



# Riverina Conservatorium of Music

DRAFT Strategic Plan for public comment

2019-2022



**Please join in discussions on our Strategic Plan,  
or send your comments and suggestions to:**

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**Mr Hamish Tait [htait@rivconmusic.nsw.edu.au](mailto:htait@rivconmusic.nsw.edu.au)**

## Introduction

Our *Strategic Plan 2019-2022* is the blue print that captures our vision for the next three years, and provides the road map for our organisation to realize this vision. It is a practical document that commits our organisation to a shared vision of our future, and provides us with deadlines to achieve each part of our vision.

This draft *Strategic Plan* has been developed to begin conversations. It needs to be challenged and expanded as we explore our vision for the next three years and beyond. It must also cope with the major uncertainties facing us as we develop and then occupy our new site in Simmons Street, Wagga Wagga.

Unfortunately we have a very short time in which to develop this plan, but we seek advice from everybody associated with the RCM – staff, students, families, concertgoers and friends.

Please take the time to look into the details provided in this document, and to comment on the suggested initiatives it contains. Share your vision with us. You can do this through advertised staff meetings and community consultations, or by a direct email to either Hamish Tait or myself (see contact details opposite).

We thank you for your support and advice as we develop this *Strategic Plan*. The closing date for submissions is Friday 29<sup>th</sup> March, 2019.

With best wishes,

A handwritten signature in black ink, appearing to read 'Andrew Wallace', with a long horizontal flourish underneath.

Dr Andrew Wallace  
Chair: Riverina Conservatorium Board.  
March, 2019

# RCM Strategic Plan

## Our Aim

To provide leadership, resources and expertise  
in order to support a life-long continuum of  
music education and of music-making  
in Riverina communities

## Our Vision

Quality music education and performance  
that is accessible to all, enriching our lives  
and building communities in the Riverina

**KPM - 1 Music Education Programs**

**KPM - 2 Links with Schools**

**KPM - 3 Performance**

**KPM - 4 Partnerships**

**KPM - 5 Branding**

**KPM - 6 Human Resources**

**KPM - 7 Physical Resource Management**

**KPM - 8 Governance and Financial  
Resource Management**

## Structure of our strategic plan

Our document is made up of a number of levels, as we attempt to explore our purpose and directions within the Riverina Conservatorium of Music (RCM). The first of these is our Vision/Aim:

### 1. *Vision and Aim*

This is the broadest statement of our purpose as an organisation, expressed in two ways. The first of these is as a *Vision*, which reflects our dream for the organisation. The second is as an *Aim*, which expresses this vision as an action statement:

*Vision:* *Quality music education and performance that is accessible to all, enriching lives and building communities in the Riverina*

*Aim:* *To provide leadership, resources and expertise in order to support a life-long continuum of music education and of music-making in Riverina communities.*

### 2. *Key Performance Measures and Objectives*

Our document then recognises eight areas as it attempts to break our aim into manageable components. Each of these components (*Key Performance Measure or KPMs*) has a series of Objectives that are met through action statements (*Indicators*) that are measurable. The broad areas are listed below:

#### **KPM – 1 Music Education Programs**

To meet the music education needs of the Riverina community through a quality curriculum.

#### **KPM – 2 Links with Schools**

To develop and support curriculum, enhancing access to quality music education and strengthening relationships with the schools of the Riverina.

#### **KPM – 3 Performance**

To enrich the cultural life of the Riverina community through music performance, which is fundamental to the music education role of the RCM.

#### **KPM – 4 Partnerships**

To develop and nurture mutually beneficial relationships with individuals and organisations to support the work of the RCM.

#### **KPM – 5 Branding**

To achieve recognition as the Riverina's principal provider of quality music education and performance.

#### **KPM – 6 Human Resources**

To build and retain a highly skilled team of music educators and performers through fostering a climate of collegiality, inclusiveness and innovation.

#### **KPM – 7 Physical Resource Management**

Providing a safe, secure and well-resourced environment and engage in an ongoing process of planning, development and management of the physical resources of the RCM.

#### **KPM – 8 Governance and Financial Resource Management**

To develop and maintain sound governance to support our aims and the maximisation of revenue for the growth and development of the organisation, while maintaining efficient and transparent systems.

## Intended outcomes

Each of the objectives has then been divided into action statements, known as outcomes. These specify the ways in which we can move towards achieving the objectives under which they are grouped. These are outlined below:

### KPM – 1 Music Education Programs

*To meet the music education needs of the Riverina community through a quality curriculum.*

- 1.1 The RCM will offer an expanding range of quality music education programs;
- 1.2 The RCM will drive quality pedagogy in all areas of the curriculum;
- 1.3 The RCM will explore and promote scholarship, research, pedagogy, and Information and Communications Technology (ICT), to help us deliver quality music education; and,
- 1.4 This RCM will ensure quality outcomes for each student.

### KPM – 2 Links with Schools

*To develop and support curriculum, enhancing access to quality music education and strengthening relationships with the schools of the Riverina.*

- 2.1 The RCM will actively develop curriculum and the pedagogical capacity of both RCM and classroom teachers to support quality music education in schools;
- 2.2 The RCM will support schools through access to technology and resources to facilitate remote and distance teaching and performance;
- 2.3 The RCM will review and refine management policies and strategies that support the smooth delivery of music education programs in schools;
- 2.4 The RCM will respond to the music education needs of the region's individual schools through the development and adoption of new programs; and,
- 2.5 The RCM will continue to develop equity-based programs in low SES Department of Education schools.

### KPM – 3 Performances

*To enrich the cultural life of the Riverina community through music performance, which is fundamental to the music education role of the RCM.*

- 3.1 The RCM will incorporate performance as a focal point of music education;
- 3.2 The RCM will support and promote excellence in performance by RCM Staff
- 3.3 The RCM will implement strategies that will improve performance standards within the organisation; and,
- 3.4 The RCM will implement strategies that utilise performance activities to engage with potential students and the wider community.

### KPM – 4 Partnerships

*To develop and nurture mutually beneficial relationships with individuals and organisations to support the work of the RCM.*

- 4.1 The RCM will promote individual, corporate, government and community partnerships that support performance, educational opportunities and the brand of the RCM;
- 4.2 The RCM will develop strategic partnerships with the broader music industry;
- 4.3 The RCM will develop education and performance partnerships with tertiary education providers and local arts organisations; and,
- 4.4 The RCM will strengthen its partnerships with the broader Regional Conservatorium community.

## KPM – 5 Branding

*To achieve recognition as the Riverina's principal provider of quality music education and performance.*

- 5.1. The RCM will be able to identify its brand in accordance with the RCM Vision;
- 5.2. The RCM will develop strategies that support internal and external communication of the RCM's brand;
- 5.3. The RCM will evaluate all programs, facilities and communication to ensure consistency against the RCM brand; and,
- 5.4. The RCM will develop strategies for managing community and customer satisfaction with the RCM and its services.

## KPM – 6 Human Resources

*To build and retain a highly skilled team of music educators and performers through fostering a climate of collegiality, inclusiveness and innovation*

- 6.1 The RCM will develop an organisational culture and environment that promotes the retention of quality teaching and support staff;
- 6.2 The RCM will continue to develop strategies to attract quality staff to the organisation;
- 6.3 The RCM will develop strategies to support the continued professional development of the RCM teaching and administrative staff;
- 6.4 The RCM will increase technological capacity and usage across the organisation to support teaching and learning;
- 6.5 The RCM will develop the leadership capacity of its' staff;
- 6.6 The RCM will continue to maintain strong policies and procedures governing WHS and Child Protection; and,
- 6.7 The RCM will develop a culture and supporting policies to enhance staff wellbeing and welfare.

## KPM – 7 Physical Resource Management

*Providing a safe, secure and well-resourced environment and engage in an ongoing process of planning, development and management of the physical resources of the RCM.*

- 7.1 The RCM will develop and implement policies that satisfy all WHS requirements;
- 7.2 The RCM will develop and maintain its physical resources to meet the growing needs of the organisation; and,
- 7.3 The RCM will ensure that the learning and working environments are attractive, functional and comfortable, and support the mission of the organisation.

## KPM – 8 Governance and Financial Resource Management

*To develop and maintain sound governance to support our aims and the maximisation of revenue for the growth and development of the organisation, while maintaining efficient and transparent systems*

- 8.1 The RCM will develop strategies and policies that ensure best practice in the governance of the RCM;
- 8.2 The RCM will develop strategies and policies that ensure revenue is maximized across the organisation;
- 8.3 The RCM will produce appropriate accounting reports that accurately reflect the position and performance of the organisation;
- 8.4 The RCM will develop strategies and policies that ensure financial reports are timely and transparent to all;
- 8.5 The RCM's financial position will be secured to facilitate ongoing stability and strategic planning; and,
- 8.6 The RCM will develop strategies for the ongoing development and training of the Board.

## KPM – 1 Music education programs

*To meet the music education needs of the Riverina community through a quality curriculum.*

- 1.1 The RCM will offer an expanding range of quality music education programs;
- 1.2 The RCM will drive quality pedagogy in all areas of the curriculum;
- 1.3 The RCM will explore and promote scholarship, research, pedagogy, and Information and Communications Technology (ICT), to help us deliver quality music education; and,
- 1.4 This RCM will ensure quality outcomes for each student.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
Each Department will review their professional development needs, and work to include professional development in at least four Department meeting each year.	June 2020
Each department will review and report to the RCM Director on progress towards the development of Stages 2 of the RCM Curriculum Frameworks.	June 2020
The RCM will evaluate strategies and funding sources by which it can employ more classroom-qualified teachers to work in Riverina schools.	August 2020
The RCM will review the current MOU with <i>Kindermusik</i> to further extend Early Childhood Music student integration with RCM programs on the new Simmons Street site.	September 2020
The RCM will develop strategies to collect data on students who have completed an AMusA (and above) while studying at the RCM, for recognition on a new Honour Board.	November 2020
The RCM will review its' relationship with Kurrajong Waratah to support music activities and learning opportunities for people with disabilities and high support needs.	December 2020
A proposal will be brought to the Board for the development of an Early Music specialty at the RCM.	December 2020
The RCM Board will have ratified Music Education guidelines to govern curriculum delivery and quality assurance.	February 2021
The RCM will increase the participation of Aboriginal people in music education across the Riverina by 20%.	March 2021
The RCM will seek to strengthen partnerships with multicultural groups to support those with language backgrounds other than English, increasing participation levels by 20%	August 2021
The RCM will encourage <i>Kindermusik</i> programs to grow by 20%.	September 2021
The RCM will schedule a Peter Sculthorpe Memorial lecture to celebrate the completion of the redevelopment of Simmons St.	October 2021
The RCM will seek to increase participation by students with special needs by 20%.	December 2021
The RCM aims to increase the number of adults engaged in music education activities by 20%	December 2021
The RCM will increase student participation in master classes and workshops programs for high achieving students by 20%.	December 2021

## KPM – 2 Links with Schools

*To develop and support curriculum, enhancing access to quality music education and strengthening relationships with the schools of the Riverina.*

- 2.1 The RCM will actively develop curriculum and the pedagogical capacity of both RCM and classroom teachers to support quality music education in schools;
- 2.2 The RCM will support schools through access to technology and resources to facilitate remote and distance teaching and performance;
- 2.3 The RCM will review and refine management policies and strategies that support the smooth delivery of music education programs in schools;
- 2.4 The RCM will respond to the music education needs of the region's individual schools through the development and adoption of new programs; and,
- 2.5 The RCM will continue to develop equity-based programs in low SES Department of Education schools.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will develop an instrument to collect feedback from public and non-government schools programs to assess the quality of RCM programs	February 2020
The RCM will develop a strategy for broadcasting RCM performances into schools utilising videoconferencing.	September 2020
The RCM will have developed new programs and projects to support the transition of students to secondary schools and reengage secondary school students in music.	March 2021
The RCM will have developed new programs to promote a K-12 perspective on music education programs in schools.	March 2021
The RCM will explore strategies for collaborative events including students from remotely located school prepared via Video-Conference.	July 2021
The RCM will implement strategies to strengthen relationships between government and non-government schools.	September 2021
The RCM will increase the number of professional learning courses for public and non-government classroom teachers and RCM staff by 20%.	December 2022
The RCM will increase the number of public schools, including low SES schools, in which it works by 20% by 2022.	December 2022
The RCM will increase the number of public school students engaged in music education activities delivered by the RCM by 20% over the period 2019-2022.	December 2022
The RCM will increase the number of remotely located public school students engaged in music education activities delivered by the RCM by 20% over the period 2019-2022.	December 2022
The RCM will increase the number of non-government school students engaged in music education activities delivered by the RCM by 20% over the period 2016-2019.	December 2022

## KPM – 3 Performance

*To enrich the cultural life of the Riverina community through music performance, which is fundamental to the music education role of the RCM.*

- 3.1 The RCM will incorporate performance as a focal point of music education;
- 3.2 The RCM will support and promote excellence in performance by RCM Staff;
- 3.3 The RCM will implement strategies that will improve performance standards within the organization; and,
- 3.4 The RCM will implement strategies that utilise performance activities to engage with potential students and the wider community.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will draft guidelines regarding live performance recordings and images.	May 2021
The RCM will have explored strategies and developed policies around the use of YouTube as a performance option for staff and students as part of the the development of the new RCM site.	July 2021
The RCM will engage ex-students each year as part of its professional performance programs.	September 2021
At least 90% of all RCM teaching staff will be involved as a performer in one of the RCM's professional recital series.	December 2021
At least 80% of all RCM students will have presented a performance as part of the RCM annual student recital series.	December 2021
The RCM will have developed workshops to support both student level and professional performance skills as an integral part of curriculum.	December 2021
The RCM will duplicate at least 50% of its annual concert series concerts in locations outside of Wagga Wagga.	January 2022

## **KPM – 4 Partnerships**

*To develop and nurture mutually beneficial relationships with individuals and organisations to support the work of the RCM.*

- 4.1 The RCM will promote individual, corporate, government and community partnerships that support performance, educational opportunities and the brand of the RCM;
- 4.2 The RCM will develop strategic partnerships with the broader music industry;
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- 4.4 The RCM will strengthen its partnerships with the broader Regional Conservatorium community.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will commence systematically collecting data and images of high achieving Alumni and develop strategies for celebrating these successes, including recognition on the new RCM site.	July 2021
The RCM will explore teaching and research partnerships with tertiary providers.	August 2021
The RCM will develop a proposal for a Alumni association.	October 2021
The RCM will work to promote stronger links with arts organisations in the Riverina.	April 2022
The RCM will explore ways to enhance the profile of the Arts in the Riverina through the new RCM site.	June 2022

## **KPM – 5 Branding**

*To achieve recognition as the Riverina’s principal provider of quality music education and performance.*

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- 5.3. The RCM will evaluate all programs, facilities and communication to ensure consistency against the RCM brand; and,
- 5.4. The RCM will develop strategies for managing community and customer satisfaction with the RCM and its services.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will evaluate the effectiveness and relevance of its current logo.	July 2020
The RCM will develop plans for the 40 anniversary of the organisation in 2021	December, 2020
The RCM will establish a system of recognizing excellence for RCM Alumni through biographical and photographic display. Candidates must have obtained wider professional, national or international recognition.	July 2021
The RCM will formalise client and community evaluations as part of an annual review of existing programs to shape the development of new programs.	July 2021
The RCM will develop document student satisfaction, attrition and perceptions regarding music education and performance, and bring forward strategies to enhance satisfaction levels.	December 2021
The RCM will develop strategies to develop satisfaction levels of over 90% using objective data collected through user surveys in schools.	December 2021
The RCM will have developed guidelines to define and communicate its brand.	June 2022
The RCM will develop marketing strategies to support the RCM Brand.	December 2022

## KPM – 6 Human Resource Management

*To build and retain a highly skilled team of music educators and performers through fostering a climate of collegiality, inclusiveness and innovation*

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- 6.7 The RCM will develop a culture and supporting policies to enhance staff wellbeing and welfare.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The Annual <i>Organisational Climate and Culture Survey</i> will be reviewed by the RCM staff and management.	November 2019
The RCM will implement a one-page ethics charter to clarify the service obligations and professional expectations of all RCM staff.	March 2020
The RCM will review succession portfolios for key positions within the organisation.	April 2017
The RCM will evaluate pay structures support and quality teaching and performance outcomes.	December 2020
The RCM will reexamine executive functions and responsibilities in the light of the emerging demands of the new RCM complex.	August 2020

## KPM – 7 Physical Resource Management

*Providing a safe, secure and well-resourced environment and engage in an ongoing process of planning, development and management of the physical resources of the RCM.*

- 7.1 The RCM will develop and implement policies that satisfy all WHS requirements;
- 7.2 The RCM will develop and maintain its physical resources to meet the growing needs of the organisation; and,
- 7.3 The RCM will ensure that the learning and working environments are attractive, functional and comfortable, and support the mission of the organisation.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
<b>Instruments</b>	
The RCM will explore new funding sources to support strategic instruments and equipment purchases for the new complex.	August 2020
<b>Music Resource Management</b>	
The RCM will develop a brief to inform decisions regarding Information and Communications Technology (ICT) and its application to administration, teaching and learning on the new site.	June 2019
<b>Facilities and Buildings</b>	
The RCM will develop a concept plan exploring the long-term music education and performance needs of the Riverina Conservatorium of Music for the new site	June 2019
<b>Workplace Health and Safety (WH&amp;S)</b>	
The RCM will reassess the WH&S implications of the move to Simmons Street	September 2019

## **KPM – 8 Governance and Financial Resource Management**

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- 8.6 The RCM will develop strategies for the ongoing development and training of the Board.

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will continue biennial board training in governance into the RCM Board Cycle.	March 2019
The RCM Board complete a full business plan for the new site	July 2019
The RCM Board will prepare plans and contingencies for the relocation of the RCM to Simmons Street.	August 2019
The RCM will develop contingency management plans around potential catastrophic risks facing the organisation.	December 2019
The RCM will develop an environmental sustainability policy.	October 2020
The RCM will reduce our dependency upon reserves income for the budget periods 2019-2022	June 2021
A new financial model will be developed which includes the changes implied by the new site for the business plan of the RCM.	October 2019