

# Central Coast Conservatorium of Music

## Management Restructure-

- *Background*
- *Outcomes*
- *Final recommendations*
- *What does this restructure mean for you as tutors and staff of the Conservatorium?*
- *Conservatorium Achievements under the current Board*

# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND
- Over the last 3 years the Board has attempted to implement a structure with an **Artistic Director** and **Business Director** at the same level.
- Despite its best efforts over the last few years, this model had proven to be unworkable as neither Director was placed in a position where they had full capacity to lead and drive, or to take responsibility where their roles overlapped.

# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND (continued)
- The Board also recognised that there was a need for additional resources for marketing, fund raising, and program management support for the Artistic Director. The Board however was looking to reduce rather than increase CC Conservatorium administrative costs, so that eventually tutors fees could be increased.

# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND (continued)
- In March 2014 the Board appointed Russ Skelton to review the structure and operations of the CC Con and make recommendations to the Board. One of the key recommendations was that the *CC Con needs to have one person in charge and that the Artistic Director position is the appropriate position to lead the CC Con.*
- Several Board members have business management backgrounds and their advice was that businesses normally have one person in charge and that it is most unusual for a business the size of the CC Con not to have one management position with overall responsibility for running the business.



# Central Coast Conservatorium Review of Operations

Report to Board - 14 April 2014

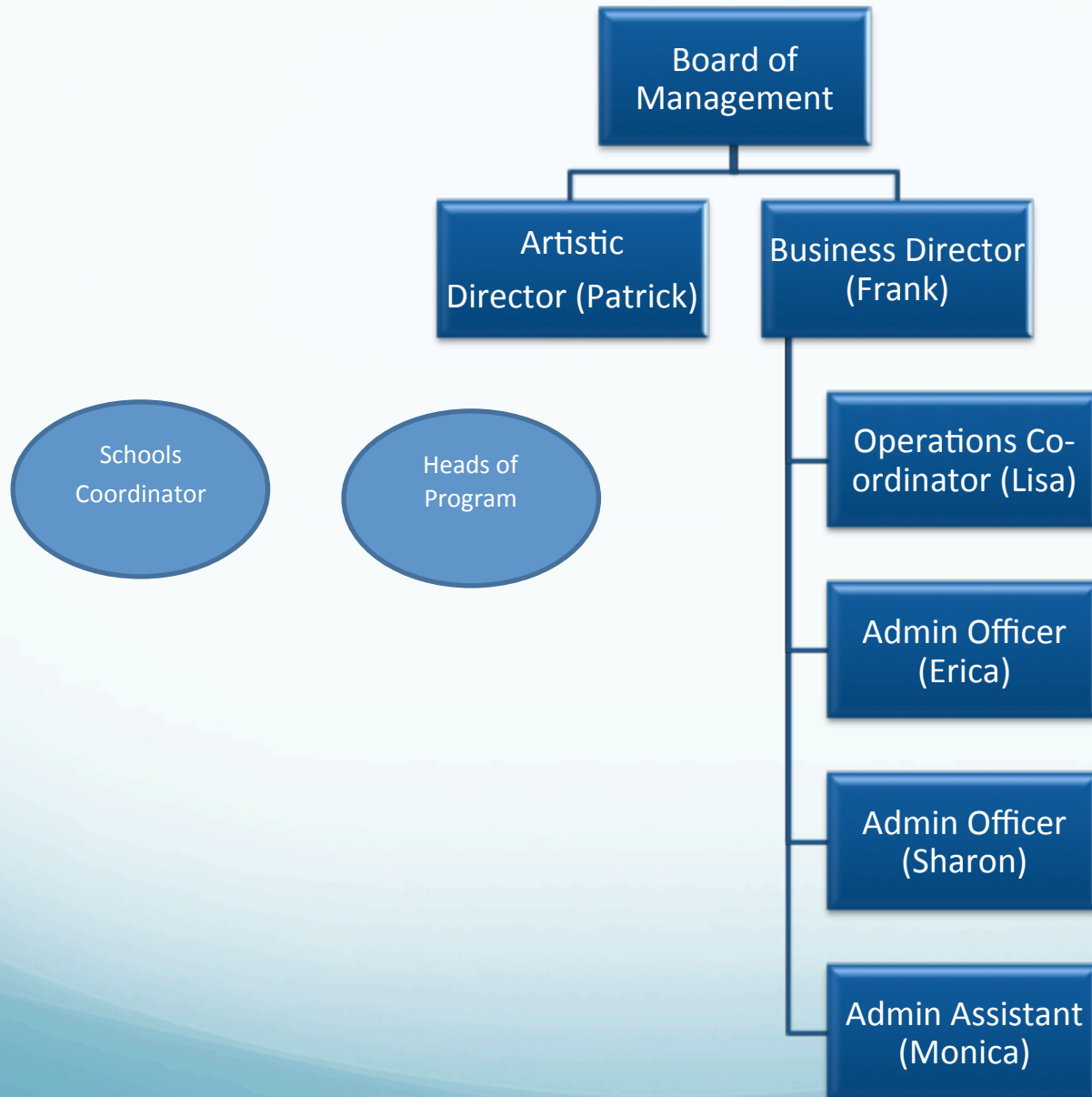
Russ Skelton

# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND (continued)
- In addition to the Skelton Report the Board investigated the structures of 6 regional NSW Conservatoriums plus the Sydney and Newcastle Conservatoriums. All have one person in charge.
- *It was also noted that the CC Con had more management & administration staff than most other regional Conservatoriums.*
- *The next slide shows the old management structure of the CC Con*

## Central Coast Conservatorium - Old Management and Operations Structure



# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND (continued)
- The Board met in **closed sessions** (minus the Artistic and Business Directors) on 15 and 18 September and 13 October to review the future management structure of the CC Con and to ensure views of all individual Board members were taken into account.
- *Over the course of these meetings all Board members had the opportunity to express their views and contribute to the outcomes. The final vote for restructure was taken on the 20 October –again, in a closed meeting.*

# Central Coast Conservatorium of Music

## Management Restructure

- PART ONE: BACKGROUND (continued)
- As a result of this lengthy and exhaustive process the Board was able to reach a unanimous decision about the new management structure for Central Coast Conservatorium and recommendations for implementing it.

# Central Coast Conservatorium of Music

## Management Restructure

- PART TWO: OUTCOMES
- All members of the Board considered that senior management of the CC Con needed to be re-structured.
- The model of Artistic Director and Business Director being at the same level did not work and that it should be discontinued.

# Central Coast Conservatorium of Music

## Management Restructure

- PART TWO: OUTCOMES (continued)
- The Board also believed that the CC Con should be led by one person who reports directly to the Board. This person would have overall responsibility for running the operations of the CC Con.
- Furthermore the Board believed that this person must be a musician or have a background in music, education or the creative arts, as well as a passion for what the CC Con is about, including excellence in music education in a 'not-for-profit' context.

# Central Coast Conservatorium of Music

## Management Restructure

- PART TWO: OUTCOMES (continued)
- The Board has a very high level of confidence in Patrick Brennan as the Artistic Director and public 'face' of the CC Conservatorium and believed that he should have been given the opportunity to lead the CC Conservatorium.
- It was agreed that he would need additional resources to be able to act effectively in his role as Artistic Director and leader of the Central Coast Conservatorium.
- *A part time Communications and Events Co-ordinator position will be advertised very shortly and we hope to have this person in place as soon as possible.*

# Central Coast Conservatorium of Music

## Management Restructure

- PART TWO: OUTCOMES (continued)
- The Board further believed that the CC Conservatorium needed the services of a qualified and experienced accountant on a part time basis and that this role could be outsourced.
- There was also a belief amongst the Board that there is scope to make greater use of technology and systems to reduce the resources required for administration and financial management.
- It was seen that these operational resources could be secured without increasing administration costs if we reduced the number of senior managers from two to one and make the role of Business Director redundant. *It was felt by the Board that having two senior managers in a small staff seemed inefficient and difficult to justify, particularly when there are other critical resources needed to support the Artistic Director, secure funding and to enable the CC Conservatorium to operate smoothly.*

# Central Coast Conservatorium of Music

## Management Restructure

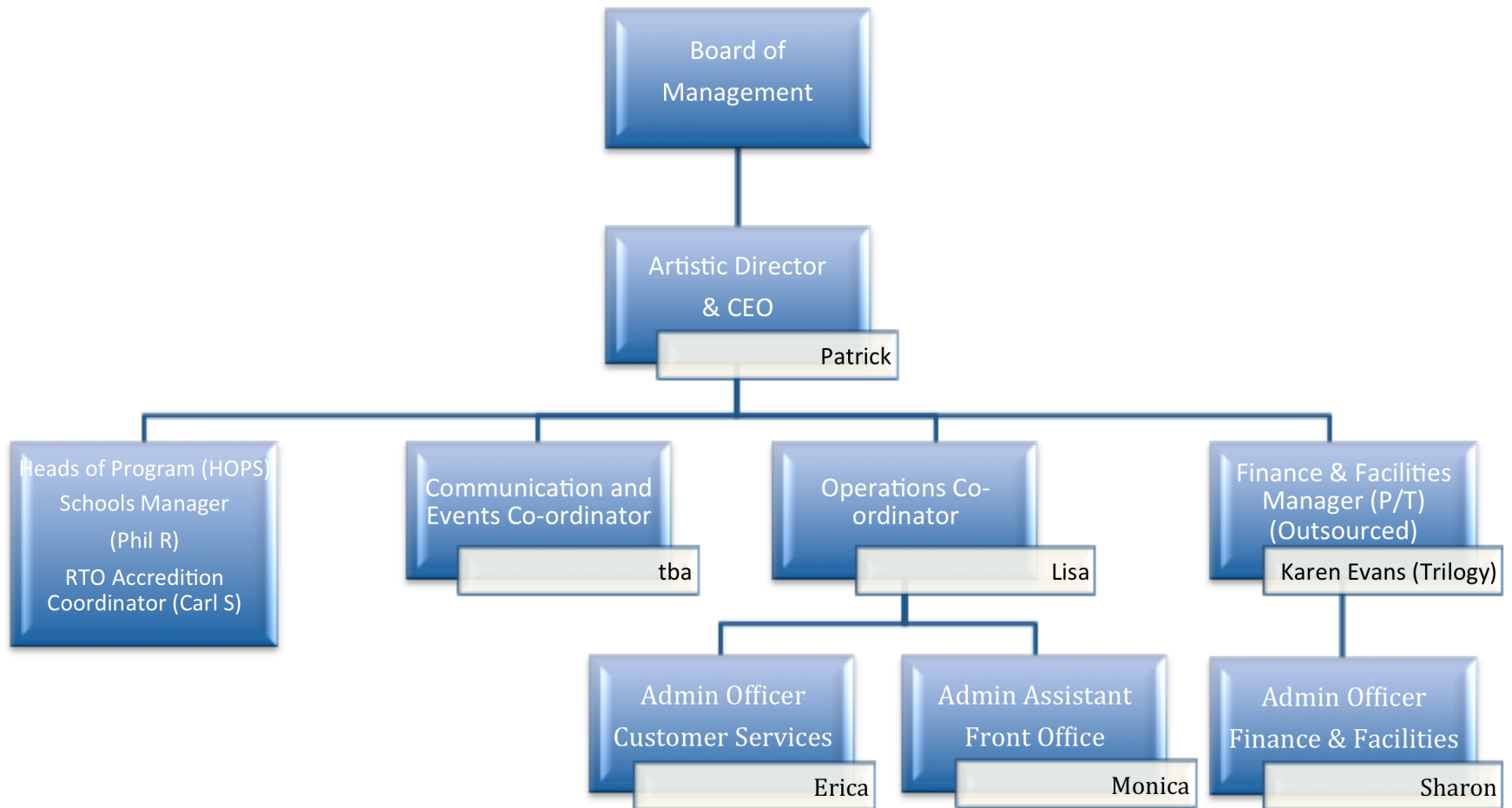
- **PART THREE: RECOMMENDATIONS**
- As a result of what was an exhaustive process spanning over many months the final recommendations which were voted for by the Board on the 20 October were:
  1. The position of Artistic Director should lead the Central Coast Conservatorium
  2. The position of Business Director should be made redundant.
  3. A new part time position should be created to support the Artistic Director with the delivery of the educational and artistic program, and other facets of his role.

# Central Coast Conservatorium of Music

## Management Restructure

- **PART THREE: RECOMMENDATIONS (continued)**
  4. Accounting services and financial reporting should be outsourced on a part time basis.
  5. Marketing strategy could be outsourced under a consultancy contract, and Patrick or his Communications and Events Co-ordinator would be responsible for implementing it.
  6. All other responsibilities of the Business Director were to be re-allocated across existing staff as appropriate to their current positions and capabilities.

## Central Coast Conservatorium – New Management and Operations Structure



What does this restructure  
mean for the tutors and staff  
of the Conservatorium?

1. In the short term there will be a lot of tweaking of Admin roles within the Conservatorium so that there is a clear delineation of duties and responsibilities.

*The Board will consult with the Artistic Director who will in turn consult with the respective stakeholders to ensure that it can be carried out as smoothly as possible over the next few months.*

2. In the long term, greater efficiency in our administration, accounting and reporting systems.

*As a result, hopefully, a freeing up of funds so that the Tutors can be paid higher fees.*

3. Improvement in accounting and financial systems through greater use of up to date technology.

4. In the long term, refurbished facilities which reflect the position which the Conservatorium holds in Music Education on the Central Coast.

5. Continued growth in all areas of the CC Conservatorium's activities including one to one lessons, musicianship classes, CMP, schools, Diploma courses, ensembles, Fee Assistance and so on.

- Conservatorium Achievements under the Current Board
  - Purchase and implementation of updated accounting programs and the engagement of a professional accountant to streamline our accounts and record keeping.
  - The implementation of a skills based Board of highly qualified individuals from diverse career backgrounds.
  - New Vision: *Inspiring artistry* and a New mission statement.

- Conservatorium Achievements under the Current Board
  - Review of compliance issues.
  - Construction of a Central Coast Conservatorium specific management structure, in accordance with professional advice and discussions for best outcomes.
  - Implementation of physical disability specific scholarship.
  - Maintaining Tier I status

- Conservatorium Achievements under the Current Board
  - Fee Help (pending)
  - Revised Diploma of Music performance modules
  - New system for school enrolments and payment which will encourage more schools to join our schools program.
  - Dialogue with Ourimbah Campus, resulting in paid performances for the contemporary music dept.
  - Extension of Schools program with an instrument hire option
  - Instrument hire program

- Conservatorium Achievements under the Current Board
  - Refurbishing existing premises
  - Board member, Charmian Gadd and friends, instrument fund raiser concerts. *Harpsichord already achieved, Double bass instruments also achieved. Concert piano still in the wings.*
  - Engaging Richard Gill (the Conservatorium's patron) as *ex officio* to the Artistic Advisory Committee.
  - Refocusing on grant opportunities and implementing support and educational programs to ensure successful and appropriate applications (*in conjunction with grant application course Sydney University*).