Letter of Transmittal

The Hon Verity Firth MP
Minister for Education and Training
Level 31, Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

I am pleased to submit the Review Committee’s report on the 2008 Review of Regional Conservatoriums and the NSW Government’s Regional Conservatorium Grants Program.

With your endorsement, an extensive Review was undertaken to inform decisions regarding the Association of NSW Regional Conservatoriums’ request for changes in the Regional Conservatorium Grants Program’s funding framework and an increase in the program’s recurrent funding.

The Review recommends that, in 2009/10, the NSW Government provides a base increase of $1,411,632 from NSW Treasury to the annual recurrent funding for the Department of Education and Training’s Regional Conservatorium Grants Program to take into account the Consumer Price Index (Education Group) increases since 2002/03.

The Review also recommends that, in 2009/10, the NSW Government considers providing an additional NSW Treasury increase to annual funding for Arts NSW to provide grants to regional conservatoriums, on a competitive basis, to increase professional music performances and arts activities in regional and rural areas and enable regional conservatoriums to make capital improvements.

It is also recommended that the total program allocation for 2009/10 has Treasury Escalation Rates applied to it each year thereafter to ensure that funding keeps pace with inflation.

The full list of recommendations are presented on pages 33 to 37 for your consideration. If you would like to discuss any aspects of the report, I can be contacted on telephone number 9891 4722.

Tanya Gadiel MP
Deputy Speaker
Member for Parramatta
27 March 2009
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Executive Summary

- The Regional Conservatorium Grants Program is managed by the Department of Education and Training. It provides annual grant funding to 15 autonomous conservatoriums and two smaller music centres in non-metropolitan NSW (Appendix 1). For the purposes of this report, the term regional conservatoriums is used to refer to regional conservatoriums and music centres.

- Regional conservatoriums are independent, not-for-profit community organisations.

- Regional conservatoriums play an important role in the delivery of instrumental music and voice tuition and training to government and non government schools and to local community members of all age groups and abilities.

- Regional conservatoriums present numerous public concerts and events by professional musicians and arts organisations. They provide performance opportunities to regional communities through a range of amateur performer ensembles and combined professional and amateur performer ensembles.

- While the core business of regional conservatoriums is instrumental music and voice training and performances, regional conservatoriums also provide additional services to students and communities ranging from instrument loans to the use of facilities and participation in local community cultural events.

- The Association of NSW Regional Conservatoriums represents the collective interests of the network of NSW regional conservatoriums. The Association has requested an increase in recurrent funding by approximately $3.5 million and a restructure of the funding framework. The total allocation for the 2008/09 Regional Conservatorium Grants Program was $3,459,678.

- The Association has communicated its members’ willingness to engage with video conferencing technology to deliver music tuition.

- Regional conservatoriums take Child Protection responsibilities seriously and the Association has expressed concerns relating to the costs associated with implementing Child Protection legislation in regional conservatoriums.

- Analysis of the stakeholder submissions indicates that regional conservatoriums contribute to the social capital of their communities and to the State of NSW in assisting to achieve outcomes aligned with State Plan priorities.

- Regional conservatoriums play a part in the economy of regional communities. In the 2008 survey of regional conservatoriums, regional conservatoriums reported providing employment for 629 music teachers/tutors and 94 administrative and managerial staff with a reported combined payroll of $10 million over the 2007/08 financial year. Regional conservatoriums reported an aggregated income of $14.2 million and an aggregated expenditure of $14.6 million in 2007/08.

*Continued over the page*
• While the Review did not identify any regional conservatoriums at risk of immediate financial failure, analysis of the available data and information indicates that the annual financial position and net equity of regional conservatoriums has eroded over recent years. Nine of the 17 regional conservatoriums reported an operating deficit in their last financial year.

• The Review’s recommendations in response to the Association’s proposals and concerns are, in brief, that:
  
  – in 2009/10, the NSW Government provides a base increase from NSW Treasury to the annual recurrent funding to the Regional Conservatorium Grants Program of $1,411,632 to take account of the Consumer Price Index (Education Group) increases since 2002/03
  
  – in 2009/10, the NSW Government provides an additional NSW Treasury increase to annual funding for Arts NSW to provide grants to regional conservatoriums, on a competitive basis, to increase professional music performances and arts development in regional and rural areas and enable regional conservatoriums to make capital improvements
  
  – the Department of Education and Training further explores the Association’s proposed four tier classification system to fully assess the impact on the grants program and regional conservatoriums
  
  – the Department of Education and Training amends the current funding framework with elements of the proposed classification system to tie funding to performance and to support the expansion of the program to other centres in regional and rural NSW if resources are available
  
  – the Department of Education and Training funds, supplies and installs video conferencing equipment (to a total project value of $200,000) in regional conservatoriums currently operating without the technology to assist them to increase market share and to connect with government schools across NSW, including schools in remote communities; and
  
  – regional conservatoriums bear the responsibility for guaranteeing compliance with Child Protection legislation and associated costs, or passing them on to employees and contractors if appropriate.

• The Review’s full list of recommendations are listed on pp.33-37.
The Regional Conservatorium Grants Program

The Regional Conservatorium Grants Program is managed by the Department of Education and Training. It provides annual funding to 15 autonomous conservatoriums and two smaller music centres in non-metropolitan NSW (Appendix 1). These entities are independent, not-for-profit community organisations separate from the government school system.

The purpose of the Regional Conservatorium Grants Program is to support regional conservatoriums to:

- obtain information on the instrumental music and voice tuition and training needs of the local community, and develop strategies or programs which meet these needs
- design, implement, coordinate and evaluate programs in instrumental music and voice tuition and training
- support instrumental music and voice tuition and training programs in primary and secondary schools, and in early childhood settings
- provide tuition, accommodation and instruments for instrumental music and voice tuition and training courses, including the management of practical and written examinations
- provide opportunities and increased access to instrumental music and voice tuition and appreciation for people within equity target groups
- provide regular concert performances for the community
- maintain effective administrative and financial systems; and
- satisfy Ministerial funding/reporting requirements.

Grants are made on the understanding that the funding will not cover full operating costs.
The Review Context

The Association of NSW Regional Conservatoriums represents the collective interests of the network of NSW regional conservatoriums. In February 2008, the Association’s Committee sent the then Minister for Education and Training, the Hon John Della Bosca MLC, a joint submission seeking a $1.56 million increase in annual recurrent funding plus annual CPI indexation for the network of regional conservatoriums. In April 2008 the Association met with the former Minister to discuss the joint submission, and later provided him with a support paper detailing a proposed new funding framework and an updated request for an increase in recurrent funding of approximately $3.5 million.

The Association’s proposed funding framework allocates funding to regional conservatoriums according to a tiered classification system determined by the average number of paid Equivalent Teaching Hours (ETH) delivered weekly by each regional conservatorium. The Equivalent Teaching Hours (ETH) system is considered to be the most reliable and comparable indicator of regional conservatorium activity, and has been endorsed by the Association of NSW Regional Conservatoriums and the Department of Education and Training. Further information regarding the Association’s proposed tiered classification system is at Appendix 7, and further information regarding the Equivalent Teaching Hours (ETH) system is at Appendix 8.

As well as a request for an increase to annual recurrent funding and a review of the funding framework, the Association’s support paper communicated its members’ willingness to engage with video conferencing technology to deliver music tuition providing the information technology infrastructure is capable of delivering suitable data speeds and the required technology is supplied. Concerns relating to the costs associated with implementing Child Protection requirements in regional conservatoriums, as required by legislation and the Department of Education and Training, were also expressed.

In July 2008 the then Acting Minister, the Hon John Hatzistergos MLC, determined that a review of the Regional Conservatorium Grants Program would best inform decisions regarding the funding framework, funding levels and other Government support for regional conservatoriums. A Committee for the Review chaired by Ms Tanya Gadiel MP, Deputy Speaker and Member for Parramatta, and comprising representatives from the Department of Education and Training, Department of State and Regional Development and Arts NSW was later endorsed by the Minister for Education and Training, the Hon Verity Firth MP, to report to her by 29 November 2008 or as soon after this date as possible.

It should be noted that the Parliament of NSW Standing Committee on Public Works is currently conducting an Inquiry into the Development of Arts and Cultural Infrastructure outside the Sydney CBD.
Terms of Reference

Regional conservatoriums provide a range of music activities for students and community members of all ages and aspirations.

The Regional Conservatorium Grants Program is administered by the Department of Education and Training and provides grant funding to 15 regional conservatoriums and two music centres in NSW.

The Minister for Education and Training has requested Ms Tanya Gadiel MP to conduct a review of the Regional Conservatorium Grants Program to ensure the most strategic application of these funds for the benefit of regional communities.

The review will explore options for the most effective and efficient use of resources in the delivery of music activities in regional communities (including the provision of services to schools).

The review will examine and make recommendations on:

a) how outcomes achieved by regional conservatoriums align with State Plan priorities and Government objectives

b) mechanisms to enhance the ongoing sustainability of regional conservatoriums and music centres, and their capacity to secure funding from other sources

c) the value to students and teachers in NSW public schools for the investment made by the Department in providing funding and additional support to regional conservatoriums

d) the services provided by regional conservatoriums to local communities, including non government schools

e) mechanisms to support the use of technology in the delivery of music activities

f) the efficiency of the current funding framework and possible alternative arrangements

g) the administrative, accountability and reporting requirements of the Grant Program; and

h) the appropriateness of existing governance arrangements for the Grant Program.

The Chair will be supported by representatives from the Department of Education and Training, Arts NSW, and the Department of State and Regional Development. A representative from NSW Treasury will also act in an advisory capacity. The timeline for stakeholder consultations and submissions will be determined by the review committee.

The Chair will report back to the Minister for Education and Training before 28 November 2008 or as soon after this date as possible.
NSW Government Support for Education

The NSW Government views education as one of the keys to delivering social justice and equality of opportunity, and is committed to a future where all NSW residents have equal access to the best education available and where no one is left behind.

The NSW Government is committed to increasing participation in the arts and cultural activity. The NSW Government has endorsed the Ministerial Council on Education, Employment, Training and Youth Affairs’ National Education and The Arts Statement (2005) which is underpinned by three key principals, being:

- all children and young people should have a high quality arts education in every phase of learning
- creating partnerships strengthens community identity and local cultures, and
- connecting schools with the arts and cultural sector enriches learning outcomes.

NSW Government Support for NSW Regional Conservatoriums

NSW’s network of 17 part-funded regional conservatoriums is unique in Australia. No other Australian state or territory government funds or part funds non-tertiary conservatoriums located in regional areas.

The Department of Education and Training part funds regional conservatoriums through the Regional Conservatorium Grants Program. The Department provides additional support to the Association of NSW Regional Conservatoriums and its members. This includes organising and funding its committee meetings and the annual conference, and providing various resources, eg Child Protection training CDs, Occupational Health and Safety checklists and forms, website standards and guidelines. The Department supports individual regional conservatoriums with ad hoc requests and exigent issues.

Arts NSW provides regional conservatoriums with government funding for some special programs and projects (Appendix 6).
Department of Education and Training Priorities

The Department of Education and Training’s priorities for 2008-2010 support State Plan priorities including delivering better services, growing prosperity across NSW, individual rights, respect and responsibility, and fairness and opportunity. They include increasing levels of attainment in all students; more students completing Year 12 or recognised vocational training; more people participating in education and training throughout their lives; and provision of better access to training in regional and rural NSW to support local economies.

For the government schools sector, the Department’s priorities for teaching and learning relate to student engagement and retention, Aboriginal education and training, teacher quality and connected learning, and include developing and supporting strategies, policies and programs to:

- increase the proportion of students completing Year 12 or recognised vocational training
- increase the proportion of Aboriginal students completing Year 12 or recognised vocational training
- strengthen teacher capacity to improve student learning outcomes; and
- broaden curriculum options for every student through information and communication technologies and communities of schools.

Music Education in Government Schools

The Department of Education and Training requires government schools to follow the Board of Studies NSW syllabuses that apply to music education. These syllabuses approach music from a broad perspective so that all students have the opportunity to develop their musical abilities and potential. Curriculum is structured so students can elect to specialise in arts study.

Government schools provide students with high quality music education that includes performance, composition and listening components. In addition to the selective Conservatorium High School in Sydney, four government high schools operate as specialist performing arts schools. Government high schools are staffed with music teachers. All of these teachers are trained to teach the breadth of the music curriculum. Most also have specialist instrumental music or voice training. Government primary and central schools are staffed by generalist teachers, some of whom may hold specialist music qualifications.

The Department of Education and Training’s Arts Unit provides students with training in instrumental music and vocal ensembles, workshops, programs and public performance opportunities across the state. The Arts Unit provides targeted professional learning to teachers in all art forms. Each educational region within the Department of Education and Training is staffed by a Regional Arts Coordinator who works with their regional arts councils to identify needs and provide strategic quality arts education programs for students and teachers in government schools across their educational region. These include targeted professional learning, ensembles, camps, workshops, HSC study days and performance opportunities for students in Years K-12.

Most regional conservatoriums support the work of government schools and teachers with curriculum based programs, including Higher School Certificate (HSC) preparation workshops.
Arts NSW Priorities

Arts NSW is a Division of the NSW Department of the Arts, Sport and Recreation and is the NSW Government’s arts policy and funding body.

The vision of the Department of the Arts, Sport and Recreation is that the people of NSW lead active and rewarding lives in strong, harmonious communities, through participation in the arts, sport and responsible and creative recreation activities. In working towards this vision, which supports implementation of a number of NSW State Plan priorities, the Department contributes to achieving the following results for NSW:

• stronger community cohesion and capacity
• improved health and wellbeing
• strong, sustainable and responsible arts, hospitality, sport and recreation industries
• world-class standards of achievement and performance in arts and sport
• increased community and stakeholder appreciation of the value of the arts and the state’s cultural heritage, sport and recreation and the natural environment; and
• an efficient and responsive organisation.

Arts NSW aims to foster a spirited arts and cultural environment, which values artists and heritage, and builds community, excites imagination and inspires the future. Arts NSW is the major representative of the NSW Government for leading and developing the arts and cultural sectors, supporting the growth of creative industries and working with major cultural institutions to develop holistic arts and cultural strategy.

Department of State and Regional Development Priorities

The Department of State and Regional Development is the NSW Government's business development agency. It works with business to strengthen the State's competitiveness, promote investment and job creation and build business capability. Its focus is growth in the private sector.

The Department of State and Regional Development’s regional priorities include:

• encouraging greater investment and employment in regional areas by new and established companies; and
• improving the business climate through strengthened regional economies, competitive entrepreneurship, and increased skills for business.
Findings and Recommendations Addressing the Terms of Reference

a. How outcomes achieved by regional conservatoriums align with State Plan priorities and Government objectives

FINDINGS
Environment for Living
Priority E8 More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.
Target Increase visitation and participation in the arts and cultural activity by 10 per cent by 2016.
Alignment Regional conservatoriums provide instrumental music and voice tuition and training to students of all ages. Responses to the 2008 survey of regional conservatoriums conducted by the Department of Education and Training in September 2008 indicate that the 17 regional conservatoriums collectively enrolled approximately 22,000 students in the 2007/08 financial year period.

In addition to the provision of instrumental music and voice tuition and training, regional conservatoriums also promote increased participation in the arts and cultural activity by delivering a significant number of public concerts and performances. Regional conservatoriums, together with regional theatres, dance studios and art galleries assist to create artistic hubs in regional and rural areas. Such hubs have the potential to increase population, and raise visitation and participation rates in the arts and cultural activities. This is supported by stakeholder submissions.

Fairness and Opportunity
Priority F6 Increased proportion of children with skills for life and learning at school entry.
Target NSW, through the COAG process, is working collaboratively to develop a measure of performance and targets. Measurement should begin in 2008. The Government will then set a target for increasing the mean performance of the child population in NSW by 2016.
Alignment A growing body of international and Australian research demonstrates the multiple benefits of an arts-rich education from an early age, including preparing children for school entry. In the 2008 survey of regional conservatoriums and annual acquittal reports, 16 of the 17 regional conservatoriums reported delivering music tuition and programs to a total of approximately 1,700 early childhood students located in regional and rural centres.
Rights, Respect and Responsibility

Priority R4  
Increased participation and integration in community services.

Target  
Increase the proportion of the total community involved in volunteering, group sporting and recreational activity, or group cultural and artistic activity by 10 per cent by 2016.

Alignment  
Regional conservatoriums deliver music tuition and training to individual students and groups of students of all ages, including voice and instrumental ensembles who may also participate in public concerts and performances within their local cultural communities.

As well as fostering participation in cultural and artistic activity, most regional conservatoriums reported using the services of volunteers from business, local government, schools and the arts sector in the 2008 survey of regional conservatoriums. These volunteers perform a wide range of organisational and promotional tasks, including acting on Boards of Management.

Growing Prosperity Across NSW

Priority P4  
More people participating in education and training throughout life.

Target  
Increase the proportion of the population aged 15-64 participating in vocational education and training from 11.7 per cent in 2005 to 16 per cent by 2016.

Alignment  
Of the approximately 22,000 reported student enrolments in regional conservatoriums in the 2007/08 financial year, 40 per cent were reported as being from government schools, 39 per cent from non-government schools, and 21 per cent being community students aspiring to learn or improve their vocal or instrumental music skills, or to develop or enhance a professional career in the field of music.

The two regional conservatoriums (Wollongong, Northern Rivers) which operate as Registered Training Organisations (RTOs) reported delivering four accredited courses to 52 students in 2007/08. Central Coast reported delivering a Certificate IV course under the auspices of Wollongong.

Regional conservatoriums fill a market niche in the delivery of instrumental and voice music tuition not currently serviced by TAFE NSW, which delivers accredited music industry training courses primarily in the performance support technology fields of the music industry. While only three regional conservatoriums currently deliver accredited Vocational Education and Training, the Review encourages more to become Registered Training Organisations,
Growing Prosperity Across NSW

Priority P6  
Target  
Increased business investment in regional and rural NSW.  
(The NSW Government) will work through Regional Coordination Management Groups (RCMGs) and Regional Development Boards, and with local government and local representative groups to set business growth targets.

Alignment  
Regional conservatoriums play a part in the economy of regional communities and contribute to local employment and business growth. In the 2008 survey of regional conservatoriums, regional conservatoriums reported providing employment for 629 music teachers/tutors and 94 administrative and managerial staff with a reported combined payroll of $10 million over the 2007/08 financial year. Regional conservatoriums reported an aggregated income of $14.2 million and an aggregated expenditure of $14.6 million in 2007/08.

Regional conservatoriums reportedly stimulate local demand for musical equipment and materials, and hire instruments and facilities to community customers. They promote ticketed performances and concerts by local and visiting musicians and assist to attract audiences to local cultural events. These concerts and festivals may increase visitor nights in regional areas.

While regional conservatoriums are not-for-profit associations, they need to act as efficient and effective businesses to guarantee their sustainability.

Priority P7  
Target  
Better access to training to support regional and rural communities.  
Increase to 250,000 the number of people in regional areas participating in Vocational Education and Training by 2012, with the aim of 300,000 by 2016.

Alignment  
The 17 regional conservatoriums are located in the regional communities of Albury, Armidale, Bathurst, Coffs Harbour, Deniliquin, Dubbo, Gosford, Goulburn, Grafton, Gunnedah, Lismore, Muswellbrook, Orange, Tamworth, Wagga Wagga, Wollongong and Young. A map showing their locations is at Appendix 2.

While the network of regional conservatoriums, including the two Registered Training Organisations, currently services a number of regional and rural communities, there is a capacity to provide additional NSW communities with access to instrumental music and voice tuition and training services. Increased program funding and amendments to the funding framework would support the network of regional conservatoriums to provide increased access to their services through innovative business modelling, video conferencing technology and continuous enterprise improvement.
Priority S4  Increasing levels of attainment for all students.

Targets  By 2008 reduce the number of lowest-performing students in literacy and numeracy in years three, five and seven by 10 per cent in 2008, with a further 20 per cent reduction by 2016.

By 2012 increase the number of students in years three, five and seven meeting or exceeding national proficiency benchmarks for literacy and numeracy by 10 per cent with a further five per cent increase by 2016.

Alignment  While this State Plan Priority does not directly refer to the arts or to music education, regional conservatoriums may assist students to fulfil their academic and life potential through the provision of music tuition which requires the application of literacy and numeracy skills. The National Education and The Arts Statement (2005, p.4) says that “a growing body of international and Australian research demonstrates the multiple benefits of an arts-rich education from an early age”. There is also considerable research correlating music with literacy and numeracy levels. For example, students require competence in working with simple fractions, interpreting musical notations from graphs and diagrams, and graphing sounds using symbols which show pitch, dynamics, duration and timbre. Students also need to understand and use spoken and written language appropriate to performing, composing and listening to music.

RECOMMENDATIONS

(a) i  That the NSW Government continues its support for regional conservatoriums as a justified and a worthwhile application of available government resources in the context of State Plan priorities and Government objectives.
b. Mechanisms to enhance the ongoing sustainability of regional conservatoriums and music centres, and their capacity to secure funding from other sources

FINDINGS

The Association of NSW Regional Conservatoriums has requested a $3.5 million increase to annual recurrent funding of the Regional Conservatorium Grants Program in response to its members’ concerns that program funding has not increased in line with increases in the Consumer Price Index as recommended by the Dalton Review (2000), or actual rising costs, and advice from some regional conservatoriums that they may be at risk of financial failure.

The last major increase to annual recurrent funding was approximately $2.6 million in 2001/02 following the Dalton Review (2000). There were 14 regional conservatoriums at that time. Today there are 17 regional conservatoriums with another unfunded conservatorium, Mid North Coast, likely to seek status as a regional conservatorium in the near future. The total grant funds distributed to regional conservatoriums under the Regional Conservatorium Grants Program prior to the Dalton Review in 2000/01 was $726,648. After the Dalton Review, this increased to $3,120,787 in 2001/02, and in 2008/09 it was $3,229,143. Annual grant distribution to regional conservatoriums has therefore increased by approximately 3.5 per cent between 2001/02 and 2008/09.

The results of the 2008 survey of regional conservatoriums, analysis of annual acquittal reports and interviews with directors and board members of regional conservatoriums leads the Review to find that no regional conservatorium is at immediate risk of financial failure with most having investments and cash to draw on. However the Review does find that, generally, the annual financial position and net equity of regional conservatoriums has eroded over recent years. Nine of the 17 regional conservatoriums reported an operating deficit the last financial year. One regional conservatorium (Wollongong), reported negative net equity and was sustained in 2007/08 by a large repayable loan from the University of Wollongong

In a number of cases, the provision for accumulated depreciation, including buildings, musical instruments and equipment, and provision for items such as long service leave, have placed a strain on regional conservatoriums’ resources. Varying staffing, rent and maintenance costs have also had an impact on regional conservatoriums. For example, some regional conservatoriums are supported by low rent premises provided by local councils (eg Central Coast, Orange, Northern Rivers, Mitchell, Wollongong), the Department of Education and Training (New England, Inverell), TAFE NSW (Goulburn) and regional universities (Central Coast, New England, Tamworth), whereas others pay subsidised or commercial rents between approximately $20,000 and $40,000 per year. The benefits of low rent premises vary considerably as some buildings are heritage listed and can require considerable ongoing maintenance.

It is apparent that the current grants provided by the Department of Education and Training need to increase to allow regional conservatoriums to keep pace with rising salary, administration and operating costs that have occurred since the last major funding enhancement in 2001/02. The level of increase for 2009/10 should be calculated to align with increases in the Consumer Price Index (Education Group) since 2002/03. The following table shows the Consumer Price Index (Education Group) increases over the past six financial years plus estimated projections for 2008-09 and 2009/10:


13
The actual allocation for the 2008/09 Regional Conservatorium Grants Program was $3,459,678. The Review recommends a base increase of $1,411,632 to the Regional Conservatorium Grants Program in 2009/10 that recognises that salaries, administration and other operating costs relating to the delivery of music tuition and training services and professional performances have increased. The Review recognised the limited capacity of the Department of Education and Training to provide this base increase without supplementation from NSW Treasury.

The Review finds that any further funding increase provided by NSW Treasury, beyond the recommended base increase of $1,411,632, should occur through budget supplementation to Arts NSW in recognition of the role that regional conservatoriums have in presenting and promoting professional music and voice performances and arts activities in regional areas. This further increase would enable Arts NSW to develop a competitive grants program to enhance the capacity of regional conservatoriums to:

- increase participation of people of all ages and backgrounds in music performance activities in regional and rural areas
- increase the number of public concerts by professional musicians and arts organisations, and the number of performance opportunities to regional communities through a range of amateur performer ensembles and combined professional and amateur performer ensembles
- sustain their capital investment in premises, musical instruments, technology and equipment; and
- deliver on proposed Key Performance Indicators that support Arts NSW’s priorities.

The Review recommends that Treasury Escalation Rates should be applied to the total Regional Conservatorium Grants Program each year thereafter to ensure funding keeps pace with inflation.

As the Regional Conservatorium Grants Program is not intended to cover regional conservatoriums’ full operating costs, the Review finds that regional conservatoriums must take responsibility for ensuring their own sustainability through revenue from earned income (fees, ticket sales, touring), corporate sponsorship, ‘friends of the con’, benefactors, grants from local government or universities, fundraising, cross-subsidisation (eg merchandise, CDs, recording contracts), innovative business modelling and continual enterprise improvement that includes the use of new technologies. The Review recommends that any regional conservatorium experiencing an unmanageable financial

<table>
<thead>
<tr>
<th>Year</th>
<th>June to June increase</th>
<th>Program allocation if indexed</th>
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<tbody>
<tr>
<td>2001 to 2002</td>
<td>Actual</td>
<td>$3,215,000</td>
</tr>
<tr>
<td>2002 to 2003</td>
<td>4.80 %</td>
<td>$3,369,320</td>
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<tr>
<td>2003 to 2004</td>
<td>7.80 %</td>
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<td>4.30 %</td>
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<td>2007 to 2008</td>
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<td>$4,435,302</td>
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<td>2008 to 2009 (estimate)</td>
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<td>2009 to 2010 (estimate)</td>
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situation should immediately advise the Department of Education and Training which should initiate an audit to better determine the organisation’s financial position and inform decisions regarding its future.

To assist regional conservatoriums to achieve financial sustainability, the Review identified the following mechanisms to support them in this endeavour:

- **INCREASING STUDENT FEES AND TICKET PRICES**

  In the 2008 survey of regional conservatoriums, regional conservatoriums reported total annual revenue aggregates comprised:
  - 66.0 per cent from student fees
  - 22.8 per cent from Regional Conservatorium Grants Program allocations
  - 3.50 per cent from unspecified sources (eg university funding)
  - 2.60 per cent from sponsorship
  - 1.30 per cent from donations/bequests
  - 0.90 per cent from facilities and instruments hire
  - 2.60 per cent from ticket sales to concerts and performances; and
  - 0.30 per cent from other grants, eg local councils, universities, other government agencies.

  A breakdown of each regional conservatoriums’ reported 2007/08 income is detailed according to its source in the graph below:

  ![Graph showing proportions of 2007/08 income by source as reported in the 2008 survey](image)

  *Proportions of 2007/08 income by source as reported in the 2008 survey*

  The largest source of revenue for regional conservatoriums is student fees. In response to financial pressures, a number of regional conservatoriums have reported implementing strategies to increase tuition fees and performance ticket prices to ensure sustainability, whereas others have chosen not to raise fees or ticket prices to avoid the potential for reductions to enrolment and audience numbers.

  The Review encourages the network of regional conservatoriums to collaborate with one another to compare pricing structures and identify successful pricing strategies that will assist them to achieve financial sustainability, and that this process becomes ongoing as part of a continuous enterprise improvement strategy.
• **INCREASING INCOME FROM OTHER SOURCES**
Fifteen regional conservatoriums reported receiving sponsorship or donations in 2007/08, mainly from local councils, businesses and universities. Some regional conservatoriums also reported local councils and universities as sources of other grant income. Ten regional conservatoriums reported receiving no grant income other than their Regional Conservatorium Grants Program allocation whereas one (South West) reported that local councils’ grants made up 5 per cent of its total revenue.

While the Review noted differences in size, operations, geographic locations, local economies and circumstances, the success of some regional conservatoriums in securing sponsorship, donations and grant income from other sources suggests that some regional conservatoriums could be more active in these endeavours. The Review encourages the network of regional conservatoriums to collaborate with one another to share strategies for securing income from other sources, particularly from sponsorship, donations and other grant sources, and recommends that the Association of NSW Regional Conservatoriums develop guidelines and fact sheets that will assist its members in these endeavours.

• **ONLINE MARKETING**
The 2008/09 funding agreement requires regional conservatoriums to demonstrate a commitment to effectively marketing their services online. A review of regional conservatoriums’ websites identified that a number of organisations effectively market their services, special programs, events, merchandise, scholarships, ‘friends of the con’ and corporate sponsorship opportunities online, while others do not achieve the same standards. Two regional conservatoriums do not appear to have a website even after having received a one-off supplementary grant from the Regional Conservatorium Grants Program to develop this marketing resource in 2007/08.

The Review encourages regional conservatoriums to review and compare websites to identify potential enhancements to their own, and to allocate resources towards ensuring their online presence maximises their profile and marketing opportunities. The Review also encourages those regional conservatoriums without a website to commence effective online marketing within the next 12 months.

• **ENTERPRISE IMPROVEMENT**
The Review encourages regional conservatoriums to develop innovative business models to maximise market share and competitive advantages, and to decrease administration and employment costs.
In the 2008 survey, regional conservatoriums reported high levels of competition with local private instrumental music and voice tuition providers. The Review noted that the New England business model avoids competing with local private providers by brokering tuition arrangements with them. While it does employ some tutors and trainers for outreach activities, New England’s brokering model and lower employment costs (eg superannuation, leave, sick pay, long service leave) make it more efficient and sustainable than other regional conservatoriums of a similar size. Of the six regional conservatoriums reporting an operating surplus in the 2007/08 financial year, New England reported the highest surplus even though its model currently restricts it from full access to available Instalment Two grants.

Brokering tuition, rather than employing tutors, enables New England to extend its reach into the community beyond the regional conservatorium’s walls, and service significantly higher numbers of students than regional conservatoriums of a similar size and market base. By wholly or partially adopting the New England model other regional conservatoriums could similarly decrease their employment costs and increase their reach into the wider community. The Review therefore encourages regional conservatoriums to strongly consider wholly or partially adopting elements of the New England model into their business models.

It should be noted that the Review’s recommendations relating to compliance with Child Protection legislation (p.29) also apply to regional conservatoriums contracting or brokering private providers.

- **PARTNERSHIPS AND AMALGAMATIONS**
  The Review identified the potential for regional conservatoriums to partner or amalgamate with one another to reduce managerial and administrative costs and increase opportunities for enterprise improvement and expansion. This includes opportunities to operate one or more satellite campuses, or to operate as a satellite campus.

- **VIDEO CONFERENCING TUITION AND TRAINING**
  Refer to Term of Reference E on pp.23-24.
RECOMMENDATIONS

(b) i That in 2009/10, the NSW Government provides a base increase of $1,411,632 from NSW Treasury to the annual recurrent funding for the Department of Education and Training Regional Conservatorium Grants Program to take into account the Consumer Price Index (Education Group) increases since 2002/03.

(b) ii That in 2009/10, the NSW Government provides an additional NSW Treasury increase to annual funding for Arts NSW to provide grants to regional conservatoriums, on a competitive basis, to increase professional music performances and arts development in regional and rural areas and enable regional conservatoriums to make capital improvements.

(b) iii That the total program allocation for 2009/10 has Treasury Escalation Rates applied to it each year thereafter to ensure that funding keeps pace with inflation.

(b) iv That, within the next 12 months, the Association of NSW Regional Conservatoriums develops guidelines and fact sheets to support regional conservatoriums to develop additional sources of income, and that members use the resources to support their income generating activities.

(b) v That, within the next 12 months, the Association of NSW Regional Conservatoriums develops website standards and guidelines to assist members to maximise their web presence and appearance to effectively promote services, special programs, events, merchandise, scholarships, ‘friends of the con’ and corporate sponsorship opportunities, and that members implement the standards as soon as possible thereafter.

(b) vi That regional conservatoriums are provided with a forum at Annual Conferences to share innovative business modelling and business enhancement practices and strategies on an ongoing basis.

(b) vii That regional conservatoriums strongly consider the viability of wholly or partially adopting the New England model to ensure long term sustainability, and partnering or amalgamating with nearby regional conservatoriums, whether funded or unfunded.

(b) viii That the Department of State and Regional Development considers supporting regional conservatoriums through existing regional development programs, where appropriate.

(b) ix That the Department of Education and Training, TAFE NSW and other government agencies, including local government, continue to support regional conservatoriums through the provision of low cost accommodation where feasible and appropriate.

(b) x That any regional conservatorium experiencing an unmanageable financial situation immediately advise the Department of Education and Training, and that the Department initiate an audit to determine the organisation’s financial position and inform decisions regarding its future.
c. The value to students and teachers in NSW public schools for the investment made by the Department of Education and Training in providing funding and additional support to regional conservatoriums

FINDINGS

The Review considered that regional conservatoriums represent value to teachers and students in government schools that they are currently servicing. Of the approximately 22,000 student enrolments reported in the 2007/08 financial year, 40 per cent were reported as government school students. Based on these figures, regional conservatoriums collectively enrolled approximately 9,000 government school students, however, some would be multiple enrolments of the same student in different conservatorium activities.

Regional conservatoriums also reported servicing 115 government schools in 2007/08, with 80 per cent being primary or central schools and 20 per cent being high schools. Later discussions with directors and an analysis of annual acquittal reports re-estimated the number of government schools at around 150, which is approximately 10 per cent of government schools located in regional areas. These figures equate the NSW Government’s investment to around $9,183 for each government school and $153 for each government student currently accessing regional conservatorium services.

Although the Review was not able to separate the reported 2007/08 assessment outcomes and scholarships offered by regional conservatoriums into government, non government and community enrolment categories, it found that government school students benefitted from a proportion of the approximately 2,014 music-related examinations held in regional conservatorium premises reported in 2007/08 (half of which were Australian Music Examination Board (AMEB) examinations), and the 95 full music tuition scholarships and 653 partial scholarships awarded to students.

To facilitate accurate and more detailed reporting in future, the Review recommends that the Department of Education and Training seek information regarding enrolment types and academic activity and achievement through its annual acquittal reports and annual surveys. To support this process, the Department of Education and Training should work with the Association of NSW Regional Conservatoriums to develop categories of enrolment types, and all regional conservatoriums should collect this information as part of their administrative processes.

Regional conservatoriums should collect detailed information regarding student achievement (eg assessments, examinations, scholarships) and activities (eg Higher School Certificate (HSC) preparation workshops). In 2007/08 regional conservatoriums reported delivering a number of Higher School Certificate (HSC) preparation workshops and tuition support to students residing in regional areas, including government students, however, exact numbers were not available to the Review.

While considering this aspect of the work of conservatoriums, the Review identified a capacity for regional conservatoriums to increase their services to government school students preparing for the performance component of Higher School Certificate (HSC) Music courses. Approximately 34 per cent of all 2007 Higher School Certificate (HSC) music students attended government schools located in regional and rural areas and, of these, only 4 per cent attempted the Music 2 course and 2 per cent attempted the Music Extension.
course where students can specialise in performance. The Review noted that these services should be delivered by suitably qualified staff with expertise in the delivery of Board of Studies courses.

RECOMMENDATIONS

(c) i That Key Performance Indicators are implemented to encourage and measure the increased delivery of:

− outreach instrument music and voice tuition programs to government special, primary, central and secondary schools, including those located in rural and remote locations
− pre-school and early childhood music programs offered to government schools and pre-schools; and
− Higher School Certificate (HSC) preparation workshops in music and voice performance delivered to support to government schools and students by suitably qualified staff.

(c) ii That, in consultation with the Association of Regional Conservatoriums, the Department of Education and Training develops categories for:

− enrolment types (eg government pre-school, primary, central or secondary school/student, non government primary or secondary school/student, government teacher, non government teacher, professional musician, mature-aged community student, vocational education and training etc)
− academic activity (ie student activity according to Equivalent Teaching Hours (ETH) classifications by enrolment type); and
− academic achievement (eg student assessment outcomes by enrolment type, scholarships by enrolment type).

(c) iii That, accordingly, regional conservatoriums update their information management systems and enrolment processes to ensure that required data regarding enrolment types, academic activity and achievement data is collected.
d. The services provided by regional conservatoriums to local communities, including non government schools

FINDINGS

Regional conservatoriums reported promoting and staging numerous public concerts by professional musicians and arts organisations for audiences in regional areas. They also reported providing performance opportunities through a range of amateur performer ensembles and combined professional and amateur performer ensembles. Some regional conservatoriums, including Orange, Central Coast, Newcastle and Bathurst, have associated symphony orchestras comprising students, community members and professional players. Further information regarding these aspects of the work of regional conservatoriums, particularly in relation to Arts NSW goals and priorities, is at Appendix 3.

While the core business of regional conservatoriums is instrumental music and voice tuition and training and the provision of professional and community performances in regional areas, they also provide additional services to students and communities ranging from instrument loans through to the use of facilities and access to recording technologies and music libraries. In the 2008 survey of regional conservatoriums, regional conservatoriums reported providing the facilities and additional services as outlined in the table below:

<table>
<thead>
<tr>
<th>Service/Facility</th>
<th>Central Coast</th>
<th>Clarence Valley</th>
<th>Coffs Harbour</th>
<th>Goulburn</th>
<th>Gunnedah</th>
<th>Macquarie</th>
<th>Mitchell</th>
<th>Murray</th>
<th>New England</th>
<th>Orange</th>
<th>Riverina</th>
<th>South West</th>
<th>Tamworth</th>
<th>Upper Hunter</th>
<th>Wollongong</th>
<th>Young</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility use: Community</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Yes</td>
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<td>Yes</td>
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<td>Music Library</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
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<td>Instrument loan: school</td>
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<td>Yes</td>
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<td>Instrument loan: community</td>
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<tr>
<td>Facility use: Gov't Schools</td>
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<tr>
<td>Facility use: Non gov't Schools</td>
<td>No</td>
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<td>Other CPA lessons</td>
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<td>Conference rooms</td>
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<td>Yes</td>
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<td>No</td>
<td>No</td>
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<td>Recording studio</td>
<td>No</td>
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<td>Production Training</td>
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</table>

In recent acquittal reports and the 2008 survey, regional conservatoriums reported servicing approximately 70 non government schools, 9,000 non-government students and 4,000 community students, however, some enrolments would be multiple enrolments of the same student in different conservatorium activities.
The Review finds that regional conservatoriums provide valued services to non government schools and the general community. Regional conservatoriums also carry out important professional performing arts roles in regional and rural areas beyond their educational and community functions.

The Review finds that the important professional performing arts roles of regional conservatoriums justify the provision of additional resources through increased funding to Arts NSW. These additional funds would enable regional conservatoriums to apply to Arts NSW for grants, on a competitive basis, to undertake arts activities and capital investment consistent with Arts NSW Key Performance Indicators. The Review recognised the limited capacity of Arts NSW to provide funding support to regional conservatoriums without supplementation from NSW Treasury (Recommendation (b) ii).

RECOMMENDATIONS

"Effective education and the arts partnerships must be collaboratively planned and delivered around a shared vision focused on improving learning outcomes for students”

(d) i That Arts NSW and the Department of Education and Training each develop agreed expectations regarding the purpose of the program funding and the key result areas to be achieved for both agencies particularly in relation to State Plan goals and objectives.

(d) ii That Key Performance Indicators relating to Arts NSW outcomes are implemented to encourage and measure the increased delivery of valued services by regional conservatoriums to regional communities, including:
- professional performances and professional development activities for music tutors, public concerts and participation in community festivals/events and other priorities relevant to Arts NSW
- participation by adult community members in instrumental music and voice training and ensemble performances
- outreach programs to non government schools; and
- Higher School Certificate (HSC) preparation workshops in music and voice performance delivered to support to non government schools and students by suitably qualified staff.
e. Mechanisms to support the use of technology in the delivery of music activities

FINDINGS

The Association of NSW Regional Conservatoriums has communicated its members’ willingness to engage with video conferencing technology. A number of community stakeholder submissions also commented on the successful use of video conferencing in the delivery of music tuition to schools and students.

In 2007, the Department of Education and Training piloted a Video Conferencing Project in three regional conservatoriums to examine the practicalities of using the technology. Feedback from the pilot program was very positive with the key benefits being:

- elimination of the need for tutors to travel distances
- ability to deliver music tuition to remote locations and locations not currently serviced
- ability to access government schools through the Department’s Connected Classroom Program
- ability to share expertise and expand the range of available instrument tuition; and
- ability to expand market share.

The resulting recommendation from the pilot was that “regional conservatoriums be encouraged to further adopt video conferencing technology and pedagogy as a means to extend their client base; to provide a capacity that is complementary to the technology being installed in schools; and to provide access for isolated students, schools and community groups”.

In the 2008 survey of regional conservatoriums, five of the 17 regional conservatoriums reported using video conferencing technology to deliver instrumental tuition and music services to rural and remote areas, including Wilcannia, Cobar, Nyngan, Broken Hill, West Wyalong, Tullibigeal, Balranald and Hillston. Of these, South West used video conferencing technology to deliver tuition to 5 per cent of its students residing more than one hour from the centre, and Macquarie, New England, Orange and Riverina used video conferencing technology to deliver tuition to 1-2 per cent of students residing more than an hour away.

The Department of Education and Training’s Connected Classrooms Program is currently rolling out video conferencing equipment to all government schools in NSW. The Review noted New England’s advice that video conferencing technology may not be suited to particular lessons such as advanced violin, ensembles and voice tuition for various technical reasons. However, it concluded that there is significant potential for regional conservatoriums to use video conferencing technology in very positive ways to extend their services to government schools and students, including those in remote locations and in metropolitan areas. The Review recommends that all regional conservatoriums be equipped with the technology.
RECOMMENDATIONS

(e) i That the Department of Education and Training funds, supplies and installs video conferencing equipment (up to a total project value of $200,000) in regional conservatoriums currently operating without the technology.

(e) ii That the Department of Education and Training facilitates data connections between regional conservatoriums and government schools where possible and appropriate.

(e) iii That the Department of Education and Training provides regional conservatoriums with access to its video conferencing directory of government schools, and also add regional conservatoriums’ video conferencing dial-up connections to the directory.

(e) vi That, when video conferencing technology is operational in all regional conservatoriums, the Department of Education and Training advises its regional offices and government schools across the state of the work of regional conservatoriums, and the potential to connect to instrumental music and voice tuition and training via video conferencing technology.

(e) vii That Key Performance Indicators are implemented to encourage and measure the increased delivery of:

- reduced fee-for-service instrumental music and voice tuition and training programs delivered to NSW government schools using video conferencing technology.
- fee-for-service instrumental music and voice tuition and training programs delivered to non-government schools and community groups using video conferencing technology.
f. The efficiency of the current funding framework and possible alternative arrangements

FINDINGS

The Association of NSW Regional Conservatoriums proposed a new funding framework that allocates different levels of grants to regional conservatoriums according to their average weekly paid Equivalent Teaching Hours, as prescribed in Appendix 8.

The current funding framework was implemented in 2001 in response to the Dalton Review (2000). Under the Framework most regional conservatoriums receive three annual grant instalments:

- **Instalment One** is a common base component of the core grants totalling $108,000 per regional conservatorium
- **Instalment Two** is the remainder of core grants of up to a maximum of $67,000 per eligible conservatorium. This grant is calculated on conservatoriums’ average reported teaching hours data over the proceeding two year period; and
- **Instalment Three** comprises grants of up to $50,000 per eligible conservatorium to support properties and programs projects.

Two music centres (South West Music and Gunnedah), receive one annual base grant of $60,000 and $20,000 respectively, and are not eligible for Instalments Two or Three. New England operates on a different business model and receives a set grant for Instalment Two.

The Department of Education and Training retains a portion of each year’s program allocation to meet staffing and operating costs, and one-off special purpose supplementary grants to regional conservatoriums to meet ad hoc and exigent needs. The Department provides administrative assistance to the Association of NSW Regional Conservatoriums to organise its committee meetings and annual conference and fund the associated costs, including venue hire, catering, flights, accommodation, meals and transport for members.

The Department of Education and Training’s Audit and Risk Management Directorate audited all aspects of the **Regional Conservatorium Grants Program** in 2006 and rated it ‘Satisfactory’. Similarly, the Review finds the current funding framework to be satisfactory although amendments should be made to align the framework with the NSW Government’s **Good Practice Model for Grants Administration** and to enable the performance of regional conservatoriums to be measured against Key Performance Indicators.

The Review finds that the Department of Education and Training should amend the current funding framework so it better encourages regional conservatoriums to expand the scope of their services as well as supports the expansion of the program to other regional and rural communities in NSW. The Regional Conservatorium Grants Program should be made available to all regional conservatoriums, including emerging regional conservatoriums that may be endorsed by the Minister for Education and Training in the future.

The Review determined that the Association of NSW Regional Conservatoriums’ proposal for a four tier classification system does not provide the flexibility for regional conservatoriums to grow or move readily into a higher classification without significant ongoing additional funding increases to the Regional Conservatorium Grants Program. The Association has provided a viable mechanism for measuring teaching activity, ie the Equivalent Teaching Hours (ETH) system. The Review finds that this system could be used to more effectively allocate Instalment Two grants under the current funding framework, and that the
Department of Education and Training should further explore adopting the system as a possible amendment to the funding framework.

The Review considered opening the Regional Conservatorium Grants Program to applications. Regional conservatoriums currently enter into a new funding agreement with the Department of Education and Training each year, however, they do not currently need to re-apply for funding through the program. The Review considers that this restricts the number of regional conservatoriums being funded to 17 and potentially limits mechanisms for encouraging enterprise improvement through competition. It also inhibits new regional conservatoriums from gaining access to program funding, such as the emerging Conservatorium Mid North Coast. Further information regarding the current funding framework is at Appendix 4.

The Review proposes that the Department of Education and Training should further consider ways in which new and emerging regional conservatoriums can apply for inclusion in the program.

The Review finds that the Department of Education and Training’s operational costs in managing the program could be reduced by transferring responsibility for committee meetings and annual conferences onto the Association of NSW Regional Conservatoriums. This would also empower that organisation to play an increased role in the overall strategic direction of the network of regional conservatoriums.

RECOMMENDATIONS

(f) i That the Department of Education and Training further explores the Association’s proposed four tier classification system to fully assess the impact on the grants program and individual regional conservatoriums, and integrate elements of the proposed classification system into the current funding framework.

(f) ii That, should annual recurrent funding increase, the following amendments be made to the Department of Education and Training’s program funding framework as soon as practical:

(a) a funding application process should be introduced whereby regional conservatoriums may apply for inclusion in the Regional Conservatorium Grants Program every three years:

- advertising applications for funding under the program on the NSW Government Community Grants Programs website
- lodging applications for funding from existing regional conservatoriums that include annual business plans and three year strategic plans
- assessing applications against criteria jointly developed by the Department of Education and Training and the Association of NSW Regional Conservatoriums; and
- advising successful and unsuccessful applicants of the outcome of their application, and funding successful applicants in three year cycles prior to re-advertisement of the program.

(b) the total Instalment One allocation be increased to an amount determined by the Department of Education and Training.

Continued over the page
(c) the total pool for Instalment Two core grants be increased to an amount determined by the Department of Education and Training, and that the Department explores the viability of allocating the grants using a tiered system which classifies regional conservatoriums, regardless of their operational model, according to their reported average paid weekly Equivalent Teaching Hours (ETH).

(d) the total pool of Instalment Three development grants be increased to an amount determined by the Department of Education and Training, and the increase in funds be targeted to support:
   - applications from regional conservatoriums to plan and deliver subsidised music outreach programs by suitably qualified or accredited staff to government schools and pre-schools (including early childhood, equity programs, Higher School Certificate preparation workshops in music and voice performance); and
   - any other key performance areas determined by the Department of Education and Training; and

(e) tying all grants to Key Performance Indicators developed by the Department of Education and Training in consultation with the Association of NSW Regional Conservatoriums.

(f) iii That the Department of Education and Training develops a new statement of objectives for the Regional Conservatorium Grants Program and associated Key Performance Indicators. Possible Key Performance Indicators are listed on pp. 31-32.

(f) iv That regional conservatoriums implement strategies to ensure the achievement of Key Performance Indicators according to agreed targets set in consultation between the Department of Education and Training and the Association of NSW Regional Conservatoriums.

(f) v That the Department of Education and Training updates the program’s guidelines, funding agreement and reporting documents with the new statement of objectives and Key Performance Indicators.

(f) vi That a committee comprising representatives from the Department of Education and Training, Arts NSW and the Association of NSW Regional Conservatoriums is established to monitor and evaluate overall program outcomes each year as measured against the program’s statement of objectives and Key Performance Indicators, and reported by individual regional conservatoriums in their acquittal reports and annual survey responses.

(f) vii That the Department of Education and Training continues to retain funds from the annual program allocation to meet staffing and operating costs and support regional conservatoriums with approved one-off supplementary grants as needed.

(f) viii That the Department of Education and Training issues a fixed grant of $60,000 per annum plus annual Treasury Escalation Rates to the Association of NSW Regional Conservatoriums to self administer conferences, meetings and staff development activities that support its members to achieve long term sustainability using the mechanisms outlined in this report and its recommendations, and that the Association of NSW Regional Conservatoriums acquit the grant as required.
g. The administrative, accountability and reporting requirements of the Grant Program

FINDINGS

Regional conservatoriums are required to acquit their annual grant allocations to the Department of Education and Training on 30 March and 30 September each year. This process involves providing an Annual Report containing audited Financial Statements prepared by a Chartered Practising Accountant, various annual grant acquittal reports, and copies of all business insurance certificates. It may involve providing the Department of Education and Training, or its nominated auditor, with access to records, data and information. Since 2008 it has included responding to an annual survey by a predetermined date.

The Review finds that the reporting requirements for acquitting grants under the current funding framework, while satisfactory, lack mechanisms for measuring and monitoring performance against proposed key result areas. The Review recommends that annual acquittal reporting documents be updated to reflect and report against Key Performance Indicators, and that regional conservatoriums update their information management systems to ensure required data is maintained, particularly relating to the Equivalent Teaching Hours (ETH) system, enrolment types, academic activity and achievement, and agreed Key Performance Indicators.

The Review identifies the potential for network-wide enterprise improvement through the sharing of information systems, proformas and templates (particularly for a uniform Annual Report), and marketing and corporate sponsorship strategies. This includes the sharing of common policies and procedures such as Occupational Health and Safety and Child Protection.

In relation to Child Protection legislation, the Review finds that as independent, not-for-profit community organisations, regional conservatoriums are responsible for meeting all necessary legislative requirements for employment, Workers Compensation, Superannuation, business insurances, Occupational Health and Safety and Child Protection. They may, however, choose to pass on the costs of Federal Working with Children checks to employees and contractors.

The Review finds that regional conservatoriums are responsible for ensuring the educational value of instrumental music and voice tuition services and training. While regional conservatoriums employ music tutors who may be highly qualified musicians, the Review did not identify any mechanisms for ensuring the quality of teaching or assessment provided by tutors unless the regional conservatorium operates as a Registered Training Organisation employing qualified trainers and assessors. To ensure tuition programs delivered by regional conservatoriums meet educational standards, regional conservatoriums should work towards becoming Registered Training Organisations or, at least, require tutors without appropriate university qualifications to hold minimum teaching accreditations such as Music Teachers’ Association of NSW Category A, B, or C accreditations, or a suitable teaching/training qualifications such as the Certificate IV in Training and Assessment or an accredited variation.
RECOMMENDATIONS

(g) i That the Association of NSW Regional Conservatoriums and its members guarantee compliance with Child Protection legislation across the network.

(g) ii That Key Performance Indicators are developed to require regional conservatoriums to become Registered Training Organisations and/or only employ tutors with appropriate teaching accreditations or qualifications.

(g) iii That, through the Association of Regional Conservatoriums, regional conservatoriums share common policies, procedures, systems, documents and strategies where appropriate, particularly in relation to innovations to business modelling and enterprise improvement, data and records management and systems, corporate sponsorship development, online marketing, legislative compliance and uniformity in Annual Reports.

(g) iv That the Department of Education and Training updates its reporting documents to include mechanisms for regional conservatoriums to report their paid Equivalent Teaching Hours (ETH), enrolment types, academic achievement and activity and the achievement of Key Performance Indicators.

(g) v That regional conservatoriums update their information management systems and enrolment processes to ensure required data is collected, particularly regarding the Equivalent Teaching Hours (ETH) system, the achievement of agreed Key Performance Indicators, and recommendation (c) ii.

(g) vi That the Department of Education and Training continues to conduct an annual survey of regional conservatoriums in collaboration with the Association of NSW Regional Conservatoriums.
h. The appropriateness of existing governance arrangements for the Grant Program

FINDINGS

The network of NSW regional conservatoriums originally developed as branches of the NSW State Conservatorium of Music with administration vested in a Board of Governors. In 1973 the administrative structure of the Conservatorium underwent reorganisation, and in 1974 responsibility for the distribution of state government grants to regional conservatoriums transferred to the then Ministry of Education and Youth Affairs. Since 1997 the Regional Conservatorium Grants Program has been administered by the Department of Education and Training.

The Review identified a significant alignment between regional conservatoriums, particularly those operating as Registered Training Organisations, and the core business of the Department of Education and Training as public education and training providers, as well as the business of Arts NSW in promoting arts, professional performance and cultural life in NSW.

RECOMMENDATIONS

(h) i That the Department of Education and Training is identified as the appropriate agency to manage the Regional Conservatorium Grants Program through what it considers to be the most appropriate governance model.
Possible Key Performance Indicators

Department of Education and Training and Community KPI’s could include:

- percentage/number of accredited/qualified tutors and trainers that deliver individual and group tuition and teacher professional learning to students and teachers in government and non government schools and percentage/number of unaccredited/qualified tutors and trainers
- status as a Registered Training Organisation
- number and proportion of (and increase in) government primary, central, high and special schools receiving instrumental music and voice tuition for school-based ensembles (groups, bands, orchestras, choirs) from regional conservatorium tutors
- number and proportion of (and increase in) students enrolled in government primary, central, high and special schools receiving individual tuition from regional conservatorium tutors to improve their study of music or voice for school-based qualifications (school course, School Certificate, Higher School Certificate)
- number and proportion of (and increase in) government school students receiving part-time or full-time scholarships or other fee relief
- number of (and increase in) music workshops such as HSC preparation presented by suitably qualified staff within regional conservatoriums to government school students
- number of (and increase in) professional development courses offered to government school teachers by regional conservatoriums
- number of (and increase in) government school teachers who participate in professional development courses offered by regional conservatoriums
- number of (and increase in) government high school students receiving tuition in music industry vocational education and training courses
- number of government primary, central, high and special schools receiving instrumental music and voice tuition for school-based ensembles, and number of individual government school students receiving lessons through video conferencing technology
- number of government schools and government school students receiving instrumental music and voice tuition by video conference from regional conservatoriums
- number of students receiving instrumental music and voice tuition by video conferencing at the regional conservatoriums’ premises
- total number of hours in a year that the regional conservatoriums use video conferencing to deliver and receive instrumental music and voice tuition
- number of (and increase in ) initiatives and support for Aboriginal students, students from multicultural backgrounds, and special needs students
- number of non-government primary and high schools receiving tuition for school-based ensembles (groups, bands, orchestras, choirs, music classes) from regional conservatorium tutors

Continued over the page
Continued from previous page

- number of students enrolled in non-government primary and high schools receiving individual tuition from regional conservatorium tutors to improve their study of instrumental music or voice for school-based qualifications.

- number of community students receiving tuition in accredited music industry Vocational Education and Training courses delivered by regional conservatoriums.

- number of community members of all ages enrolled for tuition by regional conservatoriums as individuals and as part of ensembles (other than school-related)

- number of (and increase in) initiatives and support for Aboriginal students and Aboriginal community workshops and performances; and

- number of (and increase in) initiatives and support for students from multicultural backgrounds.

**Arts NSW KPI’s could include:**

- number of professional performance opportunities for conservatorium tutors
- number of professional staff ensembles
- number of professional staff concerts presented
- number of skills workshops for staff with visiting artists/organisations
- teaching staff annual retention rate
- number of public concerts presented by the conservatorium
- number of concerts by visiting professionals
- number of ensembles open to community membership
- number of non-student community participants in performances
- total audience attendances
- participation in regional festivals/events
Summary of Recommendations

TERM OF REFERENCE ‘A’ — How outcomes achieved by regional conservatoriums align with State Plan priorities and objectives

(a) i That the NSW Government continues its support for regional conservatoriums as a justified and a worthwhile application of available government resources in the context of State Plan priorities and Government objectives.

TERM OF REFERENCE ‘B’ — Mechanisms to enhance the ongoing sustainability of regional conservatoriums and music centres, and their capacity to secure funding from other sources

(b) i That in 2009/10, the NSW Government provides a base increase of $1,411,632 from NSW Treasury to the annual recurrent funding for the Department of Education and Training Regional Conservatorium Grants Program to take into account the Consumer Price Index (Education Group) increases since 2002/03.

(b) ii That in 2009/10, the NSW Government provides an additional NSW Treasury increase to annual funding for Arts NSW to provide grants to regional conservatoriums, on a competitive basis, to increase professional music performances and arts development in regional and rural areas and enable regional conservatoriums to make capital improvements.

(b) iii That the total program allocation for 2009/10 has Treasury Escalation Rates applied to it each year thereafter to ensure that funding keeps pace with inflation.

(b) iv That, within the next 12 months, the Association of NSW Regional Conservatoriums develops guidelines and fact sheets to support regional conservatoriums to develop additional sources of income, and that members use the resources to support their income generating activities.

(b) v That, within the next 12 months, the Association of NSW Regional Conservatoriums develops website standards and guidelines to assist members to maximise their web presence and appearance to effectively promote services, special programs, events, merchandise, scholarships, ‘friends of the con’ and corporate sponsorship opportunities, and that members implement the standards as soon as possible thereafter.

(b) vi That regional conservatoriums are provided with a forum at Annual Conferences to share innovative business modelling and business enhancement practices and strategies on an ongoing basis.

(b) vii That regional conservatoriums strongly consider the viability of wholly or partially adopting the New England model to ensure long term sustainability, and partnering or amalgamating with nearby regional conservatoriums, whether funded or unfunded.

(b) viii That the Department of State and Regional Development considers supporting regional conservatoriums through existing regional development programs, where appropriate.

(b) ix That the Department of Education and Training, TAFE NSW and other government agencies, including local government, continue to support regional conservatoriums through the provision of low cost accommodation where feasible and appropriate.

(b) x That any regional conservatorium experiencing an unmanageable financial situation
immediately advise the Department of Education and Training, and that the Department initiate an audit to determine the organisation’s financial position and inform decisions regarding its future.

TERM OF REFERENCE ‘C’ — The value to students and teachers in NSW public schools for the investment made by the Department of Education and Training in providing funding and additional support to regional conservatoriums

(c) i That Key Performance Indicators are implemented to encourage and measure the increased delivery of:
- outreach instrument music and voice tuition programs to government special, primary, central and secondary schools, including those located in rural and remote locations
- pre-school and early childhood music programs offered to government schools and pre-schools; and
- Higher School Certificate (HSC) preparation workshops in music and voice performance delivered to support to government schools and students by suitably qualified staff.

(c) ii That, in consultation with the Association of Regional Conservatoriums, the Department of Education and Training develops categories for:
- enrolment types (eg government pre-school, primary, central or secondary school/student, non government primary or secondary school/student, government teacher, non government teacher, professional musician, mature-aged community student, vocational education and training etc)
- academic activity (ie student activity according to Equivalent Teaching Hours (ETH) classifications by enrolment type); and
- academic achievement (eg student assessment outcomes by enrolment type, scholarships by enrolment type).

(c) iii That, accordingly, regional conservatoriums update their information management systems and enrolment processes to ensure that required data regarding enrolment types, academic activity and achievement data is collected.

TERM OF REFERENCE ‘D’ — The services provided by regional conservatoriums to local communities, including non government schools

(d) i That Arts NSW and the Department of Education and Training each develop agreed expectations regarding the purpose of the program funding and the key result areas to be achieved for both agencies particularly in relation to State Plan goals and objectives.

(d) ii That Key Performance Indicators relating to Arts NSW outcomes are implemented to encourage and measure the increased delivery of valued services by regional conservatoriums to regional communities, including:
- professional performances and professional development activities for music tutors, public concerts and participation in community festivals/events and other priorities relevant to Arts NSW
- participation by adult community members in instrumental music and voice training and ensemble performances
- outreach programs to non government schools; and
Higher School Certificate (HSC) preparation workshops in music and voice performance delivered to support to non government schools and students by suitably qualified staff.

**TERM OF REFERENCE ‘E’ — Mechanisms to support the use of technology in the delivery of music activities**

(e) i  That the Department of Education and Training funds, supplies and installs video conferencing equipment (up to a total project value of $200,000) in regional conservatoriums currently operating without the technology.

(e) ii  That the Department of Education and Training facilitates data connections between regional conservatoriums and government schools where possible and appropriate.

(e) iii That the Department of Education and Training provides regional conservatoriums with access to its video conferencing directory of government schools, and also add regional conservatoriums’ video conferencing dial-up connections to the directory.

(e) vi  That, when video conferencing technology is operational in all regional conservatoriums, the Department of Education and Training advises its regional offices and government schools across the state of the work of regional conservatoriums, and the potential to connect to instrumental music and voice tuition and training via video conferencing technology.

(e) vii That Key Performance Indicators are implemented to encourage and measure the increased delivery of:
- reduced fee-for-service instrumental music and voice tuition and training programs delivered to NSW government schools using video conferencing technology.
- fee-for-service instrumental music and voice tuition and training programs delivered to non government schools and community groups using video conferencing technology.

**TERM OF REFERENCE ‘F’ — The efficiency of the current funding framework and possible amendments**

(f) i  That the Department of Education and Training further explores the Association’s proposed four tier classification system to fully assess the impact on the grants program and individual regional conservatoriums, and integrate elements of the proposed classification system into the current funding framework.

(f) ii  That, should annual recurrent funding increase, the following amendments be made to the Department of Education and Training’s program funding framework as soon as practical:

(a)  a funding application process should be introduced whereby regional conservatoriums may apply for inclusion in the Regional Conservatorium Grants Program every three years:
- advertising applications for funding under the program on the *NSW Government Community Grants Programs* website
- lodging applications for funding from existing regional conservatoriums that include annual business plans and three year strategic plans
- assessing applications against criteria jointly developed by the Department of Education and Training and the Association of NSW Regional Conservatoriums; and
advising successful and unsuccessful applicants of the outcome of their application, and funding successful applicants in three year cycles prior to re-advertisement of the program.

(b) the total Instalment One allocation be increased to an amount determined by the Department of Education and Training.

(c) the total pool for Instalment Two core grants be increased to an amount determined by the Department of Education and Training, and that the Department explores the viability of allocating the grants using a tiered system which classifies regional conservatoriums, regardless of their operational model, according to their reported average paid weekly Equivalent Teaching Hours (ETH).

(d) the total pool of Instalment Three development grants be increased to an amount determined by the Department of Education and Training, and the increase in funds be targeted to support:

- applications from regional conservatoriums to plan and deliver subsidised music outreach programs by suitably qualified or accredited staff to government schools and pre-schools (including early childhood, equity programs, Higher School Certificate preparation workshops in music and voice performance); and
- any other key performance areas determined by the Department of Education and Training; and

(e) tying all grants to Key Performance Indicators developed by the Department of Education and Training in consultation with the Association of NSW Regional Conservatoriums.

(f) iii That the Department of Education and Training develops a new statement of objectives for the Regional Conservatorium Grants Program and associated Key Performance Indicators. Possible Key Performance Indicators are listed on pp. 31-32.

(f) iv That regional conservatoriums implement strategies to ensure the achievement of Key Performance Indicators according to agreed targets set in consultation between the Department of Education and Training and the Association of NSW Regional Conservatoriums.

(f) v That the Department of Education and Training updates the program’s guidelines, funding agreement and reporting documents with the new statement of objectives and Key Performance Indicators.

(f) vi That a committee comprising representatives from the Department of Education and Training, Arts NSW and the Association of NSW Regional Conservatoriums is established to monitor and evaluate overall program outcomes each year as measured against the program’s statement of objectives and Key Performance Indicators, and reported by individual regional conservatoriums in their acquittal reports and annual survey responses.

(f) vii That the Department of Education and Training continues to retain funds from the annual program allocation to meet staffing and operating costs and support regional conservatoriums with approved one-off supplementary grants as needed.

(f) viii That the Department of Education and Training issues a fixed grant of $60,000 per annum plus annual Treasury Escalation Rates to the Association of NSW Regional Conservatoriums.
Conservatoriums to self administer conferences, meetings and staff development activities that support its members to achieve long term sustainability using the mechanisms outlined in this report and its recommendations, and that the Association of NSW Regional Conservatoriums acquit the grant as required.

TERM OF REFERENCE G — The administrative, accountability and reporting requirements of the Grant Program

(g) i That the Association of NSW Regional Conservatoriums and its members guarantee compliance with Child Protection legislation across the network.

(g) ii That Key Performance Indicators are developed to require regional conservatoriums to become Registered Training Organisations and/or only employ tutors with appropriate teaching accreditations or qualifications.

(g) iii That, through the Association of Regional Conservatoriums, regional conservatoriums share common policies, procedures, systems, documents and strategies where appropriate, particularly in relation to innovations to business modelling and enterprise improvement, data and records management and systems, corporate sponsorship development, online marketing, legislative compliance and uniformity in Annual Reports.

(g) iv That the Department of Education and Training updates its reporting documents to include mechanisms for regional conservatoriums to report their paid Equivalent Teaching Hours (ETH), enrolment types, academic achievement and activity and the achievement of Key Performance Indicators.

(g) v That regional conservatoriums update their information management systems and enrolment processes to ensure required data is collected, particularly regarding the Equivalent Teaching Hours (ETH) system, the achievement of agreed Key Performance Indicators, and recommendation (c) ii.

(g) vi That the Department of Education and Training continues to conduct an annual survey of regional conservatoriums in collaboration with the Association of NSW Regional Conservatoriums.

TERM OF REFERENCE ‘H’ — The appropriateness of existing governance arrangements for the Grant Program

(h) i That the Department of Education and Training is identified as the appropriate agency to manage the Regional Conservatorium Grants Program through what it considers to be the most appropriate governance model.
## APPENDIX 1 — List of Regional Conservatoriums and Their Education Region

<table>
<thead>
<tr>
<th>Location</th>
<th>Conservatorium and Region Details</th>
</tr>
</thead>
</table>
| Albury       | **Murray Conservatorium**  
               Administration Officer: Katrina Wilson                           |
| Armidale     | **New England Conservatorium of Music**  
               Director: Corrine Arter                                           |
| Bathurst     | **Mitchell Conservatorium**  
               Director: Fiona Thompson                                          |
| Coffs Harbour| **Coffs Harbour Regional Conservatorium**  
               Director: Carol Hellmers                                           |
| Deniliquin   | **South West Music**  
               Administration Manager: Brian May                                  |
| Dubbo        | **Macquarie Conservatorium**  
               Director: Kathy Pingel                                              |
| Gosford      | **Central Coast Conservatorium**  
               Director: Chris Bearman                                            |
| Goulburn     | **Goulburn Regional Conservatorium**  
               Director: Stephen O'Connell                                       |
| Grafton      | **Clarence Valley Conservatorium**  
               Director: Gaye Harlow                                              |
| Gunnedah     | **Gunnedah Music Centre**  
               Director: Heather Fogarty                                           |
| Lismore      | **Northern Rivers Conservatorium Arts Centre**  
               Director: Janis Boladis                                            |
| Muswellbrook | **Upper Hunter Conservatorium of Music**  
               Director: Adam Willis                                              |
| Orange       | **Orange Regional Conservatorium**  
               Director: Graham Slater                                             |
| Tamworth     | **Tamworth Regional Conservatorium of Music**  
               Director: Jane Robertson                                           |
| Wagga Wagga  | **Riverina Conservatorium of Music**  
               Director: Hamish Tait                                               |
| Wollongong   | **Wollongong Conservatorium of Music**  
               Executive Director: Andrew Snell                                   |
| Young        | **Young Regional School of Music**  
               Director: Nonette Brown                                            |
APPENDIX 2 — Map of Regional Conservatoriums
APPENDIX 3 — The Work of Regional Conservatoriums Relating to Arts NSW’s Goals and Objectives

EMPLOYMENT
Music teaching is the largest employment category in the music industry. Nationally, it accounts for 55 per cent of all people who identify as musicians (ABS Employment in Culture 2001). In the 2007/08 survey or regional conservatoriums, regional conservatoriums reported providing employment for 629 music teachers/tutors over the 2007/08 financial year.

PERFORMANCE
Regional conservatoriums provide communities with access to performances across a diverse range of ensembles and styles. For example, Goulburn presented 28 public concerts in 2008 which included the 11 visiting professional groups listed below and concerts that covered a range of styles from choral to jazz:

<table>
<thead>
<tr>
<th>Professional visiting ensembles</th>
<th>Conservatorium ensembles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mosaic (Sydney-based jazz group)</td>
<td>Morton Orchestra</td>
</tr>
<tr>
<td>Jamie Ohelers Quartet</td>
<td>Big Jazz Band</td>
</tr>
<tr>
<td>Yarra Trio (Melbourne-based)</td>
<td>Regional Concert Band</td>
</tr>
<tr>
<td>Ilythian Ensemble</td>
<td>String Orchestra</td>
</tr>
<tr>
<td>Trio Vertical ( American bassist Eric Ajaye)</td>
<td>GRC Choir</td>
</tr>
<tr>
<td>Nick Parnell (percussionist)</td>
<td>String Ensemble</td>
</tr>
<tr>
<td>Trio Apopeltic</td>
<td>Small Ensembles</td>
</tr>
<tr>
<td>Simon Tedeschi (piano)</td>
<td></td>
</tr>
<tr>
<td>The Vampires (jazz)</td>
<td></td>
</tr>
<tr>
<td>James Annesley Quartet (jazz)</td>
<td></td>
</tr>
<tr>
<td>Way Out West (jazz &amp; Vietnamese music)</td>
<td></td>
</tr>
</tbody>
</table>

In addition, regional conservatoriums meet regional needs by presenting performances across regions. For example, Mitchell (Bathurst) presents performances across 14 venues including:

- Bathurst: Studio 1 at Mitchell Conservatorium, Bathurst Memorial Entertainment Centre, Uniting Church Hall (workshops) and Uniting Church (+organ), All Saints’ Cathedral (+organ) and Hall, The Scots’ School Hall, Marble Hall - St Stanislaus’ College
- Lithgow: Lithgow Conservatorium Hall, Union Theatre, Hoskins Church, Lithgow High School Hall; and
- Forbes: Forbes Town Hall, The Forbes Inn, Lutheran Church and Hall.
Regular concert series such as Wollongong’s Jazz@The Unibar (a free series on Friday evenings from 5 – 7pm) and Murray’s ‘Alternative Music Series’ (a series presented across a range of community venues including restaurants and bars) are also presented.

FESTIVALS AND EVENTS
Regional conservatoriums contribute to festivals and events by facilitating and providing venues for large scale festivals such as the Country Music Festival (Tamworth), the Australian Blues Music Festival (Goulburn) and the Northern Rivers Jazz Festival (Northern Rivers). They also present outdoor events. For example, Orange’s outdoor performance program includes the ‘Music in the Gardens’ series at the Orange Botanic Gardens and the ‘Hear it on the Grape Vine’ series - a collaborative venture with the Orange Regional Vignerons Association.

PROFESSIONAL AND COMMUNITY ENSEMBLES
A diverse range of opportunities for community members to participate in the arts through open membership of ensembles at varying levels of proficiency is offered through regional conservatoriums. For example, Orange produces a series of approximately 40 public concerts each year. The concert program includes the Toddler’s Proms, Senior’s Concerts and visiting and emerging performers’ showcase concerts. Concerts involve citizens of all ages and stages from the immediate and surrounding communities, and involve over 300 musicians and attract audiences in the thousands. Orange also operates 15 weekly in-house ensembles, including:

- Orange Symphony Orchestra
- Orange Youth Orchestra
- Orange Conservatorium Youth Choir
- Conservatorium (Adult) Choir
- Adult Concert Band
- Junior String Ensembles
- Conservatorium Brass Ensembles
- Orange Beat Percussion Ensemble; and
- Conservatorium Flute and Wind Ensembles Encore (Adult) Ensemble.

Orange is affiliated through staff participation with Zest Baroque, the Central West’s only early music performance ensemble that was invited to perform in the international Misiones de Chiquitos Festival, Bolivia in May 2008. The group performs regularly in Orange and surrounding regions.

PARTNERSHIPS WITH OTHER MUSIC ORGANISATIONS
Regional conservatoriums play an important role in partnering with key music organisations, including those located in Sydney. For example, in 2008, Coffs Harbour Regional Conservatorium hosted performances involving five Sydney-based arts organisations, being:

- The Song Company 160 attendances (81% capacity)
- OzOpera 650 attendances (100% capacity)
- Sydney Symphony - Playerlink 600 attendances (100% capacity)
- Jazz in the Gardens –Musica Viva groups 700 attendances
- Sydney Youth Orchestra 500 attendances.

YOUTH PROGRAMS
Orange, Murray, Tamworth, New England, Coffs Harbour, Lismore and Goulburn regional conservatoriums have worked in partnership with the Australian Youth Orchestra’s Young Concert Artists Program which places an ensemble of four of Australia’s leading young
musicians into regional conservatoriums to tutor, perform and undertake performance tours in the local region. Regional conservatoriums also host key State youth organisations, such as Sydney Youth Orchestra, to present workshops and concerts that enable young local musicians to perform with the orchestra. In 2008, for example, Sydney Youth Orchestra presented workshops and concerts in association with Macquarie and Orange.

TEACHER PROGRAMS
Musica Viva Australia collaborates with regional conservatoriums to present CountryWide concerts, Australian Music Days (composition workshops) and professional development courses for teachers. In 2008, professional development courses were presented in conjunction with Macquarie, Orange, Riverina and New England. Concerts and workshops by Musica Viva CountryWide artists were presented in partnership with New England, Tamworth and Coffs Harbour Conservatoriums.

PARTNERSHIPS WITH COMMUNITY ORGANISATIONS
Regional conservatoriums are developing partnerships with a diverse range of community organisations including schools, churches, local councils, chambers of commerce, universities, regional touring organisations, local Arts Councils, corporations and businesses. For example, Mitchell works with a range of affiliated ensembles run by their own committees and musical directors but accessing conservatorium facilities, sponsorship and performance opportunities. These include:

- Bathurst City and RSL Concert Band
- Youth Band
- Musique d’Antique and Musique Classique bands for older beginners
- Bathurst Chamber Orchestra and Youth Orchestra
- Allegri Singers – Bathurst community choir
- Sandstone Curtain Opera; and
- Forbes Singers and Forbes Concert Band.
APPENDIX 4 — Current Program Funding and Framework

The Regional Conservatorium Grants Program’s grants are provided under an annual funding framework subject to the approval of the Minister for Education and Training. The framework defines the level of funding available to support core and development elements of the program, and operates to a ceiling, outlining the cap or maximum funding available to each of the 15 eligible conservatoriums. Funding is also capped to ensure that developing organisations are supported up to a common minimum standard, within the available budget. A separate funding mechanism is applied to the two music centres in the program, providing limited salaries and administration support.

The following categories of funding may be allocated to regional conservatoriums annually:

**Core Grants**
- Salaries and Administration
- Properties
- Musical Instruments and Resources
- Scholarships and Fee relief.

Core funding grants are allocated with tied and discretionary components.

**Development Grants**
Development grants are provided to facilitate the local educational objectives of regional conservatoriums. Applications are sought annually from eligible organisations and are subject to assessment for approval, and reporting criteria.

Regional Conservatoriums receive three annual grant instalments:

- **Instalment One** – is the common base component of the core grants totalling $108,000 per regional conservatorium
- **Instalment Two** – is the remainder of core grants, of up to a maximum of $67,000 per eligible conservatorium. This grant is calculated on conservatoriums’ average teaching hours data as reported to the Department over the proceeding two year period
- **Instalment Three** – are Development Grants, of up to $50,000 per eligible conservatorium, to support properties projects and education programs.

The two music centres (Gunnedah and South West Music) receive one annual grant and are not eligible to apply for development grants.

NSW Department of Education and Training program allocations for the period 2000/01 to 2008/09 are listed on the following page.
Department of Education and Training Regional Conservatorium Grants Program allocations from 2000/01 to 2008/09

<table>
<thead>
<tr>
<th>YEARS</th>
<th>PROGRAM ALLOCATION</th>
<th>DET Annual Reports (2001-2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/01</td>
<td>$621,709</td>
<td>$726,648</td>
</tr>
<tr>
<td>2001/02</td>
<td>$3,215,000</td>
<td>$3,120,786</td>
</tr>
<tr>
<td>2002/03</td>
<td>$3,259,228</td>
<td>$2,728,756</td>
</tr>
<tr>
<td>2003/04</td>
<td>$2,490,069</td>
<td>$2,944,920</td>
</tr>
<tr>
<td>2004/05</td>
<td>$3,350,864</td>
<td>$3,164,877</td>
</tr>
<tr>
<td>2005/06</td>
<td>$3,342,556</td>
<td>$3,140,081</td>
</tr>
<tr>
<td>2006/07</td>
<td>$3,406,265</td>
<td>$3,193,620</td>
</tr>
<tr>
<td>2007/08</td>
<td>$3,443,683</td>
<td>$3,226,043</td>
</tr>
<tr>
<td>2008/09</td>
<td>$3,459,678</td>
<td>$3,249,143</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$26,589,052</td>
<td>$25,494,874</td>
</tr>
</tbody>
</table>

Each year the Department of Education and Training retains funds to meet management and operating costs and to respond to emerging, exigent issues at individual conservatoriums, as recommended by the Dalton Review (2000).

For example, in 2007/08 the Department of Education and Training disbursed a one-off supplementary grant to regional conservatoriums and music centres totalling $64,000 (plus GST) from retained and exigent funds tied to the purchase of video conferencing equipment or the development or updating of a website. The Department of Education and Training also allocated an additional grant of $75,000 (plus GST) to Coffs Harbour towards relocation costs and advances to Orange and Riverina conservatoriums on their following year’s funding to meet forecast end-of-financial-year shortfalls.

Instalment allocations made to regional conservatoriums for the 2006/07, 2007/08 and 2008/09 funding years are listed on the following page. They do not include funds allocated from the retained and exigent funds pool.
APPENDIX 5 — Program Funding Allocations 2006/07, 2007/08 and 2008/09

Regional Conservatorium Grants Program grants provided by the Department of Education and Training in 2006/07, 2007/08 and 2008/09

<table>
<thead>
<tr>
<th>Conservatorium / Music Centre</th>
<th>Location</th>
<th>*Instalment 1,2&amp;3 Grants 2006/07</th>
<th>*Instalment 1,2&amp;3 Grants 2007/08</th>
<th>*Instalment 1,2&amp;3 Grants 2008/009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Coast Conservatorium</td>
<td>Gosford</td>
<td>$220,072</td>
<td>$223,446</td>
<td>$225,000</td>
</tr>
<tr>
<td>Clarence Valley Conservatorium</td>
<td>Grafton</td>
<td>$157,984</td>
<td>$220,219</td>
<td>$225,000</td>
</tr>
<tr>
<td>Coffs Harbour Regional Conservatorium</td>
<td>Coffs Harbour</td>
<td>$183,983</td>
<td>$183,452</td>
<td>$184,267</td>
</tr>
<tr>
<td>Goulburn Regional Conservatorium</td>
<td>Goulburn</td>
<td>$198,316</td>
<td>$203,963</td>
<td>$210,205</td>
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<tr>
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<td>Gunnedah</td>
<td>$20,000</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Macquarie Conservatorium</td>
<td>Dubbo</td>
<td>$152,262</td>
<td>$196,283</td>
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<tr>
<td>Mitchell Conservatorium</td>
<td>Bathurst</td>
<td>$225,000</td>
<td>$225,000</td>
<td>$225,000</td>
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<tr>
<td>Murray Conservatorium</td>
<td>Albury</td>
<td>$225,000</td>
<td>$225,000</td>
<td>$223,258</td>
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<tr>
<td>New England Conservatorium of Music</td>
<td>Armidale</td>
<td>$188,255</td>
<td>$188,300</td>
<td>$188,293</td>
</tr>
<tr>
<td>Northern Rivers Conservatorium Arts Centre</td>
<td>Lismore</td>
<td>$183,627</td>
<td>$179,952</td>
<td>$178,864</td>
</tr>
<tr>
<td>Orange Regional Conservatorium</td>
<td>Orange</td>
<td>$165,449</td>
<td>$195,369</td>
<td>$196,545</td>
</tr>
<tr>
<td>Riverina Conservatorium of Music</td>
<td>Wagga Wagga</td>
<td>$219,548</td>
<td>$225,000</td>
<td>$224,930</td>
</tr>
<tr>
<td>South West Music Regional Conservatorium</td>
<td>Deniliquin</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>Tamworth</td>
<td>$225,000</td>
<td>$225,000</td>
<td>$225,000</td>
</tr>
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<td>Muswellbrook</td>
<td>$197,792</td>
<td>$209,215</td>
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<td>$225,000</td>
<td>$225,000</td>
<td>$225,000</td>
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<td>Young Regional School of Music</td>
<td>Young</td>
<td>$185,232</td>
<td>$200,844</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>$3,032,520</strong></td>
<td><strong>$3,206,043</strong></td>
<td><strong>$3,229,143</strong></td>
</tr>
</tbody>
</table>

* Excludes any one-off supplementary grants made to regional conservatoriums and the grant to the Association of NSW Regional Conservatoriums for administration.
### APPENDIX 6 — Arts NSW Funding 2003-2009

Current NSW Government funding provided for regional conservatoriums and music centres via Arts NSW

<table>
<thead>
<tr>
<th>Regional Conservatorium</th>
<th>Description</th>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2009</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>A residency by the Kurrawong Ensemble</td>
<td>Music</td>
<td>$ 7,000</td>
</tr>
<tr>
<td><strong>2008</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No conservatoriums were funded in 2008</td>
<td></td>
<td></td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>2007</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murray Conservatorium Centre Board of Management</td>
<td>The Young Australian Concert Artists regional residency</td>
<td>Music</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Northern Rivers Conservatorium Arts Centre</td>
<td>Musicians' fees for the North Coast Jazz Festival</td>
<td>Music</td>
<td>$10,000</td>
</tr>
<tr>
<td>Wollongong Conservatorium of Music</td>
<td>Offset financial difficulties for the Orchestra</td>
<td>Music</td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>2006</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murray Conservatorium Centre Board of Management</td>
<td>The 'Alternative Music Series'</td>
<td>Music</td>
<td>$5,000</td>
</tr>
<tr>
<td>New England Conservatorium of Music Ltd</td>
<td>A residency by the Sandy Evans Trio</td>
<td>Music</td>
<td>$2,700</td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>The Touring Artists' Project</td>
<td>Music</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>2005</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Coast Conservatorium</td>
<td>Commissioning and performance of 'Symphonic Story'</td>
<td>Music</td>
<td>$5,000</td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>Commissioning and residency fees for Elena Kats-Chernin</td>
<td>Music</td>
<td>$5,000</td>
</tr>
<tr>
<td>Murray Conservatorium Centre Board of Management</td>
<td>The 'Alternative Music Series'</td>
<td>Music</td>
<td>$5,000</td>
</tr>
<tr>
<td>Northern Rivers Conservatorium Arts Centre</td>
<td>Musicians' fees for the Northern Rivers Jazz Festival</td>
<td>Music</td>
<td>$6,000</td>
</tr>
<tr>
<td><strong>2004</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Murray Conservatorium Centre Board of Management</td>
<td>The 'Alternative Music Series'</td>
<td>Music</td>
<td>$4,000</td>
</tr>
<tr>
<td>Coffs Harbour Regional Conservatorium</td>
<td>Contemporary drumming recital and workshops</td>
<td>Music</td>
<td>$3,000</td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>Performances by visiting artists</td>
<td>Music</td>
<td>$6,000</td>
</tr>
<tr>
<td><strong>2003</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Central Coast Conservatorium</td>
<td>Guest artists for the concert series</td>
<td>Music</td>
<td>$3,000</td>
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<tr>
<td>Murray Conservatorium Centre Board of Management</td>
<td>The Alternative Music Series</td>
<td>Music</td>
<td>$4,000</td>
</tr>
<tr>
<td>Orange Regional Conservatorium</td>
<td>The music coordinator's position</td>
<td>Music</td>
<td>$18,000</td>
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<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>Tutors' fees for masterclasses</td>
<td>Music</td>
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</tr>
<tr>
<td>Orange Regional Conservatorium</td>
<td>The refurbishment of the conservatorium to include music rehearsal and training studios, stage 2</td>
<td>Premier’s Regional Capital Fund</td>
<td>$500,000</td>
</tr>
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</table>
## APPENDIX 7 — Association’s Proposed Funding Framework and Budget

### Tier Four (Teaching Hours: 450 to 600 hours)

<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Position/Description</th>
<th>Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Academic Management</td>
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<td>$40,000.00</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$262,500.00</strong></td>
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<tr>
<td>ICT</td>
<td>VC, Internet, Phone</td>
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<td>$6,000.00</td>
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<tr>
<td>Programs</td>
<td>Development Funding</td>
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<td>$100,000.00</td>
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<td>Buildings</td>
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<td>$80,000.00</td>
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<td>Professional Development</td>
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<td>$20,100.00</td>
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<tr>
<td>Fee Relief and Outreach</td>
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<td>$50,000.00</td>
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<tr>
<td><strong>Total Funding</strong></td>
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</table>

### Tier Three (Teaching Hours: 250 to 449 hours)

<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Position/Description</th>
<th>Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Director/CEO</td>
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<td></td>
</tr>
<tr>
<td>Finance Management</td>
<td></td>
<td>$45,500.00</td>
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<tr>
<td>Clerical Assistance</td>
<td></td>
<td>$30,000.00</td>
<td></td>
</tr>
<tr>
<td>Academic Management</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$200,500.00</strong></td>
<td><strong>$200,500.00</strong></td>
</tr>
<tr>
<td>ICT</td>
<td>VC, Internet, Phone</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Programs</td>
<td>Development Funding</td>
<td>$100,000.00</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Buildings</td>
<td>Rent, utilities, Maintenance</td>
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<tr>
<td>Fee Relief and Outreach</td>
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<tr>
<td><strong>Total Funding</strong></td>
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</table>

### Tier Two (Teaching Hours: 150 to 249 hours)

<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Position/Description</th>
<th>Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Teaching Director/CEO</td>
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</tr>
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<td>Finance Management</td>
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<td>$45,500.00</td>
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</tr>
<tr>
<td>Academic Assistance</td>
<td></td>
<td>$25,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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<td><strong>$140,500.00</strong></td>
</tr>
<tr>
<td>ICT</td>
<td>VC, Internet, Phone</td>
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<td>$4,000.00</td>
</tr>
<tr>
<td>Programs</td>
<td>Development Funding</td>
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<td>$50,000.00</td>
</tr>
<tr>
<td>Buildings</td>
<td>Rent, utilities, Maintenance</td>
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<td>$60,000.00</td>
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<tr>
<td>Professional Development</td>
<td></td>
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<td>$9,150.00</td>
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<tr>
<td>Fee Relief and Outreach</td>
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<td>$30,000.00</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
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<td><strong>$293,650.00</strong></td>
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</table>

### Tier One (Teaching Hours: 50 to 149 hours)

<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Position/Description</th>
<th>Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Teaching Director/CEO</td>
<td>$50,000.00</td>
<td></td>
</tr>
<tr>
<td>Finance Management</td>
<td></td>
<td>$45,500.00</td>
<td></td>
</tr>
<tr>
<td>Academic Assistance</td>
<td></td>
<td>$25,000.00</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$120,500.00</strong></td>
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<tr>
<td>ICT</td>
<td>VC, Internet, Phone</td>
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<td>$2,500.00</td>
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<tr>
<td>Programs</td>
<td>Development Funding</td>
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<td>$30,000.00</td>
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<tr>
<td>Buildings</td>
<td>Rent, utilities, Maintenance</td>
<td>$50,000.00</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Professional Development</td>
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<tr>
<td>Fee Relief and Outreach</td>
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<tr>
<td><strong>Total Funding</strong></td>
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<td><strong>$220,850.00</strong></td>
<td></td>
</tr>
</tbody>
</table>

Budget on following page
## Association of NSW Regional Conservatoriums’ Estimated Budget

### TIER FOUR (Teaching Hours: 450 to 600 hours)

<table>
<thead>
<tr>
<th>Regional Conservatorium</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Coast Conservatorium</td>
<td>$518,600</td>
</tr>
<tr>
<td>Mitchell Conservatorium</td>
<td>$518,600</td>
</tr>
</tbody>
</table>

**Funding for Tier 4** $1,037,200

### TIER THREE (Teaching Hours: 250 to 449 hours)

<table>
<thead>
<tr>
<th>Regional Conservatorium</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goulburn Regional Conservatorium</td>
<td>$425,925</td>
</tr>
<tr>
<td>Murray Conservatorium</td>
<td>$425,925</td>
</tr>
<tr>
<td>Orange Regional Conservatorium</td>
<td>$425,925</td>
</tr>
<tr>
<td>Riverina Conservatorium of Music</td>
<td>$425,925</td>
</tr>
<tr>
<td>Tamworth Regional Conservatorium of Music</td>
<td>$425,925</td>
</tr>
<tr>
<td>Upper Hunter Conservatorium of Music</td>
<td>$425,925</td>
</tr>
<tr>
<td>Wollongong Conservatorium of Music</td>
<td>$425,925</td>
</tr>
<tr>
<td>Young Regional School of Music</td>
<td>$425,925</td>
</tr>
</tbody>
</table>

**Funding for Tier 3** $3,407,400

### TIER TWO (Teaching Hours: 150 to 249 hours)

<table>
<thead>
<tr>
<th>Regional Conservatorium</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffs Harbour Regional Conservatorium</td>
<td>$293,650</td>
</tr>
<tr>
<td>Clarence Valley Conservatorium</td>
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</tr>
<tr>
<td>Macquarie Conservatorium</td>
<td>$293,650</td>
</tr>
<tr>
<td>Northern Rivers Conservatorium Arts Centre</td>
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</tr>
</tbody>
</table>

**Funding for Tier 2** $1,174,600

### TIER ONE (Teaching Hours: 50 to 149 hours)

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<th>Regional Conservatorium</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gunnedah Music Centre</td>
<td>$220,850</td>
</tr>
<tr>
<td>New England Conservatorium of Music</td>
<td>$220,850</td>
</tr>
<tr>
<td>South West Music Inc</td>
<td>$220,850</td>
</tr>
</tbody>
</table>

**Funding for Tier 1** $662,550

**SUB TOTAL** $6,281,750

### DET PROGRAM ADMINISTRATION COSTS

<table>
<thead>
<tr>
<th>DET Regional Conservatorium Grants Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment of a program administrator at PEO level</td>
<td>$120,000</td>
</tr>
<tr>
<td>Employment of a Clerk 7/8</td>
<td>$70,000</td>
</tr>
<tr>
<td>Provision of seed funding for emerging regional conservatoriums (Tier one)</td>
<td>$220,850</td>
</tr>
<tr>
<td>Association’s annual conference and committee meetings</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

**SUB TOTAL 1** $460,850

**TOTAL** $6,742,600
APPENDIX 8 — Equivalent Teaching Hours — Glossary and Weightings

WEIGHTINGS

The Equivalent Teaching Hours (ETH) measurement system is a network-wide system that allocates weightings to every accrued hour of paid teaching activity according to its type and how much work is involved in preparation and delivery. For example, a weighting of 1.00 ETH is allocated to every accrued hour of teaching students in a one-on-one basis, and the weighting of 6.0 ETH is allocated to every accrued hour of teaching and directing student performances. Tours are the only paid teaching activity without a specified ETH weighting. Instead the ETH for “Tours” is calculated by multiplying the number of touring days by the number of staff members. All other paid teaching activities have specified weightings and are listed below:

Regular Activities (Lessons)
- 1.0 ETH for every accrued hour of “Individual’s Lessons”
- 1.5 ETH for every accrued hour of “Shared Lessons” (two to five students).
- 2.0 ETH for every accrued hour of “Class Tuition”
- 2.5 ETH for every accrued hour of “Early Childhood Music”
- 1.5 ETH for every accrued hour of “Ensemble groups (three to eight students)”
- 2.25 ETH for every accrued hour of “Ensemble groups (nine to 20 students)”
- 4.0 ETH for every accrued hour of “Ensemble groups (21 or more students)”
- 4.0 ETH for every accrued hour of “Curriculum Based Programs”.

Non regular Activities
- 2.0 ETH for every accrued hour of “Workshops”
- 2.0 ETH for every accrued hour of “Masterclasses”
- 1.5 ETH for every accrued hour of “Internal Professional Development”
- 2.5 ETH for every accrued hour of “External Professional Development”
- 2.0 ETH for every accrued hour of “Residencies” (Artists in Residence)
- 2.0 ETH for every accrued hour of “Camps”
- 5.0 ETH for every accrued hour of “Staff Performances - Staff by Event”
- 6.0 ETH for every accrued hour of “Student Performances - Students by Event”
- 5.0 ETH for every accrued hour of “Performance Activities: Visiting Artists by Event”.

GLOSSARY

Regular Activities (Lessons)
- *Individual Lessons* are classified as one-on-one individual tuition, either vocal or instrumental. The ETH weighting for each hour is 1.0.
- *Shared Lessons* are classified as one tutor delivering music tuition to 2-5 students simultaneously. The ETH weighting for one hour is 1.5.
- *Class Tuition* is classified class-based music activities such as musicianship classes, large group instrumental classes (but not ensembles), music appreciation classes and music therapy classes. The ETH weighting for one hour is 2.0.
• **Early Childhood Music** is classified as designated early childhood or pre-instrumental classes. The ETH weighting for one hour is 2.5.

• **Ensemble groups (comprising three to eight students)** are classified as a rehearsing music ensemble with 3-8 members that has a performance outcome as its purpose. The ETH weighting for one hour is 1.5.

• **Ensemble groups (comprising nine to 20 students)** are classified as a rehearsing music ensemble with 9-20 members that has a performance outcome as its purpose. The ETH weighting for one hour is 2.25.

• **Ensemble groups (comprising 21 or more students)** are classified as a rehearsing music ensemble with 21 or more members that has a performance outcome as its purpose. The ETH weighting for one hour is 4.0.

• **Curriculum Based Programs** are classified as classroom-based music activities delivered by conservatorium tutors in schools in accordance with outcomes listed in the K-12 Creative Arts Syllabus. The ETH weighting for one hour is 4.0.

**Non regular Activities**

• **Workshops** are classified as a facilitated music activities sessions conducted by a recognised expert in an open forum. The ETH weighting for one hour is 2.0.

• **Masterclasses** are classified as open lessons conducted by a recognised “master” or expert in an instrumental or vocal area. The ETH weighting for one hour is 2.0.

• **Internal Professional Development** is classified as internal professional staff development delivered by conservatorium staff. The weighting for one hour is 1.5.

• **External Professional Development** is classified as training delivered to conservatorium staff by a recognised external expert or training provider. The ETH weighting for one hour is 2.5.

• **Residencies** are classified as external ensembles or residency programs. The ETH weighting for one hour is 2.0.

• **Camps** are classified as a conservatorium facilitated music camp. The ETH weighting for one hour is 2.0.

• **Staff Performance** is classified as the number of paid hours that conservatorium staff spent in performance on behalf of the conservatorium. The ETH weighting for one hour is 5.0.

• **Student Performance** is classified as the number of paid hours conservatorium staff spend attending and facilitating student performances on behalf of the conservatorium. The ETH weighting for one hour is 6.0.

• **Tours** are classified as intrastate or interstate travel and performances involving overnight accommodation. The ETH for Tours is calculated by multiplying the number of days by the number of staff members.

• **Visiting Artists** is classified as paid performances conducted by external artists on behalf of the conservatorium. The ETH weighting for one hour is 5.0.
APPENDIX 9 — Consultation with Community Stakeholders

All regional conservatoriums and music centres, except for Murray Conservatorium, provided submissions from stakeholders.

The submissions were from a wide variety of stakeholder groups and persons including Members of Parliament, Vice Chancellors and Heads of University Music Departments, mayors, local arts groups and businesses, school principals and teachers, parents, former students and other community members.

The stakeholders’ statements of support fitted into three broad categories:

- the provision of quality music education to students of all ages, and support for school music programs
- the role regional conservatoriums play in community building and the fostering of cultural life; and
- the contribution regional conservatoriums make to employment and business growth, and their significance in attracting families and professional people to live in country towns.

Most submissions were written in general terms, applauding the work of the conservatoriums. Of those that provided the numbers of students and tutors being supported by regional conservatoriums, most drew on the statewide figures used by the Association of NSW Regional Conservatoriums. Approximately 20 submissions included positive case studies of individual students’ music success that resulted from their enrolment in regional conservatoriums.

In summary, stakeholders were consistent in their positive comments about regional conservatoriums and their contribution to both music education and their communities. They also argued the case for increased government funding support for regional conservatoriums. About 10 per cent pointed to increasing management and salary costs with some respondents indicating awareness that the last major increase in government funding occurred in 2001.

Other points that were raised included:

- the amount of voluntary work undertaken by conservatoriums’ music tutors
- the need in some conservatoriums for improved facilities including buildings
- the particular contribution of regional conservatoriums to early childhood music education
- the successful use of videoconferencing in the tuition of individual students
- the music activities, such as ensembles of all sizes, provided by regional conservatoriums that are not easily replicated by private music teachers; and
• claims that regional conservatoriums address equity issues such as low socio-economic status of families, Aboriginality and cultural diversity, remoteness and isolation
• advice from the Conservatorium Mid North Coast (a conservatorium not funded under the Regional Conservatorium Grants Program) that it will seek recurrent funding from the Department of Education and Training in the near future.

STATISTICS

• The Association of NSW Regional Conservatoriums provided 207 stakeholder submissions
• The highest number refer to the Riverina Conservatorium of Music (46 = 22 per cent)
• The most represented stakeholder group is individual community members including parents (59 = 29 per cent)
• The second most represented group are other arts organisations and local businesses (54 = 26 per cent)
• State and Federal Members of Parliament provided 13 submissions.
• About 6 per cent of submissions link regional conservatoriums to the achievement of State Plan priorities

The following charts detail the approximate frequency that selected issues are mentioned in submissions.

Charts detailing the number and per centages of submissions received sorted by stakeholder group follow.
Frequency of mention in stakeholders' submissions

- Young People
- Music Education
- Support for schools
- Cultural Life
- Quality Tuition
- Community Development
- Employment, Business and Population
- Community Members
- Partnerships
- Safety, Personal Growth
- Drought and hardship
- Increasing Costs
- Success Stories
- Scholarships
- Only general comments
- State Plan
- Only general comments

Frequency of mention ranges from 0 to 120.
## Approximate frequency of explicit mention in stakeholder submissions

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Percentages of stakeholder submissions by Regional Conservatorium as at 26 September 2008

- Riverina (Wagga Wagga): 22%
- NECOM: 12%
- South West Music (Deniliquin): 9%
- Goulburn: 7%
- Orange: 6%
- Clarence Valley: 6%
- Macquarie (Dubbo): 5%
- Central Coast (Gosford): 5%
- Wollongong: 5%
- Mitchell (Bathurst): 5%
- Tamworth: 3%
- Upper Hunter: 2%
- ALL: 2%
- Gunnedah: 1%
- Murray (Albury): 0%
- Northern Rivers: 4%
- Young: 4%
- Wollongong: 5%
Percentages of submissions by stakeholder group as at 26 September 2008

- Individual (incl parents): 29%
- Arts Org/business: 26%
- RC Board/staff: 10%
- Gov School: 10%
- NonGov School: 7%
- MP: 6%
- Local Govt: 6%
- University: 5%
- DET: 1%
APPENDIX 10 — Consultation with Regional Conservatorium Stakeholders

To consult with regional conservatoriums and music centres the following field trips and video conferences were conducted. Further information regarding the field trips is at Appendix 13.

Committee representatives visited Wollongong Conservatorium of Music on 27 October 2008 and met with the Director, staff, university representatives and students. The President of the Association of NSW Regional Conservatoriums and a representative from the Department of Education and Training’s Illawarra and South East Regional Office, Ms Ann Henniker, also attended.

Mr Ray Gillies, the Department of Education and Training’s Senior Officer Supporting the Review, visited Tamworth Regional Conservatorium of Music, Gunnedah Music Centre and New England Regional Conservatorium of Music on Monday 2 November and Tuesday 3 November 2008. Mr Gillies was accompanied by Ms Julie Rees from the Department of Education and Training’s New England Regional Office.

Committee representatives visited Orange Regional Conservatorium on Thursday 6 November 2008 and met with the Director, staff and students. A representative from the Department of Education and Training’s Western NSW Regional Office, Mr Nigel Irvine, also attended.

The President and Treasurer of the Association of NSW Regional Conservatoriums’ Committee made a one hour face-to-face presentation to the Committee on Friday 7 November 2008. The President and Treasurer also met with the Committee Chair on 4 December 2008.

New England Conservatorium of Music made a one hour video conference presentation to the Committee on Friday 7 November 2008.

All 17 regional conservatoriums and music centres were invited to make a video conference presentation to the Committee. The following organisations accepted the invitation and made 30 minute video conference presentations to the Committee on Monday 10 November 2008:

- Central Coast Conservatorium
- Coffs Harbour Regional Conservatorium
- Goulburn Regional Conservatorium
- Macquarie Conservatorium
- Northern Rivers Conservatorium Arts Centre
- Riverina Conservatorium of Music; and
- South West Music Centre.
APPENDIX 11 — The Review Committee

Committee
Ms Tanya Gadiel MP
Deputy Speaker
Member for Parramatta

Mr Bill Anderson
Assistant Director, Strategic Initiatives
Department of Education and Training

Ms Shirley Lean
Director of Operations and Strategy
Department of State and Regional Development
Regional Development Division

Ms Mary Darwell
Executive Director
Arts NSW

Officers Supporting the Review Committee
Mr Ray Gillies
Senior Officer Supporting the Review
Department of Education and Training

Ms Karla Leen
Management Team Support Officer
Department of Education and Training
APPENDIX 12 — Meetings

Committee meetings were held on the following dates:

- 9 September 2008
- 10 October 2008
- 7 November 2008
- 10 November 2008
- 5 December 2008; and
- 5 March 2009.

The Committee also met on field trips (Appendix 13) and convened on Monday 10 November 2008 to hear video conference presentations from participating regional conservatoriums.
APPENDIX 13 — Field Trips

FIELD TRIPS

- **27 October 2008**
  Ms Tanya Gadiel MP, Ms Shirley Lean, Ms Mary Darwell, Mr Bill Anderson, Mr Ray Gillies and Ms Ann Henniker visited Wollongong Conservatorium of Music.

- **2 November 2008**
  Mr Ray Gillies and Ms Julie Rees visited Tamworth Regional Conservatorium of Music, Gunnedah Music Centre and New England Conservatorium of Music.

- **3 November 2008**
  Mr Ray Gillies continued the visit of New England Conservatorium of Music.

- **6 November 2008**
  Ms Tanya Gadiel MP, Mr Ray Gillies and Mr Nigel Irvine visited Orange Regional Conservatorium.
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<th>Department</th>
<th>Contact name</th>
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<tr>
<td>Australian Capital</td>
<td>Department of Education</td>
<td>Naida Blackley Principal, Instrumental Music Program</td>
<td>02 6205 8265</td>
<td><a href="mailto:naida.blackley@ed.act.edu.au">naida.blackley@ed.act.edu.au</a></td>
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<tr>
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<tr>
<td>New South Wales</td>
<td>Department of Education and Training</td>
<td>Michael Costello, Manager, Regional Conservatorium</td>
<td>02 9266 8158</td>
<td><a href="mailto:michael.costello@det.nsw.edu.au">michael.costello@det.nsw.edu.au</a></td>
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<td>Louise Barkl, Manager, The Arts Unit</td>
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<tr>
<td>Northern Territory</td>
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<td>08 8985 0871</td>
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<tr>
<td>Queensland</td>
<td>Department of Education, Training and the Arts</td>
<td>Mike Taylor, Principal Education Officer Curriculum</td>
<td>0409 257 618</td>
<td><a href="mailto:mike.taylor@deta.qld.gov.au">mike.taylor@deta.qld.gov.au</a></td>
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<td>South Australia</td>
<td>Department of Education and Children’s Services</td>
<td>Frances Dennis, Manager, Instrumental Music Service</td>
<td>08 8226 1087</td>
<td><a href="mailto:frances.dennis@ims.sa.edu.au">frances.dennis@ims.sa.edu.au</a></td>
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<td>Suzanne Rogers</td>
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<td><a href="mailto:suzanne.rogers@musicfest.sa.edu.au">suzanne.rogers@musicfest.sa.edu.au</a></td>
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<td>03 6233 5012</td>
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This report was prepared by the Department of Education and Training, Arts NSW and the Department of State and Regional Development as the Committee for the 2008 Review of Regional Conservatoriums and the Regional Conservatorium Grants Program, and approved for the information of the Minister for Education and Training by Ms Tanya Gadiel MP, Deputy Speaker, Member for Parramatta and Chair of the Committee for the Review on 27 March 2009.
APPENDIX 16 — Sources of Information

- Submissions from the Association of NSW Regional Conservatoriums (February, May, December 2008)
- 2008 Survey of Regional Conservatoriums
- Stakeholder submissions provided by the Association of NSW Regional Conservatoriums
- Regional conservatoriums audited Annual Reports for the 2007 calendar year or 2007/08 financial year
- Regional conservatoriums’ strategic plans and business plans where available
- 2008 Reporting Package Forms C and D responses from regional conservatoriums
- Meetings with the Association of NSW Regional Conservatoriums
- Field trips to four regional conservatoriums and one music centre
- Video conference presentations by seven regional conservatoriums
- Historical data held by the Department of Education and Training
- Briefings on support provided to regional conservatoriums by Arts NSW
- Briefings on support provided to regional conservatoriums by the Department of State and Regional Development
- Interview with the NSW Board of Studies
- Interviews with Curriculum K-12 Directorate and The Arts Unit, Department of Education and Training
- Telephone interviews education departments in other states and territories
- Department of Premier and Cabinet (2008) Guide to Grants Administration, NSW Government
- The State Plan
- Department of Education and Training Corporate Plan and Office of Schools Plan
- Board of Studies NSW Syllabuses, and