



Canberra City Pipes and Drums Handbook

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Document Control

Document Purpose	<p>This document is the Handbook for Canberra City Pipes and Drums.</p> <p>This document is an adjunct to the Constitution and By-Laws of Canberra City Pipes and Drums Incorporated. It lays down the policies and procedures relevant to leading and managing the band (as a duly appointed and delegated subcommittee) and additional procedures affecting all members of its associated Incorporated Body.</p> <p>It articulates protocols and policies that should be adhered to by all playing and committee members.</p>
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Document Approval

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Version Control

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2018.1	29/05/2018	Initial Release
2019.1	12/03/2019	Changes per minutes 3.1, 3.2, Leave of Absence Policy attached

Canberra City Pipes and Drums Handbook

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WHO WE ARE

Canberra City Pipes and Drums (CCPD) is the ACT's premier ceremonial pipe band.

We have brought ACT piping to performances on the Great Wall of China, at Red Square in Moscow, Switzerland's Basel Kaserne, and Edinburgh Castle in Scotland.

We have brought the full pageantry of the pipes and drums to sell-out concerts alongside Andre Rieu, Jimmy Barnes, and the Royal Scots Dragoon Guards, as well as supporting local charities and veteran organisations such as Legacy and Soldier On.

Practice is held on Tuesday evenings at St John's Church Hall in Reid (near the corner of Anzac Parade and Constitution Ave). General practice starts at 7:30pm. Social members and supporters are welcome; learners by appointment.

CCPD is a contracted service provider to the Australian Federal Police (AFP). When performing for the AFP we are branded and badged 'Australian Federal Police Pipes and Drums' (AFPPD); Note that AFPPD is a separate contractual entity, and has a separate induction process (Refer: Induction)

STRUCTURE

For a detailed list of electable positions, see 'Appendix One – Committee and Band Positions'.

INCORPORATED STRUCTURE

The Management Committee (committee) provides overarching and strategic-level leadership of the band and its incorporated body. It is mandated to meet at least three times a year, although it can meet as often as needed.

Elections for committee positions occur during the Annual General Meeting (AGM); any financial member can stand for election in any position. Positions are valid from the time of election until a spill is called at the start of the next AGM.

BAND STRUCTURE

Band management is vested in 4 elected Rank Holders, (Pipe Major, Drum Major, Pipe Sergeant and Drum Sergeant) and such appointed Corporals and Lance Corporals as deemed necessary by the elected Rank Holders. During practice and while on parade, playing members are led by the Pipe Major (PM) and any authority delegated by the PM to rank holders. Rankholder elections are determined by the vote of inducted playing members, either in person or by proxy.

Similar to committee membership, any financial playing member can nominate for any ranked position. Elections occur each year during the AGM and positions are valid from the time of election until a spill is called at the start of the next AGM.

MEMBER PROTECTION POLICY

We endorse and adhere to the Australian Pipe Band Association's Member Protection Policy. Our tutors and instructors are registered under the ACT's "Working with Vulnerable People" scheme.

INDUCTION

To be inducted as a CCPD playing member, applicants must have gained proficiency in their chosen instrument to the satisfaction of the PM (or their representative) or Drum Sergeant (or their representative) as relevant, and have been assessed by the Drum Major (DM) or Deputy DM as proficient in drill and bearing; the committee will then be notified of the outcome.

Upon payment of fees, a player will be formally inducted; ongoing induction is contingent on continuing proficiency, commitment, attendance, and the annual payment of appropriate fees.

Inducted playing members should be aware that their induction brings obligations, such as upholding the policies and procedures outlined in this document, the CCPD Code of Conduct, and Leave of Absence policy, and such other policies as the committee may determine. In exchange, only inducted members can be guaranteed consideration for selection at performances.

INSTRUMENTS

PIPERS

Pipers must provide their own instruments and are responsible for instrument care and maintenance.

All inducted pipers will use band standard chanters and reeds, as decided and directed by the PM. Tuning and modification is conducted by the PM, or as delegated by the PM to another rank holder or authorised person.

All pipers are required to use the CCPD-issued black pipe bag cover with silver fringing and white cords when on parade with CCPD.

DRUMMERS

Drummers, including Drum Major and Deputy Drum Major, have responsibility for the safe, secure and appropriate storage and care of all items issued to them.

Care should be taken to store drums in appropriate cases and to ensure that they are handled carefully and are stored in a safe and secure area at all times. It is not appropriate to store drums in direct sunlight or in a car-boot between performances. They should be kept in a cool, clean, dry place. Any loss or damage arising as a result of negligence is the liability of the person issued the drum.

Tuning and modification of drums is only to be conducted by the Drum Sergeant, or as delegated by the Drum Sergeant to another rank holder or authorised person.

UNIFORM

For a detailed breakdown of uniform components relevant to playing members on parade see 'Appendix Two – Playing Member Uniform'.

For the standards of dress relevant to playing members on parade see 'Appendix Three – Dress standards.'

TARTAN

Playing members wear the City of Canberra Tartan, designed for CCPD by former members Peter Burrows and Stewart Smith. The dark blue background and the gold and white bands represent the blue, gold and white stars of the Canberra flag while the light blue represents the Canberra bluebell.



ACCOUTREMENTS POLICY

Patches on shirts and doublets should be on the shoulder of both sleeves. The top of the patch must be positioned 3cm below the centre of the shoulder seam.

All rank holders will wear their rank insignia on the epaulettes of both CCPD and AFPPD-branded shirts. AFPPD-branded rank slides have the addition of the words "AFP Pipes and Drums" embroidered below the rank chevrons and are not to be worn on CCPD shirts.

Doublets will have rank chevrons sewn onto the sleeve 8cm below the centre of the shoulder patch on the right sleeve. The PM and DM may also wear Bullion Badges above the silver rank embroidery; these must be 4cm below the centre of the bottom of the right sleeve shoulder patch.

All Pipers' doublets are to have a 'PIPES' patch sewn 10cm from the stitched cuff above the centre button of the right sleeve.

All Drummers' doublets are to have a 'DRUM' patch sewn 10cm from the stitched cuff above the centre button of the right sleeve.

AFP members may wear personal issue AFP patches, name badges and rank insignia when performing as AFPPD.

Medals awarded to relatives and descendants may only be worn on ANZAC Day as appropriate.

MAINTENANCE POLICY

Each playing member is issued in excess of \$4000 of uniform. It is therefore important that all items of uniform are properly maintained and handled in a manner that will preserve and prolong their appearance and usable life.

When not in use, kilts, doublets and sporrans must be stored appropriately to prevent damage. If these items are showing wear and tear, or need any form of repair, they should be returned to the Quartermaster for advice on remediation.

All players issued a uniform are required to make a deposit of **\$100.00** to cover costs associated with dry-cleaning and/or repair if they are not returned to the Quartermaster in good order. This deposit is to

be paid to the Treasurer, and will be refunded upon return of a uniform that is complete, clean and in good order.

All items of issued uniform are to be signed out to a member by the Quartermaster. No member is to swap items of uniform with any other members or individual without notifying the Quartermaster, so that appropriate paperwork can be completed. The individual to whom an item is issued is responsible for that item and its ultimate return. If the person cannot return the item they will be required to pay for it at a rate determined by the Quartermaster and approved by the President.

Kilts and doublets must be dry cleaned at least once a year and brushed and pressed before each performance.

Shirts must be well ironed and replaced if damaged or discoloured with age. Shoes, belts, pouches and harnesses must be regularly cleaned and polished.

The DM has final authority to determine if an individual's uniform is acceptable prior to an event. If a minimum standard is not met, the DM may direct remediation and as a last resort may 'stand down' an individual from performing at that event.

ACCOUNTABLE ITEMS

Items branded with the AFP logo are accountable to the AFP – these must be immediately reported to the AFP, via the President, if lost, stolen, or misappropriated.

STOLEN / LOST ITEMS

If items of uniform are stolen, a report must be made to local authorities and a reference number obtained; an insurance claim can then be lodged.

After obtaining a reference number, a formal letter must be submitted to the President notifying the committee of the theft; the reference number must be included.

Lost items should be reported to the PM, DM, Quartermaster and President. If a person cannot return the item, they will be required pay for it at a rate determined by the Quartermaster and approved by the President.

FEES AND MEMBERSHIPS

Membership of the association is open to any person who wishes to further the interests of the association. Application(s) for membership must be submitted to the Committee on an official request form (available through our website, or at any practice).

Annual membership is \$10 for an individual, \$20 for a family or \$5 for concessions. Fees are paid for 12 months, unless other arrangements are made directly with the Treasurer.

FAMILY MEMBERSHIP

Statement of Purpose

Family memberships recognise the significant contribution families make to CCPD. They highlight the inter-generational nature and appeal of piping and drumming and encapsulate our vision of a harmonious and supportive 'band family'.

Definition

The individual people covered under one 'family membership' must meet all three criteria for a period of at least six months in the preceding 12 months:

1. Two or more persons, one of whom is at least 18 years of age;
2. Who are related by blood, marriage (registered or de facto), adoption, step or fostering arrangements;
3. Who are usually resident in the same household.

Presidential Arbitration

The Treasurer will liaise with the Registrar to determine eligibility for a family membership. In the event of any dispute, the President has final discretion to accept or reject a family membership arrangement.

Coverage

A family membership provides the relevant individuals with either a playing membership or a social membership; subject to other eligibility requirements for those membership types.

PLAYING MEMBER FEE

The playing member fee covers, but is not limited to, tuition, venue hire, insurance and other administration costs. These fees are paid over 3, 6 or 12 months as follows:

	Three months	Six months	12 months
Single	\$55.00	\$95.00	\$175.00
Family	\$95.00	\$150.00	\$285.00

Fees must be paid to the Treasurer by 30 June each year.

RENEWALS

The Treasurer will issue invoices to all members by 1 June each year for the payment of membership and administration fees by 30 June. All payments of invoices will be emailed to the Registrar, to update the database.

In the event an invoice is not paid on time, the Treasurer will inform the Pipe Major and President for further action. Membership will lapse if fees are not paid by 30 September.

BAND FINANCES

Funding Request

Any member of the band may request funds for an official purpose. Requests are to be completed on a funding request form and emailed to the Committee for consideration. Submission of a request does not mean that funds have been approved.

Funding Reimbursements

Reimbursements of funds will be given once all approvals from the Committee have been obtained and all receipts have been given to the Treasurer. Purchases are not to be made out of CCPD funds; rather a reimbursement cheque will be written for outstanding expenses.

PUBLIC RELEASE OF INFORMATION

Promotional Material

Publicly released promotional materials (such as newsletters, flyers, or online material) require Presidential or Media Liaison approval before distribution.

Social Media

CCPD has a detailed media strategy and this should be adhered to at all times. The Media Liaison position holder is responsible for maintaining the strategy, for engaging with members of the media, and for managing CCPD's social media accounts – no other member is permitted to represent CCPD to the media or on social media, unless by prior agreement (such as during an official interview). The CCPD Media Policy will be available on the CCPD website.

Media Handling Protocol

Any member contacted by the media must refer the matter to the Media Liaison position holder in the first instance.

Website

The information and text on our website requires Presidential approval before being posted.

CORRESPONDENCE

CCPD has a responsibility to maintain records of all official correspondence. As an Incorporated body, the President, who, under the Act has ultimate management responsibility for the band as an entity, is to be kept abreast of all correspondence.

Post

Incoming mail received by committee or band members should be given to the Secretary for opening and logging in the incoming mail register. The Secretary will then pass to the committee for action as required.

Outgoing Post

Outgoing mail needs to be given to the Secretary for posting; this ensures that all correspondence is registered for future reference. All mail should be addressed, and the sender's address should be the Canberra City Pipes and Drums PO Box, not a personal address.

Emails

All official emails that are sent by committee or band members are to ensure that the Secretary is included in the addressee list; this will ensure that all emails are logged and filed into the register for future reference. Emails are to be correctly titled to ensure that each one is recorded appropriately for the subject discussed.

Appendix One - Committee and Band Positions

COMMITTEE POSITIONS AND ACCOUNTABILITIES:

- President
 - As CCPD is an incorporated body, the President provides leadership for non-playing matters and leads the committee whilst working in close conjunction with the Pipe Major to provide strategic leadership for the organisation; can act as a spokesperson for the band; chairs committee meetings, the AGM and any Extraordinary General Meetings of the band or committee; in conjunction with the Secretary, prepares the agenda for these meetings; is ex officio a member of all sub-committees; prepares and presents a report to the AGM; is a signatory on all bank accounts and ensures that action items from previous meetings are acted upon by the person(s) responsible.
- Vice-President
 - Assists the President in leadership and planning; stands in for the President when necessary; assists Committee members as needed; can be a signatory on bank accounts.
- Secretary
 - Acts as first contact for general business; in consultation with the President, prepares agendas for meetings; records and prepares draft minutes for all meetings; together with an action list, maintains all records (including minutes from subcommittee meetings and NSW Pipe Band Association information); records all incoming and outgoing correspondence; responds to correspondence; can be a signatory on bank accounts.
- Treasurer
 - Provides financial statements to committee meetings; maintains financial records and manages accounts according to the Constitution; presents recurring expenses and new accounts requiring payment to the committee for approval; receipts all money paid to the band; deposits money into the band's accounts; is a signatory on all bank accounts; arranges the annual audit; prepares and presents a Balance Sheet with the Auditor's Report to the AGM; prepares acquittal papers for any externally funded projects; is an ex officio member of any committee that handles money.
- Registrar
 - Presents a report at Committee meetings on membership status; maintains a current register of all members; processes all membership applications and refers them to the committee; ensures Secretary has all members' mailing information; follows up non-renewals; presents a report to the AGM.
- Quartermaster
 - Is accountable for all Band property; maintains stock inventory and issue records; is responsible for the issuance of all uniform and equipment and their return; keeps possession of and maintains the 'Go Bag' for Band events; advises the Committee of required items of uniform and equipment; reports to the Committee on the status of stock acquisition and disposition; responsible for issuing Purchase Orders; ensures that all items of equipment and uniform are issued in a ready-to-wear condition.
- Media Liaison
 - Acts as a spokesperson for the band; manages the band's official social media pages and responds to all correspondence received through social media pages; organises media coverage of the band and its activities; drafts and issues press releases; maintains a record of press releases issued; maintains the band's media strategy; presents a report at the AGM.

- Public Officer
 - Every incorporated organisation must appoint a Public Officer who is a resident of the ACT and at least 18 years of age. The Public Officer is an appointed position. The person holding this position is not required to be a member of the Committee. If the position becomes vacant, the Committee must notify the Registrar General's Office within 14 days. The duties of the Public Officer are defined in the ACT Associations Incorporation Act 1991.
- General committee member
 - Four available positions; able to attend Committee meetings and undertake general activities in support of the management of the association.

BAND RANKS AND ACCOUNTABILITIES:

- Pipe Major (Elected Rank)
 - Chief musical director and leader of the band; is in overall charge of all playing members; provides strategic direction for the attainment of musical and ceremonial proficiency within the band; tutors the Pipe Corps; selects uniform for performances; selects all tunes and the sets within which they are played; coordinates band performances; maintains playing member standards; can act as a spokesperson for the band; can delegate any responsibilities and is automatically a member of the committee; provides a report to the committee; presents a report to the AGM; is the liaison point for all contact with the AFP on AFPPD operational/playing matters. Consult with other elected Rank Holders to determine filling of appointed Ranks.
- Drum Major (Elected Rank)
 - Is responsible for dress, drill and discipline of the Band; responsible for Band drill and marching standard; carries out the directions of the PM on the music to be played; is 'second in charge' of the band; can act as a spokesperson for the band; performs administrative duties as directed by the PM. Consult with other elected Rank Holders to determine filling of appointed Ranks.
- Deputy Drum Major (Appointed Rank)
 - Assumes the responsibilities of the DM in case of absence; assists the DM with drill and marching standards.
- Pipe / Drum Sergeant (Elected Rank)
 - Assists the PM / DM in their duties; directs corporals in tuning; assists in the management of the Band; Pipe Sergeant can act as PM in PM's absence. Consult with other elected Rank Holders to determine filling of appointed Ranks
- Pipe / Drum Corporal (Appointed Ranks)
 - Ensures that all players are in correct uniform; assists with tuition and tuning; assumes the responsibilities of Sergeant in Sergeant's absence.
- Pipe / Drum Lance-Corporal (Appointed Ranks)
 - Assists in the management of playing members; assumes the responsibilities of the Corporal in case of absence.

Appendix Two - Playing Member Uniform

PIPERS AND DRUMMERS UNIFORM AND EQUIPMENT

Inducted Band members are issued with the following items of uniform:

CCPD	AFPPD*
1 x Glengarry with black & white dicing and CCPD die cast crest badge	1 x Glengarry with black & white dicing and AFPPD embroidered badge
1 x Doublet with CCPD patches, collar dogs silver buttons, pipers or drummers bullion as applicable	1 x Doublet with AFPPD patches, collar dogs, silver buttons, pipers or drummers bullion as applicable
2 x blue short-sleeve shirts with CCPD patches	2 x blue short-sleeve shirts with AFPPD patches
1 x Pair of CCPD soft rank insignia or plain shoulder slides (as appropriate)	1 x Pair of AFPPD soft rank insignia or plain shoulder slides (as appropriate)
	2 x Silver shirt buttons
	1 x AFPPD baseball cap
	1 x Pair of uniform trousers
	1 x dress belt
Common to both uniforms	
1 x Black kilt belt with buckle and pouch	
1 x Formal sporran (horse hair) including sporran cover	
1 x plain leather sporran	
1 x Kilt - Canberra tartan	
1 x Kilt pin	
1 x Pair of black patent leather shoes – individual purchase subsidised by Band	
2 x Pairs of black hose (socks) – individual purchase through Quartermaster Store	
1 x Pair of black and white diced flashes (for hose)	
1 x Black and white Hackle (for Glengarry)	
1 x Full plaid – Canberra tartan (Pipers and Drum Major only)	
1 x Drummers plaid – Canberra tartan (Drummers only)	
1 x Plaid brooch	
2 x Pairs of white spats with black buttons	
1 x Black jumper with CCPD / AFPPD embroidered	
1 x Inverness Cape	

1 x Pipe bag cover (black with silver fringing)
1 x Set of white drone cords
1 x Shepherd synthetic pipe chanter, 1 x Shepherd Bb synthetic pipe chanter as required
Pipe chanter reeds and drone reeds at PM's discretion
1 x Drum (Snare / Tenor / Bass)
1 x Drum Harness
1 x Cross Belt (Tenor drums only)
Leopard skin (bass drummer only)

SUMMER AND WINTER UNIFORMS

The required uniform for each performance will be communicated to playing members in the form of a 'Performance Brief'. This brief will advise whether the players are to wear CCPD or AFPPD-branded uniform items. The choice of uniform rests with the PM.

Summer Uniform

Glengarry, hackle, blue short-sleeve shirt, soft rank insignia or plain slides, kilt, belt and pouch, formal sporran, black hose, flashes, spats and black patent leather shoes. *Additional item if AFPPD: silver buttons.*

Winter Uniform

Glengarry, hackle, doublet, plaid and brooch, kilt, belt and pouch, formal sporran, black hose, flashes, spats and black patent leather shoes.

Formal/Informal Uniform

For some performances, the plain sporran will be substituted for the 'formal' hair sporran, and spats will not be worn.

Appendix Three – CCPD Dress Standards

This is your step by step guide to the wearing of your uniform. It is your responsibility to ensure that all items worn on parade are clean, well maintained and serviceable.

HOSE

The hose/socks should be worn with the tops three fingers distance from the bone on the outside of the knee joint. The patterns and seams should be vertically straight. The hose tops turndowns should be horizontally even. The hose/socks should be clean.

SHOES

Patent leather shoes or footwear as directed by the PM or DM will be clean and worn as directed. *Suede shoes, sandshoes, or 'runners' are not acceptable.*

SPATS

Spats should be worn tight to the leg and rear point in line with the centre of the hose seam. Spats should be buttoned to the outside of the leg and must be fully buttoned. Spats should be clean and white, with no marks or stains. If the spats are made of white heavy grade material, then they are to be washed dried and pressed.

FLASHES

Flashes should be worn on both legs and be of equal length. For single piece flashes, the leading edge of the flash should be vertically in line with the front of the leg.

SGIAN DHU (Optional)

The Sgian Dhu should be worn inside the hose of the right leg in the centre front right portion of the leg.

KILT

The kilt should be clean, neatly pressed and free from creases. The kilt should fit well; and the bottom of the kilt should rest just above the half way mark of the kneecap. All tartan kilts have a centre line. This will be found in the pattern, and this line is used to centre the kilt at the front of the body. The hem of the kilt should be even: front to rear. The set (pattern) of the kilt should be level from the apron to the pleats.

SPORRAN

All parts of the sporran should be clean, tidy and neatly brushed. The sporran should be worn centrally over the front apron of the kilt (the centre of the sporran in line with the centre line of the kilt.) Drummers' sporrans are to be worn on the right rear of the hip to avoid damage by the drum.

When positioned correctly, the bottom of the formal sporran should be level with the bottom of the kilt. Day sporrans should be worn so the top of the sporran is about a hands breadth below the waist belt.

TUNIC

The tunic should be well-cleaned with no dust/fluff etc. visible and free from creases. The buttons should be securely fixed and all present, with the Insignia, firmly fixed with no loose threads evident. The front of the tunic should be level with the lower edge of the waist belt. Collar badges should be clean and located at equal distances from the front of the collar.

SASH (PM/DM only)

The sash should be clean and tidy and free from dust, fluff and dirt.

WAIST BELT

This belt should be clean and polished (both the leather and the buckle), worn around the waist on the top of the tunic located in the side hooks of the tunic if fitted, with the buckle positioned centrally. The centre of the buckle should be in line with the centre line of tunic buttons.

When worn without tunic, the belt buckle is to be worn centrally around the top of the kilt. The belt may be worn through one or both of the belt loops of the kilt as wearing the pouch can interfere with the belt loops.

DIRK (Optional)

Wearing of dirks is at the discretion of the DM. Overly ornate or unsuitable dirks will not be permitted.

BALDRIC (DM Only)

The baldric should be clean and tidy and free from dust, fluff and dirt. The baldric should be worn over the left shoulder (under the epaulette) to the right waist, over the cross belt and the waist belt.

FULL PLAID (Pipers/DM)

The plaid should be clean, neatly pressed and free from creases. The plaid should be worn over the left shoulder and under the right arm, pulled firm to the body. The edge of the plaid should be level with the top of the left spat point at the rear of the leg with the fringe hanging down below this level. The lower edge of the plaid should be worn horizontal, parallel with the ground and hanging so that the patterns match with those of the kilt. The leading edge of the plaid and the front face should be secured with the plaid brooch, which should be horizontal and level with the top of the knot.

DRUMMERS PLAID

The plaid should be clean, neatly pressed and free from creases. The plaid should be worn over the left shoulder, tightly secured with a plaid brooch at the front. The plaid should be secured around the waist.

PLAID BROOCH

The brooch must be clean and polished and worn on the front left shoulder, tightly fixed/secured to the plaid, at the direction of the DM.

GLENGARRY

The glengarry should be clean and tidy and free from dust, fluff or dirt. The tails should be neatly pressed (no creases). It should be worn with the point of the glengarry in the line with the nose, 25mm/1" above the left eyebrow.

FEATHER BONNET (DM only – optional)

The bonnet should be clean and tidy with the tapes neatly pressed (no creases) with all tails showing. It should be worn 25mm/1" above the left eyebrow and 13mm/1/2" above the right eyebrow. The tapes should be centred on the rear of the head and the chinstrap worn on the point of the chin with no loose straps visible.

HACKLES

Hackles should be clean and tidy and be firmly secured to the headgear, white section to the front.

HEADGEAR BADGES

Badges should be clean and firmly secured to the headgear.

KILT PINS

Pins should be clean and tidy and polished. The kilt pin should be worn approximately 4" (100mm) UP and 3" (75mm) IN on the front right side of the front apron of the kilt.

MEDALS AND BADGES*

The wearing of medals, badges and emblems on the AFPPD/CCPD uniform is permissible, as follows.

- In AFPPD uniform, members are able to wear any Military, Police or other service medals/ribbon bars/commendations as allowed by each individual service.
- In CCPD uniform, members are not to wear Military/Police or other service medals/ribbon bars/commendations, unless it is an appropriate occasion (e.g. ANZAC Day & Remembrance Day) and it is advised in the relevant performance brief.

CCPD Awards may be worn with CCPD uniform only, on the right-hand side.

**It is up to each organisation to determine the appropriate wear of insignia within their organisation." - Kaye Browning
Medals and Awards Officer, Australian Honours and Awards Secretariat, Office of the Official Secretary to the Governor-General*

Appendix Four - Leave of Absence Policy for Playing Members of CCPD

For many years, Band management has permitted individual playing members, in consultation with the Pipe Major (and Drum Sergeant, if relevant) to request a withdrawal from playing activities (including rehearsals) for a specified period of time, in order to address personal circumstances or issues that may otherwise conflict with playing commitments. When this period extends beyond 3 months, such period will be referred to as a '**Leave of Absence**'

There is a significant outlay of monies associated with inducting a member, and given the nature of our arrangements with the AFP, there is an additional obligation that these funds are utilised appropriately and responsibly. In order to better administer Band resources (including human), the following policy for the management of leaves of absence for inducted playing members was developed, ratified, and circulated to playing members in early 2014. This policy acknowledges our commitment towards responsible financial management, and the correct management of playing members to maximise attendances and therefore proficiency standards.

The following guidelines apply to inducted members taking leave of absence:

1. The member **MUST** maintain ordinary membership of CCPD otherwise any benefit accruing under this policy this agreement is forfeit.
2. All issued uniform items are to be returned to the QM (dry cleaned) within two weeks of notification to take a leave of absence for three months or more. Where possible these items will be kept together in the Q Store for potential re-issue to the member upon their return. Members will not be refunded any uniform deposit at this stage, but if any item of uniform requires remediation by the QM, additional fees may be required prior to reissue.
3. All Band issued equipment is to be returned to the QM. This includes drums, chanters, etc that is Band property.
4. Under normal circumstances, Admin Fees are non-refundable to a member taking LoA.
5. Members returning from a leave of absence of three months or more will be required to have their proficiencies (for instruments, drill and team work) re-assessed. The member will not be re-inducted until such time that the senior rank holders are satisfied that the returning member's commitment and competencies are at the appropriate level and are consistent with current induction standards.

Should this agreement be forfeit under point 1, CCPD Management reserves the right to take such action as is required to recover outstanding monies, uniform or equipment not returned under points 2 and 3.

Additionally, inducted members who have not attended band practice for three months (or more) will be viewed as having taken a leave of absence, in which case the conditions above will apply. Absences will be monitored via the Attendance Record, which will likewise provide the commencement date for the leave of absence period, should the circumstances warrant it.