners expenses	<u>1,800.00</u>
	75,552.23
 <i>Net Cost of Summer School 2009</i>	 <i>\$14,506.20</i>

Planning for the 2010 National Summer School from Sunday 10 until Friday 15 January will commence immediately following the 2009 School.

It is likely the enrolment fee for 2010 be up to \$250.00 payable at the time of registration, and the accommodation charge \$350 (actual cost). This reflects increased costs and anticipates more difficulty obtaining external funding to meet the

deficit. Funding will be sought and where possible reductions made to students' contributions.

3.2.2. Visiting Tutor Programme

This year a new system will be trialled when calling for applications and the process by which they are assessed. Applications will be due by 1 June and then a sub-committee will look at them and make recommendations. The College of Piping and Drumming will then indicate which tutors should be approached for each successful applicant band. The programme should be completed with each band by the middle of December.

\$10,000

3.2.3 Website Tutorials

\$8,000

3.2.4 Centre Youth Band Development Programmes

\$30,000

Each Centre has been allocated an amount based on that Centre's individual memberships for development of youth bands. These funds are to be used by Centres for tuition fees, equipment and venue hire where appropriate. Centres were asked to submit details of their proposed programmes by 28 February and once confirmed by the Board these activities will take place during 2009.

Total cost of base-case & programme activity

\$62,506.20

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

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

2009 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

Total Cost of College Base-case activity ***\$3,000.00***

\$500 (administration – objective 1)

\$2,500 (for workshop meetings - objectives 2 and 3)

Communication and Publication

Group Leader Chris Stevens (Christchurch)

Member

Penny Wilson (Christchurch)

Goal

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

4.1 Base-case 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.

Net cost of magazine

\$4,570

Publications & Communications Group - 2009 Budget

GST
Inclusive

NZ Pipeband magazine

Income	Advertising	
	Presales (annual)	\$2,500.00
	Casuals	\$17,500.00
	<hr/> Total advertising	<hr/> \$20,000.00
	<hr/> Subscriptions	<hr/> \$4,000.00
	<hr/> Total Income	<hr/> <hr/> \$24,000.00
Expenses	Printing, Prepress and Lithography	\$21,000.00
	Inserts and Postage	\$6,500.00
	NZ Post – Statement of Accuracy	\$570.00
	Sundry	\$100.00
	Advertising and promotions	\$400.00
	<hr/> Total Expenses	<hr/> <hr/> \$28,570.00
Net Cost		\$4,570.00

4.1.2 RNZPBA Website

The Group will continue to maintain the RNZPBA website, with primary focus as a resource centre, rather than a news based website.

Costs associated with the running of the site will remain the same as 2008.

Net cost of website *\$1,170*

RNZPBA Website

Income	Nil	\$0.00
	<u>Total income</u>	<u>\$0.00</u>
Expenses	Domain name maintenance	\$45.00
	Webspace	\$125.00
	Professional development services	\$1000.00
	<u>Total Expenses</u>	<u>\$1170.00</u>
Net Cost		\$1170.00

Total Cost of Group Activity **\$5,740.00**

Contests Group

Leader

Jillian Vincent (Christchurch)

Members

As required for specific projects

Goal

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

5.1 Base-case Activity

5.1.1 Administration of 2009 Christchurch Contest and preliminary work for the 2010 Masterton Contest.

Association's share of Judges' and officers' costs for 2009 Contest

Expenses with respect to score sheets, medals, certificates etc.

Expenses for the Group Leader, President and Promotions Leader to visit Masterton for preliminary planning for the 2010 Contest.

Maintaining, updating and reprinting the Contest rules.
\$15,000

Total cost of base-case activity *\$15,000*

5.2 Programme Activity

5.2.1 Music Judges' Workshop

To be held in Christchurch at the conclusion of the Contest \$500

5.2.2 Non-Music Judges' Selection Committee audio-conference \$200

5.2.3 Prize money for the display event at Christchurch \$3,000

5.2.4 Prize money – Champion of Champions \$5,000

Total cost of Programme Activity *\$8,700*

Total cost of base-case and programme activities **\$23,700**

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-case 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 and photocopying	2,750
Postage	1,400
Tolls and faxes	1,000
Secretarial fee	26,175
Audit Fee	2,150
Depreciation on computer	1,639
Computer support	200
Sundry expenses	100
Affiliation Fees	400

Insurance	800
Bank charges & interest	1,000
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TOTAL	37,614
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<i>Total cost of base-case activity</i>	<i>\$37,614</i>

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-case 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 early September in Christchurch.

Cost *\$3,000*

7.1.4 Conduct Election of Officers

To conduct elections for the President and one retiring Management Board member for the year 2010.

7.1.5 Prepare Draft Management Plan for 2010

In conjunction with the Officers elected for 2010, to prepare a management plan for the year 2010 for distribution to member bands early in the year 2010 for discussion/adoption at the 2010 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.

7.1.7 Sundry Travel

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

<i>Cost</i>	<i>\$500</i>
<i>Sundry costs</i>	<i>\$1,500</i>
<i>Cost of base-case activity</i>	<i>\$7,000</i>

Financial Summary of Funding Proposals

8.1 Costs of Base-case Activity

Promotions	2,000
Education	Nil
College	3,000
Communication/Publication	5,740
Contests	15,000
Administration and Finance	37,614
Management Board	7,000
<i>Total base-case costs</i>	<i>\$70,354</i>

8.2 Anticipated Income

Interest	15,000
<i>To be funded by members</i>	<i>\$55,354</i>

8.3 Member Charges

Base subscriptions	24,200
Contest levies	7,714
Capitation levies	<u>20,387</u>
	52,301
<i>Net cost of Base-Case Activities</i>	<i>\$3,053</i>

8.4 Programme Activities

Promotions	4,000
Education	62,506
Contests	8,700
<i>Total to be funded from external sources</i>	<i>\$75,206</i>

8.5 Programme Funding

Pub Charity Grant	75,000
<i>Net cost of Programme Activities</i>	<i>\$206</i>
<i>Total net cost of all activities</i>	<i>\$3,259</i>