



OVERVIEW

Structural Review of Pipe Bands Australia

Pipe Bands Australia is the national association for pipe bands representing more than 110 bands and 2000 members. The structure and responsibilities of the association remain largely unchanged in practical application since the formation of the Australian Federation of Pipe Band Associations in 1960, an organization that transformed into Pipe Bands Australia two decades.

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 current management model is defined through allocation of authority and responsibility to either national council (national management committee between meetings of council) or branches. A branch is based in each state and Pipe Bands Australia also has an affiliate member the Papua New Guinea Pipe Band Association.

National council is comprised two councillors from each branch in addition to the principal of each division of college. National management committee members attend meetings of council but do not have a vote. National management committee comprises – President, Secretary, Treasurer and two members, one of whom is a college principal. National council meets biennially with the conference electing members of national management committee and principals.

Band and member registration fees are paid annually through the national registrar who is appointed to manage the membership database. Two-thirds of the membership fee is disbursed to branches for operation and conduct of contests, education and training and other activities.

Australian championships are held biennially for pipe bands and drum majors, drumming and from 2019, piping. Responsibilities and authority for the conduct of these activities are defined for both national council and branches.

At its conference in 2017, national council agreed to a review of the current structure of the association. The discussion paper considered by councilors 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 consultation process could be conducted by a simple survey of members and or branches as they meet.”

This review is a national conversation over the next 12 months 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.

TERMS OF REFERENCE

Pipe Bands Australia is conducting a Structural Review (the Review) to update the organisation's governance and structural framework.

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
- Corporate governance

OBJECTIVES

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

The Review will develop its recommendations by:

- Articulating the core governance activities PBA 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 those 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 recommended which will successfully execute the above changes
- Engaging stakeholders frequently and meaningfully throughout the review

DELIVERABLES AND TIMEFRAMES

In order to develop its recommendations, the Review Panel has adopted the following timeline for its research and investigation and engagement with membership and receipt of written submissions, additional consultation and reporting.

- A list of core governance activities – by 31 August 2018
- Membership survey and discussion to capture opinion on PBA defined activities – by 31 October 2018
- Written submissions from branches, divisions of college, bands and individual members – close 31 October 2018
- Analysis based engagement results and written submissions – 30 November 2018
- Review of panel activities – 30 November 2018
- Green Paper containing options for future structure of Pipe Bands Australia released for discussion within fora of Pipe Bands Australia and member bands – by 31 December 2018
- Submissions in response to Green Paper options close – 31 March 2019
- Review of responses to Green Paper and development of recommendations – by 31 May 2019
- Final report and recommendations - by 30 June 2019
 - Through the process, regular communications on key milestones and engagement will be provided to membership through the communications platforms of Pipe Bands Australia.

SCOPE

In order to formulate its recommendations, the Panel will review the core governance activities currently carried out by PBA.

Core governance activities are those which:

- Relate to the governance of PBA
- Are mandated by the Rules and Regulations – national, college and branch
- The PBA is responsible for delivering under legislation, policies or commercial/other agreement

For example, in-scope activities will include review of current requirements for meetings of national management committee, national council, branches, divisions of college nationally and within branches; audit and accounting; governance and management model including election of officers; conduct and administration of contests and processes for amendment to rules and regulations; education and training; membership fees and payments (noting an online system is in development).

Activities that will be out of scope to the review will include those that are normally initiated by policy direction may include:

- Conduct of teaching workshops
- Award of scholarships/ bursaries
- Communications and media protocols

REVIEW PANEL

RICHARD WILSON: Management consultant with The Boston Consulting Group involved with stakeholder engagement and public policy. Holder of Ivy League MBA with 13 years' experience advising governments, industry associations and companies. Manager of complex projects and teams. Former ministerial adviser to Federal and State Governments.

ATHOL CHALMERS: Career in government, small business, the corporate sector and industry groups with skills in stakeholder management, advocacy, issues management, policy analysis and development, financial, operations and sponsorship management, corporate citizenship, philanthropy and community investment.

DR CHRIS SWAN: Former executive director medical services for the WA Country Health Service and previously served as medical director of the Sydney Adventist Hospital. Experienced in governance restructure, change management and risk management, corporate governance.

JAMIE FORSYTH (Convenor): Experience in government, not-for-profit organisations, politics and small business. Former state director of political party and Principal Rules and Administration for Pipe Bands Australia.

CHRIS EARL (ex-officio): Experience in government, politics, small business and communications, serving on state and national committees and boards. President of Pipe Bands Australia.

SUBMISSIONS

Written submissions to the Pipe Bands Australia review may be made by email to:

pbareview@pipebands.asn.au

DOCUMENTS

For additional information of current Rules and Regulations of Pipe Bands Australia, visit
<http://www.pipebandsaustralia.com.au/rules-handbooks> to access downloadable documents

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www.pipebandsaustralia.com.au