



**AIR TRAINING CORPS ASSOCIATION  
OF NEW ZEALAND**

# **BRANCH HANDBOOK**

*A Guide for Supporting*



**AIR CADETS**

Te Taua Taurira o Aotearoa

**Intentionally Blank**

# AIR TRAINING CORPS ASSOCIATION OF NEW ZEALAND

# BRANCH HANDBOOK

*06 April 2022*

The purpose this handbook is to assist with the Branch level administration and operations of the Air Training Corps Association of New Zealand (ATCANZ).

Further information is also available on the ATCANZ website: [www.atcanz.org.nz/](http://www.atcanz.org.nz/)

## CONTENTS

### Section Subject

1. Introduction
2. Organisation
3. Planning
4. Squadron Officer Staff
5. Relationships
6. Community Support
7. Finance
8. Reporting
9. Insurance
10. Branch Meeting Procedures
11. Fundraising
12. Publicity, Social Media and Dealing with the News Media
13. Recognition and Awards

### Annexes

- A. Annual Budget Example
- B. Suggested Meeting Agenda
- C. Meeting Minutes Example
- D. NZCF Social Media Guide
- E. NZCF Social Media Guide
- F. ATCANZ Commendation Nomination Form

## References

The following documents are required background to the content of this handbook and the Constitution should be used as an essential reference by Branches. Appropriate aspects of the NZCF Orders and manuals may be accessed through the Cadet Unit Commander:

- ATCANZ Rules and Constitution
- Cadet Forces Orders
- NZCF Training Manuals and Guides

## Glossary

ATCANZ	Air Training Corps Association of New Zealand
NZDF	New Zealand Defence Force
RNZAF	Royal New Zealand Air Force
NZCF	New Zealand Cadet Forces
ATC	Air Training Corps - Air Cadets
SCC	Sea Cadet Corps - Navy Cadets
NZCC	New Zealand Cadet Corps - Army Cadets
RF	Regular Force – Members of the NZDF, not NZCF personnel.
NCO	Non-Commissioned Officer
COMDT	Commandant NZCF – Senior RF Officer
ACOMDT	Assistant Commandant NZCF – Senior NZCF Officer
A/COMDT	Acting Commandant NZCF – RF Officer position as may be required.
AC	Area Coordinator – RF Junior Officer or Warrant Officer
HQNZCF	Headquarters - NZCF
CFTSU	Cadet Forces Training & Support Unit
NACFTSU	Northern Area Cadet Forces Training & Support Unit
CACFTSU	Central Area Cadet Forces Training & Support Unit
SACFTSU	Southern Area Cadet Forces Training & Support Unit
CUCDR	Cadet Unit Commander
OFFCDT	Officer Cadet – NZCF Officer under training
AGM	Annual General Meeting
CFOs	Cadet Force Orders

## SECTION ONE

# INTRODUCTION

### MISSION STATEMENT

*The Air Training Corps Association of New Zealand exists for the primary purpose of supporting and promoting the interests of the Air Training Corps.*

### THE AIR TRAINING CORPS

The Air Training Corps (ATC) is established as a part of the New Zealand Cadet Forces (NZCF) under the Defence Act 1990. It is a voluntary, disciplined and uniformed training organisation for the youth of New Zealand. The ATC provides this training in partnership with the local community.

The training emphasis is placed upon personal development and leadership.

In seeking excellence in training, the ATC offers a quality nationally coordinated programme which aims to:

- foster a spirit of adventure and teamwork, while developing those qualities of mind and body which go to make good citizens and leaders.
- instil in youth the importance of personal and collective responsibility.
- be relevant to both the local community and the Royal New Zealand Air Force; and
- promote an awareness of the Armed Forces and their role in the community.

The motto of the Air Training Corps since inception is:

***'WE TRAIN TO SERVE'***

Historically, it was based around preparing ATC cadets for service with the Air Force. However, in modern times, the meaning has evolved into the motto of NZCF as a whole:

***'PREPARING NEW ZEALAND'S SUCCESSFUL LEADERS OF TOMORROW'.***

The Air Training Corps is now widely known as 'Air Cadets'. Whilst retaining its original name of 'Air Training Corps', the New Zealand Defence Force (NZDF) has also formally authorised the use of the previously colloquial term 'Air Cadets'. This naming convention is a more modern interpretation of the organisational name and one that resonates better in the public domain, by better reflecting the youth identity of the unit and provides greater clarity of the organisation in the community. The name 'Air Cadets' certainly enhances recruiting and should be used for all local marketing of the unit and the promotion of the unit in the community.

## **ATCANZ SUPPORT**

The purposes of the Air Training Corps Association of New Zealand (ATCANZ) are detailed in the organisation's formal Constitution and Rules. The primary purpose for which it is established is that of supporting and promoting the interests of the ATC movement in New Zealand. This is principally achieved by:

- the provision of facilities in which to operate (when NZDF facilities aren't available),
- assistance with the provision of aviation experience and education,
- the promotion and assistance with interaction with other cadet forces units and association with cadets from similar overseas organisations, and
- encouragement of the ethic of community service by ATC cadets and fostering the availability of cadets for assisting organisations such as RSA with ANZAC Day commemorations and similar ceremonial observances.

## **ATC TRAINING**

### **Focus**

The focus of all ATC squadron training activities is the positive personal development of the individual cadet. Training at all levels is conducted through positive reinforcement and should at no time be negative to the individual. Training should always be of the highest possible standard.

ATC squadron training activities are conducted through a series of layers in accordance with a national training programme. Unit officers and senior cadets are trained on courses which are conducted nationally and at an area or regional level.

Squadron training is conducted by officers and senior cadets, assisted where necessary by local experts and supplementary staff. Training is overseen and supported by advisers from the local NZ Cadet Force Training and Support Unit.

### **Cadet Training**

Cadets are offered a wide range of personal development opportunities through national and unit training. The training is designed to be a personal challenge and to provide a sense of achievement, all leading to encouraging the individual cadet to grow in personal confidence and self-esteem.

Through the training programmes, cadet promotion systems and normal operation of a squadron, cadets are encouraged to take responsibility for themselves and for others. This responsibility is developed further into a community context, as the unit becomes involved in its local community by participation in local events and taking local responsibilities.

Cadets are also offered regional and national training in leadership, outdoor activities and aviation pursuits for ATC cadets. Selections for these activities are made by NZDF staff, from individual cadets' nominations who meet the prescribed criteria.

### **Officer Training**

Initial training of Officer Cadets is undertaken at unit level by the CUCDR and unit staff. They then attend a NZCF Commissioning Course to qualify to be commissioned as a cadet officer. Further regional and national training courses progress and increase competency as a cadet officer.

## **SECTION TWO**

# **ORGANISATION**

### **NZ CADET FORCES**

#### **General**

The ATC, along with the Sea Cadet Corps (SCC) and the New Zealand Cadet Corps (NZCC), is a Corps of the New Zealand Cadet Forces (NZCF). The NZCF was established by the Defence Act 1971 to be an element of the New Zealand Defence Force (NZDF) responsible for providing the Defence support to the three Corps. Prior to 1971 the ATC was an integral part of the Royal New Zealand Air Force (RNZAF). The ATC is quite deliberately organised and structured in the image of the RNZAF and comprises a series of locally identified and oriented squadrons.

#### **National Structure**

The Commandant of the New Zealand Cadet Forces is a Regular Force (RF) officer of Lieutenant Colonel equivalent rank. His Assistant Commandant is an NZCF officer, also of Lieutenant Colonel equivalent rank. Headquarters NZCF includes both RF and NZCF administrative and training development staff.

The three regions are Northern, Central and Southern Area, each of which contains a Cadet Forces Training and Support Unit. These RF units are commanded by an Area Coordinator, who has a staff of between five and eight RF NCOs, a civilian administrator and appointed NZCF staff. Each CFTSU has responsibility for all the NZCF cadet units within its geographical area.

#### **Cadet Unit Structure**

Each ATC Squadron is led by a Cadet Unit Commander (CUCDR), assisted by NZCF officers. Officer progression is recognised by rank, with promotion occurring after completing training courses and gaining certain levels of time and experience.

Officers of a squadron are recruited from the local community. Appointments are made by the Commandant based on recommendations from the Unit Commander, the local ATCANZ Branch and CFTSU Area Coordinator.

Cadets are also recruited from the local community and also have a progression path, based on training, time, ability and vacancies.

#### **Cadet Membership**

Any young person, with the consent of their parents/guardian, who is at least 13 years of age or attending high school may voluntarily join. Cadets may continue with the ATC until the end of the calendar year in which they turn 18 years of age. Depending upon their progress, achievements and contribution, cadets may remain beyond the age of 18. Full details are to be found in CFO 1.

In addition to the age requirements, prospective cadets are expected to demonstrate a range of personal qualities, attributes and behaviours, as also detailed in CFO 1.

However, in general terms, prospective cadets are expected to:

- have a genuine personal interest in the ATC,
- be of average fitness,
- be prepared to complete the four-year training programme
- be prepared to abide by the NZCF Code of Conduct.

## **ATCANZ National Council**

ATCANZ is an incorporated society and a charitable entity. It is governed by its National Council which includes office holders, other representatives, and a delegate from each Branch of the Association. The office holders are a President, two Vice-Presidents, a General Secretary and between four and six persons committed to furthering the aims of the Association. The other representatives may be from the RNZAF, RNZAF Association, the NZ Federation of Brevet Clubs and the Royal New Zealand RSA. The National Council meets annually to approve policies, to enact Rules and to elect Management Committee members. Attendance at this meeting by the Branch representative is very important, providing a forum to meet the Management Committee, contribute feedback on local issues and, most significantly, to engage with other Branches to discuss operations, exchange ideas and create networks.

The Management Committee is charged with for the day-to-day management of the affairs of the Association and the implementation of policies approved from time to time by the Council. It meets regularly and consists of the President, the two Vice- Presidents, the General Secretary, the Commandant NZCF, the RNZAF Liaison Officer and elected members. It organizes national ATCANZ activities, conducts ATCANZ business at the national level and provides a liaison channel between the Association and both the Commandant and the RNZAF. This keeps NZCF, the RNZAF and ATCANZ informed on matters of mutual interest and enables any problems to be readily resolved.

At the national level ATCANZ funds and helps to run the annual National Aviation and Gliding Courses and the International Air Cadet Exchange (IACE) programme. Work is also undertaken on other national projects that are not part of normal routine including the management of Trusts and donations to ATCANZ, sponsorship of funding applications to national community funding agencies and organization of national fundraising raffles. To fund these national activities, initiatives and operations, a national levy is charged to each Branch Committee; calculated to include both a unit contribution and a fee per cadet enrolled for that year.

The Association is represented by its President on the Cadet Advisory Council, together with the other recognized support organizations and the Defence Force Chiefs. The Council is the forum in which overall NZCF policy is formed and where recommendations are made for decisions by the Chief of Defence Force and by the Minister of Defence. The President also sits on the Standing Committee of the Council, where working level business is conducted on matters of concern for the cadet movement as a whole.



The General Secretary deals with finances, correspondence and administrative issues and spends a great deal of time looking after the accounts. Most of these activities are not visible but are essential to the effective running of ATCANZ. An area of prime importance and commitment is financial reporting for the Management Committee and for every Branch of the Association. These reports have to be timely and must conform to the requirements of Charities Services if ATCANZ is to retain its charitable status.

The importance of maintaining this status cannot be underestimated for its tax benefits and fundraising advantages, both at national and local level.

Further details on the foregoing, including Management Committee budgets and expenditure, can be found on the ATCANZ website [www.atcanz.org.nz](http://www.atcanz.org.nz)

## **ATCANZ BRANCHES**

Each NZCF cadet unit is required to have a Unit Support Committee. In the case of ATC squadrons, that committee is the local branch of ATCANZ.

The formal name of the Branch shall be the Air Training Corps Association of New Zealand Inc, [*Squadron name*] Branch (hereinafter referred to as the 'Branch') which can be abbreviated to No [*Squadron Number*] Branch ATCANZ.

The Branch is constituted by the authority of ATCANZ. Such authority may be withdrawn at any time in terms of the Rules and Constitution of ATCANZ. The withdrawal of the authority given by ATCANZ in terms of this clause shall be grounds for the winding up of the Branch.

Where there is any conflict between the provisions of this handbook and the Rules and Constitution of ATCANZ, the Rules and Constitution of the ATCANZ shall take precedence.

### **Aims and Objectives**

The aims and objectives of the Branch shall be to:

- provide the support and funding necessary to maintain and further the interests of its associated Squadron, its officers, staff and cadets.
- assist its associated Squadron in the furtherance of the aims of NZCF.
- cooperate to the fullest extent with NZDF, RNZAF, NZCF and ATCANZ.
- raise funds by whatever means may be deemed appropriate by the Branch Committee to further the objectives of the Branch.
- promote and further the interest of cadets of the ATC in aviation matters.
- own, hire, lease or borrow such property, equipment, vehicles or aircraft as may be deemed appropriate to further these aims.

### **Branch Organisation.**

The management and control of the affairs of the Branch shall be in the hands of a Committee elected at each Annual General Meeting of members. Committees are headed up by an executive comprising a Chairperson, Secretary and Treasurer. Some branches may also have a Patron and/or a Deputy Chairperson, as the branch sees fit to suit its own requirements. The number of members is variable and usually related to the size of the squadron and the number of volunteers making themselves available. The powers of the

Committee shall be guided by this handbook and subject only to such limitations as expressly imposed by the Constitution.

The Committee shall be responsible for ensuring that accounting records are kept (utilising Xero), that minutes of all Committee meetings are recorded and available for inspection by members and that all statutory obligations incumbent with the operation of a Branch are carried out.

The Committee shall have an obligation to prudently and responsibly administer the funds of the Branch. The Committee may spend, lend, invest or otherwise dispose to the best advantage of the Branch any surplus funds, except that the Committee may not return any surplus funds to members.

The financial year of the Branch shall align with the financial year of ATCANZ National, currently 01 January to 31 December.

## **Membership**

Membership of the Branch shall principally consist of the parents/guardians of cadets enrolled in the Squadron who should actively be encouraged to join. It may also include former cadets, serving or ex-service personnel, members of ATCANZ resident in the area served by the Squadron and such other individuals or organisations having an interest in furthering the aims of the Branch. A person wishing to become a member shall:

- complete a membership application;
- agree to comply with the Rules of the Association: and
- be accepted as a member by a majority of the Committee.

Rules for membership are detailed in the ATCANZ Constitution.

Nothing in this handbook shall prevent the Branch from being an incorporated body in its own right, provided that the prior consent of ATCANZ has been obtained.

NZCF operates in accordance with Cadet Forces Orders (CFOs), which are issued by the NZDF for the direction of all NZCF operations, including all operations by individual Squadrons. Reference should be made to those orders by Branches where appropriate.

## **Personal Security Clearances**

All NZCF Officers and Supplementary Staff members submit an NZCF Form 7 to enable a personal security clearance for be undertaken with NZ Police, ensuring that person is legally suitable to supervise and interact with youth.

Additionally, any ATCANZ member who works closely with cadets, perhaps assisting with activities or providing instruction, must also submit an NZCF Form 7 to ensure they are legally suitable to interact with youth. To be clear, this requirement applies only to those who interact closely and regularly with the cadets. Such clearances are not required for parents attending activities on an ad hoc basis like providing transport etc.

NZCF Form 7s are available from, and submitted through, the Cadet Unit Commander.

**Annual Reporting**

As required by the ATCANZ Constitution, all Branches have certain reporting responsibilities, in the provision of information annually to the General Secretary. This reporting is relatively straightforward and includes information relating to office holders, membership, meetings, finance and unit activities. Full details of the requirements are included in this Handbook in Section 8 – Reporting.

**Winding Up.**

In the event of the winding up or dissolution of the Branch, remaining property and funds shall be disposed of to the overall advantage and benefit of the ATCANZ under the direction of the Management Committee.

At its discretion the Management Committee may elect to hold such funds in trust for a specific period after which their disposal will be reviewed.

**Intentionally Blank**

## SECTION THREE

# PLANNING

### General

Planning an essential element to the role of the ATCANZ Branch. It follows from the fact that the Branch exists for the purpose of supporting the activities of the local ATC Squadron, that the Branch's planning must involve the unit commander and, if they have one, their officer support committee representative.

The first step in any plan is to identify and agree upon objectives to achieve that year. Within the overall objectives of the ATC and ATCANZ, each Branch and Squadron should set up to four primary objectives for the year, the number of which is as required for effective Squadron progress and development. Each primary objective should be prioritised and broken down into easily attainable stages. Key stages and enablers should be identified, and input sought from all as to achieve each objective. Individuals could also be assigned responsibilities at this stage.

This Branch planning requires input from the Squadron planning, which is undertaken by the Unit Commander and officers. It is for the Squadron to put together a programme of activities for the Squadron, initially in a draft form to be discussed with the Branch. The Squadron and the Branch should together cost the programme and include the final figures in the Branch's annual budget. It is primarily the role of the Branch to work out how it will raise the necessary funding to support the programme. On occasions it may be necessary, by mutual agreement, to modify the programme or adopt an alternative.

This activity and support planning process should begin at the start of the last school term. The result of this process will be a joint programme of Squadron training and Branch fundraising activities for the following January -December calendar period. It's possible that the Squadron may not have received the necessary input from the NZCF by this time, but based upon the best available information, planning should proceed, and adjustments made later. The jointly agreed programme should be locked in with an associated budget. The programme and budget should be signed by both the Unit Commander and the Branch Chair before the beginning of the Christmas holiday break. At that time, the cost of any activities planned for January should be covered by cash on hand.

This programme and budget then becomes the master plan for the support to be provided by the Branch to the Squadron during the year. The plan should be reviewed monthly at a meeting between the Branch and the Squadron, with the latest updated information required to make sound and binding decisions.

It must be appreciated that there will be a committee election during the course of the current plan. It is therefore important that the plan should be widely circulated to parents of cadets and must be thoroughly discussed at the Branch annual general meeting. Decisions made in the plan must be well thought out and documented in order that the new committee can effectively implement their sections of the plan in a timely manner. It follows however that every effort must be made to ensure that there is a good level of continuity in membership from one committee to the succeeding committee.

It's a good idea to have the plan circulated to all necessary parties, including the budget details if required, with a record kept of all recipients in order that changes may be effectively distributed.

**Intentionally Blank**

## SECTION FOUR

# SQUADRON OFFICER STAFF

### **Cadet Officer Management**

Strictly speaking the management of cadet officers at your squadron will be handled by your Unit Commander and NZCF. However, there are some areas where the Branch Committee would be involved. As the Branch Committee forms part of the partnership upon which NZCF is founded, the committee does have input into who will be the adult leaders looking after the cadets of the squadron. The Branch Committee will assist the Unit Commander to identify and help determine the suitability of new officers, as covered in the next paragraph. The committee will also be asked to endorse the arrival of an existing cadet officer who is seeking to join your squadron. Whilst it is not up to the committee, HQNZCF will consider the wish of the committee when posting an officer to a particular squadron.

Two other areas of Branch Committee contribution to officer management involve the administration of the Unit Commander, confined to two specific areas. These are the appointment to the position of Unit Commander, and an extension of service of the Unit Commander. Both these areas really just need an endorsement from the Branch Committee (by the Chairperson), however as above, HQNZCF will take into account the wish of the committee when considering Unit Commander appointments and extensions.

### **New Cadet Officers**

Part of the planning will be working with the unit commander to ensure there is sufficient officer staff for effective unit operation. One of the roles of the committee is assist the unit commander to identify and determine suitability of prospective new cadet officers. Officers come and go within Squadrons. Changes in interest, availability and circumstances of life mean some officers will choose to leave the unit, whilst committed senior cadets and interested individuals may wish to apply to become an officer.

It is important that a squadron has sufficient officer staff. Not only is this important to balance to workload, it also important to meet the required supervision ratios determined by NZCF for ATC activities, taking into account gender balance and diversity. Whilst it is important to seek prospective officers who have the right qualities to be a cadet officer, much of this aspect can be left to the NZCF selection processes. However, what the Branch Committee needs to determine is whether the candidate is suitable to the local community. As previously mentioned, the operation of NZCF is a partnership between the NZ Defence Force and the community. Part of the community's responsibilities is to provide suitable adults to be selected and trained as cadet officers. Therefore, the Branch Committee, on behalf of the local community, needs to identify and put forward suitable persons to be in a position of care and leadership of that community's cadets.

Most of the selection and training process is taken care of by NZCF. However, initial identification and pre-selection is undertaken at unit level, by the unit commander in collaboration with the Branch Committee. The unit commander handles the nomination and upon acceptance by NZCF for the next stage of selection, the Chairperson and two other committee members, along with the local NZCF Area Support Officer or other officer appointed by NZCF, will be required to interview the candidate to determine suitability to be a cadet officer, from the point of view of the local community. This interview will be arranged by, but not include the unit commander. Format, interview documentation and direction will be provided by the aforementioned Area Support Officer.

**Intentionally Blank**



## SECTION FIVE

# RELATIONSHIPS

### General

All relationships at all levels must involve the key element of effective communication, Effective communication requires each party to be willing to communicate and particularly willing to listen to the other party. Effective communication works in both directions, not just in one direction. There is a very true saying that goes something like: *“First seek to understand, then seek to be understood,”*

Also required is that each party to the communication has a good understanding of their own role and an appreciation of the role of the other party(s). If you want something from another party, don't demand and be prepared to take the time to explain why you need it. When they appreciate why you need it you can expect to gain better cooperation,

Ineffective or poor communication is often found to be at the root of most disputes. Do not assume that the other party necessarily understands exactly what you have attempted to communicate. If you do your best to communicate effectively, conflict is much less likely to occur and resolution achieved to the satisfaction of all parties.

### With the local ATC Squadron

The relationship between the local ATCANZ Branch and the ATC Squadron is very important and must be of the very closest in practice. This requires close liaison, effective communication, and open sharing of information. The Branch exists solely to support the Squadron and, complementarily, the ATC Squadron cannot exist (legally) without an active Branch of ATCANZ.

This close relationship is most important when planning the intended activities of the Squadron. The ATCANZ Branch must be directly involved in this planning to ensure that the support requirements and fund raising are planned in concert with the activities.

Similarly, it is important that the Squadron staff be represented on the Branch Committee of the ATCANZ. This representation normally will be the Unit Commander. However, the Unit Commander can appoint a Support Committee representative to represent the officer staff on the Branch Committee. This can be especially useful if the Unit Commander struggles to get to meetings or is time constrained. It can also be useful if the relationship between the unit commander and the chairperson and/or the committee is strained. Personalities can sometime get in the way of good relationships and to have a specific representative is a good way of overcoming such situations.

Some Squadrons also have a cadet representative. Ideally a Senior NCO, any cadet representative should be a mature cadet who can effectively communicate with both adults and fellow cadets. The role of such a representative is to be the cadets 'shop window' into the operations, functions and activities of the branch committee. It also allows the committee to get a feel for the needs of the squadron from the perspective of the cadets themselves. This is entirely optional, with the final approval for such a position resting with the unit commander.

### **With the ATCANZ National Management Committee**

The role of the Management Committee is to:

- Undertake actions and give effect to decisions decided by the National Council of the ATCANZ at its annual conference.
- Represent the ATCANZ at a national level.
- Organise ATCANZ activities at a national level
- Exercise authorities given by the National Council.

### **With Local Organisations**

In its role of providing support to the activities of the ATC Squadron, the Branch needs to ensure that a close relationship is maintained with all appropriate local organisations. The Branch should discuss with the Unit Commander, which organisations would be appropriate. Liaison responsibility should be allocated to the most appropriate person, irrespective of whether that person is a member of the Branch or a Squadron officer. Remember that local organisations are much more likely to be supportive if they are either involved or informed on a regular basis. Don't just go to them when you need help, keep the communication going continuously. Representatives from kindred ex-Service organisations, such as the RSA, Brevet Club and the Air Force Association could be considered for membership of the Branch Committee, as a measure to enhance the relationships with these important supportive community organisations.

### **With the Support Organisations of Other Local NZCF Units.**

A close working relationship should be established with the support groups of other local Cadet Force units of the ATC, Sea Cadets Corps and New Zealand Cadet Corps.

### **With the Parents of Squadron Cadets**

It is essential that parents are kept informed, The Branch Committee must reach out in a positive manner to the parents. They are after all the potential Branch Committee members of tomorrow. Without being informed and involved, the parents will be less likely to take the responsibilities required by a well-run Branch and ATC Squadron. Technology has provided many forums to keep everyone informed. Software programme like '*Friendly Manager*' ([www.friendlymanager.com](http://www.friendlymanager.com)), texts and social media applications like '*Facebook*', '*Messenger*', '*What's App*', '*Slack*' etc all make communication quick, easy and very effective in today's busy lives.

Parents may be involved in Squadron activities. There are often important support roles for them to perform, such as transport, catering etc. They may assist directly with activities, as many parents have skills and experience that is relevant. However any parents that assist with activities must be screened through the NZCF7 Clearance process.

The Branch could consider holding activities specifically for parents/guardians. These would be adult-level activities to get them together in a social environment. There are also events such as mother-father-guardian / cadet occasions, that could be arranged (in conjunction with the unit commanders' staff), to develop parental relationships and foster goodwill towards the squadron support needs.

## Conflict Resolution

Conflict is the result of people having differing needs, opinions, expectations and importantly different perspectives. The reality of conflict is that in any human relationship it is inevitable, but if handled well, conflict provides a powerful avenue for significant growth. Should the occasion arise where there is conflict between the committee members or between the committee and the Unit Commander/officers, the following may help with the resolution process. Conflict resolution is not always easy, but it is important to resolve such issues, as poorly handled conflict can affect the health of the entire Unit.

Conflict scale of escalation:

1. A problem to solve: Information sharing and collaboration.
2. Disagreement: Personal protection over collaboration.
3. Contest: Winning over resolving.
4. Crusade: Protecting one's own view becomes the focus.
5. World War: Destroy the other.

The following is a recommended guide to arrive at a solution should conflict arise.

- Identify the source of conflict: Defining the issue helps to bring clarity to what the specific issues is. Identifying the conflict will facilitate finding a solution. This step can get easily overlooked, but it is an important part of the process. After each person has taken turns, articulate what you are arguing about. Take a few minutes to state what the argument is in a couple of sentences.
- What's best for the organisation? Consider the issue and what is best for the organisation. Will it help the organisation to move forward?
- Plan and set up a meeting. Take time to plan a meeting, hallway conversations don't give the issue time to be addressed or resolved. Gain agreement from both parties. Who else will be at the meeting?
- Run a mediation focused meeting: There won't be any resolution if those involved don't agree to talk. This needs to be the first step. However, by establishing ground rules then the conversation has a chance of being productive. Also, having ground rules can help create emotional safety, enabling each person to feel comfortable sharing, especially if the discussion is a difficult one. Examples of ground rules might be:
  - staying respectful
  - no yelling
  - no swearing
  - no interrupting
  - no insults

Agreeing to talk with guidelines that support safety is the start to finding a resolution to a conflict.

- Work towards an agreement: After brainstorming, it's time to find an agreement. First, discuss which idea might make the most sense given the circumstances. Or you might identify the solution that everyone involved can agree upon. At this stage, review all the possibilities and then come to an agreement of the solution.

- **Action Plan:** Having discussed the situation, determine ways through which you can resolve the issue, both parties will need to develop a conclusion on the best solution for the problem. And to agree on the best, you need to identify the solutions which each party can live with. Find common ground.
- **Follow up meeting:** Agree and set a time for both parties to meet and assess where the issue is.
- **Evaluate.** Continue keeping an eye on the issue and assess if the solution is effective. Review what has been done well and what could be done better next time.

Conflict can be seriously damaging in our organisation, especially conflict between Branch Committees and the unit commander and officers. All steps should be taken to ensure any areas of conflict are resolved quickly and efficiently to ensure there is no breakdown of the relationships between all parties. If this is not done, it will always be the cadets who will suffer.

Should the above strategies not produce the desired results, further assistance can be sought from the Area Regular Force staff, other units' support committee staff or even through the General Secretary, who can organise someone to contact you from the ATCANZ organisation.

## SECTION SIX

# COMMUNITY SUPPORT

### General

A very successful ATC Squadron is normally characterised by a good relationship with a supportive ATCANZ Branch. In the same way, a very successful ATCANZ Branch is normally characterised by a good relationship with a supportive community.

A high level of community presence will open all sorts of doors for the squadron, ranging from fundraising and financial assistance to specialist training assistance and visits, to location use and availability. Great community presence will also foster respect for the officers, cadets and the organisation as a whole, making it a sought-after establishment that will greatly assist recruiting both officer staff and new cadets.

All communities have an inherent collective desire to support those local institutions which provide much needed improvements to the community. This trait is even more apparent when the activity relates to the wellbeing and development of the community's youth. Many youth, of all diversities, are suffering the consequences of a lack of role models, particularly in the home. Unfortunately, this situation can become self-perpetuating from one generation to another, if not effectively addressed.

As mentioned earlier, any good relationship relies primarily upon good and effective communication. In turn good communication must be recognised as being in both directions; with both parties participating in the conversation.

Good communication begins with listening. In the ATCANZ Branch situation which we are considering here this involves the Branch listening to the community in which it resides. The purpose is for the local ATC Squadron and the related ATCANZ Branch to find out from its community what it can do for the community and how the objectives of the ATC might be achieved to the benefit of the local community and its youth. This must be a joint activity between the ATCANZ Branch and the ATC Squadron.

The reason for this build up is very simple. If the community does not see the ATC Squadron and with it the ATCANZ Branch as an integral part of the community, support will not be forthcoming. You cannot expect to achieve the results that you desire by going to the community whenever you need money. The hard work must be done well before you get to this stage by building both the presence and the stature of the ATC in the eyes of the community.

Even when this rapport with your community is established, the task is still not going to be achieved without considerable effort. This is because there are a lot of other organisations out there trying to do exactly the same sort of similar things, some of which have better established community links. This is really a marketing exercise and if you can find some local expertise in this field get some marketing advice.

You may already have some built in advantages in this situation. Most communities have an RSA and some have at least one of the RNZAF affiliated organisations (Brevet Club, Air Force Association or ex-Airwomen's Association). You should seek to involve these organisations in your activities and in the activities of the ATC Squadron as far as possible. Such people can help open doors and establish a bridge with the community.

You should seek to have the activities of the ATC and the Branch displayed to the community whenever possible. This type of activity helps in recruiting of cadets to the Squadron as well as attracting support. You will find that the ATC cadets will take great pride from displaying their skills and prowess to their community and in receiving the recognition that is forthcoming in return. Some ATC Squadrons and Branches achieve much of this by taking on Civil Defence responsibilities, others by staging open-day activities in which youth and their parents can participate.

During the process of establishing community support, you will almost inevitably come across the question of Defence and/or Government support for the NZ Cadet Forces and hence the ATC. Some members of the community will say that it is for Government to provide for the ATC, while others will be reluctant to provide support on the grounds that they are to some extent anti-military. The best defence against these attitudes is to be able to demonstrate the value that the Squadron activities have for the local community. Do not attempt to get into argument with these people. For every person maintaining a stance in this area you will find many more who are either prepared to be active in their support or who at least are prepared to be more objective.

Another group which is an important source of local support are City and District Councils. In conjunction with the Unit Commander, Branches should seek to involve councillors and mayors in Squadron activities. This can be taken further by cadets assisting on civic occasions such as the Squadrons which provide a uniformed presence at citizenship ceremonies. Yet other Squadrons enjoy a chartered status with their local authorities. This enables the squadron to parade through the town on a formally recognised charter day.

Local Members of Parliament can also be a source of local support. They need to be regularly kept informed on Squadron activities and should be involved in activities whenever possible. They are also able to better reflect the wider interests of NZ cadet Forces in the corridors of power in Wellington.

Community support is absolutely vital for the success of the Branch and the local ATC Squadron. Support will not just happen; it must be earned. Remember that you are not the only group seeking local support. A good level of local support must be always maintained, for you never know when you will need it. At the time when support is required, it may be too late to develop it. You must therefore always foster it. A good community presence will make your fundraising job significantly easier.

## SECTION SEVEN

# FINANCE

### General

General guidance on finance management and budgeting is provided by the Cadet Advisory Council and is to be found in CFOs VOL 9 – Finance and Civic Liaison; Chapter 1 - Finance. Branch Committees should refer to this guidance when preparing a budget. Access to the document can be provided through your Unit Commander.

### Cadet Fees

Income for unit operations usually comes from two primary sources, cadet fees and fundraising. Sometimes a unit may enjoy unsolicited donations or even bequests, but usually it is fees and fundraising by the Branch Committee that provides the required income. Fundraising is dealt with in Section 10. Most cadet units in the NZ Cadet Forces charge their cadets a fee to be involved. There is usually an annual fee charged to partake in general activities, and there is often an activity specific fee charged to cover the expenses of just that activities. Such fees should just cover the costs of that activity and not used as a source of general fundraising.

Annual fees are charged, per cadet, at most ATC Squadrons. These fees cover the standing costs of running the squadron, with examples shown in the next paragraph on Budgeting. The question often asked is: ‘how much?’ This will vary, principally based on two things; the expenses the unit has to run it, and the socio-economic location of the squadron. Annual fees throughout NZ range from \$350 per cadet down to \$0. An average annual fee across the country is about \$160 per cadet per annum. Such fees are set by the Branch Committee, prior to the start of the year. The fee level is best set during the budgeting phase (as per the next paragraph) and then ratified by the Branch Committee before the start of the new calendar year.

When setting the fee, the committee must decide the balance between fee income and fundraising income to meet the financial needs of the squadron. There is not right or wrong answer to the question of balance. The more fees, the less fundraising required. The less fees, the lower the burden on families, as some cadets may be excluded if the fees are too high for their circumstances. Each branch committee must strike the right balance to suit its demographic.

It would be unfortunate to have a prospective cadet turned away because their family could not afford the fees. To help alleviate this, there are ways to help mitigate the burden, such as charging fees term by term, maybe having cadets just pay what they can afford (perhaps a gold coin each week) or seek sponsorship from willing supporters. You will be surprised how many people are willing to sponsor an underprivileged cadet to allow them to partake in the activities offered by the ATC. While we live in a ‘user-pays’ society, ATCANZ is a charitable organisation and sometimes spreading the goodwill will help cadets from all walks of life benefit from what ATC has to offer.

### Budgeting

A budget is an estimate of income and expenditure for a set period of time. In any well-run organisation, a comprehensive and agreed budget is essential. The Branch budget should relate directly to the financial details contained within the support programme agreed with the Squadron, as discussed in the preceding Planning section.

The budget should break down the expected income and the intended expenditure of the Branch into all areas or purposes to which funds are to be applied. Income will include a projection of fundraising income based upon the planned fundraising activities, and also the expected fees to be collected from each cadet.

A sample breakdown might include the following (not intended to be a complete list):

- National ATCANZ affiliation subscriptions.
- Branch Operation:
  - Administrative expenses: Postage, Stationary, Copying.
  - Fundraising expenses
  - Food and beverages – for meetings, officers & cadet canteen
  - Conference attendance (*may* be reimbursed by ATCANZ National)
- Squadron Support:
  - Building rents
  - Facilities maintenance
  - Facilities development
  - Power / utilities
  - Communications: unit cell phone, internet etc
  - Uniform costs over NZDF supplied items
  - Medical expenses: first aid equipment, training
  - Vehicle running expenses
  - Training equipment maintenance, replacement, development
- Activity Support:
  - Transport
  - Equipment rental
  - Specialist training facilities
  - Power flying
  - Gliding
  - Specialist course costs

A sample budget is included at Annex A, with a downloadable copy available on the ATCANZ website: [www.atcanz.org.nz/en-nz/Resources](http://www.atcanz.org.nz/en-nz/Resources)

The budget should be developed in accordance with the support plan over school term four and then ratified by the Branch Committee for the use the following year. It should be then signed off by both the Branch Chair and the Unit Commander before the beginning of the Christmas holiday break. It is then presented at the Annual General Meeting for transparency and the information of all Branch members.

Once agreed by the Branch, the budget becomes the authority for the Branch Committee to make payments. Care must be taken to ensure that the budget gives the Committee sufficient leeway or flexibility in expenditure to ensure that the Committee can operate effectively. The budget must be kept under review on a monthly basis.

All payments made must be authorised against an identified budget element. Where a proposed item of expenditure has not been budgeted and is beyond the authority, a business item and motion must be presented to the Committee for acceptance or rejection.



For the avoidance of doubt, the Committee has been elected at the General Meeting to exercise all authority of Branch funds, therefore all decisions regarding the use of Branch funds rest with the Branch Committee. Any major concerns in this regard should be referred to either the National President or the General Secretary of ATCANZ.

## **Financial Reporting**

Every Branch is required to submit detailed reports to the Management Committee annually. These are relatively easy to compile and are covered in the following Section entitled 'Reporting'.

With the ATCANZ financial year being the calendar year, the National ATCANZ annual report must be with the Charities Services by 30<sup>th</sup> June each year, with auditing/reviewing prior that. Therefore, time is of the essence for this reporting and Branch reports must be submitted by the end of February. To facilitate and aid the reporting process, the Xero accounting system has been adopted by ATCANZ, and made available to all Branches free of charge. Whilst Branch Committees manage their own unit's funds, ATCANZ is nationally one financial entity for the purposes of its charitable status and must therefore keep one set of accounts for the whole organisation. Consequently, and crucially, all units are required to have all their financial inputs entered into Xero by the end of February each year. Should this prove difficult, the Treasurer or Chairperson should make contact with the General Secretary as soon as possible for assistance and to work through a solution.

## **Debt Recovery**

Ideally, it's best to stay on top of overdue amounts for activities and fees, then you won't be in the position of having large amounts owing with the hassle that brings. It is recommended that any overdue fees are discussed with the Unit Commander in the first instance, as they may be aware of any special circumstances.

When you have funds overdue, the first step is to send an email from the secretary or treasurer. This is best, as it is less confrontational than a phone call, and it keeps a record of the communication.

Keep this first email friendly, as in this example:

*"Hi Jane. It appears you may have overlooked the fees for Cadet Doe for terms 1 & 2. Please arrange for the overdue amount of \$ xxx.xx to be paid to the squadron bank account xx-xxxx-xxxxxxx-xxx as soon as possible.*

*If there may be difficulty making this payment, please let us know, as we are more than happy for you to pay this off or make some arrangement with you"*

This affable approach will often get a positive response. If not, a follow up email would be appropriate. A phone call may also be useful at this point, but ensure the call is pleasant. Should this still not work, discuss the situation with the Unit Commander again. Further contact from either the Unit Commander or the Chairperson shows a degree of escalation.

If there are still no payments made, the committee will need to decide whether it's worth pursuing, whether the Unit Commander needs to consider standing the cadet down from activities or whether indeed a charitable response is worthwhile. (There are often members of the community willing to assist with such payments for cadets who are unable to fund fees and/or activities.) Passing such a debt to a collection agency is also an option, but would need careful consideration first.

It is not appropriate for the committee to suggest that a cadet might not be able to attend an upcoming activity or be eligible for a course or promotion. However, the Unit Commander may do so, and it will no doubt be part of the criteria for the Unit Commander when making selections.

If a cadet has left owing money, then an email is again appropriate, however we are less likely to recover the funds. In this case, the committee needs to be realistic about how much to follow up, and when a decision is made to write the amount off.

If you are having significant problems or need some further guidance, please contact the General Secretary or someone on the Management Committee for advice.

## SECTION EIGHT

# REPORTING

### Annual Reporting

Every Branch is required to submit a detailed performance report to the Management Committee every year. This report must include both financial returns and information relating to ATCANZ charitable purposes.

The ATCANZ financial year is the calendar year and the consolidated ATCANZ report to Charities Services is due on 30<sup>th</sup> June each year. ATCANZ accounts must be audited or reviewed prior to submission to Charities Services and to allow for this, Branch reports must be in the hands of the General Secretary by the end of February every year. To facilitate the reporting process the Xero accounting system has been made available to all Branches free of charge.

ATCANZ is a charitable entity. Charitable status confers exemption from income tax, provides access to grant making community trusts and offers tax deductibility to those making donations to the Association and its Branches. Retention of charitable status depends entirely upon timely and accurate annual ATCANZ financial reporting to Charities Services. Failure by only one Branch to comply is enough to result in deregistration of the Association and loss of the charitable status of all other Branches and the Management Committee.

### XERO

Xero is the formal ATCANZ accounting system. For the purposes of reporting the National Council has resolved that Branches shall use a standardised electronic accounting system from 1 January 2020 with implementation details to be developed by the Management Committee. The Management Committee has subsequently decided the system should be Xero and this to be used by all Branch Committees to manage their unit funds. This is very important, as ATCANZ is one national financial entity for the purposes of its charitable status and must therefore keep one set of accounts for the whole organisation. While it is appreciated that this may be difficult for some Branches, for a variety of reasons, all possible steps must be taken to utilise this accounting system. All Branches are required to have all their financial inputs entered into Xero by the end of February each year.

### Additional Information

**Bank Statements.** Copies of bank statements for all bank accounts are required. These must cover the period of the calendar year. They can be in Excel or pdf format. Copies of a full year's bank statements can usually be downloaded from the document repositories of banks.

**Outputs.** In addition to the financial details above a list of Outputs is required. These are also subject to audit/review. Outputs (activities) are the things that the organisation funds (accommodation, camps, flying, base visits etc.). If a Branch contributes funds that facilitate routine activities etc. (by paying rent, rates, gas/power, telephone/internet) this should also be included in the list of Outputs. Evidence should also be included to support the outputs, such as attendance lists, etc.

**Volunteer hours.** A reasonable estimate of the number of volunteer hours contributed by ATCANZ members (committee and non-committee member hours) during the year. Some commentary should be provided on whether this has increased or decreased in comparison to the previous year, together with some possible reasons.

**Ongoing financial commitments.** Details of any financial commitments that will run for longer than one year including loan repayments, leases and similar.

**Fixed Assets.** An asset is defined as a resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. If a Branch has fixed assets, then an Excel copy of the fixed asset register is required. The fixed assets register should be reviewed periodically for completeness and accuracy. Regular asset verifications should be conducted to ensure that accurate records are kept, and on-site spot inspections may be undertaken. The fixed asset register needs to be a separate document and must show the asset, date of purchase, purchase price, depreciation rate, depreciation amount for the year, and net book value, if any, as at 31 December. The Xero asset management system will progressively eliminate the need to maintain separate asset register documents.

### **Capitalisation and Depreciation.**

Capitalisation is an accounting rule used to recognise a cash outlay as an asset on the balance sheet, rather than an expense on the income statement. The cost of fixed assets, such as computers, outdoor equipment, vehicles, and buildings, are recorded on the general ledger as the historical cost of the asset. These costs are said to be capitalised, not expensed. Any assets purchased by a Branch will be capitalised where they exceed \$1,000 in cost. All other purchases below this value will be expensed as Equipment Expenses.

Depreciation is an accounting method of allocating the cost of a tangible asset over its useful life and is used to account for declines in value over time. The monetary value of an asset decreases over time due to use, wear and tear or obsolescence. This decrease is measured as depreciation.

Property, plant, and equipment are tangible items that are held for use in the production or supply of goods or services, for rental to others or for administrative purposes and are expected to be used during more than one reporting period. Class of property, plant and equipment means a grouping of assets of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the financial statements.

ATCANZ classes consist of:

- Buildings
- Land
- Office Equipment
- Plant & Equipment (eg outdoor training gear)
- Vehicles

Depreciable amount is the cost of an asset, or other amount substituted for cost, less its residual value and depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation shall be applied annually to asset classes on a straight-line basis as follows:

- Buildings 2%
- Computer Equipment 25%
- Land nil
- Office Equipment 10%
- Plant & Equipment other than computer equipment 20%
- Vehicles 20%

### **Membership**

As detailed in the ATCANZ Constitution, all Branches shall maintain a Register of Members and maintain minutes and records of all meetings. The Branch Secretary shall provide the General Secretary with the following information annually:

- A copy of the Branch Register of Members and any changes as they occur.
- A list of the names, addresses and contact details of the office bearers (Chair, Secretary and Treasurer), and any changes as they occur.
- A copy of the Minutes of meetings.
- Any other administrative information deemed to be appropriate.

Information on all reporting requirements, can be found on the ATCANZ website:

**Intentionally Blank**

## **SECTION NINE**

# **INSURANCE**

### **General Insurance**

All assets owned by the NZ Cadet Forces are covered by Defence insurance policies and therefore do not need to be insured by individual branches. Whilst this includes NZDF issued uniforms, it will only include cover to the extent of refitting cadets out to the Squadrons current grade strength. Therefore, additional uniform stocks purchased by the unit over time are not covered and it may be useful to insure these uniforms.

All locally owned assets will require to be covered by a policy arranged by the Branch. Areas to be considered for insurance include any local Branch owned buildings, motor vehicles and equipment. Such equipment will include furniture, computers, projectors, adventure/ outdoors equipment and alike. Essentially everything in the unit's control, that is not owned by NZDF. It would also be useful to consider what value of insurance is taken out. Insurance is expensive and it is appropriate to ensure the level of insurance is commensurate with the actual value of the items. Further, the unit may own legacy equipment that is not worth insuring, so it would pay to work through the unit equipment register with the Unit Commander to establish values and what is worth insuring.

### **Public Liability**

Both the ATC Squadrons and the ATC Association are covered for Public Liability by a policy which is maintained and paid for by the NZ Cadet Forces. All activities, both Authorised and Recognised, conducted in the name of either organisation are covered. However, any activities that have not been formally approved through the normal activity processes may not be covered.

### **Health and Safety**

Branches are reminded that in all matters and activities, health and safety considerations, particularly of cadets in their care, must be uppermost in planning and conduct. You can expect your Squadron officers to uphold high standards in this regard. NZ Health and Safety legislation applies to all facets of NZCF and ACC coverage applies to all ATC and ATC Association activities.

**Intentionally Blank**



## **SECTION TEN**

### **BRANCH MEETING PROCEDURES**

#### **Introduction**

It is necessary for each Branch of the ATC Association of New Zealand (ATCANZ) to conduct business in essentially the same manner. To achieve this, these Branch Meeting Procedures have been developed to guide all Branches. Not only does this ensure business is conducted in the same manner nationally, it ensures each Branch will meet the administrative and financial requirements of a legally recognised incorporated society.

#### **Meetings of Members**

An Annual General Meeting of members shall be held not later than three months after the end of the financial year, being 31 December annually.

Such Annual General Meetings shall be held at a time and place to be determined by the Branch Committee who shall give all members at least 21 days' notice of such meetings.

The business of any Annual General Meeting shall be to:

- Receive an annual report from the Chairperson,
- Receive an annual report from the Unit Commander,
- Consider the statements of financial affairs of the Branch,
- Conduct elections for Chairperson, Secretary, Treasurer and Committee Members,
- Consider resolutions from the Committee and Members, and
- Conduct any other business that may be raised.

Special General Meetings of the members shall be convened by the Chairperson upon 14 days written notice to all members. Such meetings may be called by at least six members of the Branch or by the Branch Committee.

Every requisition for a Special General Meeting shall be in writing stating the objectives of the meeting and shall be made to the Chairperson.

Upon receipt of such a requisition, the Chairperson shall convene a General Meeting and shall give notice to all members nominating a time, place and date for the meeting, such date being no later than 40 days following the receipt of the requisition for the meeting. Members shall be given not less than 21 days' notice of general meetings and such notice shall set out the purpose and business to be considered by the meeting. At the meeting so convened, only that business for which the meeting has been convened shall be discussed.

The Chairperson shall preside at each General Meeting of members but if he or she is not present, Branch Committee member, appointed by either the Chairperson or the Branch Committee, shall preside.

No business shall be conducted at any General Meeting unless a quorum of not less than 25% of the membership is present. The number of members is as per the membership details passed to the General Secretary. If a quorum is not present within half an hour after the scheduled time to commence the meeting, the meeting shall be dissolved and a new meeting notice distributed setting out a new time, date and place for the meeting.

Notices of any General Meetings shall be in writing and posted or delivered to the last known address of every member. Non-receipt of such notice by a member shall not invalidate the notice of meeting.

### **Officers and Committee (the Committee)**

The Committee shall ordinarily consist of up to eight Committee Members elected by members in general meeting. The Committee shall include, on an "ex officio" basis, the Unit Commander of the Squadron.

Nomination must be made in the form and at the time prescribed by the Chairperson of the Committee. A nominee need not be a member.

The appointment of a Committee Member, other than the Unit Commander may be terminated:

- At any time agreed by a simple majority of all Committee Members.
- Upon the death or resignation in writing of that Committee Member.
- By a resolution approved by a simple majority of all members present in person at Annual General Meeting of members.

In the event that a Committee Member ceases to be a Committee Member or is unwilling to act for the balance of the term for which he or she was appointed, the Branch Committee may co-opt another person to fill the casual vacancy so created until the date of the next Annual General Meeting.

Any person appointed to fill a casual vacancy shall retire at the next Annual General Meeting and if eligible may offer himself or herself for election at the meeting.

A Quorum for a normal committee meeting is three voting Committee Members. No business shall be conducted at a meeting of the Committee unless a quorum is present.

Meetings of the Committee would normally be held monthly. They may also be held as and when deemed appropriate by the Chairperson who shall decide the form that notices of such meetings shall take. Whilst most meetings will be conducted in the personal attendance of all committee members, from time to time the Committee may in lieu of meetings transact business by email, mail, telephone, or any other common and accepted form of communication. However, any items of business that may be controversial, and/or requiring detailed discussion, should be conducted at a normal meeting.

Questions arising at meetings shall be decided by a simple majority of votes cast. In the event of an equality of votes, the Chairperson shall have a second and casting vote.

Committee members may be reimbursed for expenses incurred in during out their functions as Committee Members. Such reimbursement shall be approved by the Committee before reimbursement is made.

## Role of the Chairperson

The role of the Chairperson is a most important one and is pivotal in ensuring the ongoing success of committees and the support the committee provides to its squadron, with key responsibilities to make this happen.

Branch Committees must give consideration to into either the expectations of this role, or who could best take on this extra responsibility. This role should not just fall to the person who has been on the committee the longest or to the person who can't think of a reason not to quick enough. Committees need to spend time discussing, and even possibly documenting, the qualities that they are looking for in a chairperson.

### Essential qualities for the role of Chairperson:

- Personal Integrity
- Good communication skills
- Understanding of group processes
- Ability to guide the committee
- Ability to confront and lead.
- Ability to engage, encourage and get the best out of people
- Ability to foster teamwork
- Ability to generate and maintain amicable relationships
- Understand the difference between ATCANZ matters and NZCF matters to leave the NZCF matters to the Unit Commander

### Key Responsibilities of the Chairperson.

- **To provide leadership for the committee.** It is important that the Chairperson ensures correct process is followed, committee members understand what is going on and that the committee continues to work towards achieving its goals.
- **To ensure that the work of the committee is completed.** The Chairperson is responsible for ensuring that the work of the committee gets done, and for overseeing the activities of other committee members. This does not mean that they are responsible for doing this work, but they are responsible for seeking volunteers, allocating tasks, guiding members and ensuring tasks get completed.
- **To effectively organise and Chair committee meetings.** The Chairperson has a key role in ensuring that meetings run smoothly, that committee members conduct themselves appropriately, and that the committee acts as a unified body. The Chairperson must run meetings within the agreed procedures set out in the ATCANZ Constitution. Surprises at committee meetings do not support good committee function. It is the Chairperson who must ensure that an agenda is prepared and made available prior to the meeting. The Chairperson needs to make sure that all members feel included in discussions and that their opinions are valued.
- **To ensure that the committee works as a team.** By including all committee members in decision making, the Chairperson is creating an environment of unity and common purpose. Personal disagreements are bound to arise from time to time and can be part of healthy debate and decision making.

Once the committee decides on a matter, these disagreements should not be re-opened or discussed outside the meeting. Trust and mutual respect are again vital ingredients of this teamwork.

- **To be spokesperson for the committee.** The Chairperson is responsible for communicating committee policy and committee decisions and resolutions to its Unit catchment area or community, as may be appropriate.
- **To establish and maintain an effective working relationship with the Unit Commander.** The Chairperson is required to develop and maintain a good working relationship with the Unit Commander to ensure the smooth and efficient running of the Unit. It is important that this relationship has the essential ingredients of honesty, support and mutual respect. This relationship is also integral to smooth committee relationships and to the effectiveness of the Unit – community partnership. To ensure this, it is often helpful for the Chairperson and the Unit Commander to meet between meetings. This may be for only short periods but can be invaluable to both maintain a supportive network and ensure that both are up to date on current issues affecting the unit.
- **To promote good communication between the Committee and the wider community.** The Chairperson needs to ensure that the committee has processes in place and strategies developed to enable it to understand and give effect to the aspirations that the NZCF, the Unit Officers and its parent community has for the unit cadets.

It is important to remember that the Chairperson cannot act independently of the committee in areas that impact the operations and/or the future of the Unit. The Chairperson is just one vote (or two when a casting vote is required) amongst the committee as a whole. The position of Chairperson is always open to review and the committee can change the Chairperson at a special general meeting, if a majority of those present agree by voting on it.

### **Role of the Secretary**

The secretary is the administrator of the Committee, essentially handling all routine admin matters. This role is often seen as an onerous one, but in reality, an efficient secretary will have tasks automated and easy to accomplish, thus not being onerous at all. They manage all the files and manuals (electronic or otherwise), manage mail collection, receipt and distribution and, most importantly, manage the minutes of all meetings. The secretary may also handle any Support Committee Social Media functions, although a savvy committee member could easily be delegated this task. Below is a list of the main duties that the secretary would be responsible to the Chairperson for.

### **Essential qualities for the role of Secretary:**

- Personal Integrity – essential when handling confidential Branch information
- Good communication skills
- Understanding of administrative processes
- Ability to type and use 'Microsoft Word' type software applications.

### **Responsibilities include:**

- Timely preparation of meeting agendas and other Committee papers in preparation for Committee meetings

- Attendance at the monthly ATCANZ meeting
- Recording of minutes of all meetings
- Preparation of a correspondence summary for meetings
- Timely preparation, recording and distribution of these to Committee members
- Distribution of meeting papers to Committee members
- Liaison with Committee members to canvass opinion and communicate as required
- Maintenance of the Committee filing system
- Preparation and presentation of a newsletter to parents And/or other social media functions like Facebook pages etc.

### **Role of the Treasurer**

The role of Treasurer is crucial to the health of the Unit and ATCANZ Committee, both in providing adequate funding for day to day needs and in planning for the future. When giving consideration to the qualities required for this role. Members and committees need to spend time discussing the qualities that they are looking for in a treasurer.

### **Essential qualities for the role of Treasurer:**

- A high degree of personal Integrity – essential when handling Branch funds
- Good communication skills
- Understanding of financial documentation and processes. It would be very desirable to have a person that is familiar with Xero accounting software.

Given the degree of trust required in a Treasurer, it is recommended that Treasurer appointees be checked to ensure there are no known integrity issues. An NZCF Form 7 Personal Security Clearance may be submitted through the Cadet Unit Commander, as per Section Two – Organisation (page 10).

There are clear lines of responsibility in the finance area. The Treasurer must ensure they get the balance right, as without a clear understanding of responsibilities it is possible to be in conflict with both the Unit Commander and the Branch Committee.

### **Responsibilities include:**

- All day-to-day financial administration
- Maintaining records of all monies received and payments made.
- Reconcile monies paid or not paid against cadet activities.
- Ensure that Unit activities remain profitable.
- Managing accounting processes / procedures and using Xero accounting package.
- Recommending the finance policy to the committee for approval
- Recommending delegations to the committee for approval
- Making recommendations for the strategic plan and annual budget
- Providing the final budget to the General Secretary for compilation into the whole of organisation accounts.
- Providing advice to the Committee about the Unit's financial management
- Providing a monthly financial report for presentation to the Committee
- Reporting expenditure outside the budget to the Committee
- Preparing annual accounts for audit and presentation to the Committee
- Providing the annual accounts to the General Secretary for compilation into the whole of organisation accounts

## **Finance Committee**

In most Branch Committees there will not be a need for a finance committee. However, given the breadth of the finance role, there may be instances where a finance committee meeting may need to be called for such things as special budget preparation or special fundraising activities etc. Such a committee would meet as required on dates set by the Treasurer, who would chair the finance committee meeting and make sure minutes, or reports are completed. The purpose of such a finance committee would be to ensure correct financial management of special financial situations in accordance with strategic plan goals and make recommendations for action on financial issues.

## **Conduct of Meetings**

As discussed earlier in this chapter, meetings will generally be held monthly, with the annual meeting held and noted as per the constitution.

As above, the quorum shall be no less than three voting Committee Members. Notwithstanding, a meeting should really have at least one more than half the members of the elected committee, to ensure democratic process. However, it is known that committees can be small, so the stated quorum is the absolute minimum requirement.

The Chairperson shall exercise a casting vote in the case of equality of votes, in addition to his/her deliberative vote.

Any committee member with pecuniary or distinct personal interest (as defined in the Local Government Official Information and Meetings Act 1987) in any issue shall not take part in any debate on such issues.

## **Time of Meetings**

Regular meetings normally commence at 7pm or 7.30pm on a parade night and conclude by 9pm. However, the timings and dates for meetings can be determined by the Chairperson, in consultation with the Unit Commander, secretary and other committee members to ensure the timings work best for all concerned.

Any business remaining on the agenda at the conclusion of the meeting will be transferred to the following meeting.

## **Special committee meetings**

A special meeting may be called by delivery of notice to the Chairperson signed by at least one third of the members. Such notice to be given at least three clear working days in advance of the date selected for the meeting.

An emergency meeting may be called by the Chairperson in extreme circumstances where at least a quorum of committee members is able to attend, and provided all reasonable attempts are made to contact all members.

## SECTION ELEVEN

# FUNDRAISING

### General

Fundraising is an essential and fundamental activity of the ATCANZ Branch and success in the preceding subject of Community Support is an essential start to success in the field of fundraising.

Experience across the wider ATCANZ community indicates that it is unwise to rely upon a single source of fundraising. The difficulty is that there are so many organisations seeking funding from the community that where an activity is seen as being successful, it soon is copied by other groups.

Care must be taken in all fundraising situations to ensure the security of the funds, with oversight by the Branch Treasurer. One person must be appointed to be responsible for the collection and banking of the funds and everyone involved must know what they are to do with the funds that they collect. Care must be taken to have correct receipting of funds at all stages of the handling of cash. Where a contributor asks for and/or is entitled to a receipt for tax purposes, it is to be provided on official Branch receipt stationery and signed by an approved Branch Committee member. It can also be useful to appoint a 'Fundraising Coordinator'. Perhaps someone who has an interest or skills in this area and can focus on the larger funding sources and completing grant applications, as are discussed further on.

Attached at Annex D is a letter of introduction to NZ Cadet Forces, provided by the Commandant. This can be included in applications to both explain the organisation and give additional authority and credibility to your applications for assistance.

### Local Fundraising

There are the traditional local fundraising activities such as raffles, garage sales, stalls etc. The acceptance of these approaches will vary between communities and experience will tell what works best in your community. What works for some, may not work for others. However, if there is something that hasn't been tried for a while in your community, give it a go, as you have nothing to lose if you plan it right.

Make sure that you get any necessary licences or approvals before you undertake any activity. Also, any people you have doing the fundraising or selling should be in possession of a suitable letter, card or badge of authority. This ensures that you do not have trouble with misrepresentation. Do not allow people, particularly young people, to be exposed with large amounts of money in their possession. Selling or collection should really be done by a team of at least two people. A good idea is to have a mixture of cadets, officers and Branch members. If you use cadets in uniform, you must plan and conduct it with the express permission of, and in close coordination with the Unit Commander. Remember that any activity that involves the cadets themselves must be properly authorised through the NZCF Recognised Activity process.

There are other sources of fundraising that can be pursued. Some Branches make good money through retail outlet stocktaking, eg: The Warehouse; others have successfully run quiz nights or sold donated items on Trade me. A Google search will help with ideas; try [www.fundraisingideas.org.nz/](http://www.fundraisingideas.org.nz/), [www.fundraisingdirectory.co.nz/](http://www.fundraisingdirectory.co.nz/), or [www.eventbrite.co.nz/blog/101-unique-fundraising-ideas-that-actually-work/](http://www.eventbrite.co.nz/blog/101-unique-fundraising-ideas-that-actually-work/).

A common means of raising funds is by way of grants from local businesses, local bodies, individuals, or other charitable organisations, such as the RSA, Lions, Rotary, Jaycees etc. You should make it your Branch business to know all likely local sources of such funds.

Before making approaches, plan your methodology to ensure that you know the interests of your target and who the decision makers are. You must prepare your approach with this preplanning uppermost in mind. Decide very carefully how you might best make your approach and who is best placed to make the approach. It might be a cadet's parent or indeed a former cadet or a complete outsider might be best placed to make the approach.

Most benefactors, particularly commercial people, will prefer their contribution to be associated with an identifiable project or activity. You should always be prepared to consider allowing a commercial contributor to gain publicity from their participation. However, no publicity of this nature should be agreed without the agreement of the Unit Commander, who may also need to seek the sanction of the Commandant NZCF.

### **Charitable Grants**

Another very good source of funding is from national charitable trusts and agencies. The obvious one is Lotto, but there are many others, such as the NZ Community Trust, the Lion Foundation, the Masonic Charitable Trust, the Rata Foundation and alike. Again, Google will help identify such trusts in your area, for example:

[www.fundraisingideas.org.nz/Trusts](http://www.fundraisingideas.org.nz/Trusts) Remembering that ATCANZ is a national organisation, it should be noted that many of the larger community funding providers require all applications from such organisations to be made through their national body. Lotto, NZ Community Trust and Rata Foundation are examples of these. Each has their own website, so let Google be your guide.

There are also many smaller community funding Trusts and organisations that target specific demographics of the community or focus on specific areas funding needs. Examples of these are the Eastern & Central Community Trust [www.ecct.org.nz/](http://www.ecct.org.nz/), the Mazda Foundation [www.mazdafoundation.org.nz/](http://www.mazdafoundation.org.nz/), Ashburton Licencing Trust [www.ashtrust.co.nz/](http://www.ashtrust.co.nz/), or Pub Charity [www.pubcharitylimited.org.nz/](http://www.pubcharitylimited.org.nz/). However, it must be noted that some of these trusts derive their funding from the proceeds of authorised gaming venues. Gaming funds come from operators up and down the country who run gaming machines in their hotels, bars and other venues. Consideration should be given as to whether funding from this type of source is acceptable to your unit, Branch Committee and local community. These Trusts do usually have fairly detailed application forms, often online. Don't be intimidated by these, just work through them as clearly and honestly as you can. Remember there are lots of small community organisation who get funding from such trusts and the Trusts are used to 'best effort' submissions. Many Trusts also have help lines and are very willing to assist with applications.

### **National Fundraising**

From time to time there will be major fundraising activities undertaken or coordinated at a national level. In order to take advantage of such opportunities, Branches need to participate in these activities and without such participation Branches, cannot expect to benefit. Recent years have seen National Raffles undertaken with tickets being sold by local Branches, with Branches receiving funds commensurate to the number of tickets they sold, which often equated to thousands of dollars. The Management Committee are always open to any/other suggestions as to sources of funding or national initiatives.

Further information community grant type fundraising is available on the ATCANZ website. [www.atcanz.org.nz/en-nz/Patrons](http://www.atcanz.org.nz/en-nz/Patrons)



## SECTION TWELVE

# PUBLICITY, SOCIAL MEDIA and DEALING WITH THE NEWS MEDIA

### **Publicity**

The value of positive publicity cannot be overstated. As a community organisation, ATC is heavily reliant on its local community to provide for it, ensuring its stability and ongoing operation. Community support is far more likely to be forthcoming if local members are aware of the organisation, its values and what look achieves in the community. This is especially useful when recruiting new cadets and officers; and seeking funding for operations and development. While there is an adage that says all publicity is good publicity, that does not carry for a community youth organisation in today's world. All publicity must be positive to enhance the reputation of the organisation in the eyes of the community. Bad publicity, or even controversy must be avoided if at all possible.

### **Publicity Officer**

Serious thought should be given to appointing a Branch Committee member to the role of Publicity Officer. The role of the Publicity Officer is twofold, in that they is responsible to the Chairperson of the Support Committee for publicity regarding ATCANZ matters, and to the Unit Commander for any publicity regarding the cadets, cadet officers and the Unit. It is important that any approaches to the media regarding the latter are made after consultation with and having gained the consent of the Unit Commander.

A Publicity Officer must be a personable person who understands communication and has the ability to effectively articulate about ATC, ATCANZ and their activities. Ideally, the Publicity Officer should develop and foster personal and friendly relationships with local media people. Upon being appointed the Publicity Officer should visit the local media outlets and look to maintain regular contact thereafter.

### **Social Media**

The definition of social media, as described by the Education Council of New Zealand, is:

*“Social media embraces web based and mobile based technologies to facilitate interactive communication between organisations, communities and individuals.”*

NZCF has a Social Media policy that governs all forms of online interaction. Any forms of social media used by NZCF personnel to communicate are covered by this policy. Whilst ATCANZ is not governed by NZCF policy, it is obliged to comply with its intent. NZCF policy does state: ‘Unit Support Committee members or parents/ guardians are not to be left to manage social media accounts, unless they are actively supervised by other unit staff who hold administrator access’. Therefore, any and all social media that involves the ATC Squadron must have Unit Commander oversight, thus ensuring such media complies with NZCF policy. A copy of the NZCF Social Media Guide is attached at Annex B.

## **News Media**

The news media usually covers newspaper, radio, TV and news website. It exists to inform and entertain its readers, viewers and listeners. Branches have varying publicity, promotion and coverage needs, All organisations are continuously competing for the attention of their marketplace, in our case the community and the youth therein as well as potential benefactors.

This section is derived from "A Handbook For Sports Bodies Dealing With The Media" by Bill Francis. Its objective is to provide simple reminders, hints and guidelines to help Branches better understand the role of the media and through that knowledge improve their contact with media organisations. The following are guidelines which cover some of the points which news media may have an interest in the Publicity Officer providing:

- News releases of local Squadron activities or national events of local interest eg a local cadet at a national camp.
- Availability for interviews, either personally or organising others.
- Liaison for news media attending local activities and acting as media rep at events that news media personnel cannot attend.
- A publicity input to the annual planning of the Branch.
- An overwatch of other organisation's activities for new ideas.
- Press releases for activities or prior to the Branch AGM.

## **Media Attendance at Activities**

It is important to ensure that the media representatives are catered for when they attend activities. When you arrange for them to attend ask them what facilities they require and do everything that you can in this regard.

There will be times when you feel that you have secured the attendance of media, but they do not turn up as you expected. You are going to be understandably disappointed or even annoyed. However, you must not take this anger out on the media later, as this would stifle media cooperation in the future. You should however let the media person know that you were expecting them and that it was disappointing that they were not able to be there. When delivering such a message, if you accompany it with your report of the activity, you will probably have a reasonably good chance of getting your report published.

## **Media Coverage of Major Events**

The following guidelines apply to a major activity:

- Start planning with the media up to around six months prior to the activity
- Ascertain the media facilities required early
- Arrange a media liaison officer from the officer staff
- Maintain close contact with the media throughout the planning period as well as the activity itself
- Provide prior to the activity a media kit containing a detailed coverage of the activity, its history and background, units and personalities involved and the objective of the activity
- Provide up to date information to the media throughout the activity
- Set up opportunities for media to speak with participants during the event
- Don't favour one media over another

You may consider that the points on this set of guidelines would not apply to your scale of activities. All points may not apply but use those that do.

### **The Media Interview**

Those in positions of responsibility may at some stage be required to represent the Branch or Squadron by being interviewed by the media. Some people handle such situations with ease while others tend to turn to jelly when confronted by a microphone. All such interviews should be sanctioned by the Unit Commander, Activity Commander or senior NZCF officer present.

You should choose the person to be interviewed with some care. The person selected should be capable of speaking from a position of knowledge. The person must be articulate and well presented in the visual media, particularly TV. How the interviewee looks, sounds and speaks is a reflection on the organisation.

The interviewer will normally do all possible to put the person being interviewed at their ease. Before beginning the interview obtain an outline of the questioning intended by the interviewer. It is your right to challenge the questions if you do not feel comfortable with them or if you feel that the points that you wish to make will not be brought out.

While the newspaper interview does not offer the microphone pressure of the electronic media. It still provides some dangers for the uninitiated. A common problem is that of the "misquote". It is possible for the reporter to occasionally get it wrong when taking notes and the wrong message is recorded. The easiest way to overcome the possibility of being misquoted is to contact the reporter before the item is published and check the content for correctness. While you, have the right to do this it is not encouraged by the newspapers. The basic requirement is to ensure, as far as you can, that you are clear, precise and unambiguous in the first place.

General interview guidelines:

- Use your most articulate members.
- For video interviews be well groomed.
- Completely ignore the microphone and concentrate solely on the interview and the interviewer.
- Ascertain before the interview the general outline of the subjects to be covered.
- Be well prepared and use notes if necessary.
- Don't give long-winded replies. Say what has to be said, but don't leave the interview feeling unhappy at something that was said. Have the tape replayed and edited if necessary.
- Find out when and where the item is going to be used. You can spread the word to maximise your advantage.

### **The Media Release**

To effectively use the news media, you should regularly issue news releases to the media. All such media releases should be sanctioned by the Unit Commander or Activity Commander.

Most people who do so however suffer from verbosity and often the real message is hidden in a sea of unnecessary words. A correctly written news release will leave no doubt about what message is being conveyed.

A news release must be current. If this is not the case, it will only end up in the rubbish. Well-presented and timely releases can be most helpful in providing news on your activities and in providing background information for the reporter at a later date.

Guidelines for drafting a Media Release:

- It must be topical - old news is not news
- Check the media deadlines
- Present the news in short, snappy headlines so that the recipient knows immediately what it is all about
- Use simple and easily understood language because that is the style in which it will be presented
- Ascertain what the media requires in regard to names
- Provide photographs for the press
- Give the contact numbers of the people who may be able to provide further information
- Deliver the media release personally or email directly to a previously briefed reporter
- As a general rule a release should be made simultaneously to all branches of the news media

The following are characteristics of poor news releases:

- Difficult to read
- Spelling and grammatical errors
- No information as to the nature of the organisation or the activity, where it was held or when
- The main fact is in the middle (it should be at the beginning)
- No contact name or telephone number

## SECTION THIRTEEN

# RECOGNITION and AWARDS

### Introduction

The ATC and the ATC Association are voluntary organisations. As such it is appropriate that those who give outstanding service to either organisation is publicly recognised for their contribution. Recognition is available through two avenues.

### Royal Honours

Any person or group may recommend an individual for a Royal New Year or Queen's Birthday honour. Information on the processes involved should be obtained from this website: [www.dpmc.govt.nz/our-programmes/new-zealand-royal-honours/](http://www.dpmc.govt.nz/our-programmes/new-zealand-royal-honours/). For a Royal Honour nomination, a nominee must have rendered outstanding and exceptional honorary service to the ATC Association for an extended periods of time and also other great service to the community or the country.

### ATC Association Certificate of Commendation

The basic criteria for this award is that the nominee must have rendered outstanding honorary service to the ATC Association for the benefit of Cadets of the ATC and service to the community generally.

Determination of the award: On the recommendation of a Branch Committee, the Management Committee shall consider and approve or decline the award. Its decision shall be final and binding.

### Guidelines for the Award

The award is available to any member of the community who has given outstanding service for the benefit of the ATC. The qualifying service must have been rendered in an honorary capacity. In exceptional circumstances, any service of particularly significant value to the Cadets rendered by any person in any capacity may be considered.

The qualifying service should be outstanding in its nature, extending above and beyond the duties and responsibilities which apply to every volunteer towards the organisation.

In describing the nature of the qualifying service, it is appropriate to make reference to the following considerations:

To the length of time that the nominee has devoted to the ATC Association, to the various offices held and to particular activities in which the nominee has been involved.

To the quality of service rendered with due regard not only to the duration but also to the depth of that service.

### Examples of qualifying service

- Term/s as Chairperson, Secretary or Treasurer.
- Periods of service on the committee as an elected or appointed member.
- Periods of service on sub-committees appointed by the Branch.
- General assistance to the Branch.
- Other Community service, eg local bodies, citizen's clubs, service clubs etc

When considering nominations based primarily on long service, the minimum qualifying service will not normally be less than 10 (ten) years of outstanding honorary service.

Notwithstanding the provisions above, the Management Committee at its sole discretion may waive or vary these requirements.

#### Nominations

Nominations of an award are to be submitted to the General Secretary of the ATC Association at any time during year, for consideration at the next full Management Committee meeting.

Each nomination shall be made on the form provided with this document. All headings shall be completed and preferably typed. All nominations are to be certified by the Chairperson (or Secretary in the case of a chairperson nomination) of the local Branch. Dates of offices held, or services rendered are to be clearly shown. Attach a letter to the nomination detailing the outstanding honorary service, including specific achievements and contributions.

Notwithstanding the information contained on the nomination form, the Management Committee reserves the right to make such further enquires as it may deem desirable.

The General Secretary shall advise the nominee and the nominating Branch of the outcome of the nomination.

#### **Presentation of Awards**

Local Branches are requested to arrange for the presentation of the award at an appropriate time and occasion. An appropriate and prominent local community identity is to be asked to make the presentation.

Annex A: Annual Budget Example

ATCANZ BRANCH BUDGET - SAMPLE

No.00 (Aotearoa) Sqn ATC  
Annual Budget - 2021

Description	Unit	QTY	OPERATIONAL EXPENSES		Priority
			Unit Cost	Total	
Building Rent	Week	40	\$ 50.00	\$ 2,000.00	1
Electricity	Month	12	\$ 50.00	\$ 600.00	1
Communications (Phone / Internet etc)	Month	12	\$ 30.00	\$ 360.00	1
Facilities Maintenance	Term	4	\$ 250.00	\$ 1,000.00	2
Insurance - Contents	Year	1	\$ 1,500.00	\$ 1,500.00	1
Vehicle Standing Costs - Incl Insurance	Year	1	\$ 800.00	\$ 800.00	1
Vehicle Maintenance	Term	4	\$ 100.00	\$ 400.00	2
Future Facilities Development	Year	1	\$ 2,000.00	\$ 2,000.00	3

**SUBTOTAL OPERATIONS** \$ 8,660.00

Description	Unit	QTY	ADMINISTRATION		Priority
			Unit Cost	Total	
Photocopying	Qty	1	\$ 200.00	\$ 200.00	1
Whiteboard Markers (set of 4)	Set	2	\$ 10.86	\$ 21.72	2
A4 Paper	Outer	3	\$ 7.00	\$ 21.00	1
Miscellaneous Stationery (Folders, cleaner etc)	Qty	1	\$ 200.00	\$ 200.00	1
Replacement printer	Each	3	\$ 400.00	\$ 1,200.00	2
Accounting Assistance	Each	1	\$ 100.00	\$ 100.00	2
Friendly Manager	Year	1	\$ 480.00	\$ 480.00	1
ATCANZ Base Fee	Year	1	\$ 100.00	\$ 100.00	1
ATCANZ Cadet Levy	Cadet	45	\$ 15.00	\$ 675.00	1
Unit Commander Discretionary Fund	Term	4	\$ 250.00	\$ 1,000.00	2
End of Year parade costs	Year	1	\$ 100.00	\$ 100.00	1
Cadet Fees Assistance Grants	Each	2	\$ 160.00	\$ 320.00	3

**SUBTOTAL ADMINISTRATION** \$ 4,417.72

ATCANZ BRANCH BUDGET - SAMPLE

EQUIPMENT						
Description	Unit	QTY	Unit Cost	Total	Comments	Priority
Stores replacement fund for consumables / repairs	Qty	1	\$ 500.00	\$	500.00 As required for damaged equipment, gas, etc	2
Replacement Label maker	Each	1	\$ 50.00	\$	50.00 Item missing and unaccounted for	2
Uniform Replacement/Upgrades	Qty	1	\$ 800.00	\$	800.00 Boots and sizing stock	2
LRPs	Qty	20	\$ 6.00	\$	120.00 For new cadets - on CWDs	1
Name Badges	Qty	20	\$ 5.00	\$	100.00 For new cadets - on CWDs	1
Name Tags	Each	10	\$ 6.00	\$	60.00 Blanks	2
Furniture - Replacement/Improvement	Qty	0	\$ -	\$	(left in for future years)	-
Adventure Based Training equipment	Qty	1	\$ 250.00	\$	250.00 Including ropes, planks, drums etc.	3
Trophy Engraving (EOY 2019 and 2020)	Each	8	\$ 18.00	\$	144.00	1
Supplementary Staff shirts	Each	2	\$ 40.00	\$	80.00	1
Tremping Packs	Each	1	\$ 3,000.00	\$	3,000.00 Seek Special Fundraising	3
Sleeping Bags	Each	1	\$ 3,000.00	\$	3,000.00 Seek Special Fundraising	3
Trailer	Each	1	\$ 3,000.00	\$	3,000.00 Seek Special Fundraising	3

SUBTOTAL EQUIPMENT

\$ 11,104.00



ATCANZ BRANCH BUDGET - SAMPLE

		Term		Wks. or hrs.	Cost per	Total	Cadet pays	Branch Committee Subsidies	Training	Comments
		1,2,3,4	1,2,3,4	month	hour	\$	\$	\$	units	
<b>TRAINING / ACTIVITIES</b>										
<b>Branch Committee Subsidies</b>										
Training Aid Purchases - Discretionary budget						200.00				
Cadet Training Handbooks							20.00		2	
Sports t-shirts and caps							29.00		0	Not required 2021
First Aid Certificate Courses (SNCO / Officers)						200.00	30.00	600.00	1	
ANZAC Day breakfast						200.00			1	
Squadron Dining In						2,470.00		1,825.00	2	
Wal Ex (Navigation and RATEL training)						80.00		80.00	1	Transport required
Sparrow Hawk Training						800.00	40.00	800.00	2	Transport not required
Exercise Sparrow Hawk						1,520.00	95.00	1,520.00	3	Transport not required
Adventure Training Day						400.00	10.00	400.00	1	Transport not required
Community Service projects						150.00			2	
NCO Training						320.00	20.00	320.00	1	
<b>CAMPS / TRAMPS</b>										
Day Tramps (Mt Thomas, Mt Oxford, etc)									2	Transport not required
Basic Training Camp						1,125.00	25.00	1,125.00	1	Transport required
Bushcraft Training weekend - Static Camp						900.00	20.00	900.00	1	Transport required
Overnight Squadron Camp						1,575.00	25.00	1,125.00	2	Transport required
Overnight Tramp (Woolshed Creek Mt Somers)						1,000.00	25.00	1,000.00	1	Transport required
Survival Camp (Oxford)						1,125.00	25.00	1,125.00	1	Transport required
<b>SHOOTING</b>										
Squadron Shoots						175.00	5.00	175.00	1	
Competition shoots									2	
<b>FLYING</b>										
Gliding						2,400.00	120.00	2,400.00	3	Still being investigated
Power Flying						1,750.00	35.00	875.00	1	Recreational Aircraft Club
<b>SUBTOTAL TRAINING</b>						<b>17,520.00</b>		<b>13,990.00</b>		<b>\$ 3,530.00</b>

ATCANZ BRANCH BUDGET - SAMPLE

<b>BUDGETED COSTS</b>	
SUBTOTAL OPERATIONAL	\$ 8,660.00
SUBTOTAL ADMINISTRATION	\$ 4,417.72
SUBTOTAL EQUIPMENT	\$ 11,104.00
SUBTOTAL TRAINING	\$ 17,520.00
<b>TOTAL FUNDS REQUIRED</b>	<b>\$ 41,701.72</b>

<b>INCOME</b>	
Cadet Annual Fees:	
Cadet Training Activity Fees	60 \$ 170.00 \$ 10,200.00
Donations - General	2 \$ 500.00 \$ 1,000.00
Donations - Power Flying	2 \$ 500.00 \$ 1,000.00
USC Fundraising - by term	4 \$ 400.00 \$ 1,600.00
Warehouse Stocktake	1 \$ 3,000.00 \$ 3,000.00
<b>TOTAL INCOME</b>	<b>\$ 30,790.00</b>

Including Aviator benefactor donations  
Established minor fundraising Incl sausage sizzles and Trade Me sales.

<b>ADDITIONAL FUNDING REQUIRED</b>	
Community Funding Provider 1	1 \$ 2,000.00 \$ 2,000.00
Community Funding Provider 2	1 \$ 3,000.00 \$ 3,000.00
Sainsbury Trust	1 \$ 6,000.00 \$ 6,000.00
<b>DEFICIT - FUNDRAISING TARGET</b>	<b>\$ 11,000.00</b>

By donation, specific fundraising event or community funder  
Apply for grant for Trailer from Charitable Community Trust  
Grant for new outdoor equipment

1. Squadron cadet strength based on current grade 2 strength of 45 cadets. Recruiting target is 25 for a squadron strength of 50+ cadets at start of the year.
2. Provisional numbers for activities based on regular squadron attendance of 45 pers, including officers/staff.
3. Forecast training operations are subject to staff availability and as such may be rescheduled or removed from the annual training plan.
4. Activity budgets are based on initial planning considerations and as such do not reflect the final training program. This program may be varied, as can the numbers of personnel attending, but the aim of the

- PRIORITIES**
1. HIGH PRIORITY - NEED TO HAVE ASAP
  2. MEDIUM PRIORITY - SHOULD HAVE WHEN FUNDS AVAILABLE
  3. LOW PRIORITY - TO BE PURCHASED AFTER PRIORITY 1 & 2 ITEMS ARE FUNDED

Prepared by:  
Janet Chen  
SONLDR, NZCF  
Cadet Unit Commander

Authorised by:  
Paki Henare  
Chairperson  
ATCANZ - Aotearoa Branch

VERSION 2 - final  
31-Dec-2020

## **Annex B: Suggested Meeting Agenda**

The following is a guide for the Chairperson to follow, with notes to assist with the process. The bold phrases on the left would be the headings of a published agenda.

<b>Open the meeting</b>	“The meeting will come to order, I declare this monthly meeting of the Branch Committee open for business.”
<b>Apologies</b>	“Are there any apologies?” Move that the apologies be accepted, seek seconder and vote to accept.
<b>Welcome new members and guests</b>	Introduce any new members or visitors. Make a short statement about the expectations of the meeting.
<b>Minutes of previous meeting</b>	Usually, the previous minutes are circulated (via email?) to committee members. Move “that the minutes be taken as read”. Ask: “Are there any corrections to the minutes?” If not, Move “That the minutes be accepted as being a true and correct record?” Seek seconder and vote to accept. Note: The meeting must give its consent for any changes to the minutes and if there are objections there must be a majority vote for the alterations to be made.
<b>Business arising from the previous minutes</b>	“Is there any business arising from the minutes?” Go through action points resulting from the last meeting.
<b>Correspondence</b>	Secretary reports on letters or communications received and sent. Once complete, move “That the inward correspondence be received, and the outward correspondence be confirmed.” Seek seconder and vote to accept.
<b>Business arising from the correspondence</b>	“Is there any business not on the agenda arising from the correspondence?” Matters can be discussed at this stage or held until General Business.
<b>Finance Report</b>	Treasurer reads or circulates a financial statement including a list of any accounts for payment. Following discussion, the statement should be received, and the accounts passed for payment. Once complete, the motion is “That the statement be received, accounts passed for payment and the finance report be received” Seek seconder and vote to accept. Note: Reports are either adopted or received. If received

the meeting is not committed to its recommendations. The report need not be acted upon and can be further considered. If adopted, the meeting is committed to the report's recommendations and action will follow.

**Reports from the Unit Commander, (any) other special representatives and Sub-Committees**

"We will now receive the Unit Commander's and sub-committee reports:

Unit Commanders report please.

"I now call for discussion or questions about this report." At the conclusion of the report the person presenting it should Move "That the report be received".

Seek seconder and vote to receive.

Follow the same process for any Sub-Committee or any other representatives or special reports.

Reports should be in writing and be circulated with the notice of meeting.

**General business**

General business items circulated prior to the meeting and postponed items from previous meetings are discussed. (The Secretary or members may remind the meeting of any postponed business.)

Call for any General Business from the floor. However, any additional topics not previously circulated should only be discussed with the permission of the meeting. Contentious or important issues should always be circulated beforehand to give members a chance to consider the item before the meeting.

Whilst not normal formal meeting procedure, a common practice at this stage is to check if any member has anything further, they would like to advise of, seek clarification of or briefly discuss. This helps overcome shyness and ensures all get to have their say.

**Announce date and time of next meeting**

Date and arrangements for the next meeting should be discussed, even though a notice will be sent out.

**Close the meeting**

The Chairperson closes the meeting, with the Secretary noting the time of closure. No further business can be formally discussed after the closure.

**Annex C: Meeting Minutes Example****Minutes of the Meeting of No.00 (Aotearoa)  
Squadron Unit Support Committee**

Held at the Unit Headquarters on 4th March 2021 at 7:00pm

---

**Present:** Paki Henare (Chair), Rose Puletasi (Deputy Chair), Jean Wilson (Secretary), Sophie Smith (Treasurer), Greg Patel, Al Wallace, Sam Parata, Simon Jones, Lisa du Plessis.

Ex-officio: SQNLDR Janet Chen (Unit Commander), SGT Tia Meyers (cadet representative).

In Attendance: PLTOFF Hoani Seward

**Apologies:** Pania Adams, Wiremu Mateparae.

**1. Minutes and Welcome**

The minutes of the last meeting were read and accepted.

Moved: Paki Henare Seconded: Greg Patel, accepted by all present.

**2. Business Arising from Minutes**

- Bank signatories - all sorted
- Power Bill - being monitored. Need to be vigilant during winter because heaters are used and not always turned off.
- Basic Camp - Simon has enough helpers. Lisa to contact chef and get back to Simon.
- Hi-Vis vests - Jean has found someone to help with the Hi-Vis Vests and should be hearing back from them next week re if they can/how many they can provide.
- First aid gear - Janet to get detailed requirements list to us.
- Unit phone - Rose to investigate best options - mainly needed for texts and calls.
- Airfield Open Day - USC needed to run BBQ, bouncy castle and security. Janet to organise roster for BBQ and pass on to Al and Greg, who are organising and running BBQ. Paki to oversee bouncy castle. Sam to oversee security. Jean - Facebook.
- Fundraising - Suggestions from last meeting:
  - Sam – A&P Show – Litter /Car parking/Marshalling, still looking into this.
  - Wiremu – Will donate firewood to be sold.

- Squadron equipment wish list - need a detailed list from Janet.
- Newsletter - Jean to organise this to go out in next couple weeks.

### 3. Correspondence

- Inwards
  1. Janet - visit HMNZS Canterbury
  2. Hamish Cole - Uniform update
  3. Paki - trailer insurance documents
  4. Paki - AGM
  5. Jean - AGM advertising
- Outwards
  1. USC members - meeting minutes
  2. Janet - cadet representative, USC email address
  3. Jerry - brass band
  4. Jean - AGM advertising

### 4. Finance

Report from Sophie Smith Treasurer

Sophie has opened a new unique activities account for specific donations/gifts/ amounts that need to go towards specific activities.

Bills paid last month:

- 11/02/21 GWD Badges - \$661.25
- 11/02/21 Friendly Manager - \$483.00
- 26/02/21 PLTOFF Seward reimbursement stationery - \$177.98
- 20/02/21 Willie Apiata uniform bond refund \$100.00
- 11/02/21 Abbots - Trailer insurance - \$98.93
- 20/02/21 Al Deere reimbursement BBQ food - \$79.80

See attached Friendly Manager report.

Acceptance of the Finance accounts Moved: Sophie Smith Seconded: Greg Patel, accepted by all present.

Invoices to be passed for payment:

- Contact - Power bill \$21.92
- Janet Chen - Fuel Reimbursement \$73.20

Moved: Paki Henare Seconded: Jean Wilson, Approved by all present.

### 5. Unit Commander's Report:

Presented with general discussion. See attached.

### 6. Cadet Representative's Report

Tia not available this meeting - see report attached

## 7. General business

PLTOFF Hoani Seward explains the process for taking items in and out of Stores. Great ideas to be implemented to keep an eye on uniforms and equipment. Thanks to PLTOFF Seward for his great work with the Squadron equipment. Paki is thinking of standing for the ATCANZ National Council in June. Committee endorsed this.

Moved Rose Puleyasi, Seconded Greg Patel. Approved by all present

### Fundraising

- Sophie has suggested a motorbike trail ride event out Oxford way. She has found a farmer to donate land and a company to organise all the finer details. Cadets will need to run BBQ, raffles, bouncy castle? Share profits 50/50 with organiser. Any other fundraising on day done by cadets is kept by cadets. possible dates of 2nd May and three days in August. Janet to check dates don't clash with cadet events. Janet also advised on Health and Safety requirements for cadet involvement. Sophie stressed no cadets were taking part, just fundraising activities and duties.

Moved Sophie Smith Seconded Greg Patel. Approved by all present

- The Warehouse fundraising opportunity may be compromised therefore we need to come up with other ideas as a back-up plan to raise funds.
- Simon - PADI instruction - \$20 per person, get a certificate, 4 at a time. See if we can book the pool for free during June/July for four hours.
- Keep ATCANZ raffle in back of mind, easy fundraiser.
- Need to think of fundraisers that won't be disrupted by Covid level changes.

### Any other business

Reminder, our AGM is on 1st April 2021

**Next meeting: Thursday 1st April, 2021 7.00pm**

**Meeting Closed at 9:15pm**

---

**Paki Henare**  
**Chairperson**

---

**Jean Wilson**  
**Secretary**

**Intentionally Blank**



## Annex D: Commandant's Letter of Introduction



Headquarters NZCF  
Trentham Military Camp  
Private Bag 905  
Upper Hutt 5018, New Zealand

T +64 (0) 4 527 1187  
F +64 (0) 4 527 1185  
nzcadetforces@nzdf.mil.nz

NZCF/1350/8

19 November 2019

To whom it may concern,

### LETTER OF INTRODUCTION TO THE NEW ZEALAND CADET FORCES

This is a letter of introduction to the New Zealand Cadet Forces (NZCF), a Unit of which is seeking funding assistance from your organisation to assist them in achieving the aims of both their Cadet Unit and the NZCF.

By way of background, the cadet movement was created in 1864, making it the oldest youth development organisation in New Zealand. The NZCF has evolved into its present form through various Acts of Parliament that now see the organisation comprising of the Sea Cadet Corps (Navy Cadets), the New Zealand Cadet Corps (Army Cadets), and the Air Training Corps (Air Cadets). The NZCF is raised and maintained by the Minister of Defence, and operated under the direction of the Chief of Defence Force, who provides only limited and conditional support.

The NZCF is a voluntary, disciplined and uniformed training organisation for youth in New Zealand. The NZCF mission is: "To develop and enable self-disciplined, confident and responsible young New Zealanders".

The core values of the NZCF, which are instilled in cadets and officers throughout their involvement and training, are: Courage, Commitment, Comradeship and Integrity. The role of the NZCF is to provide training courses and programmes for its members, both cadets and officers, similar to those undertaken by the New Zealand Defence Force. These include: officer training, leadership training, citizenship training, ceremonial drill, first aid, sailing, power flying and gliding, firearms safety, target shooting, adventure training, and other activities in a challenging, safe and disciplined environment. It is important to note, however, that members of the NZCF are not members of the New Zealand Defence Force, and belonging to the NZCF places no compulsion or obligation on its members to join the New Zealand Defence Force.

As part of the limited and conditional Government support given to the NZCF, each Cadet Unit is required to have a local community-based 'Support Committee', which is charged with the responsibility for raising sufficient funds for unit-based activities and providing the running expenses of the unit.

All members of the NZCF are volunteers, and it is estimated that the average Officer in a Cadet Unit invests in excess of 20 hours per month organising and conducting Unit parades and activities. A number put in significantly more hours and some also assist in the delivery and management of national-level courses, covering such topics as leadership, risk management, instructional techniques and training development, fieldcraft, aviation and

The request to your organisation from this Cadet Unit for funding is fully endorsed by the NZCF. If you have any questions or points requiring clarification, you are welcome to contact the undersigned.



**A.C. LAW**

Commander, RNZN

Commandant, New Zealand Cadet Forces

Annex E: **NZCF SOCIAL MEDIA GUIDE**

DO	DO NOT
Remember you can be seen as representing the NZCF and on occasion the NZDF 24/7.	Assume that voicing your opinion as a private citizen won't be taken as speaking officially on behalf of the NZCF or maybe the NZDF.
Represent the NZCF ethos and values in a professional manner.	Be inappropriate.
Remember that you are always on the record.	Breach the NZCF Code of Conduct.
Ensure you have an understanding about the use of privacy settings to ensure personal information such as messages; photos etc are protected and viewed by those with the right permissions.	Violate other's privacy.
Ensure that blogging and submission of comments are done with courtesy, respect, and accuracy.	Assume your comments will only be seen by your friends.
Use the Newspaper front page/ Mother/ Partner/ Child test. I.e. would you want them to see this?	Be offensive.
Be aware that you will be told to remove immediately any postings and images that are judged to be inappropriate or portray the NZCF in a poor light.	Use words, images or materials from others without gaining their prior approval.
Consider carefully your choice of links, membership of clubs and associations featured on blogs and social network sites. Select with good taste, propriety and common sense in mind so as not to offend.	Write about NZCF issues beyond your area of expertise. For example, if you're an ATC officer who has never competed in NZCC skills DO NOT blog about the rules and regulations of that competition.
Remember that these sites are in the public domain. They are prone to hacking and masking and are viewable by anyone.	Be fooled about the security in some social media. A Facebook friend's account can be easily hacked and leave you vulnerable to attack. Their security settings may not prevent your comments to them being read.
Get permission to post images taken on activities. Remember <b>photos</b> in uniform need to reflect a professional NZCF image.	Infringe any copyright laws.
Ask the Website Admin Team for advice if unsure of anything. They are there to help.	Take a gamble posting material that may be 'borderline'. If in doubt, do not do it.

**Intentionally Blank**

Annex F: ATCANZ Commendation Nomination Form

## ATC Association of New Zealand

### NOMINATION FOR CERTIFICATE OF COMMENDATION

Surname: \_\_\_\_\_ First Names: \_\_\_\_\_

Nominating Branch: \_\_\_\_\_

Branch Member from \_\_\_\_\_ To \_\_\_\_\_

Other Service Awards already held by Nominee:

Branch Committee Activity Record:

As Chairperson	From	To	Years
As Secretary	From	To	Years
As Treasurer	From	To	Years
Other: _____	From	To	Years
Other: _____	From	To	Years
Other: _____	From	To	Years

Total years of service: \_\_\_\_\_Supporting Information: *(Continue on separate sheet if required)*Certification: The above information is certified as true and accurate.\_\_\_\_\_  
(Signature)

Date: \_\_\_\_\_

Branch President / Secretary – Name