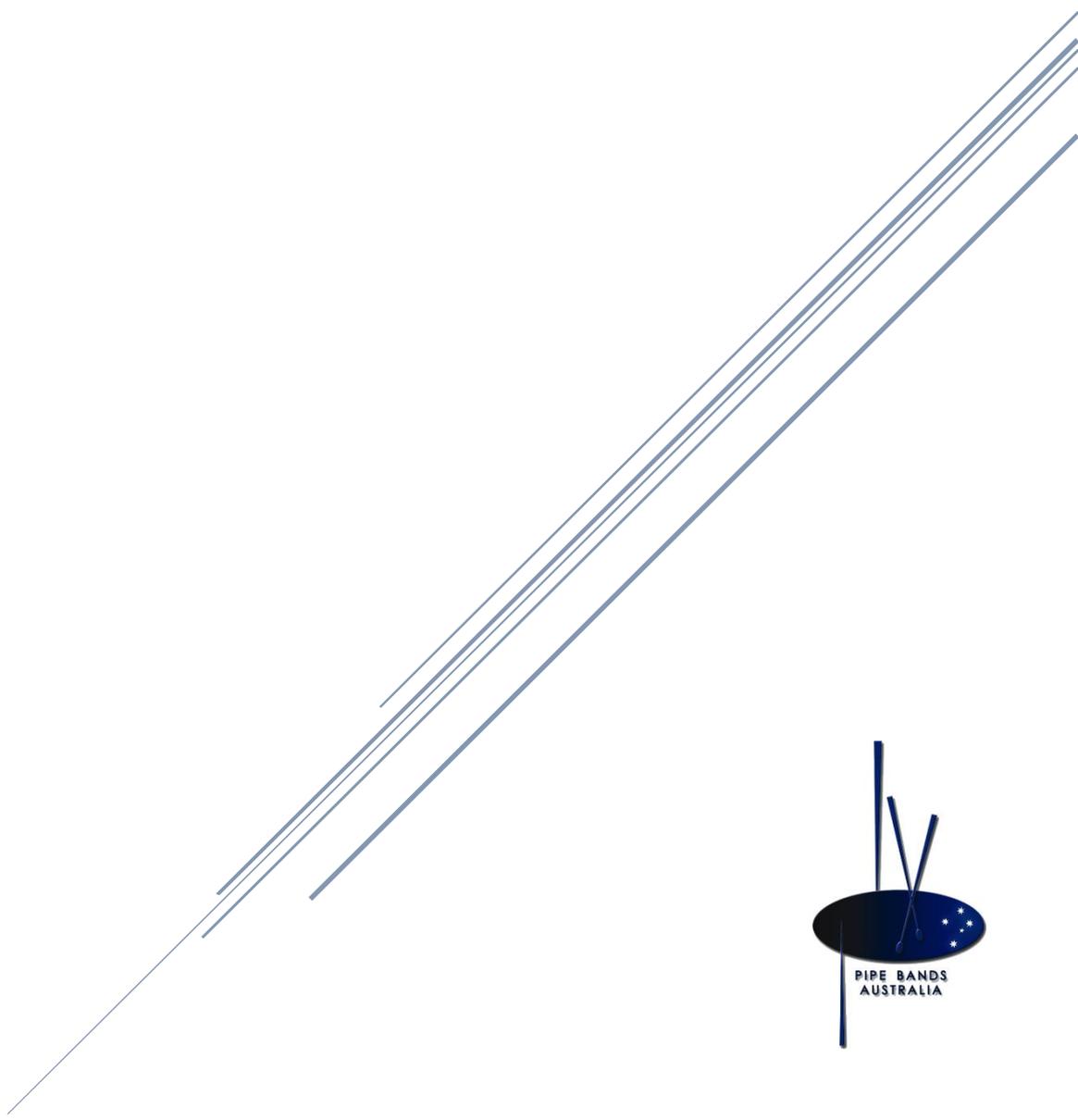


GREEN PAPER

Structural review discussion document

December 2018



FOR THE INFORMATION OF MEMBERS

NOT FOR EXTERNAL DISTRIBUTION OR COMMENT

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OVERVIEW AND BACKGROUND

Pipe Bands Australia was formed in August 1960 as the Australian Federation of Pipe Band Associations, bringing together various state associations for the first time with the focus on a national approach to the conduct of pipe band championships and contests and the rules of competition.

The first Australian Pipe Band Championships of the new national association were held in 1961 and continued as an annual event until 1968 when National Council voted for a biennial event. Contest rules and regulations have evolved since those championships in response to domestic and international environments.

The then-AFPBA in 1965 extended its spheres of operation to include education and training through establishment of the Australian Pipe Band College and development of examination syllabi. Piping and drumming were initially the offering of College activities before soon expanding to embrace drill and dress followed by rules and administration and latterly, ensemble.

The purposes of Pipe Bands Australia are currently defined as:

- the promotion and advancement of Scottish culture in Australia, particularly all aspects of Pipe Band activities and culture;
- the creation of a bond of fellowship between pipe bands and their members within Australia and elsewhere;
- the devising and operating of rules for pipe band and piping and drumming contests in Australia;
- the creation and maintenance of a system affording reciprocal rights to pipe bands and their members in Australia and elsewhere; and
- the establishment and operation of an Australian Pipe Band College as a body setting, maintaining and improving standards in all aspects of pipe band activity.

The structure and primary focus of Pipe Bands Australia has essentially remained unchanged in almost six decades with one notable exception, the transformation from AFPBA to PBA in 1996 when state-based associations were replaced by operational branches of the national association with responsibility for conduct of competitions, education and training within the national framework agreed and adopted by a council comprising representatives from each branch (state) and the Principals of each division of College. While some states retained their former associations – for example, Victoria as the first pipe band association in the world has continued its association as a platform for promotion of pipe band heritage – these associations observed parallel membership and leadership until recent years when the antecedent Pipe Bands Australia state association in NSW adopted a separate membership, leadership and sphere of activity. The change of national structure also led to the introduction of a national membership registration system for individual players and membership by bands.

However, while there have been name changes and adjustments to administrative structure reflecting evolution of frameworks that included addition of National Management Committee to conduct affairs of the association between meetings of council and the biennial conference, the basic structure established upon formation of the AFPBA in 1960 continues with state branches all part of the national strategic decision-making process and charged with driving activity within their branches.

At the 2018 biennial conference of Pipe Bands Australia, National Council agreed to a review of the current structure of the association. The discussion paper considered by councillors said, in part, that the review would investigate *“the most ideal structure for the Association, its rules and policies to support the members in achieving the objectives of its purpose. Consultation with the broader membership will be absolutely necessary. It will provide them with the opportunity to articulate what they want to see for their membership and investment”*.

This Review is a national conversation over a 12-month period with our members – branches, divisions of College, bands and individual members who combine to give Pipe Bands Australia a membership base of more than 110 bands and 2000 members.

The overarching aims of the Review are, while recognising the foundations put in place more than 60 years ago, to develop contemporary and sustainable models of governance and frameworks for performance of music, education and training, engagement and administration within the 21st century pipe band movement.

The Review will consider current, world and aspirational practice to ensure the organisation is best able to deliver its five core responsibilities:

- Competitions and championships for pipe bands, drum majors, pipers and drummers;
- Band grading, accreditation and administration;
- Education and training for bands, members, adjudicators and officials;
- Engagement, promotion and awareness of piping and drumming; and
- Corporate governance.

The overarching objective of the Review shall be to research, investigate and recommend the optimal structure by which PBA should deliver its five core responsibilities.

The Review is developing recommendations by:

- Articulating the core governance activities Pipe Bands Australia undertakes;
- Engagement of members through surveys, discussion fora and other interactive opportunities on current and aspirational activities of members, bands, branches and divisions of College;
- Inviting branches, divisions of College, bands and individual members to make written submissions on the current structure and core activities of Pipe Bands Australia and the submission of any structural and activity-based proposals;
- Identifying activities the membership considers relevant and core to a contemporary structure within a pipe band association;
- Identifying current rules and regulations that may inhibit effective and required governance and administration of functions of the association and structural change to address them;

- Establishing an implementation plan to successfully implement any recommendations which will execute the above changes;
- Engaging stakeholders frequently and meaningfully throughout the review.

In preparing this Green Paper, Review Panel members Jamie Forsyth, Richard Wilson, Athol Chalmers, Chris Swan and Chris Earl have overseen invitations to branches, College, bands and members to make submissions addressing the terms of reference and to complete an online survey. The survey was completed by 200 members, representing an average response rate for this tool when used in collecting data as part of industry reviews.

Additionally, the following fora were conducted:

- NSW – moderated by Chris Earl during the Canberra College of Piping and Drumming workshop weekend;
- Victoria – moderated by Chris Earl prior to the Victorian branch annual general meeting;
- Tasmania – moderated by Chris Earl at a special forum convened in Tasmania by that branch;
- South Australia – moderated by Chris Earl prior to a branch meeting;
- Queensland – moderated by Athol Chalmers at a special meeting and end-of-year drinks function organised by the branch;
- Western Australia – moderated by Jamie Forsyth and Richard Wilson at a special forum.

Members of the Review Panel have also conducted conversations with other members of Pipe Bands Australia and officials of overseas pipe band association and researched other peak organisations in sports, business and industry, arts and culture as part of the process to date. It is recorded that no member of the panel has received any financial recompense for under any activity for the review.

Thanks are extended to all members who have participated in the national conversation to this point, sharing ideas and providing mostly positive feedback reflecting their considered passion and care for the artform and future of our genre within Australia and its standing on the international stage.

Information obtained, and research undertaken during these processes have guided members of the panel in developing a suite of options for future structure and spheres of activity of Pipe Bands Australia. These options are now presented to members for discussion and consideration as the national conversation evolves -

December 2018	Green Paper released for discussion
March 2019	Submissions to Green Paper open
April-May 2019	Consultation on Green Paper
30 May 2019	Submissions and feedback close
1 July 2019	White Paper (final recommendations) released

The Review Panel acknowledges that Pipe Bands Australia and its branches are comprised of volunteers committed to the pipe band movement operating within a professional environment and providing pathways for the advancement of all members, balanced in a contemporary setting reflecting the expectations and frameworks of modern society.

GOVERNANCE AND STRUCTURE

Today's Structure

The structure of Pipe Bands Australia is currently and broadly defined as comprising a National Management Committee to conduct affairs of the association between meetings of National Council and in accordance with the strategic directions agreed by council and within the Rules and Regulations adopted by National Council, College and branch councils.

National Management Committee consists of the president, secretary, treasurer, a representative of College and one other member elected by National Council. These office holders do not have a vote on council unless also holding the office of councillor. National Management Committee meets on a minimum 10 occasions during a year using Skype and additional email flying minutes.

National Council comprises two councillors from each branch (who are voting members of the association on behalf of members) plus the Principals of each division of College. Practice for the past decade has been for one councillor from each branch (carrying two votes) to attend the biennial conference although some branches have sent the second councillor at their own expense. National Council conducts the annual general meeting in every other year by teleconference and additional teleconferences are held on matters referred to it between meetings by National Management Committee or in accordance with the Rules. It is also noted that Skype is used for bi-annual meetings of between branch chairmen and the national president and meetings of College Principals

College is headed by the Principals in each division – piping, drumming, ensemble, drill and dress, rules and administration with branches responsible for election and appointment of Vice-Principals in each state. All accredited adjudicators and contests supervisors are members of College.

Branch councils are comprised of councillors from each member band and elected officials and are required to meet a minimum four times in each year. They have responsibility for conducting the affairs of the association within their branch in accordance with the Rules, Regulations and decisions of the association and meeting those requirements for the holding of competitions, education, training and engagement.

Feedback considerations

In relation to the overall effectiveness of governance, respondents strongly advocated for a reduced bureaucracy, better communication and transparency, and timely action. Suggestions received from respondents which support these points include:

- Reconfiguring the composition and size of National Council;
- Clarifying roles and responsibilities of all office bearers and units of the association and providing suitable and relevant training on duties and responsibilities;
- Increasing the frequency of meetings; and
- Utilising emerging technologies to provide administrative efficiencies and provision of services.

These suggestions are consistent with the governance principles recommended by the Australian Institute of Company Directors, Australia's leading authority on governance¹.

Furthermore, the Review Panel received four written submissions advocating for the introduction of a new formula to allocate the number of National Councillors from each branch based on the numbers each branch has registered.

Branches (comprising representatives of its bands on behalf of the members) have the authority to conduct their affairs autonomously from direction from the national body or any other branch, except in relation to contest-related regulations, College standards (accreditation and grading) and the necessary governance regulations of the association and related Acts. Outside of these and other core activities, branches have the freedom to manage their business effectively taking into consideration the unique challenges and circumstances faced in their own jurisdictions. Core activities and standards require national agreement with cohesion best achieved through the federal model.

In addition, it is customary for National Council to conduct a ballot or poll of member bands with their acceptance or rejection of any proposed changes to contest regulations. As this process is conducted at a grass-roots level, the output will naturally favour or disadvantage bands of a particular grade (given there are more grade four bands than grade one bands) and larger states, due to the size of their membership. Branches and college are afforded the right to submit rule change proposals, including those that may originate from bands, through this process.

Therefore, it is difficult at this point to determine any true disenfranchisement of members from larger states to that of smaller states in relation to the current objectives of the association, and raises further questions concerning the potential concentration of power vested in any particular state which would be contrary to the interests of a federated body and achieving constructive and flexible outcomes in the national interest and suitable for members. Structural options on Pages 12 and 13 of this Green Paper are presented for discussion including several scenarios based on the federal model and one on contemporary corporate boards.

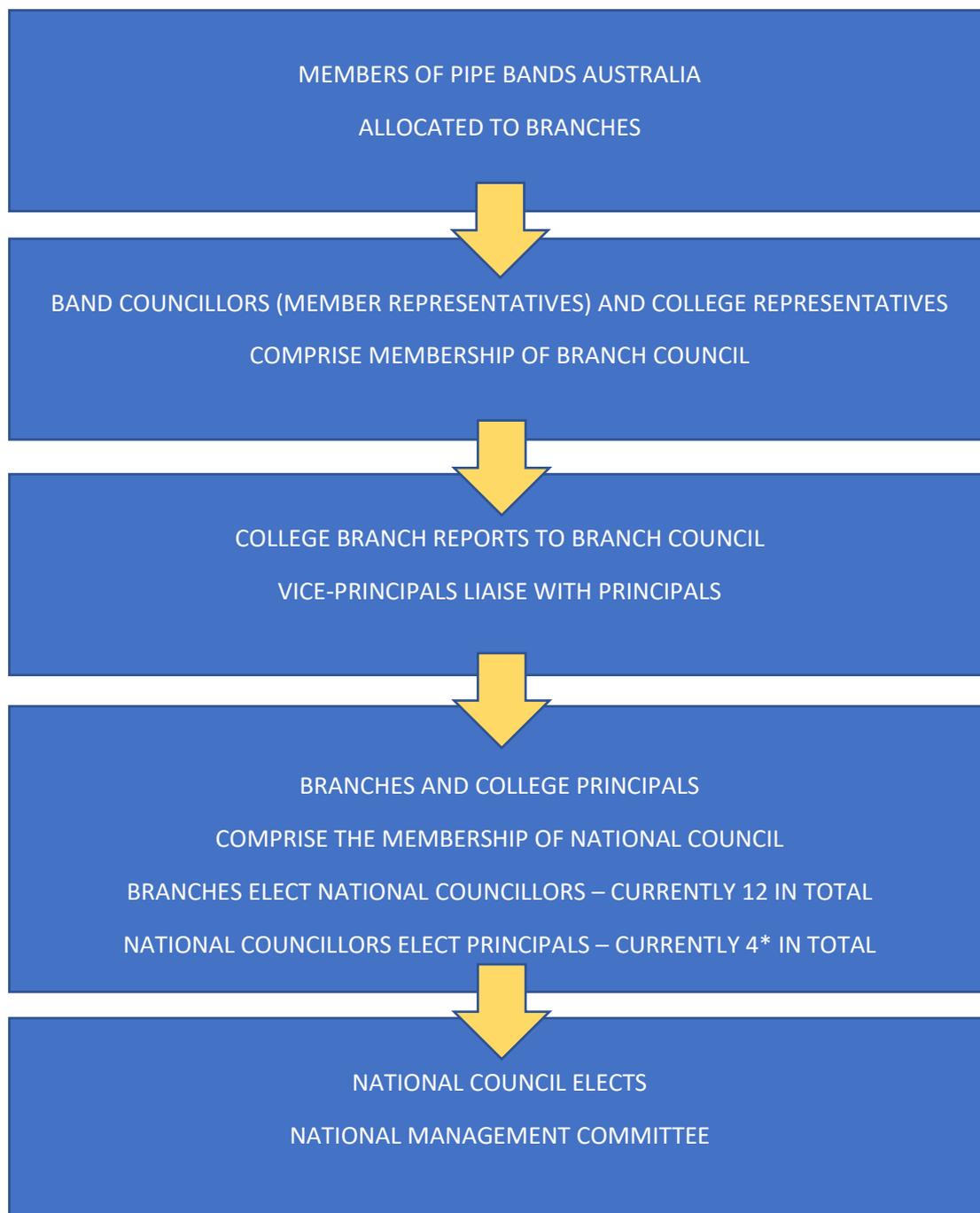
During the period of consultation, there was conversely strong advocacy for reduced bureaucracy but with increased and more regular interaction to achieve greater consistency and co-operation between national and branch, between branches and heightened understanding and awareness of the responsibilities of each level.

One submission called for leadership positions to be held for a maximum four years and possibly linked to occupants coming from the state that hosts the Australian Championships. However, the responsibilities of National Council and the National Management Committee are significantly greater than conducting the championship, requiring corporate knowledge and other non-event related competencies. Furthermore, the championships have been held in only three states since 2000, therefore significantly reducing the ability for capable members from taking office under this proposal.

Renewal of leadership and succession planning is an essential part of effective governance planning and the panel will need to consider this further in any final recommendations.

¹ *GOOD GOVERNANCE PRINCIPLES AND GUIDANCE for Not-for-Profit Organisations*
<http://aicd.companydirectors.com.au/-/media/cd2/resources/director-resources/nfp/pdf/nfp-principles-and-guidance-131015.ashx>

The Structure - Current



* Rule change would see this increased to 5 following creation of Principal Ensemble position

OPTIONS

OPTION 1:

Retention of existing model of membership and meeting cycle for National Council and National Management Committee.

OPTION 2:

A] National Council to be restructured and comprise:

President (not a branch councillor or College representative)

Vice-president (a branch councillor)

Secretary (not a branch councillor or College representative)

Treasurer (not a branch councillor or College representative)

Five other branch councillors (ie, in total one councillor from each branch)

One music representative of College

Principal Rules and Administration or Principal Drill and Dress

All would be voting members of council, the president to hold a casting vote only.

National Council would meet bi-annually with the executive responsible for managing affairs between meetings in accordance with the Rules – the executive comprising president, vice-president, secretary, treasurer and either College music representative or Principal Rules and Administration.

The executive would be elected every two years by National Council as the voting members of the national association.

The music representative would be elected by College members in the piping and drumming divisions, members of ensemble division already being members of either those divisions.

The second College position would be elected by College members of the Rules and Administration and Drill and Dress divisions.

At conference each branch equals one vote, and proposals can be submitted by bands, branches, divisions of College or individual members and be decided on. Discussion and determination of proposals may replace the current provision for a ballot of bands on all proposed rule and regulation changes and possibly also remove the option of trial rules – in this case, branches would have canvassed (balloted and reported) their bands prior to discussion at conference.

Comment: This option acknowledges the federal model and the role of councillors, while representing a branch, to act in the national interest. The reduction in College members considers the sphere of operations in each division and the collective inclusion of the music divisions while the second College position – Rules and Administration or Drill and Dress – acknowledges the co-existence of those panels within a regulatory framework. Thus, the relative level of representation is retained within the federal model, now streamlined.

Additionally, all members of National Council should be required to hold the Advanced Certificate in rules and administration and complete approved modules or courses in office-

holder responsibilities and duties as a requisite qualification. Council members would also be allocated portfolios of national responsibility covering areas that could include:

- Contest Administration
- Band and member engagement
- Education
- Training
- College and examinations
- International relations
- Government relations
- Kindred stakeholder relations
- Communications
- Sponsorship
- Marketing

B] This above option with the following adjustment:

The position of secretary be replaced with a part-time paid executive officer, also undertaking duties as directed by the executive and council and including the role of national membership registrar.

Comment: In this scenario, the executive officer would be a non-voting member of council providing secretariat services to the office-bearers and association and may include some portfolio areas.

OPTION 3:

National Management Committee and National Council be replaced with a five-member board responsible for all affairs of the association.

Each member of the board would be elected by the branches for a five-year term, retirement by rotation annually (one branch, one vote) and a member could only be elected for a maximum two terms.

The board would elect a president and vice-president from within its number annually and appoint a non-voting paid executive officer (secretary) and a non-voting financial officer (treasurer) from time to time from suitably qualified applicants.

The board would implement policy as agreed annually at a conference of branches where each branch equals one vote in determining proposals able to be submitted by bands, branches, divisions of College or individual members. Discussion and determination of proposals would replace the current provision for a ballot of bands on all proposed rule and regulation changes and possibly remove the option of trial rules. In this case, branches would have canvassed (balloted and reported) their bands prior to discussion at conference.

Comment: This option provides for continuity of governance and retention of corporate knowledge while also addressing renewal and succession. The structure in part borrows from that of the corporate sector and, in part, reflects a structure introduced in the Royal New Zealand Pipe Band Association.

Under this scenario, the board would appoint from suitably qualified people, members to portfolio sub-committees of the national body.

- [B] As above except, a six-member board, three years terms, two members retiring annually by rotation and each member being eligible to serve a maximum of three consecutive terms.

Under all options, the national body would be vested with the authority to make determinations where a branch had been unable to determine, resolve or implement actions consistent with the core activities as defined from time to time.

Members of council would, as is expected now, continue to be the link between branches and the national body and, in reverse, ensure that national decisions and initiatives are communicated to their bands and members.

In addition to portfolio responsibilities, sub-committees of National Council that deal with and manage various aspects of the organisation's performance – especially governance and finance – should be considered. In corporate practice, these committees are responsible for the regular review of governance policies to help ensure the association's practices remain relevant, legal, effective and efficient.

Sub-committees should operate with clear terms of reference that outline remit, roles and responsibilities of membership, and any delegated authority and reporting requirements. Whilst there is a strong desire for less bureaucracy, clearly delineating the roles and responsibilities of the various functions of office bearers and units of the Association is fundamental to ensuring we build a more responsive and accountable association.

STATUS QUO OR STREAMLINED ADMINISTRATION			
	Option 1	Option 2	Option 3
Branches	12	6	0
College	5	2	0
(*) Executive	5	5	5
	(*) Includes one College representative. All others non-voting members unless a councillor	(*) All voting members, includes a branch representative	
TOTAL	21	12	5

Four submissions from one state advocated proportional representation membership for National Council. Using figures as at 30 June 2018, the Review Panel has created the following table:

BRANCH SIZE AND RELATIVE COUNCIL MEMBERSHIP			
	Scenario 1	Scenario 2	Scenario 3
NSW	4	2	Number of branch votes linked to membership
Queensland	3	1	
Victoria	3	2	
South Australia	1	1	Scenario 4
Western Australia	1	1	Scenario 4 did not offer a formula
Tasmania	1	1	
No proposal for a proportional representation council model offered any input on the level of representation of College. Therefore, it may be assumed that existing representation remains under these scenarios			
It is also noted that these submissions were predicated on on number of bands, not on branches under the federal model of the association.			
TOTAL	(*) 18	(*) 13	(*) Plus executive

As this table illustrates, there would be a risk that the national narrative could be dictated by the concentration of votes with a few branches, possibly to the detriment of progressing initiatives and proposals that are in best interests of the federated body.

BRANCHES

For purposes of consistency and clarity, several options are provided on the governance structure of branches to ensure timeliness and efficiency in decision-making and implementation of initiatives matching the core areas of activity for the national association.

OPTION 1:

Retention of existing model of membership and meeting cycle for branch council.

OPTION 2:

A] Branch council to be restructured and comprise:

- Chairman (not a band councillor or College representative)
- Two vice-chairmen (one only a band councillor)
- Secretary (not a band councillor or College representative)
- Treasurer (not a band councillor or College representative)
- One music representative of College
- Assistant Principal Rules and Administration or Assistant Principal Drill and Dress (if a member of branch)
- Three other councillors

All would be voting members of council, the president to hold a casting vote only.

Branch council would meet at least bi-annually with the executive responsible for managing affairs between meetings in accordance with the Rules – the executive comprising president, vice-presidents, secretary, treasurer. Branches may elect a non-voting assistant secretary or assistant treasurer.

The executive would be elected every two years by band representatives as the voting members of branch.

The music representative would be elected by branch College members in the piping and drumming divisions, members of ensemble division already being members of either those divisions.

The second College position would be elected by branch College members of the Rules and Administration and Drill and Dress divisions.

Comment: This option acknowledges the federal model and the role of bands within a branch context.

B] This above option with the following adjustment:

The position of secretary is with a part-time paid executive officer.

Comment: In this scenario, the executive officer would be a non-voting member of the branch council providing secretariat services to the office-bearers.

OPTION 3:

Branch council replaced with a five-member board responsible for all affairs of the branch.

Each member of the board would be elected by member bands for a five-year term, retirement by rotation annually (one branch, one vote) and a member could only be elected for a maximum two terms.

The board would elect a chairman and vice-chairmen from within its number annually and appoint a non-voting executive officer (secretary).

The board would implement policy within the branch and be responsible for the administration of all branch-designated activities with an obligation to provide the core activities of the national association as defined.

Comment: This option provides for continuity of governance and retention of corporate knowledge while also addressing renewal and succession. The structure in part borrows from that of the corporate sector and, in part, reflects a structure introduced in the Royal New Zealand Pipe Band Association.

CONTESTS, CHAMPIONSHIPS AND GRADING

The consultation process brought considerable discussion from bands and members on contests and grading – defined currently as two of the key areas of activity for the association. Members expressed a variety of views on the role of the association in this space and its relationship with external stakeholders.

It is the firm recommendation of the Review Panel that pipe band contests remain a core activity of Pipe Bands Australia and its branches and in fact, that branches are required to offer pipe band contests each year within their state. While acknowledging that contests may not be for all bands, it is further accepted that contests are in the DNA of pipe band culture both in Australia and overseas.

Contest requirements have rapidly aligned within Australia over the past three years to those of championships conducted by the Royal Scottish Pipe Band Association and providing a preparatory platform and consistency for the increasing number of Australian bands travelling overseas to compete. Respondents strongly advocated for this to continue.

The future look and feel of Australian Pipe Band Championships was discussed within the context of the aspirational desire to hold the event annually against the practical connotations driven by distance, finance and commitment of bands and players. While there was support for the concept of an annual championship, this was not matched by data supporting attendance and participation outside the top few bands currently Grade 1 and 2.

It was also noted that while the provision for allocation of championship venues remains by rotation between branches, for the past 18 years the premier band event has only been conducted in three branches.

OPTION 1:

The Australian Pipe Band Championships continue to be held every two years and allocated to a branch by National Council that assumes responsibility for the event, timing, location and all other organisation and administration.

OPTION 2:

The Australian Pipe Band Championships continue to be held every two years, alternating between two set venues decided by the national body against a criteria covering: Timing of event, location of event and venue, scale and scope of event, logistics, compliance with requirements of the championships, prizemoney, strategic benefits for pipe bands, external stakeholder engagement, and demonstrated experience and track record in running successful major events.

The championships would be conducted every even year and the national body would have oversight of the pipe band contest aspect of any event. Proposals would be invited from promoters and awarded for a maximum three-championship period prior to review and consideration of renewal, also retaining the option of considering an application from another promoter or branch under special circumstances.

Comment: The Australian Pipe Band Championships are an international event that requires strategic planning and engagement to benefit competing bands, the pipe band movement and engagement to achieve benefits for broader awareness, sponsorship, recruitment and

sustainability. As the pinnacle of performance, achieving a profile is crucial in locations where the event is not smothered or lost. Alternating between two set locations would allow a promoter – branch or external – to develop supportive relationships with business, local government, state or territory government and the Federal Government without the burn-out factor of running successive championships. This model would provide stability and clarity for the national association and promoters, mirroring the award-winning approach adopted with the World Pipe Band Championships in Glasgow where Glasgow City Council’s tourism arm runs the event and RSPBA runs the contest. It also takes in to account that absence of interest or support for an extended period to host the championships in three Australian states and the challenges in New Zealand where the alternating island model has failed to attract promoters in recent years. Any model for two alternating venues in Australia may require consideration of a travel assistance model for bands.

OPTION 3:

As proposed in Option 2 but with Championships being held at one location, the location reviewed every three Championships by the national body.

On contests generally, two branches raised specific concerns about the shortage of qualified and accredited adjudicators, suggesting relaxation of requirements be adopted for some contests. However, this is contrary to the feedback provided by other respondents who expect consistency and quality in assessment. It is not the role of this Review to make any recommendations on alterations to standards. These branch concerns are, however, further addressed in options discussed later in this Green Paper relating to College.

SOLO PIPING AND DRUMMING

The structure of Pipe Bands Australia allows for the conduct of solo piping and drumming competitions and the national organisation currently auspices the Australian Solo Drumming Championships and the upcoming Australian Solo Piping Championships.

However, across branches the level of activity in the solo space varies – some branches are solely the promoters of piping and drumming, in others there is a mixture of competitions offered both under Pipe Bands Australia rules and by kindred, but unaffiliated piping organisations, or others still where piping is with external organisations and drumming within Pipe Bands Australia. The only constant is that solo drumming is offered by all branches. This situation can create confusion with membership and eligibility of players, particularly pipers that was in part resolved by a decision in 2017 to remove the restriction on members competing on non-PBA sanctioned solo events. Further, while the rules require Pipe Bands Australia to grade solo players, variations in the national landscape make this impossible for those branches not in the solo piping space.

OPTION 1:

That Pipe Bands Australia formally removes itself from the solo competition space but reserves the right to promote the Australian Solo Piping Championship and the Australian Solo Drumming Championship.

Branches desiring to promote solo drumming and piping competitions for the development and advancement of its members may do so.

Comment: Under this scenario, Pipe Bands Australia would focus entirely on band contests and championships and other activities enshrined in the rules. The absence of clear and consistent solo player gradings, particularly in piping, would become a matter for resolution between organisations and promoters offering such competitions and determine such rules as reflected by culture and aspirations of a state or organisation. However, it is noted that solo drumming is currently essentially the domain of Pipe Bands Australia and its branches and removal from this space would, at least in the short term, deprive drummers of a framework and flow-on opportunities.

OPTION 2:

That Pipe Bands Australia continues to provide a framework for solo piping and drumming competitions and begins the process to formally recognise kindred organisations in the solo space and develop harmonisation of grading and assessment.

Comment: A recognition that Pipe Bands Australia has a responsibility to promote all aspects of performance while also acknowledging existence in the solo space of other organisations.

OPTION 3:

As above with the exception that Pipe Bands Australia ceases to maintain a national database of solo player gradings unless specifically requested by a branch.

Comment: Solo events and grading would become a domestic branch matter and where solo players entered contests in other branches, there would be a sharing of information.

GRADING

The timeliness and understanding of grading processes brought a considerable number of responses in the consultative fora and survey.

Australian grading over the past 20 years has generally reflected international standards and assessing bands in this context - rather than promotion or demotion based on contest results - which is complimentary with the respondents' desire to align our contest requirements with the RSPBA.

One exception is Grade 4 compared with Scotland, New Zealand and many jurisdictions within North America where there is Grade 4A and Grade 4B (or Grade 5). National Council six years ago voted to adjust the music requirements for Grade 4 to generally reflect Grade 4A in Scotland where an MSR is required and this had the effect of bands leaving the contest scene. National Management Committee in 2016, and adopted by council in 2017, introduced a separate Grade 4 Selection of Marches event that returned the bridge to high music requirements.

OPTION 1:

The Grade 4 Selection of Marches event be retained in its current format

OPTION 2:

The Grade 4 Selection of Marches event be retained in its current format but be restricted only to bands or bands comprising players (except pipe major/tutor, lead tip/tutor and bass drummer) not competing in the Grade 4 Aggregate contest elements

Comments: This change would capture the original spirit of the rule of encouraging non-competing bands back to the contest circle and a bridge for younger players or those still wishing to play a lesser musical requirement.

OPTION 3:

The formal establishment of Grade 4B in Australia to fully align all grading and music requirements with those of overseas jurisdictions.

The music requirements for Grade 4A and Grade 4B be from the RSPBA prescribed tune list with an Australian supplement developed.

Comments: This option provides for the formal engagement and recognition of bands at contests and championships, provides an accessible entry or re-entry level for bands and players and will assist in more timely and appropriate grading of bands.

Branches are currently responsible for annual grading reviews of bands and after each Australian Pipe Band Championships there is a national review. Again, dissatisfaction with timeliness of grading was expressed during the consultation process.

OPTION 1:

Branches retain responsibility of annual grading reviews and continue to be invited to participate in biennial national reviews where if an opportunity is not taken up by branches, decisions are still able to be made.

OPTION 2:

National grading reviews be conducted annually, whereby branches and bands are provided a one-month period to make requests for consideration as part of the process.

The national grading committee comprising the three music Principals (or representatives of a music board plus assistant principals) plus the president and one other member of the national body assumes responsibility for all grading recommendations and their administration, including input from branches and bands. The results of grading reviews to be released no later than 1 September annually.

Comment: This would allow for a consistent approach to grading year on year matching the spirit of the association in creating fair frameworks for competing bands. The timing considers most branch competition seasons and the fact that Australian bands are increasingly competing in Scotland during the July-August period.

MEMBERSHIP

During the review process, the value of membership of Pipe Bands Australia as a contest-focused organisation for non-contesting bands was often raised. The panel notes that Pipe Bands Australia has extended its operations beyond contesting, education and training in recent years and now has strong partnerships with the Royal Edinburgh Military Tattoo and co-ordination of the Battle's Over commemoration in Australia embraced all bands and pipers, not just members.

However, the fee structure warrants review to make membership of Pipe Bands Australia inclusive and engaging for all pipe bands in Australia.

OPTION 1:

Retention of existing membership structure, encouraging all bands and members to aspire to participation in contests, workshops and examinations where an enrolment fee differential is in place for non-members.

OPTION 2:

A tiered membership fee structure

- Tier 1: Annual band and player membership fee that entitles full participation in all Pipe Bands Australia activities and full band voting rights at branch meetings.
- Tier 2: Annual band membership fee only that entitles members of that band to full participation in all education and training activities, including member fee for examinations. No band voting rights at branch meetings.
- Tier 3: Kindred organisation membership equal to annual band membership fee (eg, piping clubs and societies, international pipe band associations) whereby this is reciprocal recognition of membership but not voting rights.
- Tier 4: Individual member only membership with all entitlements as apply for band members. No voting rights, recognising that the national body represents bands not individuals
- Tier 5: Retention of existing category for adjudicators upon appointment to College panel of no fee being required for duration of appointment except where player also wishes to compete requiring player registration

Comment: Currently, the rules prescribe a minimum number of players required for a band to be a member, denying flexibility in managing cyclic swings in band membership and changes to the structure of government and service bands that can prevent participation in competition while at the same time its members are also registered with community bands. The non-voting aspect of individual members has been considered and this situation is consistent with "member at large" categories adopted by other national organisations operating under the federal model – ultimately designed to encourage membership of an entity, in this case a band.

OPTION 3:

As per Option B with the amendment of band membership requirements for schools, requiring only one band membership to be paid irrespective the number of bands the school may have.

Comment: The significant rise in participation by schools now sees at least four schools fielding multiple bands. Under this scenario, the band fee is paid once only each year and the band would only be entitled to a single band vote at branch meetings.

The Review Panel also notes that National Management Committee, following agreement by National Council, is working through processes for the implementation of a fully-integrated online membership registration management, payment and renewal system for bands and members, as earlier advised to National Council and branches.

COLLEGE

Education and training for bands, members and officials of the national association is, or should be, a significant core activity of Pipe Bands Australia where oversight primarily rests with College Principals and responsibility for implementation fully in the hands of branches and Vice-Principals.

The future role of College received by far the most comments and ideas during the consultation process. Disappointingly, the process revealed deep frustration and annoyance with the volume and quality of education and training opportunities currently provided in some branches, the examination syllabi and the examination structure that in a few branches has been identified as a contributing factor to low membership of adjudication panels. The Australian Pipe Band College is internationally recognised with examinations regularly conducted not only in Australia but throughout south-east Asia.

In addressing the current structure of the College – each division overseen by a Principal with Vice-Principals in each branch and membership comprising all adjudicators and contest supervisors – the Review Panel believes some significant changes are required to maximise engagement and involvement in education and training initiatives from the beginner piper and drummer through to senior and experienced band leaders, to create greater clarity in lines of responsibility for members of College and branches, and to recognise the distinct difference and skills required for workshops, seminars, education syllabi and examinations.

MUSIC

The following options are presented for consideration and discussion on a restructure of College that would retain responsibility for the implementation of education and training initiatives, grading, syllabi and examinations –

- 1] a – The creation of a formal Music Board to oversee all matters pertaining to music, adjudicator accreditation and training, education, to make recommendations to the national organisation for approval and endorsement, and to implement agreed actions. Membership would be drawn from all qualified and accredited members of music panels.
- b – There would continue to exist the positions of Principal of Piping, Drumming and Ensemble elected every two years by members of the respective panels with such Assistant Principals appointed by the Music Board in each discipline based on skill and geographic location although the sphere of activity would be national. The number of Assistant Principals not to exceed three in each discipline, making a total Music Board of 12.
- c – The Music Board comprising the Principals and Assistant Principals would elect every two years a member to represent it on the national organisation.

2] From within the Music Board, the following would be created:

a - National Education Group comprising a minimum three members of the Music Board and other skilled and proficient educators appointed by the national organisation on recommendation of the board to develop and deliver education and training modules for bands and members through workshops, seminars and on other platforms, with at least two of each held annually in branches at metropolitan and regional locations in consultation and collaboration with branches. Education would also be provided in composition and arrangement for pipes and drums, medley structure and construction.

b - National Syllabi Review Group comprising the three music Principals and co-opted educators revamp the examination syllabi to ensure it retains and maintains relevancy and provides pathways to proficiency that are recognised, parallel and compatible within the context of the Australian education system and allied music education organisations (eg, Australian Music Education Board [AMEB], Scottish Qualification Authority [SQA] – Piping and Drumming Qualifications Board) and recognised by international pipe band associations.

Specifically -

- i) That all theory components be offered in an online environment;
- ii) That the current examination levels be restructured to provide access points for all levels of player development from beginner to advanced – ie, creation of up to 10 levels and that examination times increase commensurably for each level using AMEB or SQA as models. Under AMEB for example, Preliminary Grade has a 12-minute practical examination and 30-minute theory examination increasing to Licentiate (Level 11 or highest) 60-minute performance examination. Examinations able to be taken in blocks for proficient players entering the examination stream.
- iii) That recommended or compulsory tune selection lists be provided at each level together with resource books for each level.
- iv) That examination papers reflect stated content within the syllabi and resource books.
- v) Rotation of examination questions and answer papers prepared for assessors.
- vi) A new form accreditation for proficient band trainers be introduced to empower member bands with confidence in the integrity of available trainers.

Any new syllabi should meet the expectations of the pipe band movement in Australia, mirror international considerations and, equally, be of a level acceptable for recognition within the Australian education system and especially at Year 12 level.

c - National Examination Assessors' Panel formed from within the Music Board, and from qualified educators, to assume responsibility for the assessment of all examination candidates.

d – National Grading Committee to comprise the three Principals plus two Assistant Principals elected by the Music Board and the president of Pipe Band Australia.

e - The Music Board would also be responsible for the structuring and delivery of compulsory professional development modules for adjudicators.

f – The Music Board be administered by a convenor responsible for liaison between the board and Pipe Bands Australia.

The perception within the Australian pipe community is that the current examination system is designed to create the next generation of adjudicators whereas the reality should be achievement of proficiency as a musician in the art of bagpipes or drumming. Currently, achievement of the Advanced Certificate is a prerequisite to make application to be an adjudicator and the Review Panel, while aware of a shortage of judges in some branches, is of the opinion that minimum standards are required to ensure consistency of adjudication.

However, to help address current or projected adjudicator shortages, it is put forward as an option for discussion that:

College (or Music Board) develop assessment criteria for the recognition of achievements as a pipe major or leading drummer and credits applied towards awarding of the pre-requisite level of proficiency to make application to become an adjudicator, acknowledging that the RSPBA has similar requirements (time as leading drummer or pipe major in a top grade band) and that performance skills of suitable candidates may no longer be at an optimum.

Retention and promotion of the MATE (Music Adjudicator Training Examination) assists with preparing new adjudicators. The Review Panel believes this examination and its mentoring system are invaluable to candidates and provide bands with confidence of assessment.

This Green Paper also acknowledged that the national association has a duty of care for its officials and requests consideration and discussion on whether there should also be a retirement age for adjudicators as adopted in some other jurisdictions.

DRILL AND DRESS

Drill and dress remain part of the Australian pipe band movement – historically from the days of the military-style quickstep through to the 21st century where it can be described as the embodiment of artistic presentation and crowd appeal. Both Australia and New Zealand continue to include these elements in competition structure and Australia also uses the drum major solo concept of Britain and Northern Ireland.

In putting forward discussion options for this discipline within the Australian Pipe Band College of Pipe Bands Australia, it is proposed that the drill and dress division would adopt a similar structure to the music divisions in all aspects of its relevant and appropriate operations for education, training, assessment and administration.

Therefore, options presented in the previous section also relate to drill and dress with the exception of those purely related to music.

RULES AND ADMINISTRATION

The Rules and Administration division of College is primarily responsible for the rules of governance for the Association and the conduct of contests and championships.

Presented for consideration is:

That the Rules and Administration division be transferred to two new sub-groups of Pipe Bands Australia styled a) the governance committee with responsibility to review and adjustment of all rules and regulations to ensure they are consistent with relevant legislation and obligations and b) the contest rules committee with responsibility to regularly review rules, review proposed changes and manage the training, accreditation and appointment of contest supervisors.

These committees would be headed by the Principal Rules and Administration and elected every two years by accredited contest supervisors and branches. The Principal would appoint up to four Assistant Principals and Pipe Bands Australia would appoint a further four people to each committee.

While separate from the College or Music Board, a training syllabus for contest supervisors would be retained and examinations overseen by the Principal and Assistant Principals and styled as College examinations. The conduct of examinations would be consistent with that adopted by divisions of College or Music Board.

During the review process to date, there has been significant dissatisfaction expressed on the delivery, or absence of delivery, of education and training programs in some branches, low levels of engagement under the existing Vice-Principal structure of College in some branches and a perceived focus of College on examinations.

In framing these options for consideration, the Review Panel believes a more holistic, creative and resourced approach to education and training will assist bands in better guiding their destiny and assist branches in meeting band expectations.

ENGAGEMENT

Pipe Bands Australia as a national organisation has its foundations in the creation of a consistent framework for competitions and championships. Its sphere of activities has expanded to a small degree over the past 20 years – links with the Royal Edinburgh Military Tattoo that annually now provides opportunity for community, service and school bands in Scotland and increasingly in Australia, affiliations and alliances with overseas pipe band associations (although these are primarily contest structure related).

The Review Panel notes the new ground broken by Pipe Bands Australia over the past three years in a) the introduction of awards and recognition for members bands b) advocacy to government and development of links with business and trade c) external promotion of pipe band events and activities in specialist publications and d) co-ordination of Australian participation in The Battle's Over commemoration for Centenary of Armistice across 200 sites and involving more than 1500 pipers and drummers, including non-member bands and former member bands and players.

A number of respondents during the consultation expressed aspirations for a national organisation extending far beyond competitions, education and training. They believe Pipe Bands Australia has a role to provide greater assistance in raising the profile of the pipe band movement in local communities.

At the 2017 biennial conference of National Council, a discussion paper was included in the agenda on engagement and awareness:

Recruitment, retention and re-engagement of players has been identified as a key focus to the future by College principals in considering online resources for education and training.

Community engagement and awareness can be driven at a local level, supported by Pipe Bands Australia and its branches with template marketing materials to assist with engagement and opportunity linked to broader national and international initiatives.

While Pipe Bands Australia has at the core of its culture competition and standards in education and training, our bands ultimately are in the entertainment business as artists creating engaging performances in their community for enjoyment, development of musical and performance skills and fundraising.

Engaging mainstream media often requires "something new, something different" to activate interest of journalists, and the use of social media and other forms of communication. This can only be driven at a local level.

However, Pipe Bands Australia could give consideration to national initiatives – a framework for profiling our bands, their players and our traditional and contemporary links with Scottish culture.

For example:

- *International Bagpipe Day – 10 March annually*

This annual event, organised by the Bagpipe Society and the International Bagpipe Organisation, aims to celebrate the world's bagpipes and piping traditions. We encourage you to organise grassroots events: lectures, concerts, conferences, school

events, museum talks, and of course, dances.

- *World Whisky Day – Third Saturday May annually*

Founder Blair Bowman says: World Whisky Day invites everyone to try a dram and celebrate the water of life. Events are taking place all over the globe. If you can't find an event happening near you why not host your own World Whisky day event? All you need is a bottle of whisky to share with your friends. World Whisky day celebrates all types of whisky/whiskey and encourages everyone to enjoy whisky responsibly. World Whisky Day is all about making whisky fun and enjoyable. It's not about being exclusive or prescriptive. You can drink it however you enjoy it (ice, water, mixer – whatever works for you). We want to be all inclusive and that means any kind of whisky/whiskey from anywhere in the world.

- *International Tartan Day – 1 July annually*

Major events on and around International Tartan Day are already held in Queensland. Other branches could be encouraged to investigate activities with diaspora organisations in their states.

- *World Hug a Drummer Day – 10 October annually*

Originating in the US, Hug a Drummer Day has evolved into a day when bands around the world perform and spotlight their drummers. The jocular nature of the day opens the mind to much creative thinking.

National initiatives could include these and other opportunities at grassroots level where recruitment begins.

From that discussion paper, emerged participation in The Battle's Over.

As part of the Green Paper, bands and members are asked to consider and discuss whether the core activities of Pipe Bands Australia be expanded to include non-contesting promotional activities, driven within local communities and supported by national frameworks.

Additionally, consideration and discussion are requested on the role of Pipe Bands Australia and its branches in expanding its footprint in sourcing of funding opportunities for national, state and band initiatives.

COMMUNICATIONS

Pipe Bands Australia has made significant steps in its online communications platforms over the past three years with development of a new website and creation of a Facebook page, allowing members to access information in a timely manner. Both platforms have high engagement rates.

However, it is not appropriate to communicate all information in an online environment and members have expressed annoyance at the lines of communication being fragmented and at times irregular in some to branches.

In some branches, the level of dissatisfaction was markedly high. Research by the Panel also indicates, conversely, that changes to email addresses by members are not always notified to the registrar and branch officials

However, to improve member communications, the following options are offered for consideration in the Green Paper:

- A] The current cycle of twice-yearly national newsletters to members be increased to five each year and include branch reports, band news and photographs – an e-magazine – direct to members and stakeholders.
- B] With the introduction of the online membership system resulting in improved integrity of contact details, branches are provided with their membership email database monthly to deliver information direct to members.
- C] Branches produce an e-magazine five times a year (in the off month to the national e-magazine).
- D] All relevant communications continue to be sent to branches and College but also as appropriate, be sent direct to members using their nominated email address.



WE WELCOME CORRESPONDENCE AND
FEEDBACK ON THE GREEN PAPER

TO BE CONSIDERED IN FORMULATION OF
THE WHITE PAPER, ALL CORRESPONDENCE
AND FEEDBACK MUST BE LODGED THROUGH
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