



Annual Report 2017 - 2018

**Presented to the Annual General Meeting
Tuesday 25th September 2018**

TABLE OF CONTENTS

Annual General Meeting AGENDA.....	4
Minutes of the ANNUAL GENERAL MEETING 2017	5
RCM Chair's Report for 2017/ 2018.....	8
RCM Treasurer's Report 2017/ 2018.....	13
RCM CEO's Report for 2017/ 2018	14
RCM Vocal Department Report 2017/ 2018	22
RCM Strings and Guitar Department 2017/ 2018.....	25
RCM Public School Program Report 2017/ 2018.....	27
RCM Woodwind and Brass Department Report 2017/ 2018.....	30
RCM Piano and Music Craft Department Report 2017/ 2018.....	37
RCM Curriculum Council Report 2017/2018.....	39
RCM Finance and Administration Department Report 2017/ 2018.....	40
Riverina Conservatorium of Music Staff 2017/2018.....	43
RCM Senior Executive	43
Administrative Staff.....	43
Teaching Staff 2017/2018	43
Board of Management – Directors 2017/ 2018.....	46
Company Secretary	46
Patrons	46
Appendix 1: Financial Reports.....	48

Riverina Conservatorium of Music Limited.
A.C.N. 167 689 938

Annual General Meeting AGENDA

Wednesday 27th September 2017

7.30 PM Bannister Room

1. Welcome
2. Apologies
3. Confirmation of the Minutes of the Annual General Meeting held on
Wednesday
27th September 2017.
4. Business Arising from AGM Minutes 27th September 2017
5. Chair's Report
6. Director's Report
7. Treasurer's Report
8. General Business
9. Changes to Section 3.3 Board Composition of the Constitution of the Riverina
Conservatorium of Music Limited.
10. Appointment of Auditors for 2018/2019
11. Setting of the 2018/19 Membership Fee
12. Election of 2018/2019 Riverina Conservatorium of Music Limited Board of
Directors
13. Close of Meeting

Riverina Conservatorium of Music LTD.

Minutes of the ANNUAL GENERAL MEETING 2017

Wednesday 27th September 2017 at 7.30pm

Present:	Hamish Tait, John Harding, Wayne Geale, Malcom Allen, Venita Riordan, Monique Shephard, Robyn Thurston, Andrew Wallace, Jane Goddard, Danielle Pasco.
Apologies:	None received.
Meeting Opened:	7.30pm Meeting chaired by Andrew Wallace. Minutes recorded by Venita Riordan
Confirmation of the Minutes:	Confirmation of the Minutes of the 2016 Annual General Meeting
Motion:	That the amended Minutes of the Annual General Meeting of 18 th September 2016 be confirmed as a true and accurate record of that meeting.
Moved:	Monique Shephard
Seconded:	Jane Goddard
Carried:	A.I.F
Business Arising:	No business arising.
Chairperson's Report:	The RCM Chair Dr Andrew Wallace presented and gave an overview of his report as tabled.
Motion:	That the Chairman's report be accepted.
Moved:	Andrew Wallace
Seconded:	By Acclamation
Carried:	A.I.F
	The RCM Chairman gave a further special mention of thanks to John Harding for his 20 years of dedicated service as an RCM Board Member.
Director's Report:	Director presented and gave an overview of his report as tabled.
Motion:	That the Director's report be accepted.
Moved:	Hamish Tait
Seconded:	By Acclamation
Carried:	A.I.F
	The Director gave sincere thanks to the following;

	Andrew Wallace for his committed support and passionate interest in the RCM. The RCM Executive team, Jeff Donovan and Venita Riordan. Wayne Geale as the Treasurer. John Harding for his years of service as a very valued board member. Monique Sheppard for her tireless proofing and for stepping into the role of Deputy Chair To all the board members and their dedication and commitment to the RCM.
Financial Report:	Treasurer presented the Financial Reports.
Motion: Moved: Seconded: Carried:	That the Financial reports be accepted. Wayne Geale Robyn Thurston A.I.F
	Wayne Geale noted that although the Profit and Loss reflects a Deficit of \$57K this has not impacted on our current cash positions due to this stemming from adjustments being recognising and expenses and accruing costs into the appropriate year. The main areas that caused this result were Increase in Long Service Entitlements Liability coming into account with staff meeting their fifth-year anniversary, full payroll salary value being accrued this year, and an error in the reversion process from the trial period of the ASAP online database system. However, it is still reflective that the RCM is growing with a significant increase in the tuition income values compared to previous years. Andrew gave thanks to Wayne for the monitoring of the organization's financial affairs.
General Business:	No General Business discussed
Appointment of the Auditor:	Appointment of the 2017/2018 Auditor for the RCM
Motion: Moved: Seconded: Carried:	That National Audits Group be reappointed as the RCM's 2017/2018 Auditor subject to receiving letter of appointment. – which will be presented by the treasurer at the next board meeting. Andrew Wallace Malcom Allen A.I.F Noted: Should the board wish to put out to tender for the appointment of new Auditors for 2018/2019 this would need to be actioned in January of 2018.

Riverina Conservatorium of Music Ltd Annual Report 2017/2018

Membership Fee:	Membership Fee for 2018/2019
Motion: Moved: Seconded: Carried	To accept membership Fee for 2018 at \$2. Andrew Wallace Robyn Thurston A.I.F
Election of the Board of Director's:	
Elections:	3 Nominations for election Jane Goddard, Malcom Allen and Danielle Pasco.
Motion:	To accept that the 3 nominations and declare the positions filled.
Moved: Seconded: Carried:	Wayne Geale Robyn Thurston A.I.F
Next AGM:	Tuesday 25th September 2018 at 7:30pm
Meeting Closed:	8:25pm: The RCM Director thanked everyone for attending.

RCM Chair's Report for 2017/ 2018

Last year the Board reported on a time of uncertainty and change. This year is very different. Our work in finding a new home for the RCM has been rewarded, and we hope to be on our new site in time to meet our commitments to vacate our current site. Our new home is located at #1 Simmons Street, Wagga Wagga – on Wollundry Lagoon at the centre of our city (see map below).

Location of the RCM site at #1 Simmons Street, Wagga Wagga.



The South Campus of Charles Sturt University (CSU) has been sold. CSU will subsidise our accommodation on South Campus in the short term, but we look like beginning our teaching on our new site by the end of 2019.

It has been an exciting year. We have continued to have exceptional support from our local member, Mr. Daryl Maguire, though in recent weeks we have directed our attention to our Premier, the Hon Gladys Berejiklian. The NSW Government has made our new site available on a long-term lease for the RCM to continue our work locally and across the Riverina.

Our funding has come in two stages. The first stage involves \$10million. Under this stage the site which was previously the home of the RMS, has been rededicated as the new home for the RCM (on a long-term lease from the NSW Government). Also, under this stage, all planning for the site will be completed – a process which is now underway. Finally, the main building on the site (Building 1 shown in the aerial photograph below) will be rebuilt internally as the teaching/learning centre for the RCM, along with our Administrative centre and rehearsal spaces. This work should be completed in time for us to begin our work on the site in 2020.

Stage 2 is based upon a second grant of \$20.4million. It should begin during 2019 and can occur concurrently with Stage 1. It will involve the removal of the buildings marked with a 2 in the aerial photograph below. These buildings will be replacing with a purpose-built recital hall complex, including the recital hall itself (250-300 seat) plus other performance spaces, entertainment areas, a dedicated early childhood

music education centre and storage spaces.

The RCM site at #1 Simmons Street, Wagga Wagga.



The design of our new complex will become clear over the next few months as detailed architectural proposals are prepared. At this stage we only have concept drawings, as shown in the sketch below.

High -level sketch of the new RCM along Johnston Street, Wagga Wagga



Our Strategic Plan

We continue to work with our current *Strategic Plan*, though the Board has begun preparations for the major changes which will impact upon the RCM over the next few years. There are potential issues before us with the extra expenditure and organisational changes associated with the move and consolidation the work of the RCM on our permanent site.

Details of our current work under the *Strategic Plan* are reflected in the substance of our CEO's Report, especially with regard to the systematic development of teaching and performance. Our work will clearly change as we move to our new site.

In my report last year, I also mentioned that our funding is becoming more critical. I referred to the fact that there have been no changes to the Regional Conservatoriums Grants Program to support our programs over the last ten years, despite escalating costs and increased expectations made upon us by government. The issue of funding for the Regional Conservatorium network are currently under negotiation with government.

At this AGM the Board will also make recommendations under our new *Life Membership* strategy. We will bring four names before the AGM to begin this initiative. We are excited that we can recognise the incredible work that has been done by very special people in our community to support the RCM over the years. Details of our *Life Membership* strategy are available on the RCM website.

Our staff

The Board has been very aware of the extra demands placed upon our staff as we move to our new site, along with the expansions to our teaching programs. This has been a big year, but the reality is that there will be more to do as we move to Simmons Street.

We anticipate that all our programs will expand after the move. We expect that will happen because our visibility in our community will be much greater, and we will have an expanded ability to provide a range of concerts and performance opportunities for our community and region. Exciting times are ahead, but at the centre of these is our wonderful staff.

There have been some changes to our staff over the year. We have welcomed new staff, some of whom are alumni of the RCM:

- Jessy Alce - Admin
- Dr Harold Gretton - Classical Guitar
- David Wilson - Contemporary Guitar
- David Chaston - Cello
- Phoebe Xeros - Piano
- Olivia Grosfeld - Clarinet/ Saxophone

We must also thank a number of staff members who have moved onto new fields:

- Jeff Donovan – Our long-serving Associate Director, Head of Strings and teacher - Classical Guitar
- Kathleen Collins – Our long-serving administration office
- Grace Wong - Piano
- Klaus Bussman - Guitar

To the supporters of change we offer our thanks

It is always a joy to take the opportunity to thank the many people who have also worked so hard over the past year. We must again offer our sincere thanks to our Director, Mr. Hamish Tait, who continues to work tirelessly on our behalf. Not only has he continued to support our work over the year in his usual wonderful way, but he has accepted a role at the state level with the Association of Regional Conservatoriums. He continues to raise our profile and standing in both music education and performance. Thank you Hamish!

Our executive team also deserves our special thanks for their work. There have been changes to organisation, with our new Deputy Director (Teaching and learning) Jenny Binovec, and our new Deputy Director (Finance and Administration) Venita Riordan. Jenny also remains our Head of Woodwind, Brass and Percussion and we must thank her along with our other Heads of Department Jo Burrows, Marie-Cecile Henderson and Tamaris Pfeiffer. Our leadership team has led our RCM team wonderfully over the past year – and we are so grateful.

We also express our thanks to all our teachers and administration specialists – our RCM is the result of their work, and we celebrate their combined efforts today. We must also express special thanks to Wayne Geale along with Hamish Tait and Venita Riordan who make up our financial team. They continue to support our work as well as overseeing our finances.

We have also had the support of the Wagga Wagga City Council. We would like to especially thank our mayor Mr. Greg Conkey, General Manager Mr. Peter Thompson, and Council's representative on our Board, Councilor Yvonne Braid. They have really provided very solid support for the RCM over our initiatives to urgently address our accommodation issues, and to engage with the RCM as we work within our community.

I have already mentioned our local member Mr. Daryl Maguire. Mr. Maguire has been a great friend to the RCM over the year, and we are sad to see him leave his role. He has been instrumental in our success regarding our new site.

We also thank Charles Sturt University for their support as we move to new accommodation. There has been a genuine attempt to support the RCM through this new phase in our work, and we know that the partnership developing between the RCM and CSU will continue into the future.

Finally, we must also thank each member of the Board for the support and dedication

offered over the last year to strengthen and promote our programs. It is also with sadness that Monique Shephard has had to step down from the Board due to work and study commitments. Monique, along with her family, have been an incredible support to the RCM over many years.

Without the work of the Board the RCM would simply not exist – we owe them all a round of applause for their gifts to our community, and we look forward with anticipation to all that our new year brings.

Dr Andrew R. Wallace

Chair: Riverina Conservatorium of Music Limited.

RCM Treasurer's Report 2017/ 2018

The period under review has seen us consolidate our strong financial position after the previous year's substantial loss.

We did record a small loss of \$5,428.08 that was significantly less than our budget projections.

A comprehensive review of our administrative operations and some significant senior staff movements / advancements were able to be accommodated within this end result.

Grants received were up slightly in a very difficult operating environment. It should be noted that for the first time CSU grants have virtually ceased, however, we still greatly benefit from the subsidised rent that they provide without which the Conservatorium would not be able to operate.

Once again tuition fees exceeded 1 million dollars again confirming the continued growth of the organisation and the value placed on our services by the communities we work in.

The community and general concert series continue to be wonderfully supported with both income and audience numbers in excess of last year.

Whilst expenses increased by \$23,000 they included a number of extraordinary items, including redundancies, and these costs were contained by the very prudent oversight of the Director and the Deputy Director Finance.

We now move into a period of great excitement and financial challenge with the securing of our new accommodation. There will be many unknown costs for us to face as we make this move and determine how to continue to finance our operations. With the support of the Board and our Teaching fraternity I am sure the dream of a first class conservatorium and concert hall will overcome any challenges that we have.

My thanks go to the other members of the Finance Committee Venita Riordan and Hamish Tait whose knowledge and commitment to quality financial outcomes and accountabilities continue to be a valued asset to the Conservatorium.

Mr. Wayne Geale OAM

Treasurer: Riverina Conservatorium of Music Limited - September 2018

RCM CEO's Report for 2017/ 2018

Introduction

2017 – 2018 has been an exciting year for the RCM. The announcement in February that we would receive \$10 million for Stage 1 of our building project allows the RCM to plan for the long term. The further announcement in August of an additional \$20 million has meant that planning is now for one of the most sophisticated and well-equipped conservatoriums in Australia.

This report will examine the RCM's achievements and challenges against the Key Performance Areas of the RCM's Strategic Plan 2016 – 2019. On the broad level we have been continually achieving our goals. While the pathway has had to change at times, our aim to provide leadership, resources and expertise to support lifelong music education and making has been achieved. I am confident that as an organization we provide the highest quality music education and performance in the region.

Music Education Programs

Curriculum development

The RCM's Music Education Curriculum continues to be a major area of development and conversation at the RCM. We continue to be the only NSW Regional Conservatorium actively implementing a holistic curriculum with significant staff uptake and student engagement.

However, over the past twelve months we have reduced pressure on the development of the curriculum to allow more people to engage with the process. We observed, over the preceding several years, that while staff are excited by the curriculum process, they were being left behind as development of new content and structures surged forwards. Exacerbating this has been a large number of new staff joining the RCM. Many of these newer teaching staff come with little or no experience in working within a curriculum framework.

Despite this, several departments have taken significant steps forward. In particular is the high application of RCM curriculum principles in the keyboard department. It is fair to state that almost as many keyboard students are engaged in the RCM Curriculum process as are engaged in the AMEB system. This represents a significant shift in teaching practice and attitudes towards the RCM's more holistic approach to student development.

Both the vocal and string departments are also utilizing the RCM's curriculum structures with over 30 students progressing in terms 1 & 2 this year to a new level. This number is significant because there are no AMEB examinations held in the first half of the year and demonstrates an eagerness for engagement and progression.

The Brass, Woodwind and Percussion Department has had the most significant changes in personnel over the past two years. Consequently, the ability to integrate curriculum has been very challenging. This is exacerbated by the high number of students learning in school band programs.

The RCM is embarking upon a fresh look at the curriculum over the coming months. The Heads of Department are exploring ways to reduce additional administration

generated by assessment and student activity recording. The HODs are also looking for ways to better integrate elements of the AMEB syllabi and assessment processes into the curriculum to offset the need for an additional assessment where a student has successfully recently completed an AMEB examination.

Pedagogical Training

The development of teachers' pedagogical skills has become a priority over the past several years. We are now incorporating professional development in pedagogy into most staff training days. At the start of 2018 we partnered with Yamaha to present leading conductor and band director Dr Robert McWilliams. Dr McWilliams led staff through a range of techniques to support band conducting and ensemble management.

In addition to Dr McWilliams, the RCM has forged a close working relationship with its Patron Graham Abbott. In addition to his role as one of Australia's leading conductors, Graham is increasingly sought after as a music educator. Graham's close collaboration with Richard Gill over many years has positioned him as a leading spokesperson for music education in Australia.

Graham has now completed two highly successful workshop weekends for the RCM and its ensembles. The most recent project culminating in a wonderful concert at St Johns Anglican Church. Graham not only worked closely with the ensembles but found time to sit with teaching staff and provide valuable insights into conducting, working with groups and overcoming challenges.

Excellence in achievement

In recent years we have often spoken of the amazing results achieved by our senior students. While this tradition is continuing the RCM has also seen significant changes in the Brass and Woodwind Department under the leadership of Jennifer Binovec. Coming to the RCM in 2016 as a Clarinet/ Saxophone teacher, Jenny has since taken on leading roles as the Head of Department for woodwind and brass and as Deputy Director for Teaching and Learning.

Under her leadership the Woodwind and Brass Department has grown significantly with many new staff and an expanding array of ensembles. The RCM Saxophone Ensemble, in particular, has become a flagship ensemble for the RCM. Its highly polished performances and wide repertoire have set it apart and is earning the ensemble and the RCM a reputation of excellence across the community.

The RCM's Youth Orchestra under Brett Thompson has also thrived and is slowly earning the mantle as the RCM's flagship student ensemble. This was most evident when Graham Abbott recently visited and conducted a performance of the first movement of Beethoven's Fifth Symphony. A difficult work for any orchestras, the RYO gave a convincing and exciting performance that we, as the RCM community, can be very proud of.

Past students

In examining the RCM's achievements over the past twelve months I believe it is important to look at where our past students are going. In particular, I would like to

acknowledge returning students who, after having completed their tertiary studies, have returned to Wagga and the RCM to establish their careers. On staff right now are five young teachers and performers who are alumni of the RCM.

Videoconferencing

For the past fifteen years I have talked endlessly about the function of Videoconferencing at the RCM. This technology continues to be central to our programs and our reach across the Riverina remains strong with students from Tumbarumba, Tumut, West Wyalong, Leeton, Griffith, Leeton, Naranderra and Junee all engaging in their weekly lesson with their RCM teacher “via VC”.

Links with Schools

Public School Programs

The RCM continues to be a leader in the provision of music education in Riverina schools. Almost every school in the district is utilizing services provided by the RCM and numerous schools have students engaged at the RCM in some fashion or another. We have a number of flagship programs at Lake Albert, Koorringal and Sturt.

Over the past several months we have also been more engaged with the South Wagga Public School band program and have increasing numbers of students at Wagga Wagga Public.

At the end of 2017 there was serious discussion about redeveloping the band program at Mount Austin Public but changes in the school have led them to disband the program completely and dispose of the instruments they had acquired.

We have long determined that the attrition of students from music education at the transition to High School is too high. In order to address this, we are working closely with the new principal of Koorringal High School to re-engage year 7 & 8 students who have stopped learning after having been previously engaged in one of the RCM’s Public-School Band programs. This project will have its first major event later this year at the Koorringal High School Presentation evening.

In her role as Deputy Director, Jenny Binovec has been working to document the RCM’s band programs. This project has been driven by the need to have readily available materials for new schools coming online and for existing programs to streamline their bands. The resulting document outlines the various models available to schools enabling more flexible options for schools coming online. Additionally, Jenny is working to produce a *roles and responsibilities* manual for schools to better understand the complex relationships between the RCM, schools, parents and students.

At the end of 2017 the RCM once again hosted its annual DoE combined schools band day. A further feather in Jenny’s cap, this project brings together almost 150 public school students for workshops and combined performances. This project will be repeated in November 2018.

Key Challenges in the future

The RCM’s ability to engage students in lower socio-economic schools is increasingly limited. Without further funding from the Department of Education the RCM has little to no ability to underwrite lessons for children from low SES

backgrounds. This also limits the RCM's ability to engage more meaningfully with the Aboriginal and CALD communities.

Ongoing growth is also limited by the availability of suitably qualified teaching staff. While there is evidence that further growth in existing programs is possible, the lack of staff willing to move to regional areas massively limits the RCM's capacity to grow at the stipulated 20% every three years as required by the Department of Education.

Performance

For almost thirty-seven years the RCM has been a leading provider of live music performance in the Wagga Wagga and Riverina communities. Over the twelve months from July 2017 to June 2018 the RCM's combined student, staff and visiting artists programs amounted to 252 separate performance events. Over a forty-week teaching period this equated to nearly 6 performances each week.

Student performances are at the center of the RCM's performance programs. Of the 252 performance 197 were student performances. On occasional Friday evenings the RCM can host up to four student recitals with three running concurrently in the Bannister Room, Upstairs Classroom and Studio 3 (Jo Burrows studio). The increase in student recital participation is reflective of a more performance orientated teaching staff and a greater awareness, through curriculum, of the value of performance as an educational strategy.

Student performances also include the multitude of performances conducted by the various RCM Ensembles. Performances by ensembles are as diverse as the ensembles themselves ranging from competition performances by Murrumbidgee Magic, Citizenship Ceremonies by the Chamber Choir and drought relief performances by the Saxophone ensemble.

The Lunchtime Concerts continue to be enormously popular. With a diverse array of performances by local, national and student performers, the 2018 Lunchtime Concert series had just on 1000 people attending concerts in venues right across the city. Of particular note is the increase in student participation in the series. In 2018 the series included performances by the Saxophone ensemble, the Riverina Brass Group and the Rising Stars recital featuring scholarship students.

A number of years ago the RCM set out to engage every staff member in professional level performance of some sort. We now achieve this goal almost every year. Staff continue to grow as performers and with the inclusion of international performers like Dr Harold Gretton the performance profile of the RCM has risen dramatically.

Further, staff are encouraged to tour and take their programs further afield. In January 2018 Dr Lauren Davis and RCM Director Hamish Tait toured North America performing in upstate New York, San Francisco and Pennsylvania. Lauren and Hamish presented violin and piano recitals in New York state before joining musicians from California and Pennsylvania for recitals in San Francisco, Elizabethtown and Oakland. The tour was organized by a group of alumni from Oberlin Conservatory in Ohio. Future tours are already being planned for Australia

and Europe in coming years.

Partnerships

Central Queensland University

The RCM's close relationship with Central Queensland University took a major step forwards in 2018 with the RCM now being able to offer students a full Bachelor of Music through the partnership. We currently have two students enrolled in this degree and a number completing the Diploma of Music. The RCM is the only location off-campus from Central Queensland University where the Bachelor of Music is being offered.

St John's Anglican Church

St Johns Anglican Church has long relationship with the RCM. Over the past twelve months this relationship has been solidified through and Memorandum of Understanding that supports both the RCM's and the Church's activities. Central to this agreement has been the provision by the RCM of performers to support the liturgy during services. This choral support enhances the worship experience while also providing senior RCM vocal students with a rare opportunity for regular performance and community engagement.

Additionally, the MOU has allowed the RCM to utilize the Church's wonderful acoustic and ambience for performances including the recent ensembles concert featuring Graham Abbott.

The Church also recently purchased a new Grand Piano of suitable quality for the RCM to utilize for professional performances. The piano was well used through the Lunchtime Concerts and recently in a church fundraising concert with Marie-Cecile Henderson.

Branding

Print and Television media continue to be key elements of the RCM's marketing and branding activities. However, print media in Wagga has become extremely unreliable and the RCM has directed its marketing activities away from any reliance upon print media. Television is little better and our ability to draw interest from these media outlets is almost nil.

Mail Chimp and social media tools continue to drive the RCM's branding activities. The combination of website, mail-chimp services and Facebook allow us to reach most of the RCM's marketplace.

Human Resources

Throughout the last year the RCM's Senior Executive has been massively revised. With Jeff Donovan's retirement at the end of 2017 we reviewed the current structure and re-position several key roles to provide better support and flexibility. These changes were also designed to allow better management of a growing organization.

The New Senior Executive Structure removed the Associate Director's position and restructured the Head of Schools position into the role of Deputy Director Teaching and Learning. The Head of Finance and Administration was also restructured to

reflect the high-level accounting and administrative responsibility of the organization.

The two new Deputy Directors are Jenny Binovec and Venita Riordan in the roles of Teaching and Learning and Finance and Administration respectively. Not without its challenges, the new structure does allow for more high-level delegation and devolved decision making.

With Jeff's departure the Head of Strings and Guitar position also become open. Tamaris Pfeiffer was the successful applicant and has acquitted herself admirably over the past year in the new role.

In 2017 Venita Riordan proposed a new RCM Administrative Structure to better meets the needs of teaching staff and customers. This re-structure saw the redefining of key roles in reception, staff services and marketing. As part of this process we saw the retirement of Kathleen Collins and the appointment of Jessy Alce.

It is an unfortunate element of an organization that people leave to pursue other things. In some cases, this departure comes after many years of service. In the case of Jeff Donovan thirty years of service!

It was an emotional departure for me personally to have Jeff Donovan retire. We have worked collaboratively without trouble for 15 years. We wish Jeff well on his new adventure and hope his new projects in Bermagui go according to plan!

Physical Resource Management

Communications and ICT to support staff

Over the past several years the rise of cloud computing as slowly highlighted the limitations of the RCM's server-based system. After repeated outages, ADLS and server crashes the RCM upgraded to both Google Suite and the NBN.

The NBN upgrade has brought massive improvements in internet stability and speed. Implementing the G-Suite System has significantly improved staff communications, file sharing, email security and stability.

New Building Project

As reported by the Chair, the RCM is incredibly excited by the opportunities ahead through the new building developments at 1 Simmons Street. We are currently exploring the internal consultative processes and Heads of Department have already been engaged in conversation about facilities, resources, equipment and needs. The coming twelve months will be a period of discovery and discussion as we explore what we need, how we can utilize spaces and how we move forwards.

Instruments

Larger instruments are in constant demand and are exposed to a significant workload. As we look towards the new building it is hoped that new pianos and larger instrument infrastructure can be replaced. The existing inventory of pianos is now quite old by institutional standards and many of the upright and grand pianos are approaching their end of life.

We have recently undertaken to replace the complete Timpani set. With the development of the Youth Orchestra over the past two years the Timpani are increasingly utilized. Finance **Committee** has recently approved the purchase of the remaining two new Timpani which will complete the set.

Financial and Administrative Resources

Finance Committee and Financial Management

In her role as Deputy Director Finance and Administration, Venita Riordan keeps the wheels on an incredibly tight budgetary environment. Over the past two years, the ability of the RCM to push past purely breaking even has become more complex with higher staffing costs and a devalued funding dollar.

Venita's work over the past twelve months has allowed the RCM to limit its forecast deficit position 2.7% to less than .3% of operating costs. A remarkable achievement and a testament to Venita's tight budgetary controls and organizational understanding.

I would like to express my thanks to Wayne Geale for his governance oversight of the finances. Asking the right questions and keeping Venita and I alert to changes and movements of direction in the financial reports before they go to board.

DoE Funding Triennium

I will allow the Treasurer to discuss the financial performance and position of the RCM in his report. I will take a few words to highlight that the RCM is currently at the end of year two of the Triennium Funding Period within the Regional Conservatoriums Grants Program administered by the NSW Department of Education. In March 2019 we will have to re-apply to be part of the funding program.

Over the past ten years there has been little movement in the level of funding. While the funding is indexed by Treasury each year, the indexation falls short of CPI and over time has lost pace the fixed and variable administrative on-costs.

To address this across the entire network of Regional Conservatoriums, the Association of NSW Regional Conservatoriums (ANSWRC) is currently working on a submission to the NSW Government to increase the level of funding to NSW Regional Conservatoriums. This submission will be put to the Minister for Education in mid-October. Additionally, the NSWRC is also developing an infrastructure submission to support the serious lack of appropriate conservatorium infrastructure across the state.

Final Comments

Finally, it is time to express my thanks. The team of teachers and administrators at the RCM are exceptional. The last year has been one of the busiest in my time at the RCM. We have presented more concerts, workshops, lessons and opportunities than ever before in the RCM's history. A huge thanks to all of the teaching and administrative staff plus the Board of Directors.

I would like to express my deepest thanks to my two senior executive colleagues. Both Jenny and Venita are totally dedicated to the RCM and its aims and vision. Their

tireless work is the reason for our successes. Thank you to you both!

The RCM's Heads of Department are a truly wonderful team. Their ongoing commitment to the highest standards of music education performance allow us to achieve amazing results. Thank you to Joanne, Tamaris and Marie-Cecile!

Dr Wallace has been the RCM Chair for 16 years and in that time we have more than doubled the size and scope of the organization. The recent announcements for the new building are a direct consequence of Andrew's incredible work ethic and advocacy. This work is worthy of higher praise and reward than these words can express. Bravo Andrew, the RCM salutes you and thanks you.

Hamish Tait AMusA, BA(Creative), GradDip(Music) MMusic, MBA USQ
CEO: Riverina Conservatorium of Music Limited

RCM Vocal Department Report 2017/ 2018

The Vocal Department has had another successful year, filled with performance opportunities for the students and choirs and professional development being undertaken by staff. Vocal teaching staff this year has included the Head of the Vocal Department Marie-Cecile Henderson, Meredith Adams, Katherine Choi and guest vocal teacher Andrew Goodwin. The department also welcomed Meagan Griffin in Term 3. The department is proud of its community performances, student and choral achievements of the past year. In particular, the results from five voice students completing the CQUniversity Diploma of Music in 2017 to 2018 under the tuition of Marie-Cecile Henderson have been very impressive.

Community and RCM performances included:

- Meredith Adams toured extensively around NSW with Darren Coggan this year and last as part of his James Taylor show 'Fire & Rain'. This project will continue into 2019. In October Meredith will again team up with Darren for a NSW & QLD tour of his new show 'Like a Rhinestone Cowboy' featuring the hits of Glen Campbell. Meredith's role in these shows is to all the harmonies, duet parts and small solo sections.
- An increase in vocal student participation in Friday night recitals. The students of Marie-Cecile Henderson often form two to three recitals per term, exhibiting full recital programs including their AMEB, CQU Diploma and Eisteddfod pieces. Many students are performing high quality level song cycles and advanced classical repertoire.
- The continuation of a successful vocal quartet and cantors performing at St John's Anglican Church as RCM representatives, under the direction of Adrian Wintle.
- Choral participation in the annual RCM Outdoor Ensembles concert
- A Celebration of Song concert for the RCM community by the Riverina Chamber Choir and the students of Marie-Cecile Henderson
- Performance by the vocal ensembles at St John's Flower Festival, the Botanic Gardens anniversary afternoon, festivals, functions and funerals in the community, as well as Christmas events.
- Marie-Cecile Henderson performed two successful vocal recitals at St John's Anglican Church this year with donations assisting the payment of their new grand piano.
- A number of excellent student results in the Wagga Wagga Eisteddfod. Students of Marie-Cecile Henderson achieved numerous awards including the Open Championship award, open section prizes and the Most Promising Vocalist award.

Central Queensland University Diploma Student Results

Five vocal students have also been completing their CQUniversity Diploma of Music course. Three students have completed the course achieving high distinctions and distinction results. Two students have also completed their first semester in 2018 with both students achieving distinction results. Their teacher Marie-Cecile Henderson is very proud of these achievements.

AMEB Examinations

Students from all of the vocal studios achieved excellent examination results in the NSW AMEB examination round in July. Many students achieved honours and credit

results. Students will also undertake further examinations in Albury during the November Victorian examination round. Students of Marie-Cecile Henderson and Meredith Adams have had many students complete further levels of the RCM vocal curriculums.

Handel's "Messiah"

The vocal department is currently preparing six solo voice students and choral members from the department to perform the Messiah solos and choruses for the project in December. Under the leadership of Marie-Cecile Henderson the ensemble will present two performances at St John's Anglican Church in collaboration with the Riverina Community Strings.

Choral Performances and Achievements:

Murrumbidgee Magic Chorus, Musical Director: Judy Ferguson

- Achieved 1st place in the National Sweet Adeline's small chorus competition.
- Performed numerous community events and concerts, as well as holding a fundraiser Fashion Parade and Afternoon Tea in September.
- Won numerous places in the Wagga Wagga Eisteddfod and were Runner Up Open Choral Champions for 2017.

Wagga Wagga Christian College Choirs directed by Katherine Choi

- Achieved three first place awards and two highly commended in the recent Wagga Wagga Eisteddfod in September.

The Cantilena Singers, Musical Director: Marie-Cecile Henderson

- Performed as part of the Jonathon Welch concert at the Civic Theatre in May.
- Achieved a large attendance and well received Madrigals in May concerts in the Art Gallery in May.
- Achieved places in the recent Wagga Wagga Eisteddfod, placing 2nd in the Sacred Choral Section.
- Continue to perform as the backing choir for the annual Christmas Spectacular each year.
- The Choir will also perform at several community events in term four including the Botanic Gardens anniversary afternoon, St John's Festival of Flowers, Handel's Messiah and Carols in St Michael's Cathedral in December.

La Chorale Francaise, Musical Director: Marie-Cecile Henderson

- Performed as guests at numerous community events of a French nature in Wagga Wagga this year including: the French Film Festival at Forum Six Cinemas, Bastille Day celebrations at the Artisan Bakery, The Riverina Club French dinner event and the Fusion Festival forthcoming in October.
- The choir has been sad to farewell its founding member Sally Taylor recently and performed with Marie-Cecile Henderson at Calvary Hospital for Sally and will also perform at her forthcoming funeral. The choir will continue the wonderful legacy Sally assisted in establishing in the community.

RCM Riverina Chamber Choir, Musical Director: Marie-Cecile Henderson

- Contributed to the music at St John's Anglican Church for their Easter Sunday service with Marie-Cecile Henderson.
- Performed as part of the Jonathon Welch concert at the Civic Theatre in May.
- Performed a "Celebration of Song" program at the RCM in May.
- Gave excellent performances in the Wagga Wagga Eisteddfod.
- The choir will also perform at numerous community events in term four including the Botanic Gardens anniversary afternoon, St John's Festival of Flowers, Handel's Messiah and Carols in St Michael's Cathedral in December.

Staff Development

Meredith Adams has completed further AMEB examinations in the Musical Theatre syllabus component and continues to develop her theory skills. Additionally, Meredith continues to develop as a leading Music Theatre performer and solo vocalist. Her collaborations and touring with Darren Coggan placing Meredith amongst the leading vocal performers in Australia.

Marie-Cecile Henderson has had another successful year of doctoral study progress with Central Queensland University. She has welcomed a new supervisor to her supervisory panel and is currently working on an audio-documentary to accompany her written thesis. Her research is benefitting her university and amateur level teaching and she is currently examining self-reflective practices and components of pedagogy as the educator.

Marie-Cecile Henderson
Head of Department (Vocal)

RCM Strings and Guitar Department 2017/ 2018

The string department has had some changes of staff in the last twelve months. Tamaris Pfeiffer took up the position of Head of Strings at the beginning of 2018 when Jeff Donovan retired from the role at the end of 2017.

The current staffing of the department is:

1. Violin/Viola – Lauren Davis, Tamaris Pfeiffer, Rhiannon Xeros
2. Cello – Damien Johnson, David Chaston
3. Double Bass – Jeff Donovan
4. Classical Guitar – Jeff Donovan, Dr Harold Gretton,
5. Contemporary Guitar - Klaus Bussman, David Wilson

Strings

In general violin and viola teaching numbers have been maintained but there has been a decrease in the full-time teacher's load and enquiries for learning violin/viola have been slow in 2018.

A new Little Fiddlers Group was started in the middle of 2017 with four students. Junior and Primo Strings were run by Lauren Davis until the end of 2017. Rhiannon Xeros started running the groups at the beginning of 2018. The numbers in the groups have increased slightly this year.

Riverina Youth Orchestra has been conducted by Brett Thompson and assisted by Tamaris Pfeiffer. It has approximately 17 string players and 13 woodwind, brass and percussion players. 2018 is the third year the Youth Orchestra has been in existence and the general standard is improving. The students have benefited from a combined rehearsal and concert with Bluescope Youth Orchestra in April 2018 and workshops with Graham Abbott at the end of 2017. In 2017 they performed at the Lutheran School Sustainability Festival in October, the Outdoor Ensembles Concert in November 2017 and Junee Jam in

Riverina Community Strings is run by Dr Lauren Davis and is continuing to maintain its numbers of approximately 14 players. The group accompanied the Cantilena Singers in two performances of Vivaldi's Gloria in August 2017 and gave an inhouse performance in December 2017. They also do their annual concerto evening allowing RCM students to have the opportunity to perform a concerto with a string orchestra. Lauren also takes a beginner adult string group at the RCM and The Grange.

In schools, Tamaris Pfeiffer conducts the Wagga Christian College String Ensemble and both she and Rhiannon Xeros teach the Yr 3 String Program. Rhiannon Xeros started conducting the Mater Dei String Ensemble in 2018.

The cello studio has seen a slight increase in numbers in 2018. The RCM is very grateful to David Chaston who has a permanent teaching load at Kildare Catholic College, but teaches cello at the RCM two afternoons a week. The cello studio has increased from 4 students at the end of 2017 to approximately 8 students in 2018. Due to restricted teaching times for both Damien Johnson in 2017 and David Chaston this

year, Lauren Davis and Tamaris Pfeiffer have also taken on some beginner/early stage cello students.

Guitar

The guitar department has seen some big changes this year. Jeff Donovan retired from guitar teaching at the RCM at the end of Term 1 2018. The RCM is very grateful he could continue teaching for Term 1 until the new teacher could complete his overseas commitments. Dr Harold Gretton took over the studio in Term 2 and has also taken on a number of new students. He has continued to run the Guitarists Breakfast Ensemble and also started a new guitar ensemble at Lutheran Primary.

Klaus Bussman resigned from teaching contemporary guitar at the end of Term 1 2018. David Wilson has taken over the studio. A number of students left with the change of teacher, but there has been some recruitment to try to increase numbers. There are currently about 16 students learning contemporary guitar.

The Rock Band was put on hold due to the change of two staff who were involved, Jeff Donovan and Klaus Bussman. However, rehearsals have resumed in Term 3 2018 with Wayne Pygram, David Wilson and Tamara Spencer running the group. So far the group has had about 3 rehearsals and they are working towards playing at the Farmers' Markets sometime in Term 4.

Staff Performances

Dr Lauren Davis and Hamish Tait performed a concert of Grieg pieces on 17th September 2017 in Tumberumba and also 22nd October 2017 at the RCM.

Dr Lauren Davis did a concert tour in the USA with Hamish Tait in January 2018 performing in Upstate New York, Pennsylvania and San Francisco.

Lunchtime Concert Series 2018

- Rhiannon Xeros and Geoffrey Xeros
- Lauren Davis and Wendy Lorenz
- Meredith and the ConMen

Dr Harold Gretton did concerts in Germany in Term 2 2018.

Student Performances

A large number of the string students have performed with the various RCM ensembles, at Student Recitals, Eisteddfods, Riverina Summer School for Strings and Border Music Camp throughout the last twelve months.

Tamaris Pfeiffer

September 2018

Head of Department (Strings & Guitar)

RCM Public School Program Report 2017/ 2018

The Woodwind, Brass and Percussion Department have ongoing involvement in the direction of four primary school bands: Lake Albert Public School Concert Band and Sturt Public School Concert Band, both directed by Peter Lothian and the Junior Band at Koorungal Public School, directed by Tamara Spencer and the Concert Band at Koorungal Public School, directed by Jenny Binovec.

The Koorungal Public School program continues to be strong with the two bands. Both Sturt Public School and Lake Albert Public School remain smaller, which constitutes problems with repertoire selection due to lack of instrumentation. It is the hope that these programs will grow further with focused recruitment activities, time and the building of a stronger and more visible band culture within these schools.

In Term 4, 2017 Lake Albert Public School ran a Junior Ensemble directed by Peter Lothian. The rationale behind this was to engage and enthuse the beginner students as well as providing these students with an opportunity to learn important elementary ensemble skills. These students used this term as a stepping stone into Concert Band. The plan is to run this ensemble for Term 4 2018 as well as to offer a similar ensemble for Sturt Public School.

The department has continued providing tuition support for a large number of schools during school hours including Koorungal Public School, Lake Albert Public School, South Wagga Public School, Sturt Public School, Mater Dei Junior and Senior School, Kildare Catholic College, Sacred Heart Primary, Wagga Wagga Christian College and Lutheran School.

The increase in student numbers and tutors needed at schools combined with the restrictive timetabling issues at several schools has presented some problems with delivering lessons. Schools are finding it difficult to provide and make suitable teaching spaces available which is the biggest cause for concern. Some public schools have very limited space meaning staff are left without adequate teaching spaces. As schools grow in student numbers this will become a more prevalent and critical issue.

Educating and informing teachers and schools about the importance of giving notice for school activities that clash with instrumental lessons is also on the agenda as an essential issue to address.

Partnerships with schools, in particular with band and ensemble programs, have come into central focus this year. With frequent changes in personnel at several key primary schools (both principals and teacher liaisons) and less engaged band committees, the department has found it difficult to maintain strong and substantive relationships.

This has also meant a shift in workload with conductors, and to some extent tutors, taking on more of the administrative and organisational roles. This has led to considerable frustration and tension. There is the plan by Jenny Binovec for a comprehensive Roles and Responsibilities document, to help make roles clear and realign tasks, so conductors can focus more on the musical direction of the ensembles rather than the organisational aspects, promotion and communication of the programs.

A number of other recruitment demonstrations in the various schools took place and have been more or less successful with numbers continuing to remain stable overall. Lake Albert Public School Band and Koorungal Public School Junior Band have both seen a slight increase in new recruits this year and so maintaining viable numbers for the bands in these schools.

Within school programs and in general there continues to be a lack of lower brass students (trombone, French horn, euphonium and tuba). Efforts have been made to address this with targeted recruitment and subsidies.

There have been preliminary discussions with some high schools about working on collaborative projects to engage the primary school students by providing opportunities to work alongside high school students as well as re-engaging high school students.

The greatest attrition in woodwind, brass and percussion is seen at the end of primary school into high school so looking at ways and using resources and projects to help stem this attrition and allow students to see that there is a world of music after primary school is vital and beneficial for everyone.

The department continues to be involved in the Catholic Schools Association primary schools music program throughout the Riverina, including the areas of Wagga Wagga, Junee, Leeton, Narrandera, Lockhart, Coolamon and Gainman. Several teachers have been providing a combination of face-to-face and videoconferencing lessons with woodwind, brass and percussion and conducting the concert bands and ensembles in several towns.

Problems and strains about this program within the department have settled somewhat, however, the reallocation of teaching by the coordinator remains a cause for concern. Distance continues to be a problem. Servicing a large area and small numbers of students in each area means teachers are travelling long distances for small amounts of teaching time.

School Workshops

The KPS Band Sleepover is an annual event that helps prepare the Koorungal Public School Concert Band for their upcoming performance at the NSW School Band Festival in Sydney as well as help the Junior Band develop as an ensemble. Again, this was a very successful event with a combination of band rehearsals and tutorials culminating in a concert at the end of the sleepover for parents. Koorungal Public School Concert Band, directed by Jenny Binovec, was awarded a Gold Award at the NSW Band Festival once again in 2017 and was placed First Place at the Wagga Wagga Eisteddfod.

Sturt Public School also held a Band Sleepover during Term 2 2018, which has become an annual event. This, too, was a positive and productive event for the development and progress of the band. The students in beginner tutorials also had the opportunity to participate in an ensemble that performed at the concert for parents and families at the conclusion of the sleepover.

Combined Band Day

This remains one of the greatest highlights on the woodwind, brass and percussion calendar. The event was held again in Term 4 Week 5 2017. It provided an opportunity for students to receive intense tutoring and rehearsal time working with students from other schools. The students often mention they really enjoy meeting students from other schools and building friendships.

This social aspect of ensembles should not be undervalued. This year saw the participation of Koorringal Public School, Lake Albert Public School, Sturt Public School, South Wagga Public School and for the first time it was great to welcome Tumut Public School who thoroughly enjoyed the event.

The concert at the end of the day was combined with the RCM Ensembles Concert and whilst it was long, it gave primary students and parents the opportunity to see the wide-ranging ensembles that the RCM has to offer.

RCM Woodwind and Brass Department Report 2017/ 2018

This has been another very busy and productive year for the Woodwind, Brass and Percussion Department. The department is thriving and growing from strength to strength under the direction and leadership of Jenny Binovec, who continues to be Head of Department and Head of Public Schools Ensembles. Overall, there remains a steady rise in student numbers and active ensembles.

Particularly notable is the increase in quality and quantity of structured, focused and streamlined ensembles the department now offers and consistency of ensemble direction and performance activities. The department staff are actively engaged and enthusiastic about the numerous projects across schools, the RCM and the wider community. A challenge is managing fatigue and overwork with the abundant and frequent activities that call on key staff to be available for various evening and weekend commitments.

Jenny Binovec, Head of Woodwind, Brass and Percussion Department, was also appointed as Deputy Director Teaching and Learning from the beginning of 2018. Jenny has been working diligently at establishing and building upon existing school and community relationships as well as developing teaching and learning goals and coordinating ensemble projects. The ability for Jenny to oversee the countless developments and tasks and have enough time and scope to devote to all areas is the most significant and greatest challenge to this appointment.

It was decided at the beginning of 2018 that percussion would join the Woodwind and Brass Department, having previously been part of the Strings Department. The key reason being that percussion works closely with woodwind and brass staff in the area of school bands and ensembles and this makes more sense. Currently the RCM has only one percussion teacher, Wayne Pigram, who covers the extensive school lessons and after school teaching. As the school programs continue to flourish and demand grows within this space and studio, RCM will need to look at appointing another teacher to this area for 2019.

With reliable and consistent brass staff, in particular, Tamara Spencer and Peter Lothian, the brass studios are growing steadily, consolidating numbers and increasing in intermediate and advancing students. Of course, there remains further work to be done in this area, working alongside the current brass teachers to help support and substantiate advancing students and provide additional opportunities as well as more focus on targeted recruitment of lower brass, especially within school programs.

There continues to be a further increase with beginner clarinet and saxophone students. At the beginning of 2018 the department welcomed Olivia Grosfeld, a former RCM student herself, who returns to Wagga Wagga at the completion of her university studies. Under the mentorship of Jenny Binovec, Olivia has taken a large number of beginner and intermediate reed students mainly within school programs.

It is worth highlighting that the bassoon studio of Fran Griffin has grown and the department now has two advancing bassoon students. This adds significantly to the

RCM's two large ensembles, Student Concert Band and Riverina Youth Orchestra. Further work for recruitment in this space can be done to attract students to this less common instrument. In regards to oboe, Jacquelyn Willcockson has expressed an interest in developing skills in this area.

Currently the members of the Woodwind, Brass and Percussion department are:

- Flute Brett Thompson
 Gabrielle Grosfeld
 Jacquelyn Willcockson
 Keith Griffin
 Fran Griffin
- Recorder Joanne Burrows
 Fran Griffin
 Keith Griffin
 Kimberly Scriven
- Clarinet Jenny Binovec
 Nicolas Willoughby
 Fran Griffin
 Olivia Grosfeld
- Saxophone Jenny Binovec
 Nicolas Willoughby
 Keith Griffin
 Olivia Grosfeld
- Brass Tamara Spencer
 Peter Lothian
 Richard McBride
- Bassoon Fran Griffin
- Percussion Wayne Pigram

Master classes and Workshops

During this year, the department continued to run a series of master classes and workshops presented by different members of the department for students. Each workshop is specific to a particular instrument and topic area.

Whilst both students and parents have been supportive of these workshops and the department sees this as a beneficial tool for learning, it was decided at the beginning of 2018 to take a break from offering these workshops. Teachers are still free to run workshops of their own choosing.

Curriculum

Implementing and further developing a solid curriculum for each instrument remains the next big step forward for the department. Unfortunately, this continues to be one of the chief challenges for the department. This is due to several reasons, however, most importantly, the non-stop number of activities during the year causing fatigue of staff leaves little time for anything else. It is an involved process for some staff to acclimatise to the practices and procedures of the RCM and generally grasping a broad holistic picture of RCM's curriculum. By simplifying the structure of the curriculum to align with the AMEB syllabi and integrate band programs, Jenny Binovec hopes that in 2019, the department can begin to apply curriculum across instrument areas.

Ensembles

Ensemble playing continues to be a fundamental part of musical development at the RCM. The department has an impressive list of structured and engaging ensembles. There has been an increase in the number of quality performances and the enthusiasm and work of all the ensemble directors is evident.

- | | |
|--|----------------------------|
| • Senior Flute Ensemble | directed by Brett Thompson |
| • Junior Flute Choir | directed by Brett Thompson |
| • Student Concert Band | directed by Keith Griffin |
| • Senior Saxophone Ensemble | directed by Jenny Binovec |
| • <i>Clarified</i> (Clarinet Ensemble) | directed by Jenny Binovec |
| • Junior Reed Ensemble | directed by Jenny Binovec |
| • Junior Brass Ensemble | directed by Tamara Spencer |
| • Riverina Brass Group | directed by Peter Lothian |
| • Riverina Youth Orchestra | directed by Brett Thompson |
| • Lady Plays The Brass | directed by Tamara Spencer |

Junior Flute Choir

The Junior Flute Choir has now grown to 9 members, all primary school students. This has given the ensemble the opportunity to broaden their scope of repertoire to working with three-part scores, presenting a more complex sound and educational experience.

They are a lively and enthusiastic group who have risen to the challenge of performing with a strong sense of independence, discipline and self-direction despite their young age.

They performed at the Lutheran Sustainability Festival and two RCM Outdoor Ensembles Concerts during the year.

Senior Flute Ensemble

The Senior Flute ensemble has sustained a membership of approximately 12 musicians ranging from Year 6 students to adults. Their repertoire has consisted largely of arrangements of symphonic works with piano and some original contemporary compositions. The ensemble performed at the Lutheran Sustainability

Festival and two RCM Outdoor Ensembles Concerts during the year.

The more advanced members of the group have formed an extension ensemble to work on more advanced repertoire and also performed at some of these events.

As always finding and creating repertoire for a group of diverse ability remains a challenge.

RCM Student Concert Band

Attendance at Student Concert Band rehearsals has been very good with only one or two students absent sometimes for illness, school excursions or sporting events. Even the special rehearsals called on some weekends have had good attendance during this year.

The performance standard of the band has risen and the ability of the ensemble to learn new repertoire is also improving with less time being needed. Many members of the band practice their parts between rehearsals and come better prepared to participate properly in a rehearsal.

Performances and events have included a workshop with RCM patron Graham Abbott (December 2017), Lutheran School Festival (October 2017) and RCM Outdoors Ensembles Concerts.

The band is still chronically short of brass players (just one trumpet) and has only the bare minimum numbers in the clarinet section. The band relies on Don Pembleton to play tuba which he does at most rehearsals and performances. To overcome the brass shortage at important performances members of other community bands and from RCM brass ensembles have been invited to play with the band. The results have been excellent. This approach has the advantage that the RCM band members have the opportunity to perform in a near full strength band where all the parts are being played so all the music is present. There does not exist a full-strength band in the Riverina so this opportunity is important.

Looking forward, with small numbers and the loss of some senior students at the end of 2018, further recruitment will need to be done to build numbers from the RCM students, particularly those moving into high school.

Junior Reed Ensemble

The Junior Reed Ensemble began informally in Term 1 2018 and became official in Term 2 of this year. It previously ran as the Intermediate Woodwind Ensemble which stopped in early 2017 due to low numbers and unsuitability of the director. Jenny Binovec took up the task of reinventing the group and sees it both as a key stepping stone to the more advanced ensembles and also providing students with engaging and extension playing opportunities further than participating in their school band programs.

The ensemble has grown to 9 students who range from Year 5 through to Year 8 on clarinet and saxophone and the group has already performed at two Friday student

recitals.

The ensemble continues to develop and the members are always keen and eager to learn new repertoire and don't shy away from challenges presented to them. Students are able to socialise with students from various schools in a fun learning environment.

Senior Saxophone Ensemble

This ensemble has become the RCM's premiere ensemble. Jenny Binovec, ensemble director, is enthusiastic and has devoted a lot of time and energy into this ensemble. The commitment and versatility of the ensemble to perform at a large number of events is excellent.

The ensemble has performed at the Lutheran Sustainability Day, RCM Outdoor Ensemble Concerts, their own evening Fundraising Concert and enjoyed being part of the RCM Lunchtime Concert Series again this year. They have also performed at key events such as the announcement of the building for RCM, workshops each term and delivered high quality educational concerts to schools. A particular highlight was the Regional NSW Tour in September 2017.

Saxophone Ensemble Regional NSW Tour

This tour saw the ensemble travel almost 2000 kilometres to Coonabarabran, Gilgandra, Bathurst, Orange, Millthorpe and Cootamundra over five days presenting a combination of 12 school and evening concerts and workshops with Coonabarabran Orbital Swing Band, St Lawrences Central School and Millthorpe Public School.

Jenny Binovec organised all fundraising and logistics in the lead up the event, coordinated the itinerary and liaised with all schools and community representatives.

The students had exemplary behaviour and were fabulous ambassadors for the RCM, engaging with students and community members in workshops and presenting a high-quality performance standard in concerts as well as meeting the demands of travel and the numerous concerts with a positive attitude. The benefits of a tour like this are obvious, though on top of this list is being able to share music with a wide range of people, including smaller and remote communities which often don't have this opportunity.

***Clarified* (Clarinet Ensemble)**

The RCM Clarinet Ensemble has gained the new name of *Clarified*. The ensemble continues to have a steady number of members and has built a substantial collection of repertoire from all different periods and styles.

This year the ensemble has enjoyed performing at the RCM Outdoor Ensembles Concerts, Lutheran Sustainability Day and the Riverina Produce Markets.

A challenge for *Clarified* is finding engaging repertoire to cover the varied levels of ability of the ensemble members.

Junior Brass Ensemble

Founded in Term 2 2017, the Junior Brass Ensemble has steadily developed since its beginning. Notable performances from 2017 include the Wagga Wagga Eisteddfod (where they received second place in the Open Ensembles section), the RCM Combined Band Day/Outdoor Ensembles Concert and performing a set of Christmas Carols in the Marketplace.

The Junior Brass Ensemble has continued to grow in 2018, currently with 8 members ranging from school years 4 to 8. Term 1 and 2 saw performances at the RCM's Outdoor Ensembles Concert and a Student Recital.

It has been a very active year for the Junior Brass Ensemble, and despite difficulties with rehearsals clashing with sporting activities the ensemble has a core group of dedicated and enthusiastic students who enjoy playing music together.

Riverina Brass Group

Since starting as an informal brass quintet in Term 4 2017, Riverina Brass Group has been busy rehearsing intermediate to advanced repertoire in different music styles to build a performance set. The ensemble will be introducing repertoire that can be performed easily. RBG has been active with a range of performances including being part of the Lunchtime Concert Series at Wagga Wagga Art Gallery and RCM Outdoor Ensembles Concert. RBG has been integrating and facilitating brass students, brass teachers and external brass players into the Student Concert Band. RCM publicity and concert management have fully supported the ensemble.

RBG are faced with two main challenges. Firstly, growing the membership of RBG into a viable and sustainable ensemble to benefit brass players, students and RCM and secondly, RBG are faced with an over-reliance on most group members for the success of the ensemble.

Riverina Youth Orchestra

Under the directorship of Brett Thompson, the membership of the Riverina Youth Orchestra has increased to over 30 young musicians.

During the last half of 2017 the orchestra performed at the Lutheran Sustainability Festival and the RCM Outdoor Ensembles Concert, which they also participated in during the first half of 2018. During these six months RYO also rehearsed and performed with the Bluescope Orchestra at Kildare Catholic College, and were also extremely privileged to work with RCM Patron Graham Abbott; this event gave a huge morale boost to the entire orchestra.

RYO has performed a range of repertoire including arrangements of classical music and movie soundtracks as well as several original contemporary orchestral scores.

An ongoing challenge is the limitations of weekly rehearsal. In an effort to combat this, RYO have held a few weekend rehearsals notwithstanding the challenge of

competing commitments. These additional rehearsals also afforded the orchestra the opportunity to work in a more adequate space with appropriate climate control and an acoustic conducive to a better educational environment. An increased level of energy and enthusiasm from the orchestra was clearly evident during these rehearsals.

Early in 2018 RYO were overjoyed at the acquisition of a new timpano, which has greatly contributed to a full symphonic sound--with the promise of replacements of two more.

Lady Plays the Brass

Lady Plays the Brass started life as a crazy idea – a group of female brass players of all ages and abilities coming together to share knowledge and a love of music – and came into being in Term 1 2018. After a one term trial period the group voted unanimously to continue the ensemble, rehearsing twice a term as workshops. There are two ensembles that exist under the Lady Plays the Brass banner; a Brass Quintet and a Large Ensemble, currently with 12 regular members.

Despite being a relatively new group and not yet an official RCM ensemble, Lady Plays the Brass is already looking at performing at events such as Junee Jam and other community events.

Jenny Binovec

September 2018

Deputy Director Teaching and Learning

Head of Woodwind, Brass and Percussion Department

RCM Piano and Music Craft Department Report 2017/ 2018

Piano department

The piano department has provided quality teaching for beginner to advanced level students over the last year, with teachers achieving high results in AMEB exams, and RCM Curriculum levels. Piano students continue to participate regularly in RCM student recitals, workshops, master-classes, concerts and related events. Rowena Grosfeld, Carmel Ryan, Katherine Choi, Joanne Burrows, Hamish Tait and Phoebe Xeros have continued a collegiate approach to teaching, with students enjoying team teaching and across studio lessons as needed. A combination of high retention of students, and steady enquires by prospective students has enabled most students to be placed with suitable teachers.

Hamish Tait and Joanne Burrows continue to offer regular master classes for advanced pianists and intermediate piano students and classes run every Friday afternoon. An HSC performance class was introduced in terms three and proved successful. Additional opportunities for developing student's performance skills included visiting workshops and masters-classes offered by visiting artists. These included; Wendy Lorenz, Giovanni de Pedro and Daniel De Borah. Curriculum assessments were conducted each term of week 9 and have provided motivation and a sense of accomplishment for many students. Looking ahead to 2019, though some members of the piano staff have some vacancies, in order to grow an additional member would be of value.

Performances and Professional Development

The entire piano staff was involved in at least one of the RCM lunchtime or concert recital series. The ladies of the department presented a piano duet recital that included many favourites in the duet repertoire. This concert was also performed in Tumbarumba in August. Hamish Tait and Lauren Davis also presented several concerts as part of the RCM concert series. All piano staff, especially Carmel Ryan and Rowena Grosfeld provided experienced and professional accompaniment at various concerts, recitals, exams, the Wagga Wagga eisteddfod and RCM scholarship day.

RCM piano staff continue to pursue excellence as teachers through a variety of professional development opportunities. As part of the piano department meetings each term aspects of teaching, repertoire, and technical work are discussed, as well as new research related to piano teaching.

Additionally, Joanne Burrows represented the RCM and presented as an invited speaker workshops and seminars at several important events, including Piano Pedagogy Conference in Perth, hosted by Western Australia Music Teachers Association, a full day professional development day for teachers run by Music Teacher's Association of New South Wales, on HSC music in Sydney, and in October, a workshop on duet playing at Flourish, hosted by MTA, NSW. Joanne Burrows continues to have works published by Wirripang and this year with the guidance of Tamaris Pfeiffer and Jenny Binovec launched Kaleidoscope, a series of instrumental duets. Giovanni de Pedro also premiered a Murumbidgee Suite; a four-movement piano work composed by Joanne Burrows, with one of the pieces to be

included in a new work of Australian Compositions complied by Dr. Katie Zhukov.

The piano department staff share a collaborative vision of teaching and continue to offer mutual support, peer learning opportunities and assessment of curriculum students. My highest praise to the piano staff: Hamish Tait, Rowena Grosfeld, Carmel Ryan, Katherine Choi and Phoebe Xeros. Many thanks also to the RCM Admin team for all their kind help and support.

Music Craft Department 2016/17

The music craft department continues to consist of about six-eight weekly classes, with some occasional lessons. Adult classes have continued to be popular. HSC aural skills classes and classes for beginners through to advanced theory has maintained numbers. Sixteen RCM students sat AMEB exams this year, from grades one to five. The groups are stable but growth is difficult due to a lack of rooms or spaces in which to teach. Kimberley Scriven is enthused about teaching music craft and she and Joanne Burrows form the staff of the music craft department.

The RCM's profile amongst Riverina Public High Schools and the local private schools has continued to blossom. Joanne Burrows presented an aural and composition sessions at the Department of Education's HSC Study day hosted at Albury High School, a special HSC half day at Xavier High School Albury and the RCM HSC Study day held in June hosted students from schools in Denniliquin, Leeton, Narrandera, Junee, Wagga, St Paul's, Albury, Tumut, and Gundagai. During each HSC study day, classroom teachers were able to collaborate and workshop various aspects of the HSC requirements around performance, compositions and musicology.

The Composer and Song Writer's competition was well represented with over twenty-five entries across the ages of 6-20. RCM students were able to attend workshops on composition as well as learning composition in the music craft class or with their instrumental teacher.

School liaison, in 2018-2019 the RCM has been able to offer HSC music, via a private tutor option, to two RCM students unable to study music at school. This has been done several times over the past ten years, but is the first time two students have been offered this pathway for their HSC study.

The Piano staff also wish acknowledge the consistent support, encouragement and untiring effort of the Director Hamish Tait, the Chairman of the board Andrew Wallace and all members of the board who support the RCM and without whom the organization could not function.

RCM Curriculum Council Report 2017/2018

The RCM curriculum is now in the seventh year since the start of the curriculum development process. In departments with few staff changes, that is the piano department, strings and vocal departments students are completing levels and stages, with the piano department having students complete up to level 10 and 11 in stage 3. However other in departments there has been a number of staff changes over the past few years and there is still work to do in those areas.

In term four, RCM staff will be invited to provide feedback regarding aspects of the curriculum via both a survey and meeting. Issues, problems, successes and ways to streamline and improve the curriculum and associated paper work will be discussed. There are several aspects which can be simplified and unified across the curriculum and will be interesting to investigate how the RCM curriculum has be followed by RCM staff over the past two years.

Joanne Burrows wishes to thank the RCM executive, the RCM Administration team and the RCM Board for their ongoing support and encouragement in relation to Curriculum development.

Joanne Burrows
Chair of the RCM Curriculum Council

RCM Finance and Administration Department Report 2017/2018

The RCM's Finance and Administration Department has seen many changes over the past financial year particularly with a restructure taking place within the Administration section.

The restructure allowed the RCM the opportunity of developing a Human Resources Officer position. This was filled by Kathleen Lancaster- previously nominated WH&S officer, who last year also completed her Diploma in Human Resources studies.

Longtime serving member, Kathy Collins, retired in March 2018.

Clare Lawlor, RCM Financial and Administration Assistant, accepted an additional newly created position of Publicity and Events Assistant.

New staff member, Jessy Alce has joined the administration team as the front desk Customer Services and Administration Assistant. Jessy has been a quick learner of the RCM environment and has adapted to her new position well, she is proving to be an asset to the department.

The Financial Year End Audit process was successfully, mainly due to having the required audit output in line with preferred formats of the auditors. Also having a structured time schedule in place, which proved to be rushed and time restricted for RCM Finance staff, it did however allow the audit process to run more efficiently than that of previous years.

Reviews, upgrades, finalised and implemented processes include:

Administration

- The online Google drive is being utilised more readily by the Executive staff, Head of Departments, Teachers and Students for all aspects of teaching, communications and administrative requirements.
- The Network Server was replaced with a Network Attached Storage (NAS). All data prior to 2015 was backed up onto external hard drives which are currently stored in RCM Office safe. All other data was transferred over to the NAS.
- A new online AMEB entrant system is now been utilised.
- A new online room booking system has been developed and is being utilised and tested at the same time.
- External training and development were undertaken by all administration staff in programs suited to their job requirements. Training was conducted by Mark Manning, Class Training Albury and Australian Management Control Pty Ltd, Canberra. Programs included Excel, Adobe-writer, Word, Photoshop, InDesign and the MYOB & ATO Single touch payroll systems.

Human Resources

- The new Human resources position has allowed for many of the RCM's

WH&S and Human Resource legislative requirements to be met. Kathleen Lancaster has worked tirelessly on updating all staff personnel folders, also ensuring National Employments Standard Statements have been signed off and contracts are renewed where needed for each staff member.

- A professional induction process and formal welcome pack for new staff has been created and implemented.
- An Employee performance & training plan assessment process has been created and tested ready for implementation in the 2018/2019 year.
- Purchase of portable 1st Aid Kits for off-site events.
- Employee Assistance Welfare Program was initiated with the display and rotation of motivational posters throughout the building.

Publicity

- With the retirement of Assistant Director, Jeff Donovan and Administration support officer, Kathy Collins, the Publicity and Events Officer's position again increased in duties and responsibilities. As part of the Finance and Administration Department's restructure a junior position was created to assist in the increased duties of preparations, advertisements and programing of performances, workshops, associated events, community online interactions and the general advertisement for the RCM organisation.
- A higher level of technology is being employed to allow for videos and RCM community testimonials being instantly uploaded and utilised on the RCM social media sites.

Financial

- The administration restructure and the retirement of Assistant Director, Jeff Donovan, saw a slight variation to authority levels and audit processes particularly with reference to creditor purchases, banking, payments and card transactions.
- Auditor recommendations from previous years have been met. However, implementing a simplified payroll system will be looked into after the proposed move to Johnson & Simons street building has taken place.

Direction for the future include:

Administration

- RCM Policies review and updates to continue.
- Search to begin for a new simplified payroll and asset register system to begin later in 2019/2020.
- Administration staff's professional development to be addressed with upgrades in technology and the introduction of new systems.

Human Resources

- WHS policy and procedures should be near completion by mid 2018/2019.

- Full implementation of the Employee Performance & Training Plan Assessment across all departments and engaging all staff members with annual and process review to also be conducted at financial year end.

Publicity

- The Publicity department duties continue to increase. Processes and procedures are at the final stages of being uniformed and structured. Other advances technologies are now to be looked at to be utilised to help promote a professional profile for the RCM.
- Higher use of online streaming technologies and social media apps to be sourced.
-

Financial

- The research into a simplified Asset Register program to replace the manual excel file currently being used, has been put on hold until after the proposed move to Johnson & Simons street building has taken place, to allow a reconciliation of assets and asset disposals or renewals to be conducted.
-
- Financial staff's professional development to be addressed with upgrades in technology and the introduction of any new systems.

This year has once again been extremely tiring with many changes, new systems being implemented and a lot of training being undertaken. While plans for future developments and improvements are acknowledged, the current changes are being implemented and adapted slowly and are being continually reviewed to ensure accuracy is achieved prior to taking on further tasks of improvement.

The Finance and Administration staff have again stepped up their level of dedication and commitment towards each other, the success of the department and to the RCM organisation and I would like to offer a sincere thankyou to all of them for their continued support.

Venita Riordan

Deputy Director Finance and Administration.

Riverina Conservatorium of Music Staff 2017/2018

RCM Senior Executive

Hamish Tait AMusA, BA (Creative), GradDipMus, MMus. MBA USQ, J.P.	CEO/ Director
Jennifer Binovec BMus (Mus) SCM	Deputy Director Teaching and Learning
Venita Riordan AssDip Business Acc, CertIVTAA	Deputy Director Finance and Administration

Administrative Staff

Venita Riordan (Head of Department) AssDip Business Acc, CertIVTAA	Deputy Director Finance and Administration
Jessy Alce	Administration
Sally Burns	Administration
Kathleen Lancaster	Administration
Clare Lawlor	Administration
Karen Petersen	Administration and Auxiliary Services
Kylie Dunstan	Publicity and Concert Management

Teaching Staff 2017/2018

Keyboard Department

Joanne Burrows (Head of Department) BA, Dip Teach UQ, ATCL, LTCL, AMusA	Piano, Recorder, Music Craft, Accompaniment
Katherine Choi BMus(Ed)(Syd) MEd (Syd)	Piano/Accompaniment
Rowena Grosfeld AssDegMusTeach USQ	Piano/Accompaniment
Carmel Ryan AssDipMus QCM, AMusA	Piano/Accompaniment
Hamish Tait AMusA BA (Creative), GradDipMus, MMus, MBA (USQ)	Piano/Chamber Music
Grace Wong AMusA, LMusA	Piano/Accompaniment
Geoffrey Xeros BMus (Hons) ANU	Piano/Accompaniment

Strings and Guitar Department

Strings

Jeff Donovan (Head of Department – till Jan 2018) BA (Mus)(ANU) AMEB CPM IV	Guitar, Double Bass
Tamaris Pfeiffer (Head of Department from Jan 2018) AMusA, LMusA (Vln/Vla), BA (Music)(Dist), GradDipArts (Dist), MMus (Dist) USQ	Violin, Viola
Dr Lauren Davis BMus Oberlin, MMus LSU, PhD ANU	Violin, Viola
Mr David Chaston BEd (Primary) UC, BMus ANU	Cello, Guitar
Rhiannon Xeros BMus SCM	Violin

Guitar

Dr Harold Gretton BMus ANU, PhD ANU	Classical Guitar
Klaus Bussman	Contemporary Guitar
David Wilson	Contemporary Guitar

Woodwind and Brass Department

Woodwind

Jenny Binovec (Head of Department) BMus SCM	Clarinet, Saxophone
Keith Griffin D.S.C.M	Flute, Saxophone, Recorder
Francis Griffin D.S.C.M, BSci (Hons), MSci (Hons) (Macquarie)	Flute, Clarinet, Bassoon
Gabrielle Grosfeld AMusA, BPharm CSU	Flute
Olivia Grosfeld BMus (Hons) (Melb)	Clarinet, Saxophone
Kimberley Scriven BMus (Perf) SCM	Recorder
Brett Thompson AMusA, BMus, GradDipMusPerf ANU, GradDipMusEd	Flute, Piano, Harpsichord
Nicholas Willoughby BMus (Syd), MTeach (Syd)	Clarinet, Saxophone

Brass

Peter Lothian AssDipJazz (Syd), BA (ECU), GradDipProjMgt (UTS), MProjMgt (UTS)	Brass
Richard McBride LTeachDip (TCL), AssDipAppMus (ADF), BEd (ANU/UCan), MEd (UNSW)	Brass
Tamara Spencer BMus SCM, MTeach	Brass

Percussion

Wayne Pygram	Drums/ Percussion
--------------	-------------------

Vocal Department

Marie-Cecile Henderson (Head of Department) BMus(hons), MMus(perf) SCM	Adult Voice & Choral
Meredith Adams BNursing CSU	Voice, Music Theatre
Katherine Choi BMus(Ed) SCM, MEd SCM	Voice/Choral
Andrew Goodwin MMusic (St Petersburg)	Voice

Board of Management – Directors 2017/ 2018

Dr Andrew Wallace	Chair, Community Representative
Ms Monique Shephard	Deputy Chair, Representative of CSU
Mr Wayne Geale OAM	Treasurer, Community Representative
Cr Yvonne Braid OAM	Incoming Wagga Wagga City Council Rep
Dr Malcolm Allen	Community Representative
Dr Jane Goddard	Community Representative
Ms Robyn Thurston	Community Representative
Ms Danielle Wait	Community Representative
Mr Hamish Tait	CEO/ Director

Company Secretary

Mr Hamish Tait CEO/ Director

Patrons

Dame Marie Roslyn Bashir AD, CVO Former Governor of NSW
Mr Graham Abbott Broadcaster, Teacher and Conductor

Sponsors 2016/ 2017

Anne Guthrie	Robert and Diane Lazzarini
Dr Ray King	Flynn Sprake Financial Planning
Wagga Wagga RSL Club	Touchstone Pianos
Robyn King and Family	Lititia Naismith Estate
Wollundry Singers Scholarship Fund	Cantilena Singers
Wagga Wagga City Council	Peter Brown and Associates
Murrumbidgee Magic	Robyn Thurston
Dr Leigh Ladd	Gail and Peter Crozier
Australian Decorative & Fine Arts Society Riverina Inc.	Jean Haste
George and Patricia Ceely	Murrumbidgee Rotary Club
Jill Chappelow	South Wagga Lions Club
Riverina Concert Band	Rotary Club of Wagga Wagga
Wollundry Rotary Club of Wagga Wagga	Dr and Mrs Max and Sue Graffen
The O&G Centre of the Riverina	Dr Mark Conyers
Dr and Mrs Paul and Philippa Prenzler	Colleen Murphy

The Riverina Conservatorium of Music would also like to acknowledge the significant support of the NSW Department of Education, the NSW Minister for Education, Charles Sturt University and Wagga Wagga City Council.



Education



The Riverina Conservatorium of Music is a founding member of the Association of NSW Regional Conservatoriums.



Appendix 1: Financial Reports

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DRAFT

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

CONTENTS

FOR THE YEAR ENDED 30 JUNE 2018

Financial Statements	Page
Directors' Report	1
Auditor's Independence Declaration	5
Statement of Profit or Loss and Other Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Notes to the Financial Statements	10
Directors' Declaration	19
Independent Audit Report	20
Disclaimer	22
Detailed Profit and Loss Statement	22

DRAFT

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2018

The directors present their report on Riverina Conservatorium of Music Limited for the financial year ended 30 June 2018.

Information on directors

The names of each person who has been a director during the year and to the date of this report are:

Dr Andrew Wallace

Qualifications BA, MLitt, DipEd, Dip.App.Sc, PhD, Former Senior Lecturer in Education CSU

Experience 23/01/2014

Mr John Harding

Qualifications FAMI (Fellow Australian Mutuals Institute) Former Chair Wagga Mutual Credit Union

Experience 23/01/2014

Mr Wayne Geale OAM

Qualifications Former CEO Riverina Media Group Former Mayor of Wagga Wagga

Experience 23/01/2014

Ms Danielle Wait

Qualifications Bachelor of Business (Management & Marketing)
Director - Wagga Wagga Business Chamber Board from May 2015 - present (President since Nov 2017)

Experience 27/09/2017

Mrs Monique Shephard

Qualifications BA Marketing Manager at CSU

Experience 23/01/2014

Resigned 30/06/2018

Mrs Robyn Thurston

Qualifications Dip. Community Services Former CEO Wagga Wagga Chamber of Commerce

Experience 23/01/2014

Dr Jane Godda

Qualifications MB, BS, FRACRRM, BA - General Practitioner

Experience 22/10/2014

Dr Malcolm Allen

Qualifications Bsc, MSc PhD, Former Associate Professor CSU, Fellow of the ASVO

Experience 22/10/2014

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2018

Information on directors (continued)

Cr Yvonne Braid

Qualifications Councillor, Wagga Wagga City Council
Experience 27/04/2017

Mr Hamish Tait

Qualifications AMusA, BA (Music), GradDip (Music), MMusic, MBA
Experience 23/01/2014

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activity of Riverina Conservatorium of Music Limited during the financial year was the provision of music education services and music performance activities.

No significant changes in the nature of the Company's activity occurred during the financial year.

Short and long term objectives

To provide quality music education and performance that is accessible to all, enriching lives and building communities in the Riverina.

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

Strategy for achieving the objectives

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

KPM - 1 Music Education Programs

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

KPM - 2 Links with Schools

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

KPM - 3 Performance

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

KPM - 4 Partnerships

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

KPM - 5 Branding

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

KPM - 6 Human Resources

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

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2018

Strategy for achieving the objectives (continued)

KPM - 7 Physical Resource Management

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

KPM - 8 Governance and Financial Resource Management

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

Key Performance Measurement

The entity measures its performance by reviewing actions and activities against the outcomes of the Company's Strategic Plan. Reports are made to the Board of Management by the Chief Executive Officer. The Company's financial performance is monitored by the Chief Executive Officer and by Directors through the Board's Finance Committee and reported to the Board twice every school term.

Members' guarantee

Riverina Conservatorium of Music Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$ 1 for members, subject to the provisions of the company's constitution.

At 30 June 2018 the collective liability of members was \$ 9 (2017: \$ 9).

Likely Developments and Expected Results of Operations

Likely developments in the operations of the Company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

Environmental Regulation

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of state or territory.

Indemnification of Officers

The Company has paid premiums to insure each of the Directors against liabilities for costs and expenses incurred by them in defending any legal proceeding arising out of their conduct while acting in the capacity of director of the Company, other than conduct involving a willful breach of duty in relation to the Company.

Proceedings on Behalf of the Company

No person has applied for leave of court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purposes of taking responsibility on behalf of the Company for all or any part of those proceedings. The Company was not a party to any such proceedings during the year.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2018

Meetings of directors

During the financial year, 8 meetings of Directors (including committees of Directors) were held. Attendances by each Director during the year were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
Dr Andrew Wallace	8	8
Mr John Harding	8	3
Mr Wayne Geale OAM	8	8
Ms Danielle Wait	8	6
Mrs Monique Shephard	8	5
Mrs Robyn Thurston	8	8
Dr Jane Godda	8	4
Dr Malcolm Allen	8	7
Cr Yvonne Braid	8	5
Mr Hamish Tait	8	7

Auditor's independence declaration

The lead auditor's independence declaration as required under 60-C section 60-40 of *Australian Charities and Not-for-profits Commissions Act 2012* has been received and can be found on page 5 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director:
Dr Andrew Wallace (Chair)

Director:
Mr Wayne Geale (Treasurer)

Dated this day of 2018

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

AUDITOR'S INDEPENDENCE DECLARATION

FOR THE YEAR ENDED 30 JUNE 2018

Pursuant to section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, as lead auditors for the audit of Riverina Conservatorium of Music we declare that, to the best of our knowledge and belief, during the year ended 30 June 2018, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* and *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

National Audits Group Pty Ltd

Authorised Audit Company

**Steven J Watson
Managing Director**

Dated 31 August 2018

Wagga Wagga

DRAFT

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2018

	Note	2018 \$	2017 \$
Revenue	4	1,810,157	1,702,751
Advertising		(2,714)	(4,476)
Bad and doubtful debt expenses		(3,576)	(5,490)
Depreciation and amortisation expenses		(43,963)	(40,871)
Employee benefits expenses		(1,521,901)	(1,448,407)
Insurance		(28,687)	(30,615)
Performance costs		(50,918)	(30,538)
Scholarship program		(27,425)	(27,855)
Other expenses		(136,404)	(172,192)
Profit (loss) for the year		(5,431)	(57,693)
Income tax expense	2(a)	-	-
Other comprehensive income		-	-
Total comprehensive income for the year		(5,431)	(57,693)

The accompanying notes form part of these financial statements.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018

	Note	2018 \$	2017 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	865,676	892,741
Trade and other receivables	6	54,833	9,196
Inventories	7	3,298	3,575
TOTAL CURRENT ASSETS		<u>923,807</u>	<u>905,512</u>
NON-CURRENT ASSETS			
Property, plant and equipment	8	383,845	416,565
TOTAL NON-CURRENT ASSETS		<u>383,845</u>	<u>416,565</u>
TOTAL ASSETS		<u>1,307,652</u>	<u>1,322,077</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	92,564	105,272
Employee benefits	10	72,309	78,772
TOTAL CURRENT LIABILITIES		<u>164,873</u>	<u>184,044</u>
NON-CURRENT LIABILITIES			
Employee benefits	10	49,335	39,158
TOTAL NON-CURRENT LIABILITIES		<u>49,335</u>	<u>39,158</u>
TOTAL LIABILITIES		<u>214,208</u>	<u>223,202</u>
NET ASSETS		<u>1,093,444</u>	<u>1,098,875</u>
EQUITY			
Retained earnings		<u>1,093,444</u>	<u>1,098,875</u>
TOTAL EQUITY		<u>1,093,444</u>	<u>1,098,875</u>

The accompanying notes form part of these financial statements.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2018

2018

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2017	1,098,875	1,098,875
Profit (loss) attributable to members of the Company	(5,431)	(5,431)
Balance at 30 June 2018	<u>1,093,444</u>	<u>1,093,444</u>

2017

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2016	1,156,568	1,156,568
Profit (loss) attributable to members of the Company	(57,693)	(57,693)
Balance at 30 June 2017	<u>1,098,875</u>	<u>1,098,875</u>

The accompanying notes form part of these financial statements.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2018

	Note	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		1,734,916	1,736,623
Payments to suppliers and employees		(1,767,911)	(1,706,212)
Interest received		17,173	20,772
Net cash provided by operating activities		<u>(15,822)</u>	<u>51,183</u>
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchase of property, plant and equipment	8	<u>(11,243)</u>	<u>(14,479)</u>
Net cash used by investing activities		<u>(11,243)</u>	<u>(14,479)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:			
Net increase/(decrease) in cash and cash equivalents held		(27,065)	36,704
Cash and cash equivalents at beginning of year		<u>892,741</u>	<u>856,037</u>
Cash and cash equivalents at end of financial year	5	<u><u>865,676</u></u>	<u><u>892,741</u></u>

The accompanying notes form part of these financial statements.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

The financial report covers Riverina Conservatorium of Music Limited as an individual entity. Riverina Conservatorium of Music Limited is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

The principal activity of the Company for the year ended 30 June 2018 was to work with all people in the community from young to old to provide every person with an opportunity to explore their own potential through music.

The functional and presentation currency of Riverina Conservatorium of Music Limited is Australian dollars (\$AUD) and all amounts have been rounded to the nearest dollar.

The financial report was authorised for issue by the Directors on 31 August 2018.

Comparatives are consistent with prior years, unless otherwise stated.

1 BASIS OF PREPARATION

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Reduced Disclosure Requirements, *Corporations Act 2001*, *Australian Charities and Not-for-profits Commission Act 2012* and *Australian Charities and Not-for-profits Commission Regulation 2013*.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Income Tax

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

(b) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership that are transferred to the Company are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

(c) Revenue and other income

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Company and specific criteria relating to the type of revenue as noted below, has been satisfied.

Revenue is measured at the fair value of the consideration received or receivable and is presented net of returns, discounts and rebates.

Grant revenue

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating. Grants relating to assets are credited to deferred income at fair value and are credited to income over the expected useful life of the asset on a straight-line basis.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Revenue and other income (continued)

Interest revenue

Interest is recognised using the effective interest method.

Tuition fees

Revenue in relation to tuition fees is recognised upon the delivery of the service to the customer.

Other income

Other income includes income arising from instrument hire, donations received, contributed assets, performance income, wage recoveries and miscellaneous income and are recognised when received.

(d) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(e) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost of inventory is determined using the first-in-first-out basis and is net of any rebates and discounts received. Net realisable value is estimated using the most reliable evidence available at the reporting date and inventory is written down through an obsolescence provision if necessary.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the costs necessary to make the sale. Net realisable value is estimated using the most reliable evidence available at the reporting date and inventory is written down through an obsolescence provision if necessary.

(f) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Land and buildings

Land and buildings are measured using the cost model.

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a reducing balance basis over the assets useful life to the Company, commencing when the asset is ready for use.

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(g) Financial instruments

Financial instruments are recognised initially using trade date accounting, i.e. on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Financial instruments (continued)

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities depending on the purpose for which the liability was acquired. Although the Company uses derivative financial instruments in economic hedges of currency and interest rate risk, it does not hedge account for these transactions.

The Company's financial liabilities include borrowings, trade and other payables (including finance lease liabilities), which are measured at amortised cost using the effective interest rate method.

Impairment of financial assets

At the end of the reporting period the Company assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired.

(h) Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is an evidence of an impairment indicator for non-financial assets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

(i) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(j) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements.

(k) Adoption of new and revised accounting standards

None of the new or revised accounting standards have had an effect on the presentation of the current and comparative year balances.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

3 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - impairment of property, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Key estimates - provisions

As described in the accounting policies, provisions are measured at management's best estimate of the expenditure required to settle the obligation at the end of the reporting period. These estimates are made taking into account a range of possible outcomes and will vary as further information is obtained.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

4 REVENUE AND OTHER INCOME

	2018	2017
	\$	\$
Administration term fees	20,553	17,283
Concert income	27,147	15,682
Donations	17,378	6,257
Exam fees	14,344	10,584
Grants received	472,662	465,704
Instrument hire fees	18,406	18,464
Interest received	17,173	20,772
Sponsorship	24,720	27,980
Tuition fees	1,164,871	1,080,310
Other income	32,903	39,715
	<u>1,810,157</u>	<u>1,702,751</u>

5 CASH AND CASH EQUIVALENTS

Cash on hand	642	697
Bank balances	213,548	395,377
Short-term deposits	651,486	496,667
	<u>865,676</u>	<u>892,741</u>

6 TRADE AND OTHER RECEIVABLES

CURRENT		
Trade receivables	16,284	5,666
Prepayments and other receivables	1,335	2,319
GST receivable	1,342	-
Accrued income - tuition fees	35,872	1,211
	<u>54,833</u>	<u>9,196</u>

(a) Impairment of receivables

Reconciliation of changes in the provision for impairment of receivables is as follows:

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

7 INVENTORIES

CURRENT

At cost:

Merchandise	<u>3,298</u>	<u>3,575</u>
-------------	--------------	--------------

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

8 PROPERTY, PLANT AND EQUIPMENT

	2018 \$	2017 \$
Furniture, fixtures and fittings		
At cost	175,646	178,621
Accumulated depreciation	(103,891)	(95,099)
Total furniture, fixtures and fittings	71,755	83,522
Music, equipment and resources		
At cost	565,483	555,265
Accumulated depreciation	(253,393)	(222,222)
Total Property, plant and equipment UD1	312,090	333,043
Total plant and equipment	383,845	416,565

(a) Movements in carrying amounts of property, plant and equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Furniture, Fixtures and Fittings \$	Music, equipment and resources \$	Total \$
Year ended 30 June 2018			
Balance at the beginning of year	83,522	333,043	416,565
Additions	2,025	10,218	12,243
Disposals	(1,000)	-	(1,000)
Depreciation expense	(12,792)	(31,171)	(43,963)
Balance at the end of the year	71,755	312,090	383,845

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

9 TRADE AND OTHER PAYABLES

	2018 \$	2017 \$
CURRENT		
Trade payables	3,599	10,683
GST payable	-	13,222
Accruals - wages and audit fees	59,546	62,054
Other payables - PAYG and superannuation	29,419	19,313
	<u>92,564</u>	<u>105,272</u>

10 EMPLOYEE BENEFITS

CURRENT		
Long service and annual leave	<u>72,309</u>	<u>78,772</u>
NON-CURRENT		
Long service leave	<u>49,335</u>	<u>39,158</u>

11 LEASING COMMITMENTS

In August 2016 the Riverina Conservatorium of Music signed a Licence to Occupy specific Buildings 514, 512 & 507 on Charles Sturt University South Campus Wagga Wagga. This agreement replaces a 35 year old Service Level Agreement which included a leasehold agreement for the Riverina Conservatorium of Music to occupy and use buildings owned by Charles Sturt University.

This licence allowed Riverina Conservatorium of Music to continue using the facilities they currently occupy for five years from the date of signing. A new agreement may be entered into at this time.

The consideration owed to Charles Sturt University from the Riverina Conservatorium of Music for the current agreement is \$1 per year.

Discussions regarding the provision of a new lease agreement have been held and are ongoing for a new site at Simmons Street, Wagga Wagga. Charles Sturt University has indicated to the Riverina Conservatorium of Music that the licence to occupy the existing site will be protected by a Head Lease held by Charles Sturt University.

(a) Operating leases

Operating leases are in place for the photocopier and phone system. Lease payments are maintained on an annual basis and reflect market rates.

12 CONTINGENCIES

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2018 (30 June 2017: None).

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

13 RELATED PARTIES

(a) The Company's main related parties are as follows:

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

Tamaris Pfeiffer, an employee of the Riverina Conservatorium of Music is the spouse of the Chief Executive Officer Mr Hamish Tait.

Danielle Wait, RCM Board Director is Co-owner of the Best Western hotel in Wagga Wagga. The RCM utilized the Best Western Hotel on several occasions for functions and accommodation for visiting artists.

Danielle Wait is also President of the Wagga Wagga Chamber of Commerce of which The Riverina Conservatorium of Music Limited is a member. Wagga Wagga Chamber of Commerce employed the Riverina Conservatorium of Music Limited for a live performance event during the year.

(i) Key management personnel:

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity are considered key management personnel.

The Riverina Conservatorium of Music Chief Executive Officer is the only Director to receive remuneration as an employee of the organisation. Total key personnel remuneration \$0 - 150,000.

(b) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

14 EVENTS AFTER THE END OF THE REPORTING PERIOD

The financial report was authorised for issue on 31 August 2018 by the Board of Directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

15 STATUTORY INFORMATION

The registered office and principal place of business of the company is:

Riverina Conservatorium of Music Limited
The Blakemore Building (514)
South Campus, Charles Sturt University,
College Ave, Wagga Wagga, NSW

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2018

16 ECONOMIC DEPENDENCY

Riverina Conservatorium of Music Limited is dependent on the NSW Department of Education for a significant portion of its revenue used to fund the operations of the Company. At the date of this report the Directors have no reason to believe the NSW Department of Education will not continue to support Riverina Conservatorium of Music Limited.

DRAFT

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DIRECTORS' DECLARATION

FOR THE YEAR ENDED 30 JUNE 2018

The Directors of the Company declare that:

1. The financial statements and notes, as set out on pages (5 to 18), are in accordance with the *Corporations Act 2001* and the *Australian Charities and Not-for-profits Commission Act 2012* and:
 - a) comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - b) give a true and fair view of the financial position as at 30 June 2018 and of the performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Responsible person	Responsible person
Dr Andrew Wallace	Mr Wayne Geale OAM

Dated 31 August 2018

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2018

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial statements, being general purpose financial statements of Riverina Conservatorium of Music Limited (the Company), which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and Directors' declaration.

In our opinion, the accompanying financial statements present fairly, in all material respects, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements, *Australian Charities and Not-for-profits Commission Act 2012*, *Australian Charities and Not-for-profits Commission Regulation 2013* and *Corporations Act 2001*.

Basis for Opinion

We conducted our audit in accordance with the Australian Accounting Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities of the Financial Statements section of our report. We are independent of the Company in accordance with the auditor independence requirements of Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Emphasis of Matter

We draw attention to Note 1 to the financial statements, which describes the basis of preparation. The financial statements have been prepared to assist the Company to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, *Australian Charities and Not-for-profits Commission Regulation 2013* and *Corporations Act 2001*. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation and fair presentation of the financial statements in accordance with the *Australian Accounting Standards - Reduced Disclosure Requirements*, *Australian Charities and Not-for-profits Commission Act 2012*, *Australian Charities and Not-for-profits Commission Regulation 2013* and *Corporations Act 2001* and for such internal controls as the Directors determine necessary to enable the preparation of the financial statements that give a true and fair and free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Company's financial reporting process.

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 30 JUNE 2018

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Accounting Standards will always detect misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of the financial statements.

National Audits Group Pty Ltd

Authorised Audit Company

Steven J Watson

Managing Director

Dated 31 August 2018

Wagga Wagga

DRAFT

RIVERINA CONSERVATORIUM OF MUSIC LIMITED

ABN: 51 039 417 953

DISCLAIMER

FOR THE YEAR ENDED 30 JUNE 2018

The additional financial data presented from page 23 is in accordance with the books and records of the Company which have been subjected to the auditing procedures applied in our statutory audit of the Company for the year ended 30 June 2018.

It will be appreciated that our statutory audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and we give no warranty of accuracy or reliability in respect of the data provided.

Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than Riverina Conservatorium of Music Limited) in respect of such data, including any errors or omissions therein however caused.

National Audits Group Pty Ltd

Authorised Audit Company

Steven J Watson

Managing Director

Dated 31 August 2018

Wagga Wagga

DRAFT

Profit & Loss

July 2017 To June 2018

ABN: 51 039 417 953

	This Year	Last Year
Income		
Grants		
CSU Grant Income	\$100.00	\$2,500.00
WWCC Grant Income	\$6,909.09	\$6,909.09
DET Grant Income	\$425,652.73	\$414,294.96
Grants Income - Other	\$0.00	\$2,000.00
Musical Education Income		
Tuition Fees	\$1,164,871.48	\$1,080,309.63
Instrument Hire Fees	\$18,406.24	\$18,464.43
Travel Fee Income	\$2,251.07	\$1,196.34
Administration Term Fees	\$20,552.51	\$17,283.45
Workshop Fees	\$7,348.78	\$15,466.26
Accompaniment Fees	\$9,917.03	\$9,751.90
Curriculum Assessment Fees	\$792.00	\$1,644.00
Exam Fees	\$14,344.19	\$10,584.00
Sponsorship - Scholarship	\$24,120.00	\$27,980.00
Sponsorship - Other	\$600.00	\$0.00
Administrative Income		
Merchandise Sales	\$375.47	\$535.43
RCM Membership Fees(AGM only)	\$20.00	\$22.00
Room Hire Income	\$300.00	\$150.00
Donations	\$17,378.11	\$6,257.36
Aged Debtors Credits W/O	\$3,271.50	\$602.55
Performance Income		
FUNDING Performnce Prgmr Grants	\$40,000.00	\$40,000.00
Concert Income	\$27,146.95	\$15,682.00
Miscellaneous Income		
Miscellaneous Income	\$4,192.78	\$848.82
Total Income	\$1,788,549.93	\$1,672,482.22
Cost of Sales- Music Educ.Serv		
COGS - DIRECT		
Wages - Teachers	\$819,927.29	\$800,884.58
Contractor - Teachers	\$5,801.66	\$3,294.96
Superannuation - Teachers	\$82,360.71	\$75,829.87
Workers Compensation -Teachers	\$7,810.88	\$8,656.19
SCHOLARSHIP Costs & Fee Discnt	\$27,425.05	\$27,855.00
Exam/Eisteddfod/Adjudicat Costs	\$13,736.72	\$11,354.77
Wages - Workshops	\$20,488.32	\$15,278.74
Wages - Accompaniment Fees	\$9,360.78	\$6,822.24
Accompaniment Fees - Non-staff	\$428.00	\$1,380.00
Workshop Related Costs	\$1,968.77	\$4,747.86
Wages - Curriculum Assessments	\$847.43	\$1,496.51
COGS - ONCOSTS		
COGS Oncosts- Operative		
Wages - Head of Departments	\$29,727.50	\$29,282.00
Wages - HOD Curriculum Costs	\$1,320.00	\$5,720.00
Wages- Training&Dev for Teachs	\$10,960.00	\$10,272.46
Training&Dev Costs for Teachs	\$3,003.05	\$2,284.04
Curriculum Costs	\$0.00	\$378.18
COGS Oncosts- Utilities		
Car Hire & Travel Costs	\$2,976.00	\$1,053.62
Wages - Travel Payment	\$9,577.02	\$8,877.43

Profit & Loss

July 2017 To June 2018

ABN: 51 039 417 953

	This Year	Last Year
Electricity - Studio 40%	\$3,474.83	\$3,357.95
Insurances - Studios 67%	\$8,212.95	\$9,647.40
COGS Oncosts- Financial		
BursariesProgram- CustDiscount	\$6,520.75	\$6,162.53
Subsidy Program- CustDiscount	\$20,706.50	\$21,196.13
COGS Oncosts-Physical Resources		
Sheet Music Resouces	\$3,883.99	\$2,532.80
Studio Equip/Supplies	\$601.75	\$571.76
Musical Instmnt purchse <\$1000	\$4,627.51	\$2,650.88
Maintnce-Hire & Studio Instmnts	\$9,583.64	\$11,414.73
Wages -Mtnce Hire&Studio Instm	\$116.86	\$436.38
Depreciation -Studio Equip.	\$31,170.98	\$32,273.00
Total Cost of Sales- Music Educ.Serv	\$1,136,618.94	\$1,105,712.01
Gross Profit	\$651,930.99	\$566,770.21
Expenses		
PERFORMANCE EXPENSES		
Wages - Concert Mngr/PubOffice	\$20,573.24	\$25,901.97
Concert Mngr/PubOffice	\$0.00	\$1,181.00
Costs Of Concerts		
Wages - Performance Fees	\$16,765.11	\$16,586.50
Performance Fees - Non Staff	\$36,310.48	\$17,119.67
Performance Fees - Super	\$351.50	\$785.05
Concert Costs - Catering	\$1,024.66	\$1,372.72
Concert Costs - Advert/Marktnng	\$7,597.28	\$8,261.91
Concert Costs - Venue Hire	\$988.64	\$600.00
Concert Costs -Other	\$4,996.52	\$2,001.61
Wages - Concert Costs -Other	\$2,897.22	\$2,668.78
Maintenance -Perform Instruments	\$2,540.75	\$4,930.00
OPERATING EXPENCES		
Operating - General & Admin		
Advert/Marketing - non concert	\$2,713.67	\$4,476.47
Wages-Advert/Markt- NonConcert	\$12,492.79	\$0.00
Accounting Fees	\$13,587.20	\$14,067.00
Membership.Licen.Subscrip.Fees	\$7,089.45	\$3,833.90
Office Supplies/postage/print	\$16,075.40	\$18,164.14
Compuer System/Software/Suppor	\$853.06	\$14,420.78
Gifts, Donations & Life Member	\$1,777.41	\$59.95
Insurance- Admin 33%	\$8,816.11	\$8,048.12
Operating - Utilities		
Electricity -Admin 60%	\$5,211.57	\$5,036.93
Telephone/Internet	\$6,824.41	\$5,721.36
Staff Amenities	\$2,198.48	\$2,721.80
Cleaning Costs	\$1,268.61	\$1,660.02
Maintenance - non instrument	\$0.00	\$695.07
Operating - Financial		
Bad Debts Written Off	\$4,930.20	\$3,472.68
Bad Debt/Debt Collection Costs	\$935.07	\$473.12
Provn Doubtful Dbts EOY Adjmnt	-\$2,288.55	\$1,544.00
Bank Charges(not interest exp)	\$3,317.39	\$3,640.99
Rounding Adjustments	-\$0.99	\$0.00
Late Fees Paid	\$0.00	\$90.00

Profit & Loss

July 2017 To June 2018

ABN: 51 039 417 953

	This Year	Last Year
Dep'n - Furniture/Office Equip.	\$12,791.67	\$8,598.00
Discounts		
Discounts Givn to RCM customer	\$0.00	\$109.00
Discounts Takenup by RCM	-\$1,342.33	-\$4,195.46
Operating - Employmnt Expenses		
Salary & Wages -Executive Staf	\$248,677.63	\$237,470.44
Salary & Wages -Admin Staff	\$136,326.32	\$127,472.16
Salary & Wages -Cleaning Staff	\$21,676.58	\$20,418.98
Salary & Wages -TeachAdminActv	\$388.55	\$99.37
Sal &Wages-Termination Payouts	\$8,531.28	\$0.00
Superannuation - non teachers	\$49,031.19	\$41,968.39
Workers' Comp - non teachers	\$3,847.16	\$4,263.51
Leave Entitlmnt Prov Movements	\$3,713.21	\$14,206.47
Train&Dev Costs for NonTchrs	\$4,630.91	\$217.50
Train&Dev Director Exp(ACUMTV)	\$3,016.01	\$0.00
Travel & Entertnment-non teach	\$1,519.61	\$4,347.94
Other Employer Expenses	\$2,000.00	\$350.73
RCM Shirt Expences	\$277.00	\$181.65
Total Expenses	\$674,931.47	\$625,044.22
Operating Profit	-\$23,000.48	-\$58,274.01
Other Income		
Other Interest Income	\$17,173.16	\$20,772.09
Sale of Asset	-\$1,000.00	-\$11,041.00
Extra Ordinary Income	\$4,433.81	\$9,497.73
Total Other Income	\$20,606.97	\$19,228.82
Other Expenses		
Extra Ordinary Expense	\$3,034.57	\$18,648.95
Total Other Expenses	\$3,034.57	\$18,648.95
Net Profit/(Loss)	-\$5,428.08	-\$57,694.14