



Trumpet Instructor, Gunnedah Conservatorium

## Organisational development, planning and governance review of the Gunnedah Conservatorium, NSW

### > THE CONTEXT

Gunnedah Conservatorium provides music tuition for individual adult, pre-school and school aged students as well as group tuition; ensembles and outreach music programs in schools. Ensemble performances and concerts by visiting musicians are also coordinated by the Conservatorium. Situated in the Gunnedah Town Hall, it is a cultural hub for the local region. Increased funding from the NSW Government provided an opportunity to commission Positive Solutions to conduct a review of the organisation, to plan for future development.

### THE BRIEF

Positive Solutions was engaged to assist Gunnedah Conservatorium to review the organisational structure, staffing, facilities, processes and governance, to provide recommendations for the Conservatorium's future growth. Extensive research into similar organisations, a site visit, and industry and stakeholder consultation were conducted to inform the review process.

### > OUR APPROACH

Our approach consisted of preparation of an Engagement Plan, industry and audience stakeholder consultation and benchmarking, followed by operational planning – including staffing and leadership arrangements. Positive Solutions has an acknowledged specialism in the governance of cultural organisations. Positive Solutions conducted in-person consultation with the Board, Director, staff, and facilitated group discussions with Conservatorium teaching staff, students and parents. Positive Solutions also facilitated a series of Board development and governance training sessions on location.

### THE RESULTS

The organisational review highlighted the need to reassess current staffing roles and increase the number of staff in order to build capacity. A four year financial forecast was advised, linked to the Conservatorium's Strategic Plan. Recommendations were made to improve governance, board processes and Board-Director communications as well proposing a Vision and Development Plan to articulate and build support for the Conservatorium's long-term vision.

### SEE ALSO:

- > [Sydney Recital Hall Governance](#)
- > [DCITA ANAM & AYO](#)
- > [Victoria Music Works Funding Program](#)
- > [Regional Arts Australia Governance](#)