



## Strategic Plan 2013 - 2016





**Peter Sculthorpe AO, OBE**  
Patron, Riverina Conservatorium of Music

## Introduction

At our recent Scholarship Presentation I held a \$10 note in the air. It was to suggest that this small piece of polymer has something profound to say to all of us. It reminds us of who we are. On the one side is an image of Banjo Paterson – arguably our best known bush poet who wrote *The Man from the Snowy River*, *Waltzing Matilda* and other icons of our culture. He is almost a local, having spent his childhood days in Binalong near Yass. On the other side of the note is Australia's best known female poet, Dame Mary Gilmore. She IS a local! Her family were early pioneers at Brucedale. Dame Mary went to school in North Wagga and completed her teacher training at Gurwood Street Public. The gates we enter daily at South Campus were named in her honour.

The point? Every time we drag a \$10 from our pocket we celebrate the things we value in our local community. We are reminded of the value of culture in all our lives, the fundamental nature of it in enriching our community and our wellbeing here in Wagga Wagga and the Riverina.

Our Riverina Conservatorium is an important part of the culture of this community. Our Strategic Plan reflects our shared vision, and is the result of broad consultations with our wider community. Our plan provides the central focus for our work over the next three years. It outlines our role, expectations, dreams and aspirations and vision for the future of the Riverina Conservatorium of Music.

The development of the plan has involved many interesting conversations, and I want to thank all those who have expressed their opinions, share dreams, built new initiatives, and have focused our vision. I would like to particularly thank Ms Monique Shephard for her leadership in the preparation of this document, and to our Board and executive for their incredible support. Now it is up to all of us to realize our dreams – and a grand adventure it will be.

With warmest wishes,

A handwritten signature in black ink, appearing to read "Andrew Wallace".

Dr Andrew Wallace  
Chair: Riverina Conservatorium Board  
November, 2013



# **RCM Strategic Plan 2013-2016**

## **Vision and Key Result Areas**



# 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 Result Areas and Objectives*

Our document then recognises eight areas as it attempts to break our aim into manageable components. Each of these components, known as a *Key Result Area*, has an action statement or *Outcome*. These are listed below:

### KRA – 1    **Music Education Programs**

*To meet the perceived music education needs of the Riverina community, increase the quality and broaden the educational opportunities for all students, and promote lifelong learning.*

### KRA – 2    **Links with Schools**

*To develop and support curriculum in schools, and enhance access to quality music education for the Riverina community.*

### KRA – 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.*

### KRA – 4    **Partnerships**

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

### KRA – 5    **Profile and Marketing**

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

### KRA – 6    **Human Resource Management**

*To attract, retain and develop quality staff.*

### KRA – 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.*

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

*To maximise revenue for the growth and development of the organisation, while maintaining efficient and transparent accounting/reporting systems.*

## Intended outcomes

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

### KRA – 1 Music Education Programs

*To meet the perceived music education needs of the Riverina community, increase the quality and broaden the educational opportunities for all students, and promote lifelong learning.*

- 1.1 The RCM will actively seek to broaden the range of quality musical education programs in order to serve the wider needs of the Riverina community;
- 1.2 The RCM will develop strategies to ensure quality pedagogy in all areas of the curriculum;
- 1.3 The RCM will continue to explore current scholarship, research, pedagogy and ICT which help us support music education in the Riverina; and,
- 1.4 The RCM will put strategies in place to ensure quality programs and outcomes for students, including the explicit development of Quality Assurance policies

### KRA – 2 Links with Schools

*Developing and supporting curriculum in schools, and enhance access to quality music education for the Riverina community*

- 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 make an increasing range of resources and music education services available to an expanding body of students and teachers across the Riverina;
- 2.3 The RCM will develop management policies and strategies designed to support and facilitate the smooth operation of music education programs in schools;
- 2.4 The RCM will expand its programs to meet the unique and special music education needs of schools in the region; and,
- 2.5 The RCM will develop equity-based programs in DET Public Schools to meet the growing music education needs of public school students.

### KRA – 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 implement strategies that will improve performance standards within the 3.3 organisation; and,
- 3.3 The RCM will broaden performance opportunities to expand student numbers and engage the wider Riverina community.

### KRA – 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 music making and educational opportunities for staff and students;
- 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 providers and local arts organisations for the mutual benefit of all; and,
- 4.4 The RCM will develop partnerships with the broader Regional Conservatorium community to enhance music education programs and performance opportunities.

## **KRA – 5 Profile and Marketing**

*Achieving recognition as the Riverina's principal provider of quality music education and performance*

- 5.1 The RCM will develop comprehensive strategies and policies that seek to establish the music education and performance needs of the Riverina community;
- 5.2 The RCM will improve the community's perceptions of the quality of the education services and performances of the RCM;
- 5.3 The RCM will develop strategies and policies to assist with the promotion of the organisation; and,
- 5.4 The RCM will develop ongoing strategies to maintain the excellence of its customer service and interaction skills.

## **KRA – 6 Human Resource Management**

*Attracting, retaining and developing quality staff*

- 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 develop strategies that will attract quality staff to the organisation;
- 6.3 The RCM will develop strategies and policies that enhance the professional capacity and standing of its teachers; and,
- 6.4 The RCM will develop and implement policies that meet all child protection and safety regulations.

## **KRA – 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 OH & S 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.

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

*Maximising revenue for the growth and development of the organisation, while maintaining efficient and transparent accounting/reporting 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 financial 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; and,
- 8.5 The RCM's financial position will be secured to facilitate ongoing stability and strategic planning.

## **Indicators**

Each of the outcomes is divided into action statements with target dates and specific ways in which we can move towards achieving the outcomes. These are known as *Indicators*, and provide day to day guidance as we move forward as an organisation. *Indicators* can be measured, as the goal is clear in terms of time and the nature of expected results. Our Executive will develop the strategies and costings in consultation with staff to work towards each of the indicators.

The full details of the outcomes and indicators are provided for each of the KRAs in the pages to follow:

### **KRA – 1 Music education programs**

*To meet the perceived music education needs of the Riverina community, increase the quality and broaden the educational opportunities for all students, and promote lifelong learning.*

- 1) *The RCM will actively seek to broaden the range of quality musical education programs in order to serve the wider needs of the Riverina community;*
- 2) *The RCM will develop strategies to ensure quality pedagogy in all areas of the curriculum;*
- 3) *The RCM will continue to explore current scholarship, research, pedagogy and ICT which help us support music education in the Riverina; and,*
- 4) *The RCM will put strategies in place to ensure quality programs and outcomes for students, including the explicit development of Quality Assurance policies*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will review and strengthen our partnership with Kindermusik and student participation in the pre-instrumental programs at the RCM.	August 2013
The RCM Board of Management will have considered the recommendation of the Curriculum Council in relation to the universal implementation of a comprehensive curriculum framework for all RCM students.	September 2013
Each department will participate in the development and implementation of Stages 1 of the Curriculum Framework.	December 2013
A working party will be constituted to develop a proposed education in alternative modes of music making using manufactured sounds (e.g. turntables, electronic devices, natural/industrial sound sources)	May 2014
Each department will participate in the development and implementation of Stages 2 of the Curriculum Framework	June 2014
The RCM Executive will approve an active <i>Music Appreciation</i> curriculum as part of the RCM offerings.	July 2014
The RCM will have developed an accompaniment skills program for advanced piano students.	July 2014
Staff and Board Representative at the RCM will commence discussions on Quality Assurance in our education programs at the Term 3 Staff Day	August 2014

A proposal will be brought to the Board for a Chamber Music School/Festival to be held in Wagga Wagga.	August 2014
The RCM Director will initiate and develop a committee to progress the incorporation of mobile technologies into studio and school-based teaching, and the implications for our future planning/resourcing.	September 2014
The RCM will engage with education providers to develop a dual Certificate IV program in TAE and Music targeting school leavers and advanced students.	September 2014
A proposal will be brought to the Board for the introduction of double reeds to the offerings of the RCM for 2015.	September 2014
The RCM will formalise a strategy to increase the participation of Aboriginal people in music education	October 2014
The RCM will have developed a discussion paper on ways to support chamber music among students and staff of the Conservatorium.	November 2014
The RCM's executive will have tabled a review of the RCM's business plan regarding the <i>Music Appreciation</i> initiative.	December 2014
Each department will participate in the development and implementation of Stages 3 Pilot delivery [implementation by Feb 2015].	December 2014
Double reeds will be taught at the RCM.	February 2015
The RCM will begin planning for the hosting/co-hosting of a <i>String Pedagogy Conference</i> for Wagga for 2016	February 2015
A plan and costings will be finalised for the second 2015 Sculthorpe Lecture, including a commissioned work by the invited composer	April 2015
Staff and Board Representative at the RCM will draft a Quality Assurance discussion document for our education programs at the Term 3 Staff Development Day	August 2015
The RCM will explore the possible development of Music Therapy programs for students in the Riverina	November 2015
A proposal will be brought to the Board for the hosting/co-hosting of a <i>Singing Pedagogy Conference</i> for Wagga for 2017	February 2016
The RCM will have finalised Quality Assurance Guidelines and polices for education programs at the RCM	March 2016
The RCM will develop partnerships with other Regional Conservatoriums to deliver Musicianship to remote communities using video-conferencing.	March 2016
The RCM Board will receive a report on current participation rates/strategies for adult learners in group/individual tuition at the RCM and wider community.	March 2016
The RCM Board will receive a report on current participation rates/strategies around ensemble opportunities for adults in music education	March 2016
The RCM will begin teaching Didgeridoo as part of studio and VC programs	May 2016
A proposal will be brought to the Board for the hosting of a <i>Brass Pedagogy Conference</i> for Wagga for 2017-2018	November 2016

## KRA – 2 Links with Schools

*To develop and support curriculum in schools, and enhance access to quality music education for the Riverina community*

- 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) *The RCM will make an increasing range of resources and music education services available to an expanding body of students and teachers across the Riverina;*
- 3) *The RCM will develop management policies and strategies designed to support and facilitate the smooth operation of music education programs in schools;*
- 4) *The RCM will expand its programs to meet the unique and special music education needs of schools in the region; and,*
- 5) *The RCM will develop equity-based programs in DET Public Schools to meet the growing music education needs of public school students.*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The Heads of Department will have developed/reviewed promotional material about each instrument group specific to their department.	August 2014
The RCM will develop additional professional learning courses to support the national curriculum in the arts for public school teachers.	August 2014
The RCM will develop a research proposal to explore the transitional issues facing students moving from primary to secondary school, including assessment and analysis of attrition from school-based education programs.	September 2014
The RCM will develop a strategy for a Small Schools Concert involving a web-based performance as part of the presentation	September 2014
The RCM will have explored Professional Development partnerships with schools, classroom teachers and RCM staff.	November 2014
The Board will be presented with strategies by which the RCM can develop closer relationship with Riverina special needs schools (i.e. Willans Hill School, KEIS) to offer increased access to music education for students with disabilities.	February 2015
The RCM will have developed linkages with the Primary Principals' Association for the support of Music Education Professional Development of classroom primary teachers.	March 2015
The RCM will explore strategies for collaborative events including students from remotely located school prepared via Video-Conference.	March 2015
The RCM will facilitate a Small Schools Concert in Education Week	August 2015

The RCM will increase the number of public schools in which it works by 20% by 2015.	December 2015
The RCM will increase the number of public school students receiving individual music tuition from the RCM by 20% over the period 2013-2015.	December 2015
The RCM will increase the number of music workshops offered to public school students by 50% over the period 2013-2015.	December 2015
The RCM will increase the number of non-government school students being provided with fee-for-service music tuition by 20% over the period 2013-2015.	December 2015
The RCM will have developed new programs to support the transition of students to secondary schools.	March 2016
The Board will receive a report on teaching within non-government schools and ways in which we can expand our service to this sector.	March 2016



## KRA – 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*

- 1) *The RCM will incorporate performance as a focal point of music education;*
- 2) *The RCM will implement strategies that will improve performance standards within the organisation; and,*
- 3) *The RCM will broaden performance opportunities to expand student numbers and engage the wider Riverina community.*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will have explored the reintroduction of reviews in the media for our concerts.	March 2014
A quality recording of Peter Sculthorpe talking about his piece and about composition will be completed for RCM records and the website	May 2014
The RCM will review the existing strategies which support the formation and performance of staff ensembles.	June 2014
The RCM will have explored strategies and developed policies around the use of youtube as a regular performance option for staff and students.	August 2014
The RCM will have developed an annual workshop on ‘preparing mind and body for performance’ aimed at improving student presentation, deportment, stage manners, behaviour, etc.	August 2014
The RCM will present an inaugural concert involving ex-students of the RCM.	December 2014
Plans will be in-place for a professional concert of Australian indigenous music including the didgeridoo	April 2015
The RCM will investigate the feasibility of a full web-based orchestral performance in Wagga Wagga by a Evocity Regional Conservatorium orchestra (facilitated using regional conservatoriums and rehearsal via VC).	May 2015
Fifty percent of students across all studios of the Conservatorium will be engaged in performance as part of the Student Concert series, including performance across departments (duos, trios, etc.).	March 2016

## KRA – 4 Partnerships

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

- 1) *The RCM will promote individual, corporate, government and community partnerships that support music making and educational opportunities for staff and students;*
- 2) *The RCM will develop strategic partnerships with the broader music industry;*
- 3) *The RCM will develop education and performance partnerships with tertiary providers and local arts organisations for the mutual benefit of all; and,*
- 4) *The RCM will develop partnerships with the broader Regional Conservatorium community to enhance music education programs and performance opportunities.*

### **Performance Indicators**

<b>Indicator</b>	<b>DATE</b>
The RCM will work towards the development of an Memorandum of Understanding with a major Registered Training Organisation (RTO) to deliver the RCM Gap Year program.	December 2013
The RCM will have developed strategies for our involvement in celebrations for ANZAC centenaries in 2015	April 2014
The RCM will have explored the option / value of partnering with a professional performer as a second Patron to support Peter Sculthorpe.	June 2014
The RCM will develop a proposal for a Alumni association.	August 2014
The RCM will have evaluated the use of formal Memorandums of Understanding (MOUs) outlining policies for interaction between individual schools and the RCM.	August 2014
The RCM will explore research partnerships with CSU and other tertiary providers to examine key issues surrounding music education.	October 2014
The RCM will hold talks with the aim of developing a Memorandum of Understanding (MOU) with the Riverina Multicultural Council around ways of increasing the number of students from language backgrounds other than English participating in music education.	December 2014
The RCM will seek to promote partnerships with the Wagga Wagga Business Chamber.	February 2015
The Board will receive recommendations on ways in which the RCM can expand our collaborations with neighbouring regional conservatoriums to assist with performance, governance, professional development and resource sharing.	December 2015
The RCM will review our relationships with the Aboriginal community and develop strategies by which we can further increase the number of Indigenous students participating in music education.	March 2016

## KRA – 5 Profile and Marketing

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

- 1) *The RCM will develop comprehensive strategies and policies that seek to establish the music education and performance needs of the Riverina community;*
- 2) *The RCM will improve the community's perceptions of the quality of the education services and performances of the RCM;*
- 3) *The RCM will develop strategies and policies to assist with the promotion of the organisation; and,*
- 4) *The RCM will develop ongoing strategies to maintain the excellence of its customer service and interaction skills.*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will develop/implement a Social Media marketing strategy.	February 2014
The RCM will commence an annual review of existing marketing policies and plans, and set up a future annual review process.	March 2014
The RCM will have developed and distributed a brand guideline, style manual and policy.	April 2014
The RCM will draft a policy regarding the use of recorded performance and photographs for marketing purposes.	May 2014
The RCM will evaluate its profiling through strategies involving community engagement/outreach in events such as; regional/remote town celebration days; school fetes and open days; CSU's Town and Gown and education days.	June 2014
The RCM will audit current and emerging markets and strategies offerings for our students in consultation with key stakeholders, and set up an annual review process to meet the aims of the organisation.	June 2014
The RCM will have developed systems for the management, monitoring and development of quality Customer Service.	August 2014
The RCM will have explored initiatives for greater community engagement (e.g. RCM Registration Day, Open Day/student tours).	August 2014
The RCM Publicity Officer will provide the an annual report to the Board on the effectiveness the RCM website, and include recommendations for future development of our web services.	October 2014
The RCM will re-evaluate our media partnerships with leading local radio, print and television media, and develop a program of Publicity and press releases around community engagement and professional performance.	April 2015
The RCM Executive will develop strategies to support students exploring industry employment opportunities through their music studies (possibly as an online initiative).	December 2015

## KRA – 6 Human Resource Management

*To attract, retain and develop quality staff*

- 1) *The RCM will develop an organisational culture and environment that promotes the retention of quality teaching and support staff;*
- 2) *The RCM will develop strategies that will attract quality staff to the organisation;*
- 3) *The RCM will develop strategies and policies that enhance the professional capacity and standing of its teachers; and,*
- 4) *The RCM will develop and implement policies that meet all child protection and safety regulations.*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will develop a one-page service charter to clarify professional expectations of RCM teaching and administrative staff.	December 2013
The RCM will develop a policy around and encourage the use of technology and Social Media for information sharing, professional development and administrative purposes.	December 2013
The RCM will design and implement a program to develop advanced students/current staff to deliver Musicianship (mentoring)	December 2013
The RCM will implement an annual review of employee contracts (i.e. performance management).	March 2014
The RCM will develop and secure succession portfolios for key positions within the organisation, and develop an annual review process for these portfolios.	June 2014
The RCM will review guidelines/framework that actively engages staff in appropriate ongoing professional development in both performance and pedagogy.	June 2014
The Staff Advisory Committee will provide the first annual review of the <i>Organisational Climate and Culture Survey</i> .	September 2014

## KRA – 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.*

- 1) *The RCM will develop and implement policies that satisfy all OH & S requirements;*
- 2) *The RCM will develop and maintain its physical resources to meet the growing needs of the organisation; and,*
- 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
<b>Instruments</b>	
The RCM will review our strategies for maintaining and replacing instruments for hire.	June 2014
The RCM will review our schedules for the disposal and replacement of musical instruments.	June 2014
<b>Music Resource Management</b>	
The RCM will review policies and procedures around access to the RCM's Music Library.	February 2014
<b>Current facilities/buildings</b>	
The RCM will document a master plan for facilities looking at the long-term future of the organisation.	August 2013
The RCM will have audited and reviewed existing teaching facilities.	December 2013
The RCM will report to the Board with a full review of the downtown facility from an economic, marketing, social and political perspective	December 2013
The RCM Board will receive an annual review of potential OH&S risks, and receive reports on ongoing training for staff in OH&S.	March 2014
The RCM will have developed a strategy to ensure that we have secure housing into the future	May 2014
The RCM will have developed strategies for the acquisition of larger performance and rehearsal venues.	July 2015

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

*Maximising revenue for the growth and development of the organisation, while maintaining efficient and transparent accounting/reporting systems*

- 1) *The RCM will develop strategies and policies that ensure best practice in the governance of the RCM;*
- 2) *The RCM will develop strategies and policies that ensure revenue is maximised across the organisation;*
- 3) *The RCM will produce appropriate accounting reports that accurately reflect the financial position and performance of the organisation;*
- 4) *The RCM will develop strategies and policies that ensure financial reports are timely and transparent to all; and,*
- 5) *The RCM's financial position will be secured to facilitate ongoing stability and strategic planning.*

### **Performance Indicators**

<b>Indicator</b>	<b>Date</b>
The RCM will enter into an archiving agreement with the CSU Regional Archives	December 2013
The RCM Board of Management will develop policies and protocols in relation to archiving RCM materials	December 2013
The RCM will schedule biennial board training in governance.	March 2014
The RCM Board will review strategies for fundraising for the RCM	April 2014
The RCM Board will redevelop our cash flow policies to maximise our return on surplus operational funds	May 2014
The RCM will commence functioning as a company limited by guarantee	July 2014
The Finance Committee will report back to the Board on ways to effect cost efficiencies in the RCM accounts.	December 2013
The RCM Board of Management will commence a review of the current Strategic Plan.	November 2014
The RCM will develop contingency management plans around potential catastrophic financial risks facing the organisation.	December 2014
The RCM Board of Management will commence planning for the 2016-2019 RCM Strategic Plan.	March 2015
The RCM will develop and actively promote an environmental sustainability policy.	March 2015
The new Strategic Plan will be ratified by the RCM Board	March 2016
The RCM Board of Management will review its Constitution.	April 2015
The RCM Finance Committee will audit/review all financial policies.	June 2015
The RCM will reduce our dependency upon reserves income to maximum of 25% for the Budget period 2016-2017.	March 2016

## Indicators listed in chronological order

The RCM will review and strengthen our partnership with Kindermusik and student participation in the pre-instrumental programs offered at the RCM.	August 2013
The RCM will document a master plan for facilities looking at the long-term future of the organisation.	August 2013
The RCM Board of Management will have considered the recommendation of the Curriculum Council in relation to the universal implementation of a comprehensive curriculum framework for all RCM students.	September 2013
Each department will participate in the development and implementation of Stages 1 of the Curriculum Framework.	December 2013
The RCM will work towards the development of a Memorandum of Understanding (MOU) with a major Registered Training Organisation (RTO) to deliver the RCM Gap Year program.	December 2013
The RCM will develop a one-page service charter to clarify professional expectations of RCM teaching and administrative staff.	December 2013
The RCM will develop a policy around and encourage the use of technology and Social Media for information sharing, professional development and administrative purposes.	December 2013
The RCM will design and implement a program to develop advanced students/current staff to deliver Musicianship (mentoring)	December 2013
The RCM will have audited and reviewed existing teaching facilities.	December 2013
The RCM will report to the Board with a full review of the downtown facility from an economic, marketing, social and political perspective	December 2013
The RCM will enter into an archiving agreement with the CSU Regional Archives	December 2013
The RCM Board of Management will develop policies and protocols in relation to archiving RCM materials	December 2013
The Finance Committee will report back to the Board on ways to effect cost efficiencies in the RCM accounts.	December 2013

The RCM will develop/implement a Social Media Strategy for marketing purposes.	February 2014
The RCM will review policies and procedures around access to the RCM's Music Library.	February 2014
The RCM will have explored the reintroduction of reviews in the media for our concerts.	March 2014
The RCM will commence an annual review of existing marketing policies and plans, and set up a future annual review process.	March 2014
The RCM will implement an annual review of employee contracts (i.e. performance management).	March 2014
The RCM Board will receive an annual review of potential OH&S risks, and receive reports on ongoing training for staff in OH&S.	March 2014
The RCM will schedule biennial board training in governance.	March 2014

The RCM will have developed strategies for our involvement in celebrations for ANZAC centenaries in 2015	April 2014
The RCM will have developed and distributed a brand guideline, style manual and policy.	April 2014
The RCM Board will review strategies for fundraising for the RCM	April 2014
A working party will be constituted to develop a proposed education in alternative modes of music making using manufactured sounds (e.g. turntables, electronic devices, natural/industrial sound sources)	May 2014
A quality recording of Peter Sculthorpe talking about his piece and about composition will be completed for RCM records and the website	May 2014
The RCM will draft a policy regarding the use of recorded performance and photographs for marketing purposes.	May 2014
The RCM will have developed a strategy to ensure that we have secure housing into the future	May 2014
The RCM Board will redevelop our cash flow policies to maximise our return on surplus operational funds	May 2014
Each department will participate in the development and implementation of Stages 2 of the Curriculum Framework	June 2014
The RCM will review the existing strategies which support the formation and performance of staff ensembles.	June 2014
The RCM will have explored the option / value of partnering with a professional performer as a second Patron to support Peter Sculthorpe.	June 2014
The RCM will evaluate its profiling through strategies involving community engagement/outreach in events such as; regional/remote town celebration days; school fêtes and open days; CSU's Town and Gown and education days.	June 2014
The RCM will audit current and emerging markets and strategies offerings for our students in consultation with key stakeholders, and set up an annual review process to meet the aims of the organisation.	June 2014
The RCM will develop and secure succession portfolios for key positions within the organisation, and develop an annual review process for these portfolios.	June 2014
The RCM will review guidelines/framework that actively engages staff in appropriate ongoing professional development in both performance and pedagogy.	June 2014
The RCM will review our strategies for maintaining and replacing instruments for hire.	June 2014
The RCM will review our schedules for the disposal and replacement of musical instruments.	June 2014
The RCM Executive will approve an active <i>Music Appreciation</i> curriculum as part of the RCM offerings.	July 2014
The RCM will have developed an accompaniment skills program for advanced piano students.	July 2014
The RCM will commence functioning as a company limited by guarantee	July 2014
Staff and Board Representative at the RCM will commence discussions on Quality Assurance in our education programs at the Term 3 Staff Development Day	August 2014

The Heads of Department will have developed/reviewed promotional material about each instrument group specific to their department.	August 2014
The RCM will develop additional professional learning courses to support the national curriculum in the arts for public school teachers.	August 2014
The RCM will have explored strategies and developed policies around the use of youtube as a regular performance option for staff and students.	August 2014
The RCM will have developed an annual workshop on ‘preparing mind and body for performance’ aimed at improving student presentation, deportment, stage manners, behaviour, etc.	August 2014
The RCM will develop a proposal for a Alumni association.	August 2014
The RCM will have evaluated the use of formal Memorandums of Understanding (MOUs) outlining policies for interaction between individual schools and the RCM.	August 2014
The RCM will have developed systems for the management, monitoring and development of quality Customer Service.	August 2014
The RCM will have explored initiatives for greater community engagement (e.g. RCM Registration Day, Open Day/student tours).	August 2014
The RCM Director will initiate and develop a committee to progress the incorporation of mobile technologies into studio and school-based teaching, and the implications for our future planning/resourcing.	September 2014
The RCM will engage with education providers to develop a dual Certificate IV program in TAE and Music targeting school leavers and advanced students.	September 2014
A proposal will be brought to the Board for the introduction of double reeds to the offerings of the RCM for 2015.	September 2014
The RCM will develop a research proposal to explore the transitional issues facing students moving from primary to secondary school, including assessment and analysis of attrition from school-based education programs.	September 2014
The RCM will develop a strategy for a Small Schools Concert involving a web-based performance as part of the presentation	September 2014
The Staff Advisory Committee will provide the first annual review of the <i>Organisational Climate and Culture Survey</i> .	September 2014
The RCM will formalise a strategy to increase the participation of Aboriginal people in music education	October 2014

The RCM will explore research partnerships with CSU and other tertiary providers to examine key issues surrounding music education.	October 2014
The RCM Publicity Officer will provide the an annual report to the Board on the effectiveness the RCM website, and include recommendations for future development of our web services.	October 2014
The RCM will have developed a discussion paper on ways to support chamber music among students and staff of the Conservatorium.	November 2014
The RCM will have explored Professional Development partnerships with schools, classroom teachers and RCM staff.	November 2014
The RCM Board of Management will commence a review of the current Strategic Plan.	November 2014

The RCM's executive will have tabled a review of the RCM's business plan regarding the <i>Music Appreciation</i> initiative.	December 2014
Each department will participate in the development and implementation of Stages 3 Pilot delivery [implementation by Feb 2015].	December 2014
The RCM will present an inaugural concert involving ex-students of the RCM.	December 2014
The RCM will hold talks with the aim of developing a Memorandum of Understanding (MOU) with the Riverina Multicultural Council around ways of increasing the number of students from language backgrounds other than English participating in music education.	December 2014
The RCM will develop contingency management plans around potential catastrophic financial risks facing the organisation.	December 2014

Double reeds will be taught at the RCM.	February 2015
The RCM will begin planning for the hosting/co-hosting of a <i>String Pedagogy Conference</i> for Wagga for 2016	February 2015
The Board will be presented with strategies by which the RCM can develop closer relationship with Riverina special needs schools (i.e. Willans Hill School, KEIS) to offer increased access to music education for students with disabilities.	February 2015
The RCM will seek to promote partnerships with the Wagga Wagga Business Chamber.	February 2015
The RCM will have developed linkages with the Primary Principals' Association for the support of Music Education Professional Development of classroom primary teachers.	March 2015
The RCM will explore strategies for collaborative events including students from remotely located school prepared via Video-Conference.	March 2015
The RCM Board of Management will commence planning for the 2016-2019 RCM Strategic Plan.	March 2015
The RCM will develop and actively promote an environmental sustainability policy.	March 2015
A plan and costings will be finalised for the second 2015 Sculthorpe Lecture, including a commissioned work by the invited composer	April 2015
Plans will be in-place for a professional concert of Australian indigenous music including the didgeridoo	April 2015
The RCM will re-evaluate our media partnerships with leading local radio, print and television media, and develop a program of Publicity and press releases around community engagement and professional performance.	April 2015
The RCM Board of Management will review its Constitution.	April 2015
The RCM will investigate the feasibility of a full web-based orchestral performance in Wagga Wagga by a Eocity Regional Conservatorium orchestra (facilitated using regional conservatoriums and rehearsal via VC).	May 2015
The RCM Finance Committee will audit/review all financial policies.	June 2015
The RCM will have developed strategies for the acquisition of larger performance and rehearsal venues.	July 2015
Staff and Board Representative at the RCM will draft a Quality Assurance discussion document for our education programs at the Term 3 Staff Development Day	August 2015

The RCM will facilitate a Small Schools Concert in Education Week	August 2015
The RCM will explore the possible development of Music Therapy programs for students in the Riverina	November 2015
The RCM will increase the number of public schools in which it works by 20% by 2015.	December 2015
The RCM will increase the number of public school students receiving individual music tuition from the RCM by 20% over the period 2013-2015.	December 2015
The RCM will increase the number of music workshops offered to public school students by 50% over the period 2013-2015.	December 2015
The RCM will increase the number of non-government school students being provided with fee-for-service music tuition by 20% over the period 2013-2015.	December 2015
The Board will receive recommendations on ways in which the RCM can expand our collaborations with neighbouring regional conservatoriums to assist with performance, governance, professional development and resource sharing.	December 2015
The RCM Executive will develop strategies to support students exploring industry employment opportunities through their music studies (possibly as an online initiative).	December 2015

A proposal will be brought to the Board for the hosting/co-hosting of a <i>Singing Pedagogy Conference</i> for Wagga for 2017	February 2016
The RCM will have finalised Quality Assurance Guidelines and polices for education programs at the RCM	March 2016
The RCM will develop partnerships with other Regional Conservatoriums to deliver Musicianship to remote communities using video-conferencing.	March 2016
The RCM Board will receive a report on current participation rates/strategies for adult learners in group/individual tuition at the RCM and wider community.	March 2016
The RCM Board will receive a report on current participation rates/strategies around ensemble opportunities for adults in music education	March 2016
The RCM will have developed new programs to support the transition of students to secondary schools.	March 2016
The Board will receive a report on teaching within non-government schools and ways in which we can expand our service to this sector.	March 2016
Fifty percent of students across all studios of the Conservatorium will be engaged in performance as part of the Student Concert series, including performance across departments (duos, trios, etc.).	March 2016
The RCM will review our relationships with the Aboriginal community and develop strategies by which we can further increase the number of Indigenous students participating in music education.	March 2016
The new Strategic Plan will be ratified by the RCM Board	March 2016
The RCM will reduce our dependency upon reserves income to maximum of 25% for the Budget period 2016-2017.	March 2016
The RCM will begin teaching Didgeridoo as part of studio and VC programs	May 2016
A proposal will be brought to the Board for the hosting of a <i>Brass Pedagogy Conference</i> for Wagga for 2017-2018	November 2016



 RIVERINA  
CONSERVATORIUM OF MUSIC  
WAGGA WAGGA