

Strategic Plan 2019-2022



Revised Plan - 2021-2022



RCM Patron Graham Abbott with RCM Youth Orchestra

Introduction

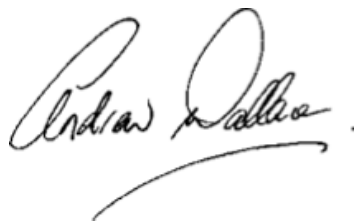
This *Strategic Plan 2019-2022* is the blue print that captures our vision for the next three years, and provides the road map for our organisation to realize this vision. It is a practical document that commits our organisation to a shared vision of our future. It commits us to actions to achieve our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

This *Strategic Plan* has been developed by our community to take us forward in a three-year period full of uncertainty. We are challenged to expand and explore our vision for the next three years in the face of our building program on our new site in Simmons Street, Wagga Wagga. This new site will transform our relationships with our schools and community in exciting ways.

What a time to dream and plan! What a time to imagine the possibilities before us as we move to a purpose built facility on Wollundry Lagoon. This plan really begins these processes, by driving innovation in our core visions around teaching, learning and performance. Our future is bright as we begin our new journey.

The author, Joel A. Barker is our inspiration: *Vision without action is merely a dream. Action without vision just passes the time.* Our vision with action will change our work at the RCM forever. SO .. bring it on!

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.
April, 2019

NOTE: As a result of changes to our work required by Covid-19 this version of our Strategic Plan includes a recalibration of the vision for the RCM.

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 The 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 The RCM will ensure quality outcomes for each student.

Performance Indicators

| | Indicator | Date |
|----|--|-----------|
| 1 | Each Department will review their professional development needs, and work to include professional development in at least four Department meeting each year. ACHIEVED | June 2020 |
| 2 | The RCM will encourage <i>Kindermusik</i> programs to grow by 20%. ACHIEVED | Sept 2021 |
| 3 | The RCM will develop strategies to collect data on students who have completed an AMuA (and above) while studying at the RCM, for recognition on a new Honour Board. | Nov 2021 |
| 4 | The RCM will increase student participation in master classes and workshops programs for high achieving students by 20%. ACHIEVED | Dec 2021 |
| 5 | A proposal will be brought to the Board for the development of an Early Music specialty at the RCM. | Sept 2022 |
| 6 | The RCM will review the current MOU with <i>Kindermusik</i> to further extend Early Childhood Music student integration with RCM programs on the Simmons Street site. | Sept 2022 |
| 7 | Tertiary programs provided by the RCM will be comprehensively reviewed with regard to teaching and learning, curriculum and market relevance. | Sept 2022 |
| 8 | Each department will review and a report prepared on progress towards the development of Stages 2 with regard to the revised RCM Curriculum Frameworks. | June 2023 |
| 9 | The RCM will schedule a Peter Sculthorpe Memorial lecture to celebrate the completion of the redevelopment of Simmons St. | Oct 2023 |
| 10 | The RCM Board will have ratified Music Education guidelines to govern curriculum delivery and quality assurance. | Nov 2023 |
| 11 | The RCM will review relationships with Kurrajong Waratah supporting music activities/learning opportunities for people with special and high support needs. | Dec 2023 |
| 12 | The RCM will evaluate strategies and funding sources by which it can employ more classroom-qualified teachers to work in Riverina schools. | Aug 2024 |
| 13 | The RCM will increase the participation of Aboriginal people in music education across the Riverina by 20%. | TBA |
| 14 | The RCM will seek to strengthen partnerships with multicultural groups to support those with language backgrounds other than English, increasing participation levels by 20% | TBA |
| 15 | The RCM aims to increase the number of adults engaged in music education activities by 20%. | TBA |
| 16 | The RCM will increase participation by students with special needs by 20%. | TBA |

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

| | Indicator | Date |
|----|--|-----------|
| 1 | The RCM will develop a strategy for broadcasting RCM performances into schools utilising videoconferencing. ACHIEVED | Sept 2020 |
| 2 | The RCM will develop an instrument to collect feedback from public and non-government schools programs to assess the quality of RCM programs. | Dec 2021 |
| 3 | The RCM will have developed and evaluate new programs at one school to promote a K-12 perspectives on music education programs across the school. | Dec 2021 |
| 4 | The RCM will provide professional development programs in classroom management and discipline for all teaching staff at the RCM | Dec 2021 |
| 5 | The RCM will explore strategies for collaborative events including students from remotely located school prepared via Video-Conference. ACHIEVED | July 2022 |
| 6 | The RCM will develop strategies to strengthen relationships between government and non-government schools. | Sept 2022 |
| 7 | The RCM will have developed new internal programs and projects to support the transition of students to secondary schools and reengage secondary school students in music. | Oct 2022 |
| 8 | The RCM will increase the number of professional learning courses for public and non-government classroom teachers and RCM staff by 20%. | TBA |
| 9 | The RCM will increase the number of public schools, including low SES schools, in which it works by 20% by 2022. | TBA |
| 10 | 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. | TBA |
| 11 | 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. | TBA |
| 12 | 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. | TBA |

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

| | Indicator | Date |
|---|---|-----------|
| 1 | The RCM will engage ex-students each year as part of its professional performance programs, including alumni in professional careers away from Wagga Wagga. ACHIEVED within COVID constraints | Sept 2019 |
| 2 | The RCM will have developed workshops to support both student level and professional performance skills as an integral part of curriculum. ACHIEVED | Sept 2021 |
| 3 | At least 90% of all RCM teaching staff will be involved as a performer in one of the RCM's professional recital series. ACHIEVED | Dec 2021 |
| 4 | The RCM will duplicate at least 50% of its annual concert series concerts in locations outside of Wagga Wagga. ACHIEVED with ZOOM | Jan 2022 |
| 5 | The RCM will draft guidelines regarding live performance recordings and images. | May 2022 |
| 6 | The RCM will have explored strategies and developed policies around the use of streaming technologies as a performance option for staff and students as part of the development of the new RCM site. ACHIEVED | July 2022 |
| 7 | At least 50% of all RCM students will have presented a performance as part of the RCM annual student recital series. | Dec 2022 |
| 8 | The RCM will have developed a strategy to deliver daily/weekly performances by students on the new site. | TBA |

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

| | Indicator | Date |
|---|---|----------|
| 1 | The RCM will develop a proposal for a Alumni association. | May 2023 |
| 2 | The RCM will explore teaching and research partnerships with tertiary providers | Aug 2023 |
| 3 | The RCM will commence systematically collecting data and images of high achieving Alumni and develop strategies for celebrating these successes, including recognition of them at the new RCM site. | TBA |
| 4 | The RCM will work to promote stronger links with arts organisations in the Riverina. | TBA |
| 5 | The RCM will explore ways to enhance the profile of Music and the Arts in the Riverina through the new RCM site. | TBA |



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.

Performance Indicators

| | Indicator | Date |
|---|--|-----------|
| 1 | The RCM will develop plans for the 40th anniversary of the organisation in 2021. | Aug 2021 |
| 2 | The RCM will evaluate the effectiveness and relevance of its current logo. | Sept 2021 |
| 3 | The RCM will develop an instrument (focus questions) for the exec to use to annually evaluate programs with community partners to help shape the focus of RCM programs. | Dec 2021 |
| 4 | The RCM will document student attrition and perceptions of music education and performance. | Dec 2021 |
| 5 | The RCM will bring forward a series of strategies to sustain satisfaction levels of over 90% using objective data collected through user surveys. | Dec 2021 |
| 6 | The RCM will have developed guidelines to define and communicate its brand. | June 2022 |
| 7 | The RCM will review existing marketing strategies to support the evolving RCM Brand. | Oct 2022 |
| 8 | 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. | May 2023 |

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

- 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.

Performance Indicators

| | Indicator | Date |
|---|--|----------|
| 1 | The RCM will review succession portfolios for key positions within the organisation. | Oct 2021 |
| 2 | The RCM will develop a one-page ethics charter document to clarify the service obligations and professional expectations of all RCM staff. | Feb 2022 |
| 3 | The Annual <i>Organisational Climate and Culture Survey</i> will be reviewed by the RCM staff and management. | May 2022 |
| 4 | The RCM will begin an annual review of the pay structures used by the RCM to support quality teaching and performance outcomes. | Jun 2022 |
| 5 | The RCM will re-examine executive functions and responsibilities in the light of the emerging demands of the new RCM complex. | Jul 2022 |



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

| Indicator | Date |
|--|---------------|
| Instruments | |
| The RCM will explore new funding sources for accelerate strategic instrument and equipment purchases for the new complex. | April 202s |
| Music Resource Management | |
| The RCM will review the brief informing decisions on Information and Communications Technology (ICT) and its application to administration, teaching and learning on the new site. | August 2019 |
| Facilities and Buildings | |
| 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. | October 2022 |
| Workplace Health and Safety (WH&S) | |
| The RCM will reassess the WH&S implications of the move to Simmons Street as part of a risk management review. | December 2021 |

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.

Performance Indicators

| | Indicator | Date |
|---|--|------------|
| 1 | The RCM will continue biennial board training in governance into the RCM Board Cycle. | Jun 2021 |
| 2 | The RCM Board will complete a full business plan for the new site. | TBA |
| 3 | The RCM Board will have prepared plans for the relocation of the RCM to Simmons Street. | March 2022 |
| 4 | The RCM will review contingency management plans around potential catastrophic risks facing the organisation. | Dec 2022 |
| 5 | The RCM will develop an environmental sustainability policy. | Dec 2022 |
| 6 | The RCM will reduce our dependency upon reserves income for the budget periods 2019-2022. | TBA |
| 7 | A new financial model will be developed which includes the changes implied by the new site for the business plan of the RCM. | TBA |

Indicators ranked in date order

| KPM | Indicator | Date |
|-----|---|-----------|
| 3 | The RCM will engage ex-students each year as part of its professional performance programs, including alumni in professional careers away from Wagga Wagga. ACHIEVED within COVID constraints | Sept 2019 |
| 1 | Each Department will review their professional development needs, and work to include professional development in at least four Department meeting each year. ACHIEVED | June 2020 |
| 2 | The RCM will develop a strategy for broadcasting RCM performances into schools utilising videoconferencing. ACHIEVED | Sept 2020 |
| 8 | The RCM will continue biennial board training in governance into the RCM Board Cycle. | Jun 2021 |
| 7 | The RCM will review the brief informing decisions on Information and Communications Technology (ICT) and its application to administration, teaching and learning on the new site. | Aug 2021 |
| 5 | The RCM will develop plans for the 40th anniversary of the organisation in 2021. | Aug 2021 |
| 1 | The RCM will encourage <i>Kindermusik</i> programs to grow by 20%. ACHIEVED | Sept 2021 |
| 3 | The RCM will have developed workshops to support both student level and professional performance skills as an integral part of curriculum. ACHIEVED | Sept 2021 |
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| 1 | 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. | Nov 2021 |
| 1 | The RCM will increase student participation in master classes and workshops programs for high achieving students by 20%. ACHIEVED | Dec 2021 |
| 2 | The RCM will develop an instrument to collect feedback from public and non-government schools programs to assess the quality of RCM programs. | Dec 2021 |
| 2 | The RCM will have developed and evaluate new programs at one school to promote a K-12 perspectives on music education programs across the school. | Dec 2021 |
| 2 | The RCM will provide professional development programs in classroom management and discipline for all teaching staff at the RCM | Dec 2021 |
| 3 | At least 90% of all RCM teaching staff will be involved as a performer in one of the RCM's professional recital series. ACHIEVED | Dec 2021 |
| 5 | The RCM will develop an instrument (focus questions) for the exec to use to annually evaluate programs with community partners to help shape the focus of RCM programs. | Dec 2021 |
| 5 | The RCM will document student attrition and perceptions of music education and performance. | Dec 2021 |
| 5 | The RCM will bring forward a series of strategies to sustain satisfaction levels of over 90% using objective data collected through user surveys. | Dec 2021 |
| 7 | The RCM will reassess the WH&S implications of the move to Simmons Street as part of a risk management review. | Dec 2021 |
| 3 | The RCM will duplicate at least 50% of its annual concert series concerts in locations outside of Wagga Wagga. ACHIEVED with ZOOM | Jan 2022 |

| | | |
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| 6 | The RCM will develop a one-page ethics charter document to clarify the service obligations and professional expectations of all RCM staff. | Feb 2022 |
| 8 | The RCM will have prepared plans for the relocation of the RCM to Simmons Street. | Mar 2022 |
| 7 | The RCM will explore new funding sources for accelerate strategic instrument and equipment purchases for the new complex. | Apr 2022 |
| 2 | The RCM will draft guidelines regarding live performance recordings and images. | May 2022 |
| 6 | The Annual <i>Organisational Climate and Culture Survey</i> will be reviewed by the RCM staff and management. | May 2022 |
| 5 | The RCM will have developed guidelines to define and communicate its brand. | June 2022 |
| 6 | The RCM will begin an annual review of the pay structures used by the RCM to support quality teaching and performance outcomes. | Jun 2022 |
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| 6 | The RCM will re-examine executive functions and responsibilities in the light of the emerging demands of the new RCM complex. | Jul 2022 |
| 1 | A proposal will be brought to the Board for the development of an Early Music specialty at the RCM. | Sept 2022 |
| 1 | The RCM will review the current MOU with <i>Kindermusik</i> to further extend Early Childhood Music student integration with RCM programs on the Simmons Street site. | Sept 2022 |
| 1 | Tertiary programs provided by the RCM will be comprehensively reviewed with regard to teaching and learning, curriculum and market relevance. | Sept 2022 |
| 2 | The RCM will develop strategies to strengthen relationships between government and non-government schools. | Sept 2022 |
| 2 | The RCM will have developed new internal programs and projects to support the transition of students to secondary schools and reengage secondary school students in music. | Oct 2022 |
| 5 | The RCM will review existing marketing strategies to support the evolving RCM Brand. | Oct 2022 |
| 7 | 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. | Oct 2022 |
| 3 | At least 50% of all RCM students will have presented a performance as part of the RCM annual student recital series. | Dec 2022 |
| 8 | The RCM will review contingency management plans around potential catastrophic risks facing the organisation. | Dec 2022 |
| 8 | The RCM will develop an environmental sustainability policy. | Dec 2022 |
| 4 | The RCM will develop a proposal for a Alumni association. | May 2023 |
| 5 | 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. | May 2023 |
| 1 | Each department will review and a report prepared on progress towards the development of Stages 2 with regard to the revised RCM Curriculum Frameworks. | June 2023 |
| 4 | The RCM will explore teaching and research partnerships with tertiary providers | Aug 2023 |
| 1 | The RCM will schedule a Peter Sculthorpe Memorial lecture to celebrate the completion of the redevelopment of Simmons St. | Oct 2023 |

| | | |
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| 1 | The RCM Board will have ratified Music Education guidelines to govern curriculum delivery and quality assurance. | Nov 2023 |
| 1 | The RCM will review relationships with Kurrajong Waratah supporting music activities/learning opportunities for people with special and high support needs. | Dec 2023 |
| 1 | The RCM will evaluate strategies and funding sources by which it can employ more classroom-qualified teachers to work in Riverina schools. | Aug 2024 |
| 1 | The RCM will increase the participation of Aboriginal people in music education across the Riverina by 20%. | TBA |
| 1 | The RCM will seek to strengthen partnerships with multicultural groups to support those with language backgrounds other than English, increasing participation levels by 20% | TBA |
| 1 | The RCM aims to increase the number of adults engaged in music education activities by 20%. | TBA |
| 1 | The RCM will increase participation by students with special needs by 20%. | TBA |
| 2 | The RCM will increase the number of professional learning courses for public and non-government classroom teachers and RCM staff by 20%. | TBA |
| 2 | The RCM will increase the number of public schools, including low SES schools, in which it works by 20% by 2022. | TBA |
| 2 | 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. | TBA |
| 2 | 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. | TBA |
| 2 | 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. | TBA |
| 3 | The RCM will have developed a strategy to deliver daily/weekly performances by students on the new site. | TBA |
| 4 | The RCM will commence systematically collecting data and images of high achieving Alumni and develop strategies for celebrating these successes, including recognition of them at the new RCM site. | TBA |
| 4 | The RCM will work to promote stronger links with arts organisations in the Riverina. | TBA |
| 4 | The RCM will explore ways to enhance the profile of Music and the Arts in the Riverina through the new RCM site. | TBA |
| 8 | The RCM Board will complete a full business plan for the new site. | TBA |
| 8 | The RCM will reduce our dependency upon reserves income for the budget periods 2019-2022. | TBA |
| 8 | A new financial model will be developed which includes the changes implied by the new site for the business plan of the RCM. | TBA |

NOTES



Riverina Conservatorium of Music

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