



Riverina Conservatorium of Music Limited

Policy Manual

2020

Version 1

1. Organisational.....	10
1.1. RCM Professional Code of Conduct Policy	10
1. Introduction	10
2. Relevant Legislation.....	10
3. Definitions	11
4. Acceptable Professional Conduct of RCM Personnel	11
5. Post separation employment.....	16
6. RCM personnel responsibilities in relation to RCM Policy	16
7. Personnel Complaint Management.....	16
8. Variations and Associated Documents	16
Associated Documents	16
Policy version and revision information	16
1.2. RCM Conflict of Interest Policy	17
1. Purpose	17
2. Objective.....	17
3. Scope.....	17
4. Definition of conflicts of interests.....	17
5. Policy	17
6. Action required for management of conflicts of interest	19
7. Compliance with this policy	19
8. Contacts.....	19
9. Roles and Responsibilities	20
Policy version and revision information	20
1.3. RCM Risk Management Policy	21
1. Introduction and Rationale	21
2. Policy statement.....	21
3. Definitions	21
4. Responsibility.....	21
5. Risk assessments	22
6. Reporting	22
Policy version and revision information	22
1.4. RCM Conference Policy.....	23
1. Introduction	23
2. Policy Statement	23
Policy version and revision information	23
1.5. RCM Records Management Policy	24
1. Introduction	24
2. Definitions	24
3. Application & Scope.....	25

4.	Policy Principles	25
5.	Record Creation	26
6.	Record Storage and Classification	27
7.	Access to Records	27
8.	Disposal of Records	28
9.	Roles & Responsibilities	29
	Policy version and revision information	30
1.6.	Internet, Email and Computer Use Policy	31
1.	Introduction	31
2.	Scope of the Policy	31
3.	Use of Internet, Email and Computers	31
4.	Guidelines for the use of Internet, Email and Computer facilities	32
5.	Prohibited Content	32
6.	Breach of this Policy	34
7.	Acknowledgement.....	34
	Policy version and revision information	34
1.7.	CSU Interaction Policy	35
1.	Introduction and Rationale	35
2.	Structure of Policy	35
	Policy version and revision information	36
2.	Human Resources	37
2.1.	Equal Employment Opportunities Policy	37
1.	Introduction	37
2.	Implementation Strategies	37
3.	Relevant Legislation.....	37
	Policy version and revision information	37
2.2.	Equivalent Music Student Policy	38
1.	Introduction and Rationale	38
2.	Policy Statement	38
3.	Roles and Responsibilities	42
	Policy version and revision information	43
2.3.	RCM Staff Leave Policy	44
1.	RCM Staff Leave Policy	44
2.	Types of Leave (summary)	44
3.	Legislation.....	44
4.	Procedures.....	44
5.	Types of Leave	44
6.	Roles and Responsibilities	49
	Policy version and revision information	50

2.4. Employee Motor Vehicle Usage & Car Hire Policy	51
1. Introduction	51
2. Policy Statement	51
Policy version and revision information	52
2.5. Professional Development Policy.....	53
1. Rationale.....	53
2. Aims and Objectives	53
3. Process.....	53
Policy version and revision information	54
2.6. Relocation Policy	55
1. Policy Statement	55
2. Definitions	55
3. Eligibility for relocation assistance	55
4. Geographic criteria for determining the level of relocation assistance	56
5. Protocols for the offering of relocation assistance.....	56
6. Protocols for claiming relocation assistance	56
7. Roles and Responsibilities	56
Policy version and revision information	57
2.7. RCM Bullying and Harassment Policy.....	58
1. Introduction and Rationale	58
2. Harassment.....	58
3. Bullying	58
4. Bullying and Harassment Complaint Procedures.....	59
5. Types of potential bullying or harassment interactions	60
6. Disciplinary Action.....	61
7. Confidentiality	61
8. Roles and Responsibilities	61
Policy version and revision information	62
2.8. Employee Personal Grievance Policy	63
1. Purpose of Policy	63
2. Commencement of Policy	63
3. Application of the Policy.....	63
4. What is a grievance?	63
5. Dealing with personal grievances	63
6. Summary of The RCM's personal grievance procedure	64
7. Other procedural issues.....	66
8. Variations and Associated Documents	67
Associated Documents.....	67
Policy version and revision information	67

2.9. Employee Termination and Resignation Policy	68
1. Introduction	68
2. Relevant legislation.....	68
3. EMS salaried staff resignation	68
4. Casual staff	69
5. RCM Staff Termination	69
6. Post separation provisions.....	69
7. Return of RCM property.....	70
Policy version and revision information	70
2.10. Work Health and Safety Policy	71
1. Introduction and Rationale	71
2. Policy statement.....	71
3. Roles and Responsibility.....	71
4. Consultation	72
5. Review of Consultation	73
6. Relevant Legislation.....	73
Policy version and revision information	73
2.11. Working From Home Policy	74
Associated Documents.....	80
Policy version and revision information	80
2.12. Workplace Drug and Alcohol Policy	81
1. Aim.....	81
2. Commencement of the Policy	81
3. Scope.....	81
4. Definitions	81
5. Responsibilities	82
6. Some specific situations	83
7. Consumption of alcohol — The RCM’s responsibilities.....	84
8. Driving The RCM and CSU vehicles and machinery.....	84
9. What will The RCM do if it suspects a worker is affected by drugs or alcohol?.....	85
10. What will The RCM do if it finds drug or alcohol at the The RCM’s workplace?.....	86
11. What will The RCM do if it suspects a worker has drugs or alcohol in their possession at work?	86
12. Breach of this Policy	86
13. Access to support services	87
14. Education and training	87
15. Variations.....	87
Associated Documents.....	88
Policy version and revision information	88

2.13. Mental Health Policy	89
Associated Documents	91
Policy version and revision information	91
3. Operational A – Music Education	92
3.1. RCM Enrolment Policy	92
1. Introduction and Rationale	92
2. Definitions	92
3. Policy Linking	93
4. Policy Statement	93
5. Roles and Responsibilities	98
6. Legislative Acknowledgement	99
Policy version and revision information	99
3.2. RCM Child Protection Policy – Under Review	100
1. Introduction	100
2. Definitions	100
3. Child Protection Policy Statement	100
Policy version and revision information	107
3.3. Makeup and Credits Policy	108
1. Rationale for Policy	108
2. Definitions:	108
3. Policy Statement	108
4. Roles and Responsibilities	110
Policy version and revision information	112
3.4. RCM Teaching at Schools Policy	113
1. Introduction	113
2. Policy References:	113
3. RCM Teacher Responsibilities	113
4. School Responsibility	114
5. Parent/Student Responsibility	114
6. Band Rehearsals	114
7. Band Fees and School Payment	115
8. Band Performances	115
9. Arrangements and Commissions	115
10. Band conductor payments	115
11. Discipline	116
12. Instruments	116
13. Changes	116
14. Roles and Responsibilities	116
Policy version and revision information	117

3.5. Studio Teaching Policy	118
1. Introduction and Rationale	118
2. Policy Statement	118
3. Implications of Policy Statement	118
4. Roles and Responsibilities	119
Policy version and revision information	120
3.6. RCM Ensemble Policy	121
1. Introduction	121
2. Definitions	121
3. Policy Statement	121
4. Variations of Ensembles	121
5. Ensemble Member Numbers	123
6. Member Enrolment	123
7. Ensemble Mentor Assistant(s)	123
8. Fees.....	124
9. Ensemble Director’s Remuneration	125
10. Roles and Responsibilities	127
Policy version and revision information	128
3.7. Instruments Policy	129
1. Introduction	129
2. Instrument Categories:.....	129
3. Categories of users:.....	129
4. Policy Statement	129
5. Instrument Acquisitions (quality, selection, and purchase):	129
6. Instrument Disposal	130
7. Instrument Loan/Hire Agreement	130
8. Instrument Storage	131
9. Instrument Maintenance	131
10. Stationary Instruments	132
Policy version and revision information	133
3.8. RCM Accompaniment Policy	134
1. Introduction	134
2. Policy References:	134
3. Definitions	134
4. Policy Statement	134
5. General Provisions.....	135
6. Roles and Responsibilities	136
Policy version and revision information	137
4. Operational b – Administrative	138

4.1. Room/Studio or Performance Space Booking and Hire Policy	138
1. Introduction	138
2. Dr Roland Bannister Performance Room.....	138
3. Rehearsal Room and Upstairs Classroom.....	138
4. Teaching Studios including Studio 3	138
5. General Conditions	139
6. Room Hire Prices.....	139
Policy version and revision information	139
5. Operational c – Financial	140
5.1. Cash flow and Budgeting Policy.....	140
1. Introduction	140
2. Definitions	140
3. Policy Statement	140
4. Cash flow Management Procedures	140
5. Budget Management Procedures	141
6. Roles and Responsibilities	141
Policy version and revision information	142
5.2. Company Credit Card Policy.....	143
1. Purpose of Policy	143
2. Commencement of Policy	143
3. Application of the Policy.....	143
4. Eligibility criteria	143
5. Responsibilities	143
6. Violating this policy	144
7. Variations.....	144
Associated Documents.....	144
Policy version and revision information	144
5.3. RCM Departmental Discretionary Budget Policy	145
1. Introduction	145
2. Availability of discretionary funds.....	145
3. Discretionary Budget Limits and Conditions.	145
4. HOD guidelines for the expenditure of discretionary funds.	146
5. Roles and Responsibilities	147
Policy version and revision information	148
6. Operational d – Advertisements, Events & Publicity	149
6.1. RCM Marketing and Promotions Policy	149
1. Introduction	149
2. Policy Statement	149
3. Policy Detail	149

4. Roles and Responsibilities	150
5. Relevant Legislation.....	150
Policy version and revision information	150
6.2. Media and Publicity Policy	151
1. Policy Statement	151
Policy version and revision information	151
6.3. Social Media Policy	152
1. Social Media Policy.....	152
2. Commencement of Policy	152
3. Scope.....	152
4. Definitions	152
5. Representing RCM in social media.....	153
6. Acknowledgement.....	153
7. Material posted by others.....	154
8. External social media platforms	154
9. RCM employees' and RCM contractors' responsibilities.....	154
10. Warning	155
11. Consequences of breaching the Social Media Policy	155
12. Variations.....	155
Associated Documents.....	155
Policy version and revision information	155
6.4. RCM Performance Policy.....	156
1. Introduction	156
2. Management of performance schedules.....	156
3. Management of performance content	156
4. Management of performance logistics	157
5. Management of performance financial and administrative processes.....	157
6. Management of student performance	158
7. Management of ad-hoc performance events	159
8. External performance providers	159
9. Management of performance promotion	159
10. Roles and responsibilities	159
Policy version and revision information	160
6.5. NEXT POLICY HEADING.....	162

1. Organisational

1.1. RCM Professional Code of Conduct Policy

1. Introduction

- a. All the people associated with the RCM have a right and an expectation that service from all RCM personnel be delivered in a manner that reflects fairness, integrity and professional ethics. The teaching of children, especially in the field of music, carries with it a responsibility to maintain public confidence by properly following a relevant code of conduct.
- b. This Code of Conduct complements other RCM policies including, but not restricted to, the WH&S, risk management and equal opportunity documents and is to be read in conjunction with it. It will outline the RCM's position regarding professional conduct and will cover:
 - i. Relevant legislation
 - ii. Definitions
 - iii. Acceptable professional conduct of RCM personnel
 - iv. Post-separation employment
 - v. Teacher responsibilities in relation to RCM policy
 - vi. Personnel complaint management
 - vii. Privacy and confidentiality
 - viii. Roles and responsibilities
- c. RCM Personnel are required to fulfil their obligations and meet standards within the guidelines of the law and this policy. RCM personnel need to be aware that in some cases, breach of RCM Policy, legislation or contractual and ethical obligations may lead to disciplinary action ranging from formal warnings to dismissal and possible criminal charges.

2. Relevant Legislation

- a. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - i. Anti-Discrimination Act 1977 (NSW);
 - ii. Crimes Act 1900;
 - iii. Independent Commission Against Corruption Act 1988;
 - iv. Industrial Relations Act 1996
 - v. Workplace Health and Safety Act 2011
 - vi. Privacy and Personal Information Protection Act 1998
 - vii. Privacy Act 1988 (Cth)
 - viii. Ombudsmans Act 1974
 - ix. State Records Act 1998;
 - x. Child Protection (Prohibited Employment) Act 1998
 - xi. Children and Young Persons Act, 1998
 - xii. Children's Guardian Act 2019
 - xiii. Workplace Relations Act 1996
 - xiv. Fair Work Act 2009 (Cth)
 - xv. Public Health Act 2010 (NSW)
 - xvi. Copyright Act 1968 (Cth)
 - xvii. Amendment Act 2006

3. Definitions

- a. Personnel: refers to any employed, volunteer or visiting person engaged with children. Where personnel are specifically related to the RCM they are referred to within this policy as RCM personnel. The word personnel may interchange with staff in the context of this document.
- b. Professional Conduct: refers to any activity conducted by an RCM Personnel for, or on-behalf of, the Riverina Conservatorium of Music.
- c. Client: refers to any person who engages the RCM on a professional basis to provide good and services for a fee. Clients also includes schools where the RCM provides in-school hours tuition on school property at the behest of the school.

4. Acceptable Professional Conduct of RCM Personnel

- a. Equal Opportunities:
 - i. All people have the right to feel free to be a part of and interact with the RCM community without fear of racial, sexual, physical or other discrimination or abuse, as per the RCM Equal Opportunity Policy. RCM employees are to treat all people in a fair and courteous manner.
- b. NSW Government Public Health Orders:
 - i. All RCM employees, including all volunteer, temporary and contract staff, must comply with any NSW Public Health Orders that are applicable to the RCM.
 - ii. The relevance of a NSW Public Health Order to the RCM will be determined by the RCM Director, after seeking expert advice from independent legal teams, relevant industry advisors or the Association NSW Regional Conservatoriums.
 - iii. Unless the requirements as outlined by the Public Health Order have been met in the given required time period(s), if any, then no RCM staff will be permitted to enter RCM premises, except, unless otherwise indicated by the Public Health Order, they are entering as a member of the public and/or as a student.
- c. Professional Conduct
 - i. Personnel will perform duties in a manner that displays a high level of professional principle. All RCM Personnel should perform any duties associated with their positions diligently, impartially and conscientiously to the best of their ability.
 - ii. For every paid teaching hour teachers are required to engage in some administrative/ support duties in order to ensure the smooth running of their studio. These duties include, but are not limited to:
 - 1. Completion of teaching role as required by the RCM Deputy Director Finance and Administration.
 - 2. Maintain regular and direct contact with parents of students throughout each teaching term.
 - 3. Construction and organisation of timetables including the informing of students and their parents of timetable matters.

4. Completion of all reporting requirements including student reports at least once per year.
 5. Attendance of mandatory professional development training sessions.
 6. Attendance of staff meetings at least once per term.
 7. Support their students in performances, auditions, competitions etc
- iii. In the performance of their duties all RCM personnel should:
 1. Maintain their professional proficiency through study and performance.
 2. Be punctual for all lessons, meetings and other professional appointments.
 3. Will conduct themselves in lessons with dignity and professionalism.
 4. Will not use telephones or computers of any sort during lessons. Exceptions will apply where the legitimate use of computing equipment is integral to the teaching of the lesson.
 - iv. All RCM employees will work to ensure that the good reputation of the Conservatorium and its employees is well maintained.

d. Child Protection

- i. All RCM Personnel must make themselves familiar with all RCM Policy relating to Child Protection. All RCM personnel will ensure that adherence to the *Commission for Children and Young People Act 1998* is maintained.
- ii. All RCM Personnel must avail themselves of Child Protection Training a minimum of once every year of their employment with the RCM or as instructed by the RCM's Board of Management. The RCM will provide annual training prior to the commencement of the teaching year. All RCM Personnel are obliged to attend RCM Child Protection Training days.
- iii. All RCM personnel have a duty to report any matter to the Director regarding the behaviour of other RCM personnel, which is in breach of this code or the RCM Child Protection Policy. Reports of this nature against the Director should be directed towards the Chairman of the Board.
- iv. RCM personnel are not permitted to touch children or others in any way that could be perceived as a violation of that child or person's rights or freedom. While limited physical contact may be required for the performance of duties, all contact must be clear and unambiguous in its pedagogical purpose. Please seek advice from the relevant Head of Department or the RCM Director if you are unclear about pedagogically based contact with students.
- v. No RCM personnel is permitted to enter into a personal relationship with a current student of the RCM.

e. Activities conducted for personal gain

- i. The RCM does not permit any employee of the organisation to utilise the private information of RCM clients for private personal gain. This includes:

1. Solicitation or acceptance of an RCM student for private teaching
 2. Solicitation or acceptance of an RCM student for private accompaniment activities.
 3. Solicitation of RCM students for any other private commercial activities.
- ii. The RCM does not permit the conducting of any private commercial activities on any of its sites. Teachers wishing to operate as commercial agents for instrument retailers/ suppliers must do so off site.
- f. Intellectual property protection**
- i. All RCM personnel will respect the intellectual property of others. Photocopying of copyright material is illegal and not condoned by the RCM.
- g. Confidentiality**
- i. All personnel are to maintain confidentiality in all private matters they are privy to regarding other members of the RCM or wider community.
- h. Dress Standards of RCM Personnel**
- i. Neat and modest attire should be worn at all times. All personnel are expected to wear clothing appropriate for the workplace.
- i. Acceptance of gifts or benefits**
- i. While RCM staff may accept gifts from students, RCM personnel should not accept a gift or benefit if the gift is intended or is likely to cause the staff member to do his or her job in a particular way, or deviate from the proper course of duty.
- j. Management of Student Enrolments by RCM Personnel**
- i. General Communication with Students, Parents/ Guardians
 1. Students and their parents/ guardians are the clients of the Riverina Conservatorium of Music and must always be treated with respect and courtesy. Where a staff member experiences difficulties with a student/parent/ guardian, they are advised to maintain a record of all communication and to report the matter immediately to the Deputy Director Finance and Administration.
 2. Where disagreements occur between RCM personnel and students/parents/guardians, it is the responsibility of the staff member in question to provide evidence to support their position.
 3. It is advised, in the interests of best practice, that teachers log times, dates and details of all RCM related communication with students/parents/guardians.
 4. RCM Teaching personnel are responsible for ensuring they have the most up-to-date student contact details. An updated contact list will be provided by Administration at the start of every term.
 5. All communication, including, but not restricted to, enrolment, examinations, assessment, timetables must be confirmed with the parent's/guardians of the student.

- ii. Communication and Management of Missed Lessons
 - 1. Teachers must contact parents/ guardians immediately two consecutive Student Absences (SAs) have occurred. A record of this contact must be noted in the adjustment sheet of the Roll document.
 - 2. Where an aggregate of four SAs occur in one term the teacher must contact the parents/guardians to discuss the matter.
- iii. Student Enrolment Termination
 - 1. From time to time, issues may arise where a student's progress and continuation in lessons needs to be reviewed. This may not always be the consequence of behavioural issues including, but not restricted to:
 - a. Situations where a student's other commitments are impacting upon their ability to progress at a satisfactory level.
 - b. A student's interest has waned to such a degree that continuation seems unsustainable.
 - c. The personal rapport between teacher and students leads to unproductive lessons and a failure to communicate effectively.
 - 2. NO RCM personnel member may terminate the enrolment of an RCM student. Only the Director or Deputy Director/s may authorise a termination of enrolment after a process of consultation with all parties including parents, relevant teacher, relevant Head of Department and school authorities where applicable. All matters must be treated with the utmost sensitivity and care by all RCM personnel.
 - 3. Where a student's continued enrolment needs to be reviewed for matters other than disciplinary issues, the following process should be followed by all teaching and administrative personnel:
 - a. Where issues have been identified that could affect the future enrolment of an RCM student, the relevant teacher must immediately report the matter to their Head of Department. The Head of Department must keep a written record of all matters relating to student issues.
 - b. After consultation with the Head of Department, if the student has lessons at a school supported by the RCM, the Deputy Director Teaching and Learning must be informed immediately either verbally or in writing. The Deputy Director Teaching and Learning will manage all communication with the relevant school in relation to the matter.
 - c. After consultation with the Deputy Director/s and/ or the relevant Head of Department, the teacher must consult the parents and the issues discussed. RCM personnel are advised to maintain a record of and inform the relevant

Head of Department or Deputy Director/s when meeting with parents.

4. The RCM suggests the following remedies where the matter remains unresolved. These remedies may only be initiated by the relevant Head of Department, Deputy Director/s or Director:
 - a. Change of pedagogical approach
 - b. Transfer to an alternate teacher at the RCM
 - c. Consideration of an alternate instrument
 - d. Negotiated break from lessons until any external matters/commitments are resolved.
5. Only where a documented effort to remedy the situation using the above procedures has failed will the RCM Director or Deputy Director/s considers the termination of a student's enrolment.

k. Transfer of an RCM Student between RCM Studios

- i. Where a student is to transfer from one RCM studio to another, the relevant Head of Department must coordinate the transfer.

l. Discipline of Students by RCM Personnel

- i. From time to time, RCM personnel will be required to maintain the discipline of students. Accordingly, the following guidelines should be followed:
- ii. The RCM regards any behaviour that may be offensive to others, risk damage property, injury to people or generally disruptive as requiring redress.
- iii. Individual teaching/ admin personnel may not discipline RCM students except where the student's behaviour presents an immediate risk to people or property. All matters requiring discipline should immediately be referred to the relevant Head of Department, Deputy Director/s or Director for appropriate disciplinary action. At no point should a staff member of the Riverina Conservatorium of Music discipline a student without the parent/guardian being present.
- iv. Parents or guardians of applicable students must be consulted immediately regarding any disciplinary issues.
- v. Parents of students wearing inappropriate attire will be advised that lessons may not take place until this is rectified.
- vi. Where a student's ongoing behaviour is deemed to be destructive to wellbeing of fellow students and personnel of the RCM, the Director may terminate a student's enrolment. Termination of enrolment can only take place after consultation with the teachers, the parents and the relevant student.
- vii. Where disputes exist between students from different families, it is advised that parents only meet to discuss the matter in the presence of the relevant Head of Department, Deputy Director/s or Director.

m. Use of RCM Equipment and Property

- i. All RCM personnel will respect the property and equipment owned by the RCM. All equipment and property must be handled with care

and returned to the RCM in reasonable condition, normal wear accepted.

5. Post separation employment

- a. Please read the RCM's Termination and Resignation Policy.

6. RCM personnel responsibilities in relation to RCM Policy

- a. All RCM personnel will read and sign off on all RCM policy documentation on an annual basis or as updated to ensure their understanding of up to date changes in policy and relevant legislation.

7. Personnel Complaint Management

- a. Please refer to the RCM's Personal Grievance Policy.

8. Variations and Associated Documents

8.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

RCM's Work Health & Safety Policy, RCM's Risk Management Policy, RCM's Equal Opportunities Policy, RCM's Termination and Resignation Policy, RCM's Personal Grievance Policy.

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait
Policy Revised: 2007 by Damien Johnson
Policy Revised: 2008 by Damien Johnson, Jeff Donovan and Hamish Tait
Policy Ratified by RCM Board of Management: December 2008
Policy Revised: February 2010 by Catherine Holland and Geoffrey Xeros
Policy Re-ratified by RCM Board of Management: March 2010
Policy Revised: June/July 2010
Policy Re-ratified by RCM HODs: 1 July 2010
Policy Re-ratified by RCM Staff Meeting: 26th July 2010
Policy Re-ratified by RCM Board of Management: 11th August 2010
Policy Revised: May 2011 by Hamish Tait
Policy Re-ratified by RCM Staff Meeting: 25th July 2011
Policy re-ratified by RCM Board of Management: 10th August 2011
Policy Revised: 2012 by Hamish Tait
Policy Re-ratified by RCM Staff Meeting: 10th September 2012
Policy Re-ratified by RCM Board of Management: 12th September 2012
Policy Reviewed: March 2020 by Kathleen Lancaster and Venita Riordan
Policy re-ratified by RCM Staff Meeting:
Policy re-ratified by RCM Board of Management:

1.2. RCM Conflict of Interest Policy

1. Purpose

- a. The purpose of this policy is to help Board members of the Riverina Conservatorium of Music Ltd (RCM) to effectively identify, disclose and manage any actual, potential or perceived conflict of interest in order to protect the integrity of the RCM and manage risk.

2. Objective

- a. The RCM Board of Management (Hereafter referred to as the 'Board' in this policy) aims to ensure that Board members are aware of their obligations to disclose any conflict of interest they may have, and to comply with this Policy to ensure they effectively manage any conflict of interest as representatives of the RCM.

3. Scope

- a. This policy applies to the Board members of the RCM including the Chief Executive Officer (CEO) and to other senior Executive Staff including:
 - i. The RCM Associate Director
 - ii. The RCM Deputy Director Finance and Administration
 - iii. RCM Heads of Department

4. Definition of conflicts of interests

- b. **Conflict of Interest:** A conflict of interest occurs when a person's personal interest conflicts with their responsibility to act in the best interests of the RCM.
 - i. Personal interests include direct interests as well as those of family, friends, or other organisations a person may be involved with or have an interest in (for example, as a shareholder).
 - ii. Conflict of interest also includes a conflict between a board member's duty to the RCM and another duty that the board member has (for example, to another organisation).
 - iii. A conflict of interest may be actual, potential or perceived and may be financial or non-financial.
- a. These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the RCM, and must be managed accordingly.

5. Policy

c. Policy Statement

- i. This Policy has been developed because conflicts of interest commonly arise, and these need to be identified and openly and effectively managed. It is the policy of the RCM as well as a responsibility of the Board that ethical, legal, financial or other conflicts of interest be avoided, and that any such conflicts (where they do arise) do not interfere with the obligations to the RCM.

- ii. The RCM shall manage conflicts of interest by requiring Board members to:
 - 1. avoid conflicts of interest where possible
 - 2. identify and disclose any conflicts of interest
 - 3. carefully manage any conflicts of interest, and
 - 4. follow this Policy and respond to any breaches.

d. Responsibility of the board

i. The Board is responsible for:

- 1. establishing a system to identify, disclose and manage conflicts of interest across the RCM
- 2. monitoring compliance with this Policy, and
- 3. reviewing this policy on an annual basis to ensure that the Policy is operating effectively.
- 4. The RCM must ensure that its board members are aware of the ACNC governance standards, particularly governance standard 5 (Duties of responsible persons), and that they disclose any actual or perceived material conflict of interests as required by governance standard 5.

e. Identification and disclosure of conflicts of interest

- i. All meetings of the RCM Board of Management will include an opening Agenda Item entitled: Conflicts of Interest.
- ii. Once an actual, potential or perceived conflict of interest is identified, it must be entered into the RCM's Conflicts of Interest Register, as well as being raised with the Board.
 - 1. Where all Board members share a conflict, the Board should refer to the Australian Charities and Not-for-profits Commission (ACNC) governance standard 5 to ensure that proper disclosure occurs.
 - 2. The Conflicts of Interest Register shall be maintained by RCM's CEO. The Register shall record information related to a conflict of interest, including the nature and extent of the conflict of interest and any steps taken to address it.
- iii. Confidentiality of disclosures
 - 1. The Conflicts of Interest Register maintained by the CEO will not be made available to the public.
 - 2. The Conflicts of Interest Register may be made available to members of the RCM upon application in writing to the RCM's CEO.
 - a. The CEO will assess the public interest against disclosure of the register in consultation with the Executive of the Board of Management prior to disclosure.

6. Action required for management of conflicts of interest

- f. Conflicts of Interest of Board members
 - i. Once a conflict of interest has been appropriately disclosed, the Board of Management (excluding the Board member disclosing and any other conflicted Board member) must decide whether or not those conflicted Board members should:
 - 1. vote on the matter (this is a minimum),
 - 2. participate in any debate, or
 - 3. be present in the room during the debate and the voting.
 - ii. In exceptional circumstances, such as where a conflict is very significant or likely to prevent a Board member from regularly participating in discussions, the Board shall consider whether it is appropriate for the person conflicted to resign from the Board.
- a. Considerations when deciding on action:
 - iii. In deciding what approach to take, the Board will consider:
 - 1. whether the conflict needs to be avoided or simply documented
 - 2. whether the conflict will realistically impair the disclosing person's capacity to impartially participate in decision-making
 - 3. alternative options to avoid the conflict
 - 4. the RCM's objects and resources, and
 - 5. the possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, the RCM.
 - iv. The approval of any action requires the agreement of at least a majority of the Board (excluding any conflicted Board member/s) who are present and voting at the meeting. The action and result of the voting will be recorded in the minutes of the meeting and in the Conflicts of Interest Register.

7. Compliance with this policy

- a. If the Board has reason to believe that a person subject to the policy has failed to comply with it, it will investigate the circumstances.
- b. If a person subject to the policy is found to have failed to disclose a conflict of interest, the Board may take action against them. This may include seeking to terminate their relationship with the RCM.
- c. If a person suspects that a Board member (other than the chair) has failed to disclose a conflict of interest, they must notify the Chair of the Board of Management.
- d. If a person suspects that the Chair of the Board of Management has failed to disclose a conflict of interest, they must notify the Deputy Chair of the Board of Management and the Chief Executive Officer.

8. Contacts

- a. For questions about this policy, contact the Chair of the Board of Management or Chief Executive Officer by telephone +61 (02) 6925 3522.

9. Roles and Responsibilities

- a. RCM Chief Executive Officer (CEO)
 - v. The RCM CEO shall maintain the RCM Board of Management's Conflicts of Interest Register in accordance with the RCM's Records Management Policy.
 - vi. The RCM CEO shall assess any request for access to the register.
- b. Board members
 - vii. All RCM Board members shall declare conflicts of interest as they arise.

Policy version and revision information

Policy Devised and Written in April 2016 by Hamish Tait
Policy ratified and implemented by the RCM Board of Management: 3rd May 2016
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

This policy was devised with reference to the template of Conflicts of Interest Policy by the ACNC 2016.
<https://www.acnc.gov.au/ACNC/Publications/COIguide/COIguide8.aspx> accessed April 2016

1.3. RCM Risk Management Policy

1. Introduction and Rationale

- a. Risk is inherent in all our corporate and personal activities, and we continuously manage risks. Formal and systematic approaches to managing risk have evolved, and are regarded as sound business practice. The Riverina Conservatorium of Music believes that the adoption of a formal approach to risk management will improve decision-making, performance and accountability.
- b. The goal is not to eliminate risk, rather to manage the risks inevitably involved in many of the Conservatorium's activities to maximise our opportunities and minimise negative outcomes. Risk management requires:
 - i. Forward thinking and a proactive approach to management
 - ii. Achieving a balance between the costs of managing and risk and the anticipated benefits.

2. Policy statement

- a. The Riverina Conservatorium of Music will maintain procedures that provide it with a systematic view of the risks it faces in the course of its activities. This policy will be consistent with the *Australian Risk Management Standard AS/NZS 4360* and the *Work Health and Safety Act 2011*.

3. Definitions

- a. **Risk:** Risk is the chance that an event will occur that will impact upon the Riverina Conservatorium of Music's objectives. It is measured in terms of consequence and likelihood.
- b. **Risk assessment:** Risk assessment is the process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined acceptable levels of risk.
- c. **Risk management:** Risk management is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.

4. Responsibility

- a. Everyone
 - i. Everyone, in or at the Riverina Conservatorium of Music including staff, students and visitors, is responsible for the effective management of risk.
- b. The Director
 - i. The Director is responsible for ensuring that a risk is assessed and strategies developed to manage each risk as identified. The Director is responsible for managing all risk situations that arise.
 - ii. The Director is responsible for advising the RCM Board of Management in relation to identified risk situations when appropriate or necessary.

- c. Risk Management Committee:
 - i. An Audit and Risk Management Committee will be convened when necessary to assess and manage risks where the RCM deem it necessary.
 - ii. The RCM Risk Management Committee will be chaired by the RCM Director and will comprise members of the RCM Board and others members of the organisation as required.
 - iii. The RCM Risk Management Committee, when convened, is empowered to co-opt specific expertise if it is deemed necessary to assess risks beyond the expertise of the Board.

5. Risk assessments

- a. The RCM Board of Management will work to develop procedures to ensure that all activities undertaken by the RCM are managed within a suitable risk. Where necessary, the RMC may develop documentation and reporting procedures to access risk and determine appropriate action.
- b. The RCM Risk Management Committee will develop procedures and supporting documentation to manage matters delegated to it.

6. Reporting

- a. General RCM Community.
 - i. All perceived risks may be reported to the administration from the community, staff or students. The RMC will develop an appropriate system of recording and dealing with perceived risks as they arise.
 - ii. Staff will be provided with the opportunity to report risks and WH&S concerns to all staff meetings as a standard Agenda Item.
- b. The Director
 - i. The RCM Director will chair all meetings of the RCM Risk Management Committee.
 - ii. The RCM Director will report all matters relating to organisational risk to the RCM.
- c. Risk Management Committee
 - i. The Risk Management Committee will manage risk situations as delegated by the Board when necessary.

Policy version and revision information

*Policy Devised and Written August 2005 by Hamish Tait
Ratified and Implemented by the Board of Management: September 2005
Policy Reviewed: November 2014 by Hamish Tait
Policy re-ratified by the RCM Staff Meeting: 24th November 2014
Policy re-ratified by the RCM Board of Management: 3rd December 2014
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:*

1.4. RCM Conference Policy

1. Introduction

- a. The RCM recognises that conferences and conventions that promote a greater understanding of music and music education are critical to the future development of the organisation. The RCM actively promotes RCM teaching and administrative staff to attend conferences and conventions that will improve its capacity to provide quality music education and performance opportunities to the Riverina.
- b. Further, the RCM Board of Management considers it strategically important that the RCM host conferences and conventions of regional, national and international importance.

2. Policy Statement

a. Hosting of Conferences

- i. The RCM Board of Management requires that from time-to-time the RCM Director and Executive Staff will submit bids to host major conferences, conventions and other key music education and performance events.
- ii. In particular, the RCM will engage with key national conferences that have significant professional bearing upon the RCM's teaching Programs. For example (not restricted to):
- iii. The Australasian Piano Pedagogy Conference
- iv. AUSTA Strings Conference
- v. Additionally, the RCM's Executive will also explore concepts for the development and sustainability of locally hosted conferences and events such as (but not restricted to):
 1. WOWW (Western Outback Woodwinds Weekend)
 2. RPPC (Riverina Piano Pedagogy Conference)

b. Attendance of Conferences

- i. The RCM Board of Management strongly supports RCM teaching and administrative staff attending professional conferences, conventions and other professional development activities that enhance the RCM's ability to achieve its strategic goals.
- ii. Consequently, the RCM will provide financial and logistical support to staff attending conferences that are directly related to the staff member's employment at the RCM. Please refer to the RCM's Professional Development Policy for details regarding the protocols for professional development.

Policy version and revision information

Policy Devised and Written in January 2010 by Hamish Tait
Policy Ratified:
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

1.5. RCM Records Management Policy

1. Introduction

- a. The Riverina Conservatorium of Music (RCM) recognises that good record-keeping supports the RCM's business needs, compliance requirements under legislative frameworks, and the interests of stakeholders.
- b. The RCM is required to comply with the State Records Act 1998 (NSW) and the standards, policies and guidelines issued under it.
- c. The RCM implements and maintains good record-keeping practices across all areas and functions of the RCM by implementing the RCM's Records Management Policy.
- d. This Policy specifies records management responsibilities and compliance controls to:
 - i. ensure compliance with the State Records Act 1998 (NSW);
 - ii. ensure efficient and effective records management at RCM;
 - iii. create, capture and maintain full and accurate records for all RCM business activities; and
 - iv. dispose of records in a controlled and compliant manner.

2. Definitions

- a. **Archives:** Records that have been selected for retention on the basis of their continuing value for legal, administrative, financial or historical purposes, but that are no longer required for current use.
- b. **Business activities:** Any action that contributes towards RCM's decision-making process or service delivery, including all RCM's functions, processes, activities and transactions.
- c. **Full and accurate record:** A record that:
 - i. accurately documents what was done, communicated or decided, when the action was performed, and who determined the action;
 - ii. clearly specifies how, when and why the record was created;
 - iii. is complete and is protected against unauthorised access, alteration, deletion or loss; and
 - iv. is usable by virtue of being understandable, complete, retrievable and available through time.
- d. **Knowledge management:** A multi-disciplined approach to create, acquire, share and preserve knowledge and corporate history, and the cultural and technical foundations that support them. The aim is to align knowledge processes with organisational objectives.
- e. **Managing records:** Any action relating to the life cycle of a record, including the storage, assignment of metadata, retrieval, transfer, preservation, and eventual disposal of records.
- f. **Metadata standards:** Structured information that allows system users to enter records into the RMS consistently and accurately, and in a manner that allows easy record retrieval.
- g. **Record:** Information in written, printed or electronic form that provides evidence of the business activities of the RCM. A record may include, but is not limited to, any staff member's paper-based records, emails, or electronic

documents stored at RCM or on RCM equipment. A record does not include personal and/or private documents that are not part of official RCM business.

- h. Records Disposal:** Any method of removing records from the RCM's Records Management System through an approved process, such as archiving or destruction.
- i. Nominated Records Officer:** The Nominated Records Officer (NRO) has overall responsibility for RCM's Records Management Program. The NRO at RCM is the Chief Executive Officer (CEO) or delegate. In the absence of the RCM's CEO or delegate the NRO position defaults to the RCM's Deputy Director Finance and Administration (Deputy Director Finance and Administration).
- j. Deputy Director Finance and Administration (DDF&A):** The RCM employee whose responsibility is to oversee the Records Management System and support the RCM's business needs and compliance with the State Records Act 1998 (NSW).
- k. Records Management System (RMS):** The process by which records are stored. The RCM will utilise physical and electronic systems, under the control of the RCM CEO and the Head of the Finance and Administration. For the purposes of this policy the RMS consists of:
 - i. data including:
 - ii. Financial records
 - iii. Business records
 - iv. CSU Regional Archives – for all physical records to be stored indefinitely
 - v. RCM Safe Storage Area – for all physical records to be stored for a defined period.

3. Application & Scope

- a.** This Policy applies to all records of corporate value created or processed during business activities at the RCM, including, but not limited to, student records, research records, staff records, business and marketing records, and financial records.
- b.** This Policy applies to all business activities of the RCM conducted within and outside of Australia.
- c.** This Policy applies to the creation, management, storage, retrieval and disposal of records by all RCM staff.
- d.** Policy replaces all previous Records Management Policies and takes precedence over local Records Management policies, guidelines and practices.

4. Policy Principles

- a.** The RCM shall have a Records Management Program that complies with the requirements of the State Records Act 1998 (NSW) and associated standards, policies and guidelines.
- b.** The Records Management Program shall be implemented across all RCM business activities. The Records Management Program and RCM's business activities may be subject to internal/external monitoring and auditing to ensure ongoing compliance.
- c.** Record-keeping requirements shall be embedded within RCM procedures and plans including any Quality Management Systems.

5. Record Creation

a. Defining Records

- i. A record shall be saved into the RMS if:
 1. the record is prepared, received or used in the course of the RCM's business dealings; including (but not restricted to):
 - a. Student records
 - b. Staff records
 - c. Legal records
 - d. Financial records
 - e. Records likely to be reviewed or audited
 2. the record is written, received or used in the course of the RCM's Board of Management's dealings;

b. Creating Records

- i. Records shall be created and indexed as close to the commencement of a business activity or issue as practicable to assist the capture of a full and accurate record.
- ii. Where records are not indexed into the RMS on creation they shall be stored in accordance with the physical storage requirements outlined in this Policy until they are entered electronically.
- iii. To preserve the integrity of RCM's records, no additions or alterations shall be made to an existing record. If additions or alterations are required, a subsequent record shall be created and added using the same metadata principles.

c. Electronic Record-keeping

- i. All electronic records within the RCM shall be stored within the RMS.
- ii. The use of other electronic systems to capture and manage records in an electronic format must be approved by the NRO or delegate to ensure compliance with NSW state legislation requirements.
- iii. If the business unit is unable to access the RMS, records should be managed in accordance within the physical storage requirements outlined in this Policy.

d. Electronic mail (Email)

- i. Email correspondence is an official record where it is used to document the business activities of the RCM. All emails must be stored within the RMS including all previous threads and relevant attachments to ensure it is a full and accurate record.
- ii. Storing emails within email folders on a RCM computer does not satisfy this Policy.

e. Ownership, Custody and Control of Records and Archives

- i. All records created or received by staff, in the course of the RCM's operations and activities are owned by RCM unless otherwise specified under contract. Regardless of the ownership of records, any record created, accessed and/or stored by the RCM must be managed pursuant to this Policy.

6. Record Storage and Classification

a. Storage systems

- i. All RCM records must be stored within the RMS in accordance with the State Records Act 1998 (NSW) and related RCM policy documents.
- ii. Where records are stored in databases/systems other than the RMS, such storage must be approved by the NRO or delegate.

b. Record Security Assignment

- i. All RCM records must be allocated an appropriate security classification in the RMS.
- ii. Where records cannot be stored in the RMS the records must be secured by other means, either through password protection or locked filing cabinets with access procedures.
- iii. All physical files must be stored in accordance with the physical storage requirements outlined in this Policy.

c. Physical storage locations and security

- i. Physical records must be stored in a secure area with access only provided to authorised staff.
- ii. Where records are stored with an individual employee they shall be made available to authorised users at all times.
- iii. Current records shall be stored within the RCM department that is responsible for the records.
- iv. Non-current records shall be indexed into the RMS and destroyed or stored as archives in accordance with the RCM's Records Management Policy.
- v. Records identified as RCM historical archives shall be stored in the RCM's RMS physically within the CSU Regional Archives or stored in other secure areas in consultation with the RCM's NRO.
- vi. No physical records are to be stored outside RCM controlled premises without prior approval from the NRO or delegate.

d. Legal Records

- i. All RCM legal records must be stored at the RCM within the RMS either physically or electronically. These include, but are not limited to:
 1. Letters
 2. Contracts
 3. Deeds
 4. Grant Agreements
- ii. All legal records shall be stored in the RCM's RMS physically within the CSU Regional Archives or stored in a secure area in consultation with the RCM's NRO or delegate.

7. Access to Records

a. Security Classification

- i. Security Classification is assigned on entry into the RMS as follows:
 1. General RCM: This security classification is a default security classification and indicates that a file can be accessed by all

RCM staff.

2. Secure: This security classification is assigned by the RCM and is only accessible by the RCM's NRO or delegate.

b. Access to Records by RCM staff

- i. Staff may only access records for which they have a legitimate need in the capacity of their employment with RCM.
- ii. Access to records other than those classified as General RCM requires prior approval from the RCM's NRO or delegate.

c. Access to Records by external parties

- i. Access to records shall not be provided to parties external to the RCM unless authorised by the RCM Board of Management, the RCM's NRO or delegate, or where required by law.

d. Access to Records via Subpoena or Warrant

- i. Requests for access to RCM records via subpoena or legal warrant is to be managed by the RCM's Chief Executive Officer only, under relevant legal advice.
- ii. No information should be supplied in reply to the subpoena or legal warrant without relevant legal advice.
- iii. Any information or record under request must not be destroyed.

e. Access to Records via the Government Information (Public Access) Act (GIPA Act)

- i. Access to records via application under GIPA legislation is to be managed by the RCM's Chief Executive Officer only, under relevant legal advice.
- ii. Any request for information under the GIPA legislation is to be managed by the RCM's Chief Executive Officer only, under relevant legal advice.

8. Disposal of Records

a. Temporary Records Retention

- i. Records must be retained for the minimum retention timeframe as specified in the general retention and disposal authorities issued under the State Records Act 1998 (NSW).
- ii. Any additional retention requirements specified or implied in other legislation must also be satisfied.
- iii. Additional retention timeframes may apply to satisfy RCM's administrative, legal, financial, or historical needs.

b. Records Disposal

- i. Records will be disposed of according to the destruction schedules in the State Records Act 1998 (NSW).
- ii. The NRO is responsible for the destruction of records or referral of records to be destroyed.
- iii. No records are to be disposed of without authorisation of the NRO or delegate.
- iv. Records documenting disposal activities must be retained within the RMS.
- v. Any records that relate to anticipated or current litigation or an anticipated or current request for access must be retained, regardless of any destruction schedule or approved disposal process. Those records will be excluded from any destruction or disposal process. Those records may only be returned to a

- destruction or disposal process with the written approval of the RCM's CEO or Board of Management.
- vi. Disposal of all records, electronic and physical, must be undertaken in a secure manner in accordance with the State Destruction of Records Guideline.

9. Roles & Responsibilities

- a. RCM Chief Executive Officer (CEO):
 - i. The RCM CEO is the RCM's Nominated Records Officer (NRO) and is responsible for:
 - 1. Implementing and supporting a culture of strong records management compliance throughout RCM; and
 - 2. Providing final authorisation of record disposal through the approval of the RCM Records Disposal Register.
- b. RCM Deputy Director Finance and Administration (Deputy Director Finance and Administration)
 - i. The RCM Deputy Director Finance and Administration is responsible for the coordination and maintenance of RCM's Records Management System, including:
 - 1. development and review of record-keeping policies and associated procedures and standards;
 - 2. provision of training for the RCM's Staff in the use of the RCM's RMS.
 - ii. provide advice on and undertake and authorisation record disposal activities in accordance with Retention and Disposal Authorities issued under the State Records Act 1998 (NSW); and
- c. RCM Staff
 - i. All RCM staff have a responsibility to be aware of and comply with the RMS and their responsibilities under it. This includes attending training or completing online training as required by the RCM.
 - ii. Staff are responsible for ensuring that records supporting and documenting their business activities are created and captured in line with the provisions of this Policy and record-keeping procedures.
 - iii. Staff must also be aware of and comply with data protection principles, privacy, and confidentiality requirements specified in relevant legislation and the RCM Code of Conduct.
- d. RCM Board of Management
 - i. The RCM Board of Management will provide oversight on all aspects of this policy.
 - ii. The RCM Board of Management, at the Chair's discretion, will meet as required in order to ensure all aspects of this policy have been managed in accordance with policy and legislative requirements by the RCM Chief Executive Officer and personnel.

Policy version and revision information

Policy Devised and Written in 2016 by Hamish Tait
Policy ratified and implemented by the RCM Board of Management: 3rd May 2016
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

This policy was devised with reference to: Records Management Policy of the University of Wollongong 2016. <http://www.uow.edu.au/about/policy/alphalisting/UOW039584.html> accessed April 2016.

1.6. Internet, Email and Computer Use Policy

1. Introduction

- a.** The Riverina Conservatorium of Music (RCM) recognises the usefulness of Internet, Email and Computer facilities as research, communications and work tools. This policy sets out the appropriate standards of behaviour for Users accessing all online and computer facilities.
- b.** The RCM provides Internet access via its Wi-Fi network at the RCM for RCM staff only. Staff may connect to this network with private computers at their own risk. All computers connected to the Network must meet the requirements of this policy.
- c.** At all times when accessing or using RCM Internet, Email or Computer facilities Users must ensure that they comply with this policy. It is the User's responsibility to ensure that they use RCM Internet, Email and Computer facilities in a lawful and professional manner.
- d.** This policy does not form part of an employee's contract of employment or other User's contract.
- e.** If you are unsure about any matter covered by this policy, you should seek the assistance of the RCM Director.

2. Scope of the Policy

- a.** This policy applies to all RCM employees and contractors who access or use the RCM Internet, Email and Computer facilities by any means (together, the User).
- b.** It applies to the use of all RCM Internet, Email and Computer facilities inside and outside working hours and inside and outside the workplace. This includes portable computers (including all Personal Digital Assistants (PDAs), mobile phones and similar devices), and any other means of accessing the RCM Email and Internet facilities, for example, a personal home computer or mobile phone which has access to or is used to communicate with the RCM's IT systems.

3. Use of Internet, Email and Computers

- a.** Users are entitled to use the RCM Internet, Email and Computer facilities for legitimate business use only.
- b.** Users are permitted to use Internet, Email and Computer facilities for limited and reasonable personal use, however any such personal use must not impact upon the User's work performance or RCM resources or violate this policy or any other RCM policy or legislation. Further, the Users must not use Internet, Email and Computer facilities for personal use if that use interferes with the efficient business operation of the RCM.

4. Guidelines for the use of Internet, Email and Computer facilities

- a. Users must comply with the following guidelines when using Internet, Email and Computer facilities;-
- i. Users must use their own User Name/ Login code and their own unique password when accessing the RCM Internet, Email and Computer facilities.
 - ii. Users in possession of RCM computing equipment (including, but not restricted to, mobile phones, PDAs and laptop computers) must at all times ensure that it is stored or placed in areas with minimal possibility of theft or damage.
 - iii. Users should protect their User Name/ Login codes and password information at all times and not divulge such information to any other person, unless it is necessary to do so for legitimate business reasons.
 - iv. Users should ensure that they log off from Internet and Email, and lock the computer or shut down the computer when leaving the computer equipment unattended to ensure that others do not have access to their Internet, Email and Computer facilities.
 - v. If a User receives an Email that they suspect contains a virus, they should not open the Email or attachment to the Email and should immediately report the incident to the RCM Administrator or RCM Director.
 - vi. If a User receives an Email; the content of which (including images, videos, software, materials or text) that is in breach of this policy, the User must report the matter immediately to the RCM Director. The User must not forward the Email to any other person. The User must not delete or move the Email until the RCM Director instructs the User to do so.
 - vii. Users utilising non-RCM computing equipment to connect to the RCM's Network must:
 1. Maintain an up-to-date Anti-Virus program.
 2. Ensure their Firewall is turned on.
 3. Must turn any automatic update systems to OFF. This includes System updates. Anti-Virus updates are exempted from this clause.

5. Prohibited Content

- a. Certain behaviour is considered to be inappropriate use of the RCM Internet, Email and Computer facilities and is strictly prohibited. Examples of such prohibited content include the following:
- i. Users must not send (or cause to be sent), upload, download, use, retrieve or access any Email, software, images, videos or other Internet material that:-
 - ii. Is obscene, offensive, or inappropriate. This includes text, images, sound, videos or any other material, sent either in an Email or in an attachment to an Email, or through a link to an Internet site (URL).

For example, any material of a sexual nature, indecent or pornographic material;

- iii. Causes insult, offence, intimidation, or humiliation by reason of unlawful harassment or discrimination;
- iv. Is defamatory or incurs liability or adversely impacts on the image or reputation of the RCM. A defamatory message or material is defined to insult or lower the reputation of a person or group of people;
- v. Is otherwise illegal, unlawful or inappropriate;
- vi. Affects the performance of, or causes damage to the RCM Computer System in any way;
- vii. Gives the impression of or is representing, giving opinions or making statements on behalf of the RCM without the express authority of the RCM. Further, users must not transmit or send documents or Emails (in any format) to any external parties or organisation unless expressly authorised to do so.

b. Users must not use Internet, Email and/or Computers facilities to:-

- i. Violate copyright or other intellectual property rights. Computer software that is protected by copyright is not to be copied from, or into, or by using RCM computing facilities except as permitted by law or by contract with the owner of the copyright.
- ii. Create any legal or contractual obligations on behalf of the RCM unless expressly authorised by the RCM Board of Management.
- iii. Disclose any confidential information of the RCM or its clients or suppliers of the RCM unless expressly authorised to do so by the RCM Board of Management.
- iv. Install software or run unknown or unapproved programs in RCM computers. Under no circumstances should Users modify the software or hardware environments on RCM Computer systems.
- v. Gain unauthorised access (hacking) into any other computer within the RCM or outside the RCM or attempt to deprive other Users of access to or use of any RCM computing systems.
- vi. Send or cause to be sent chain or SPAM Emails in any format;
- vii. Use RCM Internet, Email and Computer facilities during working hours for personal gain or personal commercial enterprises. For example, running a personal business using RCM computers, Internet or Email facilities.

c. Child Protection and RCM IT Policy: RCM Staff must not:

- i. Use RCM Internet, Email and Computer facilities to communicate socially with Children or Young People regardless of whether they are a student at the RCM or not.
 - 1. Legitimate business communication is exempted. Staff are advised to store copies of all communication with students.
 - 2. Communication with family members is exempted under this policy.

- ii. RCM Staff must not engage in online communication or relationships with Children or Young People who are or have been students of the RCM through any Online Social Networking tool or Chat Room. This includes, but is not restricted to, facebook, twitter, bebo, MSN, iChat, or Skype (Skype and other telecommunications tools may be used for legitimate RCM activities including the provision of video-conferenced lessons and lesson organisation).
 - 1. Any staff interacting with Children or Young People outside the scope of this clause does so at their own risk.

d. Users must not use another User's RCM computer, Internet or Email facilities (including passwords and login details) for any reason without the expressed permission of the User.

6. Breach of this Policy

- a. Any breach of this policy may result in disciplinary action that may include immediate termination of employment (or for contractors, the termination or non-renewal of contractual arrangements).
- b. Other disciplinary action that may be taken includes, but is not limited to, issuing a warning, suspension or disconnection of access to Internet, Email and Computer use (whether permanently or on a temporary basis).

7. Acknowledgement

- a. As an employee of the Riverina Conservatorium of Music, you are required to knowledge that you have read and understand this policy. The RCM Administrator will require that you sign an acknowledgment form.

Policy version and revision information

Policy Devised and Written in November/December 2007 by Hamish Tait with advice from RCM legal representatives
Policy Ratified by RCM Board of Management: December 2007
Policy Reviewed: January 2010 by Hamish Tait.
Policy Re-ratified by RCM Board of Management: March 2010
Policy Reviewed: May 2010 by Staff Representatives to the Board
Policy Re-ratified by RCM Board of Management: May 2010
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

1.7. CSU Interaction Policy

1. Introduction and Rationale

- a.** The Riverina Conservatorium of Music, Wagga Wagga is committed to the development and maintenance of strong relations with Charles Sturt University, and its predecessors, in view of the long standing commitment of Charles Sturt University to regional music education which led to the opening of the Riverina Conservatorium of Music in 1981. Accordingly, it is with significant gratitude and pleasure that the Riverina Conservatorium of Music looks upon its relationship with the current Charles Sturt University.
- b.** Further, the RCM wishes to acknowledge Charles Sturt University's demonstrated commitment to regional music education through the provision, of the RCM's home on CSU South Campus, Wagga Wagga. It is also recognised that Charles Sturt University annually supports the Riverina Conservatorium of Music financially through grants and other support mechanisms including administrative and other service provisions.
- c.** This document represents the RCM's desire to forge stronger links with CSU and in particular with the Faculties of Arts and Education in order to expand artistic and music education opportunities within the Riverina.
- d.** Consequently, this policy has been developed to outline the RCM's commitment to protecting its relationship with Charles Sturt University and to the ongoing interaction between the two institutions.

2. Structure of Policy

- a.** This document will detail the RCM's policy in relation to the following areas:
 - i. Recognition of Charles Sturt University support
 - ii. RCM commitment to Regional Engagement and support of CSU outreach policy.
 - iii. Collaborative Events
 - iv. Communication
 - v. Maintenance of Policy
- b.** Recognition of Charles Sturt University support
 - i. The Riverina Conservatorium of Music will, in recognition of CSU financial and infrastructure support, always recognise Charles Sturt University in the following manner:
 - 1. CSU will be identified on the footer of all RCM stationary including, but not restricted to, invoices and official correspondence, as a major financial sponsor of the Riverina Conservatorium of Music.
 - 2. CSU will be identified on all performance program material as a major financial sponsor of the Riverina Conservatorium of Music. This will include the appearance of the CSU logo upon all printed programs.
 - 3. The CSU logo will appear upon all RCM promotional and marketing material relating to RCM music education services. Additionally, CSU will be recognised as a major financial sponsor of the Riverina Conservatorium of Music.

4. The CSU logo will appear upon all RCM promotional and marketing material relating to CSU supported or sponsored events.
- c. RCM Commitment to Regional Engagement and support of CSI outreach policy.
 - i. The RCM, where relevant, and where not in contravention of other funding or sponsorship agreements, will recognise CSU as a supporter of RCM outreach initiatives and educational programs.
 - ii. It is an ongoing strategic initiative of the RCM to continue servicing the wider Riverina region through the provision of music education services. In this regard, the RCM is prepared to assist CSU in reaching isolated Riverina communities through the provision of music education and performances to these communities.
- d. Collaborative Events
 - i. Where appropriate, the RCM will assist CSU in the provision of musical requirements for productions, concert performances and special events as required from time-to-time.
 - ii. CSU may be required to remunerate RCM staff for specialised music education or performance services.
- e. RCM Recognition of CSU at public events
 - i. Where applicable, the RCM will publicly acknowledge the support of CSU. Such events will include the RCM Annual General Meeting.
 - ii. The Head of Campus, Wagga Wagga will be provided with free access to all RCM events. Further, the RCM reserves, in accordance with its Constitution, an ex-officio position on its RCM Board of Management representing CSU Wagga Wagga's Head of Campus.
- f. Communication
 - i. In order to maintain the currency of this policy, the RCM's Senior Executive will meet twice yearly with the CSU Head of Campus Wagga Wagga at his/her convenience.
- g. Maintenance of Policy
 - i. The RCM's Senior Executive will annually review its facilities needs and ensure CSU Properties are up-to-date.

Policy version and revision information

***Policy Devised and Written in May 2006 by Hamish Tait and Dr Andrew Wallace
Policy ratified and implemented by the RCM Board of Management: June 2006
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:***

2. Human Resources

2.1. Equal Employment Opportunities Policy

1. Introduction

- a. The Riverina Conservatorium of Music is committed to developing a workplace that promotes the principles of Equal Employment Opportunity (EEO). It aims to achieve this in both its employment practices and through the general working environment it provides to its employees.

2. Implementation Strategies

- a. In the context of employment practices, people are to be employed, developed and rewarded on the basis of objective criteria relating specifically to the requirements of their particular job. Procedures and practices will be designed to preclude unlawful discrimination in grounds such as age, race, colour, ethnic origin, sex, marital status, pregnancy, religion, political conviction, physical impairment or sexual preference.
- b. The Riverina Conservatorium of Music also acknowledges that employees have the right to a working environment free of intimidation, such as forms of verbal, sexual and racial harassment. The Riverina Conservatorium of Music will actively promote standards of behaviour and ensure that any complaint is addressed seriously, promptly and confidentially. Additionally the Riverina Conservatorium of Music will strive within its means to provide a safe and comfortable working environment that complies with legislated Workplace Health and Safety requirements.
- c. In addition, all staff members are required hold a current Working With Children Check Number in accordance with NSW state legislation where the staff member is over the required age of 18 and where their role requires the staff member to engage with RCM customers who are under the age of 18 and unaccompanied by a parent or guardian. The RCM Human Resources Officer will carry out all required verifications and maintain details and expiration dates on file for all staff members

3. Relevant Legislation

- a. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - i. Multicultural NSW Act 2000 (NSW)
 - ii. Disability Inclusion Act 2014 (NSW)
 - iii. Disability Inclusion Regulation 2014 (NSW)
 - iv. Work Health and Safety Act 2011 (NSW)
 - v. Work Health and Safety Regulation 2017 (NSW)
 - vi. Health Records and Information Privacy Act 2002 (NSW)
 - vii. Privacy and Personal Information Protection Act 1998 (NSW)

Policy version and revision information

***Policy Devised and Written in 2003 by Hamish Tait
Ratified by RCM Board of Management: 2003
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:***

2.2. Equivalent Music Student Policy

1. Introduction and Rationale

- a. This document has been developed to clarify the Riverina Conservatorium of Music's (RCM) policy relating to the implementation of the Equivalent Music Student (EMS) system for staff remuneration and the management of teaching hours and student numbers. The RCM is committed to developing Human Resource systems that attract and retain quality staff. Additionally, for purposes of financial management, the RCM aims to manage risk and improve accountability to members, students, staff, funding bodies and the community.
- b. Accordingly, this policy has been developed to detail the management procedures for the Equivalent Music Student system. This system has been developed to reduce all RCM activities to a single measurement unit for purposes of transparency and accountability.
- c. All teaching activities will be accounted through the EMS system having a direct impact on staff remuneration and payroll procedures. Thus the system is intended to improve financial security and stability while providing staff with a single measure of workload.

2. Policy Statement

- a. This policy will outline the procedures for each of the following:
 - i. Equivalent Music Student (EMS)– definition
 - ii. EMS formulas
 - iii. EMS Accounting
 - iv. Implications of EMS
 - v. Staff Remuneration through EMS
 - vi. Personal Leave (Sick or Carers Leave) Entitlements

b. Definitions

- i. An **Equivalent Music Student** (EMS) unit represents the equivalent of one half hour individual music lesson. This definition is based upon the industry standard music lesson as reflected across NSW Regional Conservatoriums. Accordingly, EMS becomes the standard measure of activity at the RCM.
- ii. All teaching activities will have an EMS weighting as negotiated with RCM teaching staff in the creation of this policy. EMS will be used to account for completed work, approved leave or approved for purposes of payment and management of workload and performance.
- iii. **EMS Quota** is the allocation of EMS required to be completed each week by the EMS Salaried staff member.
- iv. **School Term** is the date period determined by the NSW Department of Education and Training as being a given School Term.

c. Purpose of EMS

- i. EMS will be used to measure workload and teaching hours for all teaching staff. Administrative staff will not have their workload measured in EMS. However, all teaching staff engaged in

administrative duties will have administrative time measured in EMS. Salaried staff may be allocated EMS to manage projects or other administrative tasks as ongoing work or as required.

d. EMS Formulas

TABLE A: Lessons		
Key	1 EMS = 1 x 30 minute individual lesson	
Individual Lesson	No. Students	EMS
60 minutes (1hr)	1	2.00
45 minutes (0.75)	1	1.50
40 minutes (0.66)	1	1.33
30 minutes (0.50)	1	1.00
20 minutes (0.33)	1	0.67
15 minutes (0.25)	1	0.50

TABLE B: Shared Tuition 30 Minutes		
2 Share	2	1.00 EMS
3 Share	3	1.00 EMS
4+ Share	4	1.00 EMS

TABLE C: Ensembles per 30 minutes	
5 – 8 Members	1.14 EMS
9 – 12 Members	1.20 EMS
13 – 24 Members	1.25 EMS
24 + Members	1.50 EMS

TABLE D: Curriculum Based Tuition per 30 minutes (teaching to achieve school curriculum outcomes)		
2 – 8 Students	2 – 7	1.2
9 – 15 Students	8 - 15	1.5
15 Plus Students	15 +	2

TABLE E: Music Craft, Musicianship
Check with the RCM Deputy Director Finance and Administration for current Music Craft EMS figures

TABLE F: Administration
Administration activities will be allocated 1 EMS for every hour of administrative work. EMS exchange for administrative duties can only occur with the written authorization of the RCM Director. This does not include travel time.

TABLE G: Performance Activities
EMS for performance fees will be calculated on the basis of the total allocated fee divided by the value of 1EMS. All performance payments will be attributed as EMS for EMS Salaried Staff.

e. EMS General Provisions

- i. EMS Salaried contracts will be based upon completed work over a 40-week teaching period across the Calendar Year.

- ii. All RCM EMS Salaried Staff Members will have their remuneration based upon the agreed upon EMS Quota.
 - 1. EMS Quotas are initially determined by the RCM for continuing and new staff according to the following:
 - a. NEW STAFF: Offer of employment in accordance with RCM needs.
 - b. CONTINUING STAFF: EMS Quota based upon previous term's average teaching load in terms of EMS.
- iii. Full Time contract quota = 76 EMS.
- iv. Part Time contract quotas = 20 – 52 EMS.
 - 1. Under special circumstances a Part-Time Contract over 52 EMS may be negotiated with the RCM Director.
 - 2. Where a teacher desires a quota less than 20 EMS the contract will automatically become a Casual Contract.
- v. EMS Balances will be calculated on a term-by-term basis from information recorded in the teacher's roll. For each School Term period, a balance of completed EMS will be measured providing either a surplus (see section 2(G) below), or a deficit (See Section 2(H) below).
- vi. Calculation of the School Term's total EMS Quota is the sum of the weekly EMS Quota multiplied by the number of weeks less any pro-rata allowance claimed for public holidays or other approved leave (See the RCM's Leave Policy).
 - 1. E.g. 52 EMS Quota for 10 week School Term
 $52 \times 10 = 520$ EMS to be completed over the School Term.
 - 2. E.g. including 1 public holiday =
 $(52 \times 10) - (52 \times y\%)$ where y represents the value of the public holiday allowance as a percentage of the weekly EMS Quota (see Section h below for RCM Policy regarding public holidays).
- vii. PLEASE NOTE: It is the responsibility of the EMS salaried staff member to ensure EMS numbers are maintained.
 - 1. EMS salaried staff are required to work closely with their Head of Department to develop student numbers and teaching hours.
 - 2. The RCM Head of Finance will provide Heads of Department with EMS reports at the conclusion of each school term.
 - 3. Heads of Department will ensure all EMS Salaried Staff within their department are aware of their current EMS position.

f. Payment of EMS Surpluses

- i. Where a teacher's EMS balance is above the EMS Allocation for any given term period, that teacher is deemed to have an EMS surplus.
- ii. Unless otherwise requested, where an EMS Salaried staff member has sustained an EMS Surplus, the RCM will provide that staff member with an EMS Surplus Payment.
- iii. Payment of EMS Surpluses will be calculated as [1 EMS x (RCM Casual Hourly Rate of Pay/2)].
- iv. EMS Surplus Payments will attract:
 - 1. Long Service Leave entitlements
 - 2. Statutory Superannuation contributions.

- v. EMS Surplus Payments will not accrue:
 - 1. Additional Sick Leave entitlements
 - 2. Annual Leave entitlements

g. EMS Deficits

- i. Where a teacher's EMS balance is below the EMS allocation for any given term period, that teacher is deemed to have an EMS deficit.
- ii. Deficits will accrue from Term to Term.
- iii. No EMS Surplus will be accrued or paid until all retrospective EMS Deficits are acquitted.

h. Variations of EMS quotas

- i. It is the policy of the RCM that all EMS based contracts will be reviewed according to their EMS surplus or deficit at the conclusion of every school term.
- ii. EMS quotas may be amended to reflect EMS consistency i.e.:
 - 1. A teacher with a consistent teaching EMS deficit will have their contract shaped to reflect the consistent actual EMS worked over the previous period. The following provisions apply:
 - a. The RCM will provide 1 Term's warning to the staff member that the review of the EMS Quota is taking place.
 - b. The Staff Member will be afforded the opportunity to re-build the studio and to engage in alternate duties.
 - 2. A teacher with an EMS Allocation who has maintained a consistent EMS surplus will have the option of increasing their EMS Allocation to more closely reflect the actual EMS worked over the previous period.

i. Public Holidays

- i. RCM EMS Salaried Staff are not required to work on designated public holidays and will be paid their base rate of pay as per normal.
- ii. RCM Salaried staff may claim a maximum of 20% of their weekly EMS Quota per official state public holiday.

j. Pupil Free Days

- i. Pupil free days are not regarded as such by the RCM and will not attract public holiday allowance.
- ii. It is the responsibility of the EMS Salaried Staff member to organize their students to attend lessons at the RCM or other approved alternate venue when pupil free days affect the normal teaching schedule.

k. Personal Leave (Sick or Carers Leave) Entitlements TO BE UPDATED

- i. All RCM EMS Salaried Contracted staff accrue up to ten (10) work days sick leave each year in accordance with the relevant legislation. This entitlement is calculated on a pro-rata basis relative to the EMS allocation on the day taken and in relation to the EMS quota of the contract. Accordingly, where a contract is equal to 52 EMS the staff member will be entitled to 104 EMS sick leave (EMS-SL) per annum. The table below shows the relationship between EMS allocation and proportionate sick leave on common RCM contracts.

TABLE G	
EMS Allocation	Sick Leave in EMS
52 EMS Contract	10 days equal to 104 EMS-SL
44 EMS Contract	10 days equal to 88 EMS-SL
32 EMS Contract	10 days equal to 64 EMS-SL

TABLE H: Example Sick Leave Application for a 52 EMS Quota (104 EMS-SL)		
Day	Example EMS Allocation for Days Taken as Sick Leave	Remaining Sick Leave (EMS – SL)
Day One	10	104 less 10 = 94 EMS Remaining
Day Two	26	94 less 26 = 68 EMS-SL Remaining
Day Three	5	68 less 5 = 63 EMS-SL Remaining
Day Four	10	63 less 10 = 53 EMS-SL Remaining
Day Five	1	53 less 1 = 52 EMS-SL Remaining

- ii. In accordance with the RCM EMS Salaried Contracts, more than two consecutive days sick leave will require a medical certificate from a registered medical practitioner. RCM employees wishing to claim sick leave against their entitlements must provide the RCM Deputy Director Finance and Administration with both medical certificate and a written verification of the days, including dates, to be claimed as sick leave no later than fourteen (14) days after to the claimed sick days.
- iii. The RCM reserves the right to refuse sick leave where documentation is not sufficient to support the claim. Further, where sick leave has been claimed according to the guidelines of this policy, the RCM employee's EMS surplus/ deficit will be calculated including the allocated sick leave as completed work. Where time taken as sick leave exceeds the allocated EMS-SL for the contract, leave will be deemed to have been taken without pay.
- iv. RCM staff claiming sick days are not entitled to organize, arrange or facilitate replacement teachers or tutors for their students without the written consent of the RCM Director or his/her representative.
- v. Where a teacher provides makeup lessons to students not taught due to the teacher's illness, the teacher's sick leave entitlement will not be affected.

3. Roles and Responsibilities

a. RCM Teacher

- i. RCM teachers are responsible for accounting for every student on their teaching rolls and adhering to the RCM Enrolment Policy. RCM teachers are responsible for maintaining true and accurate teaching rolls clearly indicating enrolment patterns for each student to ascertain correct EMS allocations for all teaching units.

b. RCM Deputy Director Finance and Administration

- i. The RCM Deputy Director Finance and Administration, or designated support personnel, is responsible for the Accounting of EMS data and data entry. EMS data must be maintained as up-to-date as possible and be updated no less than once a fortnight during the RCM Term.
- ii. The RCM Deputy Director Finance and Administration is responsible for compiling EMS reports as required by the Director and for presentation to the RCM Board each month.

c. RCM Director

- i. The RCM Director and Associate Director are responsible for monitoring EMS reports no less than once a fortnight during the RCM Term.

d. RCM Board

- i. The RCM Board of Management will utilize EMS data to assist with forward planning and strategic management of the RCM.

Policy version and revision information

Policy Devised and Written in November 2005 by Hamish Tait, Jeff Donovan, Tanya McPhail and Dr Andrew Wallace

Policy Ratified and Implemented by RCM Board of Management: 2005

Policy Revised: 2005 by RCM Heads of Department

Policy Revised: 2008 by RCM Heads of Department

Policy Re-ratified by RCM Board of Management: November 2008

Policy Revised: June 2010 by Hamish Tait and RCM Heads of Department

Policy Re-ratified by RCM Staff Meeting: 26th July 2010

Policy Re-ratified by RCM Board of Management: 11th August 2010

Policy Revised: March/April 2011 by Hamish Tait, RCM Heads of Department and RCM Staff

Policy Re-ratified by RCM Staff Meeting: 9th May 2011

Policy Re-ratified by RCM Board of Management: 11th May 2011

Policy Revised: November/December 2013

Policy Re-ratified by RCM Staff Meeting: 1st February 2014

Policy Re-ratified by RCM Board of Management: 12th February 2014

Policy Reviewed: October 2020 by Kathleen Lancaster and Venita Riordan

Policy re-ratified by RCM staff meeting:

Policy re-ratified by RCM Board of Management:

2.3. RCM Staff Leave Policy

1. RCM Staff Leave Policy

- a. The RCM recognises the importance of time away from the workplace in the form of leave for the wellbeing of staff. The Riverina Conservatorium of Music encourages employees to establish a balance between their personal and working lives. To assist employees achieve work life balance, annual recreation leave must be taken each year.
- b. In recognition of service and the understanding of the need for professional rejuvenation, the RCM encourages staff to take Long Service Leave after a continuous period of employment of ten years.
- c. RCM Salaried Staff are also entitled to the legislative period of Personal Leave (Sick or Carer's Leave) each calendar year.
- d. All leave will be calculated on a Pro-Rata basis according to the number of paid hours and weeks worked by the employee in the calendar year.

2. Types of Leave (summary)

- a. Long Service Leave (LSL)
- b. Annual Leave
- c. Discretionary Leave
- d. Parental Leave
- e. Leave Without Pay
- f. Leave for other professional engagement
- g. Public Holidays
- h. Personal Leave (Sick or Carer's Leave)
- i. Compassionate Leave
- j. Extended Leave

3. Legislation

- a. Long Service Leave Act 1955
- b. Annual Holidays Act 1944
- c. Paid Parental Leave Act 2010
- d. FairWork Act 2009 (Cth)
- e. Australian National Employment Standards (NES)

4. Procedures.

- a. Leave application form: All staff, casual and salaried, must complete the RCM Leave Application form prior to taking any leave that will interrupt service for more than 2 day, or for teaching staff where the cumulative required make up lessons has reached or exceeded the equivalent of twelve hours.

5. Types of Leave

a. Long Service Leave

- i. The RCM will make provisions for all staff for Long Service Leave. This leave is available to all staff who have had unbroken service with the RCM for a ten year period. Broken service means that the employee has resigned a position, where the assumption of further

employment is not present, so leave without pay does not constitute broken service.

- ii. Long Service Leave will be calculated in accordance with the relevant legislation and various awards applicable to each department of the RCM.
- iii. Long Service Leave must be taken as paid leave. The RCM will not provide cash payments in lieu of Long Service Leave, as the leave is viewed as a rejuvenation period. At the time of departure from the RCM an employee's LSL will be deemed to have been taken.
- iv. Long Service Leave is in addition to normal Annual Leave. However, where the employee takes LSL across holiday periods LSL will be applied, and holiday pay will be forfeited for that period.
- v. From May 9 1985, Casual employees became eligible for long service leave. This amendment to the Act was not retrospective in terms of any employment prior to that date.
- vi. The long service leave entitlement provides for two months paid leave after ten years unbroken service with the same employer, and one month paid leave for each additional five years unbroken service.
- vii. Long service is paid at the normal rate of pay which the employee received prior to taking leave, or, an average of the last five years normal gross pay earnings, whichever is greater.

b. Annual Leave

- i. Casual Staff are not entitled to paid annual holiday leave periods.
- ii. Administrative and Executive staff will be entitled to four weeks annual leave prorated to paid hours and weeks within the calendar year, as per the Australian National Employment Standards.
- iii. Teaching EMS Salaried Staff will be entitled to twelve weeks Paid Leave based upon a full teaching load over 40 weeks pro-rata adjusted for the appropriate EMS Quota.
- iv. Where an EMS Salaried Staff Member fails to teach a full 40 weeks it will be deemed that Leave Without Pay has been taken and annual leave entitlements will be pro rata adjusted to reflect the actual number of weeks worked.

c. Discretionary Leave

- i. Salaried Executive staff may be offered Discretionary Leave as a consequence of performance review and performance management.
- ii. Discretionary Leave is offered by the Board of Management only to non-teaching work.
- iii. Where available Discretionary Leave is not accrued as additional Annual Leave from year to year.
- iv. Where available Discretionary Leave may be taken without requiring the permission of the supervising officer.
- v. When Discretionary Leave is being taken, the staff member must contact either the Director or the Deputy Director/s (where the

Director is taking the leave) and inform them of the intention to take the leave.

d. Parental Leave

- i. All staff are entitled to take up to twelve months unpaid leave to be the primary care giver of children from the date of birth.
- ii. Staff may apply for up to an additional twelve months parental leave beyond the initial twelve months provision. This must be applied for in writing to the Director no less than three months prior to the completion of the initial twelve months parental leave.
- iii. From January 1 2011, all eligible staff will be entitled to paid parental leave in accordance with the Paid Parental Leave Act 2010.

e. Leave Without Pay

- i. All RCM Staff are eligible to take time without pay.
- ii. Leave during Term taken without pay must be approved by the relevant Head of Department, where possible at least ten weeks prior to the intended period of time to be taken without pay or prior to invoicing in week 8, whichever comes first. Exceptional circumstances may apply upon consultation with the Director.
- iii. EMS Salaried Staff taking time without pay will have their Annual Leave period adjusted on a pro-rata basis for the period not worked.
- iv. Leave Without Pay. Staff are not required to offer management plans but must advise an estimation of the length of time that the leave is for. The RCM reserves the right to temporarily fill the position when it is deemed the length of time impacts on operations.
- v. RCM Staff taking approved Leave Without Pay are required to ensure all parents and students are aware of the times and dates lessons will be missed.

f. Leave For Other Professional Engagement

- i. RCM Staff are, upon approval from Director, in consultation with the relevant, Head of Department, entitled to engage in other professional work, where that work does not breach the RCM's Contract of Employment Conflict of Interest clause. Examples of other professional engagement may include Orchestral Performance, summer/ winter school tutoring, Eisteddfod and AMEB Adjudication, concert touring or conference presentations. Other professional engagement does not include private music teaching or music education services within the Wagga Wagga and Riverina regions.
- ii. Where approved, the RCM staff member taking leave for other professional engagement will, where possible, make up all scheduled work tasks prior to the leave. If completing work before the leave period is not possible; it is expected that make ups accrued by the staff member will be completed before the end of that term or, the holiday period immediately following the leave for other professional engagement.
- iii. In order to be approved the staff member applying for leave for other professional engagement must provide, with their application form,

a satisfactory management plan for missed work. This management plan must include copies of all correspondence to students regarding the makeup arrangements.

- iv. **The RCM will permit a maximum of twenty-four days leave for other professional engagement in any calendar year.** This entitlement will not accrue from year to year. No more than five consecutive days leave for other professional engagement may be taken in any term period. Should the length of time exceed this, then leave without pay should be applied for.
- v. Any RCM staff member desiring leave for other professional engagement must:
 - 1. Complete a request for Leave for other professional engagement form – A separate form and management plan is required for each Term's anticipated leave. The RCM will not approve leave for other professional engagement for more than One Term in advance.
 - 2. Provide a management plan, with the leave application form, for missed work with appropriate communication to students/parents of students.
- vi. An RCM staff member may apply for more extended periods of leave for other professional engagement in exceptional circumstances that provide both the staff member and the RCM with unique professional opportunities. This may include extended regional, national and international concert tours, international conference participation and study opportunities not available in Wagga Wagga. Application for extended periods of leave for other professional engagement should be made directly to the Director in writing no less than eight months, where possible, prior to the intended leave of absence. Application should include comprehensive support materials justifying the leave application. This type of leave will be deemed leave without pay.
- vii. The RCM reserves the right to decline an application for leave for other professional engagement where that leave may impact upon RCM projects, performances, examinations and teaching programs. For example, leave for other professional engagement may be declined if:
 - 1. The Leave conflicts with an RCM performance event where the requesting staff member is expected to be involved.
 - 2. Where the requested leave exceeds the day limit under clause f(iv) above.
 - 3. The leave being requested will conflict RCM teaching programs in a manner that is clearly detrimental to the students development. (Example – leave immediately prior to AMEB exams).

g. Public Holidays

- i. In accordance with the NSW Annual Holidays Act 1944, the RCM does not require any staff member to work on a public holiday unless specifically engaged to do so.
- ii. RCM staff will have the right to refuse an offer of work where that work will occur on a public holiday.

- iii. Where an RCM staff members Annual Leave includes public holidays, those public holidays will not be counted as taken Annual Leave.

h. Personal Leave (Sick or Carer's Leave) (TO BE UPDATED)

- i. Under current legislation all salaried executive, administrative and teaching staff are entitled to paid Personal Leave. Hours of personal leave entitlement is calculated on a prorata basis equivalent to ten days pay per annum.
- ii. Unclaimed Personal Leave pay may not be claimed as an entitlement upon departure from the organisation.

i. Compassionate Leave (TO BE Ratified)

- i. RCM Administrative and Teaching Salaried staff are entitled to compassionate Leave as outlined in FairWork NES.
 1. An employee (including a casual employee) is entitled to two days of compassionate leave to spend time with a member of their immediate family or household who has sustained a life-threatening illness or injury. Compassionate leave may also be taken after the death of a member of the employee's immediate family or household.
 2. An employee may take compassionate leave for each occasion as:
 - a single continuous two day period or
 - two separate periods of one day each or
 - any separate periods to which the employee and his or her employer agree.
 3. Salaried Teaching Staff and casual teaching staff are entitled to Two-Fifths 2/5 of their weekly teaching load or EMS quota as compassionate leave.
 4. Compassionate Leave EMS must be taken within 4 weeks from the occasion.
 5. Compassionate Leave must be applied for as soon as possible following the occasion or time taken.

j. Extended Leave

- i. All RCM Staff members may apply for more extended periods of leave for various and special reasons. Applications for extended periods of leave must be made directly to the Director in writing prior to the leave of absence. Applications should include comprehensive support materials justifying the leave and will be approved on a case by case basis. This leave will be deemed as Leave Without Pay.
- ii. The RCM reserves the right to decline an application for leave where that leave may impact upon operations.
- iii. Staff members applying for extended periods of leave will not be guaranteed the same work load upon returning to work. The RCM reserves the right to temporarily fill the position when it is deemed the length of leave impacts operations.

k. TOIL (Time off in Lieu)

- i. Time off in lieu may be offered to employees who are required to work hours beyond their normal contractually agreed weekly hours.
- ii. It is not expected that time in lieu will be a standard or regular occurrence and should not be considered as an entitlement.
- iii. This arrangement is designed to ensure that an employee is not working excessive hours and to ensure work/life balance.
- iv. Time in lieu can only be accrued with the prior approval of the Director or the staff member's Head of Department.
- v. If individuals choose to stay late to complete work without prior approval, they will need to discuss the details, with the Director of their Head of Department, of the special circumstances which lead to such extra hours having to be worked. Discussions will need to be held and approvals given within the fortnightly payroll period of which the extra hours occurred.
- vi. Time in lieu equal to or more than one normal working day can be taken only with an approved leave application form.
- vii. Any extra hours worked that have not been approved, will not be eligible to be requested as time in lieu or for payment.
- viii. The Director and Heads of Department shall ensure that the use of time in lieu is not excessive and does not expose the organisation to staff shortages.

6. Roles and Responsibilities

a. RCM Deputy Director Finance and Administration

- i. The RCM Deputy Director Finance and Administration is responsible for the management of leave calculations and reporting. The Deputy Director Finance and Administration will provide all staff with access to relevant Leave information and Leave Application Forms.
- ii. The Deputy Director Finance and Administration will report to the RCM Director regarding all leave matters

b. RCM Director

- i. The RCM Director will oversee the Deputy Director Finance and Administration regarding the management of Leave Matters and the management of this policy.

c. RCM Staff

- i. All RCM staff are required to adhere to the conditions of leave determined by the Policy. Failure to do so could result in disciplinary action, and the withholding of remuneration until work has been expected work has been performed. All Staff must complete the Leave Application Form as determined by this Policy.

Policy version and revision information

Policy Devised and Written in July 2009 by Hamish Tait
Policy Reviewed: August 2009 by RCM Executive and Staff
Policy Ratified: 19th August 2009
Policy amended by Staff Representatives: August 31 2009
Policy reviewed by Staff Representatives to the RCM Board of Management: August 2010
Policy reviewed and re-ratified by Staff meeting: 13th September 2010
Policy reviewed and re-ratified by Staff meeting: 2nd December 2013
Policy re-ratified by RCM Board of Management: 4th December 2013
Policy Reviewed: August 2020 by Kathleen Lancaster and Venita Riordan
Policy Reviewed: October 2020 by Kathleen Lancaster and Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

2.4. Employee Motor Vehicle Usage & Car Hire Policy

1. Introduction

- a. The Riverina Conservatorium of Music acknowledges that from time to time staff need to travel to various locations outside of Wagga Wagga in order to conduct the business of the Riverina Conservatorium of Music.
- b. This document has been developed outline the Riverina Conservatorium of Music's policy relating to the use of vehicles for Riverina Conservatorium of Music business.

2. Policy Statement

- a. Use of CSU Vehicles
 - i. All staff members of the Riverina Conservatorium of Music are encouraged to utilise vehicles supplied through the Charles Sturt University (hereafter know as "CSU") Transport Office if required to travel more than 20KM from the Riverina Conservatorium of Music CSU South Campus for work of the Riverina Conservatorium of Music.
 - ii. These vehicles may only be used for approved Riverina Conservatorium of Music business. Private hire of CSU vehicles may not be arranged through the Riverina Conservatorium of Music.
 - iii. If a vehicle is required, the staff members must advise the front office of the Riverina Conservatorium of Music no later than one week prior to the day on which the vehicle is required. In order to hire a vehicle, the nominated driver/s must have a valid open Australian drivers licence.
 - iv. Any staff member utilising CSU vehicles are advised to adhere to CSU's policies and procedures for the use of its vehicles. See website _____ for _____ details: http://www.csu.edu.au/_data/assets/pdf_file/0008/158480/Policy-on-Private-Hire-of-University-Vehicles.pdf
 - v. Any traffic infringements incurred while using CSU vehicles are the responsibility of the driver. The Riverina Conservatorium of Music accepts no liability for negligent driving and under no circumstances condones any act that breaches legislation or road regulations.
- b. Use of Private Vehicles
 - i. Private vehicles may only be used for approved Riverina Conservatorium of Music business that requires travel of more than 20km from the Riverina Conservatorium of Music CSU South Campus where the use of a CSU vehicle is not practical or possible.
 - ii. A staff member may only use their private vehicle for Riverina Conservatorium of Music business where the staff member has provided:
 - 1. Proof of the vehicle's current registration in New South Wales.
 - 2. Proof of the vehicle's current full comprehensive insurance policy including but not exclusively, third party property.
 - 3. Proof of the vehicle's current Roadside Assistance Membership.

- iii. Private vehicles used for Riverina Conservatorium of Music business will not be covered by any Riverina Conservatorium of Music insurance policy and the Riverina Conservatorium of Music will accept no liability for loss, theft or malfunction of the private vehicle while in use for Riverina Conservatorium of Music business.
- iv. Reimbursement for private vehicle use for approved Riverina Conservatorium of Music business must be applied for by completing a Riverina Conservatorium of Music Travel Claim Form with a copy of the documents listed in subsection 2(b,ii).
- v. Reimbursements will be based on the kilometres from the Riverina Conservatorium of Music CSU South Campus to the business destination and where applicable vice-versa, or from one place of Riverina Conservatorium of Music business to another Riverina Conservatorium of Music place of business.
- vi. Reimbursements will be calculated to be the lesser of the equivalent to the current Australian Tax Office basis of travel cents per kilometre OR the current CSU car hire charge for a similar capacity vehicle.
- vii. Reimbursements for travel costs will not be provided where the travel has not been approved prior to the date of travel.

Policy version and revision information

***Policy Devised and Written in February 2004 by Hamish Tait and Tanya McPhail
Policy Ratified and Implemented by RCM Board of Management: June/July 2004
Policy Reviewed: November 2014 by Venita Riordan and Hamish Tait
Policy Re-ratified by RCM Staff Meeting: 24th November 2014
Policy Re-Ratified by RCM Board of Management: 3rd December 2014
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:***

2.5. Professional Development Policy

1. Rationale

- a.** The Board of Management recognises and acknowledges the significant contributions made by staff to the successful implementation of the various programs within the Conservatorium. Staff are employed on the basis of demonstrated expertise and knowledge in particular specialist areas and their ability to utilise and impart this in the course of their specific duties.
- b.** All staff are encouraged to develop their existing skill base and to consider additional skills which, if explored and developed, would enable them to contribute more effectively and more broadly to the activities of the Conservatorium. To facilitate the development of existing skills and the exploration and development of additional skills, the Conservatorium encourages staff to participate in a program of professional development.
- c.** In order to facilitate this, the Riverina Conservatorium of Music will allocate a percentage of gross salaries into its annual budget for staff training and professional development.

2. Aims and Objectives

- a.** The Conservatorium aims to assist and encourage staff to realise their full personal and professional potential through the Professional Development Program. This program is intended to:
 - i.** Foster a culture in which individual and collective learning is encouraged and rewarded.
 - ii.** Provide opportunities for the enhancement of pre-existing individual skills.
 - iii.** Encourage the recognition and development of additional individual skills and attributes.
 - iv.** Enable individuals to better utilise and share their skills with both staff and students for the benefit of the Conservatorium and the wider community.

3. Process

- a.** To achieve this, the Conservatorium will provide:
 - i.** Financial assistance to an agreed level for individual staff to attend external conferences and workshops.
 - ii.** In house group training/conferencing in areas of general professional interest
 - iii.** Complimentary concert and seminar tickets to all Conservatorium-based activities.
 - iv.** Discounted entry to other activities.
- b.** This policy will only cover approved professional development activities. The RCM will not contribute funds towards personal or professional library development.
- c.** Staff must have worked for the Riverina Conservatorium of Music for not less than 12 months before being eligible to apply for Professional Development assistant.

- d.** Unless otherwise negotiated, individual professional development allocations must be used within the nominated year. Staff are required to submit a brief report on the outcomes of their particular program.

- e.** Requests for assistance to undertake professional development activities must be made by completing the Professional Development Application Form.

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait
Policy Ratified by RCM Board of Management: 2003
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

2.6. Relocation Policy

1. Policy Statement

- a. The Riverina Conservatorium of Music aims to provide the region with the most suitable staff as possible. At times this may require new appointees to relocate at considerable personal expense in order to commence employment with the organisation. Accordingly, the Riverina Conservatorium of Music (RCM) acknowledges that relocation assistance is important to appointees who are required to relocate from their current residence in order to accept an appointment with the RCM.
- b. This policy will outline the RCM's policy in relation to relocation assistance in addition to the procedures for offering and claiming relocation assistance. This Policy will cover:
 - i. Definitions
 - ii. Eligibility for relocation assistance
 - iii. Geographic criteria for determining the level of relocation assistance
 - iv. Protocols for the offering of relocation assistance
 - v. Protocols for claiming relocation assistance
 - vi. Roles and Responsibilities

2. Definitions

- a. *Appointee*:
 - i. A person who has received an offer of employment from the RCM.
- b. *Relocation Assistance*:
 - i. Support provided by the RCM to assist new appointees cover the costs of relocation in order to accept an offer of employment with the RCM. Relocation assistance as outlined in this policy are not to be deemed as entitlements. The RCM will only offer relocation assistance at its discretion in accordance with the criteria outlined in this policy document.

3. Eligibility for relocation assistance

- a. The RCM may offer relocation assistance to new appointees where that appointee will be required to relocate their place of residence in order to accept the offer of employment.
- b. It is the policy of the RCM to offer relocation assistance with the offer of employment in accordance with the geographic criteria detailed in Section 4.
- c. Where an offer of employment has been accepted without relocation assistance, the new appointee may request consideration for relocation assistance from the RCM Board of Management.
- d. The RCM will not offer relocation assistance where relocation is funded from another source (e.g. Military relocation, University relocation), or where relocation is not deemed to be necessary to accept the offer of employment.
- e. Relocation assistance will not be provided where the appointee would be relocating to the Wagga Wagga region regardless of the offer of employment.

- f. The RCM will only provide relocation assistance to appointees accepting offers of EMS Salaried Positions of no less than 44 EMS.
- g. Where an offer of employment is made where the position is less than 44EMS per week, the Director is authorised to negotiate relocation assistance within the scope of this policy.

4. Geographic criteria for determining the level of relocation assistance

- a. The RCM will offer relocation assistance against the following geographic criteria where the relocation is required for acceptance of the offer of employment.
 - i. Within 100 km not eligible for assistance
 - ii. 100 – 500 km up to \$500 per appointment
 - iii. 500 – 1000 km up to \$1000 per appointment
 - iv. 1000 – 2000 km up to \$1500 per appointment
 - v. 2000km or above: To be negotiated with the Board of Management up to a maximum total cost of \$5000.

5. Protocols for the offering of relocation assistance

- a. The RCM will offer to all new appointees relocation assistance where appropriate in accordance with the policy and in accordance with Section 5(b).
- b. All offers of relocation assistance must be approved by the RCM Director prior to the offer of assistance being made.

6. Protocols for claiming relocation assistance

- a. Where relocation assistance has not been offered as part of the original offer of employment, an appointee may claim relocation assistance post commencement of duties in accordance with 6(b).
- b. Post commencement relocation assistance may only be claimed in writing addressed to the Director.
- c. Claim must include copies of original receipts relating to applicable relocation costs.
- d. All post-employment claims must be made within 6 months of commencement of duties.

7. Roles and Responsibilities

a. RCM Director

- i. The RCM Director will authorize all offers of relocation assistance upon assessment of criteria as detailed in sections 3, 4, 5 & 6.
- ii. All relocation assistance will be determined in accordance with the current RCM budget.

b. RCM Deputy Director Finance and Administration

- i. The RCM Deputy Director Finance and Administration will oversee the acquittal of all claims and offers of relocation assistance in accordance with this Policy.

c. RCM Treasurer

- i. The RCM Treasurer of the Board of Management will oversee all matters relating to offers and claims for relocation assistance.

d. RCM Board of Management

- i. The RCM Board of Management will oversee all matters pertaining to the application of this Policy.
- ii. The RCM Board of Management will consider all recommendations made in relation to post commencement claims for relocation assistance.

Policy version and revision information

Policy Devised and Written in May 2010 by Hamish Tait
Policy Ratified by RCM Board of Management:
Policy Reviewed: Under Review by Venita Riordan
Policy Re-ratified by RCM staff meeting:
Policy Re-ratified by RCM Board of Management:

2.7. RCM Bullying and Harassment Policy

1. Introduction and Rationale

- a.** The RCM is committed to promoting a fair, safe and healthy working environment in which everyone is treated with dignity and respect and in which no individual or group feels bullied, threatened or intimidated.
- b.** Bullying or harassment in any form is unacceptable behaviour and will not be permitted or condoned.
- c.** This policy provides a framework that intends to minimize this risk, and offer reporting protocols should this behaviour be observed, either to oneself, or to a third party.
- d.** We have published these procedures to inform employees of the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment or bullying with a means of redress.
- e.** We recognise that we have a duty to implement this policy and all employees are expected to comply with it.

2. Harassment

- a.** Harassment is any unwanted physical, verbal or non-verbal conduct based on grounds of age, disability, gender identity, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation which affects the dignity of anyone at work or creates an intimidating, hostile, degrading, humiliating or offensive environment.
- b.** A single incident of unwanted or offensive behaviour can amount to harassment.
- c.** Harassment can take many forms and individuals may not always realise that their behaviour constitutes harassment. Examples of harassment include:
 - i.** insensitive jokes and pranks;
 - ii.** lewd or abusive comments about appearance;
 - iii.** deliberate exclusion from conversations;
 - iv.** displaying abusive or offensive writing or material;
 - v.** unwelcome touching; and
 - vi.** abusive, threatening or insulting words or behaviour.
- d.** These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of harassment.

3. Bullying

- a.** Bullying is defined as the repeated, offensive, abusive, intimidating, insulting or unreasonable behaviour directed individual by vindictively tormenting either physically or psychologically. The behaviour can manifest either in a face to face context, or in electronic communication setting.
- b.** Bullying can take the form of physical, verbal and non-verbal conduct. As with harassment, there are many examples of bullying, which can include:
 - i.** abusive, insulting or offensive language or comments;

- ii. unjustified criticism or complaints;
 - iii. physical or emotional threats;
 - iv. deliberate exclusion from workplace activities;
 - v. the spreading of misinformation or malicious rumours; and
 - vi. the denial of access to information, supervision or resources such that it has a detrimental impact on the individual or group.
- c. These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of bullying.

4. Bullying and Harassment Complaint Procedures

a. Informal complaint

- i. The RCM recognises that complaints of bullying, harassment, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper.
- ii. If you are the victim of minor bullying or harassment you should make it clear to the bully or harasser on an informal basis that their behaviour is unwelcome and ask the individual to stop. If you feel unable to do this verbally then you should hand a written request to the individual, and your confidential helper can assist you in this.

b. Formal complaint

- i. Where the informal approach fails or if the bullying or harassment is more serious, you should bring the matter to the attention of the RCM Director as a formal written complaint, and again your confidential helper can assist you in this. If possible, you should keep notes of the bullying or harassment so that the written complaint can include:
 - a. the name of the alleged bully or harasser;
 - b. the nature of the alleged incident of bullying or harassment;
 - c. the dates and times when the alleged incident of bullying or harassment occurred;
 - d. the names of any witnesses; and
 - e. any action already taken by you to stop the alleged bullying or harassment.
- ii. On receipt of a formal complaint the RCM will take action to separate you from the alleged bully or harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged bully or harasser to another work area or suspension with contractual pay until the matter has been resolved.
- iii. The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all

reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

- iv. On conclusion of the investigation, which will normally be within ten working days of the meeting with you, a report of the findings and of the investigator's decision will be sent, in writing, to you and to the alleged bully or harasser.
- c. Complaints against the Director
 - i. If the complaint relates to the conduct of the RCM Director, the complaint should be addressed to the Chair of the RCM Board of Management or the Vice-Chair in the absence of the Chair.
- d. Serious or Criminal Behaviour
 - i. Any threats of physical violence, or use of a weapon should be firstly reported directly to the police and then the RCM Director.
- e. Child Protection Matters
 - i. All Child Protection matters will be dealt with under the RCM's Child Protection Policy

5. Types of potential bullying or harassment interactions

- a. The RCM identifies a range of interactions where bullying and harassment can occur. They include, but are not restricted to:
 - i. Student to Student
 - ii. Staff to Student
 - iii. Staff to Staff
 - iv. Parent to Student
 - v. Parent to Staff
 - vi. Cyber Bullying
- b. Student to Student
 - i. Any type of bullying behaviour from one or more students to another will not be tolerated. Parents, students and RCM staff are encouraged to report any instances of bullying or harassment between students to the RCM as per the procedure outlined above.
- c. Staff to Student
 - i. The RCM will not tolerate any RCM staff member or group of RCM staff behaving in a manner that could be interpreted as bullying or harassing towards a student or group of students. Parents, students and RCM staff are encouraged to report any instances of bullying or harassment to the RCM as per the procedure outlined above in Section 4 above.
- d. Staff to Staff
 - i. The RCM will not tolerate any RCM staff member or group of RCM staff behaving in a manner that could be interpreted as bullying or harassing towards another staff member or group of staff. RCM staff are encouraged to report any instances of bullying or harassment to the RCM as per the procedure outlined above in Section 4 above.
- e. Parent to Student
 - i. Please refer to the RCM's Child Protection Policy for all matters relating to the safety and wellbeing of children at the RCM.

- f. Parent to Staff
 - i. Teachers at the Conservatorium have the right to conduct their business of teaching in an environment free of harassment and bullying. Should a teacher feel that a parent of a student has fallen into this category, this should be reported to the RCM Director as per the procedures outlined above in Section 4 above.
- g. Cyber Bullying
 - i. The Internet, Email and Computer usage is defined in the RCM's Internet, Email and Computer Use Policy. Please refer to this policy.
 - ii. The RCM also identifies that bullying can occur in an electronic environment either by email, social media or any other forum of computer based communication. Should any person feel that bullying has occurred in this format, this communication should be recorded and the matter reported to the RCM Director as per the procedures outlined above Section 4 above.

6. Disciplinary Action

- a. If the report concludes that the allegation is sustained, the perpetrator will be subject to disciplinary action in accordance with the RCM's disciplinary and termination procedures and the RCM's Code of Conduct.

7. Confidentiality

- a. If you bring a complaint of bullying or harassment you will not be victimised for having brought the complaint. However, if the report concludes that the complaint is both untrue and has been brought with malicious intent; disciplinary action will be taken against you.

8. Roles and Responsibilities

- a. RCM Staff
 - i. All RCM staff, regardless of their position, are bound to promote a fair, safe and healthy working environment in which everyone is treated with dignity and respect and in which no individual or group feels bullied, threatened or intimidated.
- b. RCM Director
 - i. The RCM Director is responsible for ensuring all staff are able to work in a safe and healthy working environment. The RCM Director must act appropriately in relation to all allegations of bullying and harassment.
 - ii. The RCM Director is responsible for ensuring the confidentiality of all matters relating to this policy.
- c. RCM Board
 - i. The RCM are responsible for reviewing the RCM's Bullying and Harassment Policy and Procedures.
 - ii. The RCM Board will review all matters raised under this policy by the RCM Director from a risk management perspective.

d. Relevant Legislation

- i. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - 1. Multicultural NSW Act 2000 (NSW)
 - 2. Disability Inclusion Act 2014 (NSW)
 - 3. Disability Inclusion Regulation 2014 (NSW)
 - 4. Work Health and Safety Act 2011 (NSW)
 - 5. Work Health and Safety Regulation 2017 (NSW)
 - 6. Health Records and Information Privacy Act 2002 (NSW)

Policy version and revision information

Policy Devised and Written in November 2004 by Hamish Tait, Damien Johnson and Graham Sattler

Policy Ratified by the RCM Staff Meeting: 24th November 2014

Policy ratified by the RCM Board of Management: 3rd December 2014

Policy Reviewed: Under Review by Venita Riordan

Policy Re-ratified by RCM Staff Meeting:

Policy Re-ratified by RCM Board of Management:

2.8. Employee Personal Grievance Policy

1. Purpose of Policy

The procedures outlined in this Personal Grievance Policy ('Policy') aim to achieve consistent treatment in the handling of personal grievances in the workplace and provide a procedure to follow in the event a personal grievance arises.

2. Commencement of Policy

- 2.1. This Policy will commence from 31 March 2020. It replaces all other personal grievance policies of The Riverina Conservatorium of Music Ltd ('The RCM') (whether written or not).

3. Application of the Policy

- 3.1. This Policy applies to employees of The RCM. It does not form part of any employee's contract of employment.
- 3.2. This Policy does not apply to grievances related to discrimination, harassment or bullying. If such a grievance arises, refer to the RCM Equal Opportunities Policy, which outlines a specific complaints procedure to deal with those grievances.
- 3.3. The RCM may at its sole discretion, on a case by case basis, alter the manner in which the process outlined in this Policy is conducted to ensure it suits the particular grievance.

4. What is a grievance?

- 4.1. A grievance is any type of problem, concern or complaint related to an employee's work or the work environment. A personal grievance can be about any act, behaviour, omission, situation or decision impacting on an employee, which the employee believes is unfair or unjustified.
- 4.2. A grievance can relate to almost any aspect of employment, for example:
 - a) safety in the workplace;
 - b) staff development or training;
 - c) leave allocation;
 - d) supervision;
 - e) rosters or hours of work;
 - f) performance appraisal;
 - g) transfer or promotion; or
 - h) wage or salary levels.

5. Dealing with personal grievances

- 5.1 The RCM recognises that an employee may not perform to the best of their ability if they feel they are being treated unfairly or are feeling aggrieved. Accordingly, The RCM will endeavour to provide a fair and just working environment, by aiming to ensure that employees have access to processes for the resolution of genuine personal grievances related to the workplace.

5.2 As such, The RCM will use its reasonable endeavours to:

- a) encourage staff to come forward with personal grievances;
- b) deal with personal grievances in a supportive way, without victimisation or intimidation of any person connected with the grievance;
- c) encourage fairness, impartiality and the resolution of personal grievances as reasonably promptly and as close as possible to the source of the grievance; and
- d) have Heads of Department seek to prevent and resolve personal grievances.

5.3 Where a personal grievance arises, The RCM will endeavour, if appropriate, to resolve the dispute in line with the following procedure. The below procedure is intended as a guide only. In every case, The RCM will determine the actual procedure to be adopted at its discretion and in consideration of the circumstances as a whole. As such, The RCM may skip certain steps where this is appropriate.

5.4 Where a personal grievance arises that involves The Director being the subject of the grievance, The RCM’s Chairman of the Board of Management will endeavour, if appropriate, to resolve the dispute in line with the procedures outlined in Section 6 of this policy.

6. Summary of The RCM’s personal grievance procedure

<p>Preliminary steps</p>	<p>Attempt to resolve the grievance yourself</p> <p>If the employee feels comfortable in doing so, they should attempt to address the issue directly with the person(s) involved in the grievance. The employee may discover that the other person was not aware of their grievance and the matter may be able to be resolved directly.</p> <p>Report the grievance to management</p> <p>If the employee does not feel comfortable talking to the person(s) involved, or they have attempted to and it was ineffective in resolving the grievance, or if there is no other person involved in the grievance, the employee should report the grievance to an RCM Contact Person. RCM Contact Persons include:</p> <ul style="list-style-type: none"> • The Director or Deputy Director/s • RCM’s Chairman of the Board of Management (where section 1.11 applies) <p>After reporting a personal grievance, the Contact Person will use reasonable endeavours to conduct an initial meeting with the employee to:</p> <ul style="list-style-type: none"> • obtain information about the employee’s personal grievance and what they consider will resolve it; • explain how the personal grievance procedure works;
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	<ul style="list-style-type: none"> decide if they are the appropriate person to handle the grievance. This includes considering whether they have the necessary authority and can deal with the grievance in an impartial manner. If the Contact Person feels they cannot effectively handle the employee’s personal grievance they will refer the matter to another more appropriate supervisor. <p>Where it is not practical to conduct such a meeting, the Contact Person may carry out these steps by telephone or written correspondence.</p> <p>Once the employee has reported the matter to a Contact Person, that person may commence one of the procedures outlined below that is regarded as suitable for dealing with the grievance.</p>
<p>Step 1</p>	<p>Informal procedure</p> <p>The informal procedure involves a range of informal actions to resolve the grievance. Such actions will depend on the individual circumstances of the grievance. Possible actions include, but are not limited to:</p> <ul style="list-style-type: none"> the Contact Person discussing the issue with the person against whom the complaint is made; and/or the Contact Person facilitating a meeting between the parties in an attempt to resolve the issue and move forward. <p>Many personal grievances are able to be resolved through the informal procedure. However, in circumstances where the Contact Person considers the informal procedure is not appropriate, and the grievance is sufficiently serious, the grievance may be escalated to the formal procedure.</p>
<p>Step 2</p>	<p>Formal procedure – Investigation</p> <ul style="list-style-type: none"> If the grievance is not able to be resolved through the informal procedure or the informal procedure is not appropriate, the formal procedure may be commenced. The formal procedure involves a formal investigation of the grievance and a decision about appropriate actions and outcomes. The investigation generally involves collecting information about the grievance and then making a finding based on the available information. Once a finding is made, the Contact Person or an external investigator will make recommendations about the grievance.

7. Other procedural issues

7.1 Work to Continue

Work will continue as normal while a personal grievance is being dealt with under this Policy. All persons affected by the grievance are expected to co-operate with The RCM to ensure the efficient and fair resolution of the grievance.

i. Victimisation

Disciplinary action will be taken against any person who victimises or retaliates against a person who has lodged or is involved in a personal grievance issue under this Policy. Such action may include termination of employment.

ii. Confidentiality

The Contact Person(s) will endeavour to maintain confidentiality as far as possible. However, it may be necessary to speak with other employees or workplace participants in order to determine what happened so as to afford fairness to those against whom the complaint has been made, and to resolve the grievance.

All employees and workplace participants involved in the grievance must also maintain confidentiality, including the employee who lodges the complaint. The complainant may discuss the grievance with a designated support person or representative (who is not an employee employed or engaged by The RCM). However, the support person or representative must also maintain confidentiality.

If a person breaches confidentiality they may be subject to disciplinary action. Such action may include termination of employment.

iii. Documentation

Where considered appropriate by The RCM, agreed resolutions of personal grievances arising from the informal procedure may be recorded and signed by all parties. Generally, it will not be necessary to put records of a personal grievance on an employee's personnel file, unless there is some disciplinary action taken as a result of the grievance. A record of any disciplinary action that is taken arising from a formal investigation will be placed on the personnel file of any person who is disciplined.

iv. Access to support

The employee can seek advice from their manager, supervisor or a support person at any stage during the grievance process. The employee can bring a support person to a grievance meeting if so desired.

v. Possible Outcomes

The RCM will in its sole discretion determine whether any outcomes (disciplinary or otherwise) are appropriate. The outcomes will depend on the nature of the grievance and the procedure followed to address the grievance.

7.2 Where an investigation results in a finding that a person has engaged conduct in breach of a The RCM Policy, that person may be disciplined. The type and severity of disciplinary action will depend on the nature of the grievance and other relevant factors. Where the investigation results in a finding that the person complained against has engaged in serious misconduct, this may result in instant dismissal. Any disciplinary action is a confidential matter between the affected person(s) and The RCM.

7.3 The RCM may take a range of other non-disciplinary outcomes to resolve a grievance. Examples include, but are not limited to:

- a) training to assist in addressing the problems underpinning the grievance;
- b) monitoring to ensure that there are no further problems;
- c) implementing a new policy;
- d) requiring an apology or an undertaking that certain behaviour stop;
and/or
- e) changing work arrangements.

8. Variations and Associated Documents

8.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

Professional Code of Conduct

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

***Policy Devised and Written in 2020 by Kathleen Lancaster and Venita Riordan
Policy Ratified by RCM Staff Meeting:
Policy re-ratified by RCM Board of Management:***

2.9. Employee Termination and Resignation Policy

1. Introduction

- a. The RCM is committed to providing a legal, fair and transparent working environment.
- b. This policy is designed to provide all employees of the Riverina Conservatorium of Music with a clear guide to termination and resignation procedures.
- c. It is assumed that all personnel working at the RCM are familiar with all policies that are contained within the RCM's Policy Manual. The most up-to-date version of the RCM's Policy Manual can be downloaded from the RCM's Website www.rivconmusic.nsw.edu.au from the About Us page.
- d. This policy will cover:
 - i. Relevant Legislation
 - ii. EMS Salaried Staff Resignation
 - iii. Casual Staff Resignation
 - iv. RCM Staff Termination
 - v. Post Separation Provisions
 - vi. Return of RCM Property

2. Relevant legislation

- a. Staff should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - i. Anti-Discrimination Act 1977;
 - ii. Crimes Act 1900;
 - iii. Independent Commission Against Corruption Act 1988;
 - iv. Industrial Relations Act 1996
 - v. Workplace Health and Safety Act 2000;
 - vi. Work Health and Safety Act 2011 (NSW)
 - vii. Work Health and Safety Regulation 2017 (NSW)
 - viii. Privacy and Personal Information Protection Act 1998
 - ix. Privacy Act 1988 (Cth)
 - x. Ombudsmans Act 1974
 - xi. State Records Act 1998;
 - xii. Child Protection (Prohibited Employment) Act 1998
 - xiii. Commission for Children and Young People Act, 1998
 - xiv. Workplace Relations Act 1996
 - xv. Fair Work Act 2009
 - xvi. Multicultural NSW Act 2000 (NSW)
 - xvii. Disability Inclusion Act 2014 (NSW)
 - xviii. Disability Inclusion Regulation 2014 (NSW)
 - xix. Health Records and Information Privacy Act 2002 (NSW)

3. EMS salaried staff resignation

- a. EMS Salaried staff working at the RCM are required to give the Riverina Conservatorium of Music four weeks' notice in writing of their resignation.
- b. The RCM may elect to pay a staff member in lieu of part or all of their notice period. Alternatively, the RCM may require a staff member not to report for

work, or provide them with altered duties, during part or all of the notice period.

4. Casual staff

- a. Employee resignation
 - i. Casual employees of the Riverina Conservatorium of Music may resign their employment from the Riverina Conservatorium of Music in writing no less than four (4) weeks prior to the date of resignation.

5. RCM Staff Termination

- a. Except during the probationary period, the Riverina Conservatorium of Music may enter a process with a view to terminate a contract of employment where it has been established that any of the below conditions have been satisfied:
 - i. There is a clear breach of the contract of employment.
 - ii. There is a demonstrated inability or refusal to fulfill the duties outlined in the contract of employment.
 - iii. There is a demonstrated inability or refusal to work cooperatively with colleagues.
 - iv. There is a refusal to follow reasonable and lawful instructions
 - v. Conduct which is perceived by the Riverina Conservatorium of Music to be a deliberate attempt to harm the good reputation of the organisation.
 - vi. Any act of dishonesty such as embezzlement, theft or fraud involving the Riverina Conservatorium of Music's assets, money or property has been committed
 - vii. Any act that reasonably constitutes gross misconduct, negligence of duties or duty of care has been committed.
 - viii. A staff member has been provided with three warnings in relation to:
 - 1. Performing their work in a manner reasonably considered by the RCM to be unprofessional or in a manner which results in complaints from students/parents/guardians that cannot be reasonably remedied;
 - 2. Conduct in the workplace which breaches the RCM's Professional Code of Conduct Policy.
- b. Where any of the conditions of Section 5(a) of this policy are alleged, all RCM personnel will be afforded the opportunity to respond to the allegations.
- c. The RCM will always seek outside legal and other professional advice on matters leading to termination of employment.
- d. Employment may be terminated without notice or payment in lieu of notice where proven serious misconduct has occurred.

6. Post separation provisions

- a. The RCM will respect the professional and personal reputation of any personnel leaving the employ of the RCM and expects this to be reciprocated.
- b. Where a student is enrolled at the RCM, a teacher may not accept this student as a *non-RCM private student* within twelve months of separation

unless express permission has been negotiated with the Board of Management.

- c. Use of the RCM's issued student contact lists for private teaching purposes will be regarded as a breach of Section 8 of the RCM's Professional Code of Conduct Policy and may result in legal action.
- d. Students of a teacher are regarded as clients of the RCM and the RCM will hold persons accountable for any loss where RCM students are taken as private students within the conditions laid out in Section 6(b) of this policy.

7. Return of RCM property

- a. Immediately upon resignation or termination of your employment for any reason, all property belonging to the Riverina Conservatorium of Music must be returned. This includes, but is not limited to,
 - i. Musical instruments
 - ii. Sheet music
 - iii. Mobile phones
 - iv. Computers Electronic equipment issued by the RCM including, but not restricted to:
 - 1. Portable computers (such as iPads, iPods, mobile PCs)
 - 2. Recording equipment
 - v. Keys
 - vi. Computer storage
 - vii. Furniture
 - viii. Documents
 - ix. Student records
 - x. Student contact information
- b. Upon resignation or termination of employment for any reason, the Riverina Conservatorium of Music may withhold any monies due to any outstanding debts to the Riverina Conservatorium of Music have been paid.

Policy version and revision information

Policy Devised and Written March 2004 by Hamish Tait
Policy Ratified by the RCM Board of Management: June 2004
Policy Reviewed: June 2011 by Hamish Tait, RCM Executives and Staff Representatives to the Board of Management
Policy Re-ratified by the RCM Staff Meeting: 17th October 2011
Policy Re-ratified by the RCM Board of Management: 7th November 2011
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

2.10. Work Health and Safety Policy

1. Introduction and Rationale

- a. The Riverina Conservatorium of Music (*hereafter known as the RCM*) is committed to providing and maintaining a safe and hazard free working environment for all employees and visitors to the RCM and upholding all relative legislative requirements in accordance with the *Work Health & Safety Act 2011*.
- b. A WHS Management System has been established to maintain effective management of WHS. It is designed to provide compliance with all WHS legislative requirements and promote excellence in Work Health and Safety Management through a process of continual improvement.
- c. Failure to comply with the requirements of the WHS management system will lead to disciplinary action as outlined in the RCM Employment Policy.

2. Policy statement

- a. The RCM's Board of management is committed to providing and maintaining a safe and hazard free working environment for all its Employees and any visitors to the RCM.
- b. The RCM's Board of management will demonstrate their duty of care by making every reasonable effort to provide a working environment that minimises the risk of incidents or injuries, ill health or damage to property by:
 - i. Providing employees with applicable induction and follow up training with ongoing revision.
 - ii. Provide regular consultation on work health and safety issues
- c. A safe working culture is the responsibility of all employees. All employees have the responsibility to co- operate and make reasonable efforts to achieve a safe working environment and culture.
- d. A safe culture will be enforced through:
 - i. Continuously identifying, assessing and managing risk to employees and visitors in the workplace.
 - ii. Providing information, training and supervision to employees to ensure safe work practices.
 - iii. Providing consultation opportunities to employees on all work health and safety matters.
 - iv. Maintaining a WHS Management System compliant with current legislation.

3. Roles and Responsibility

- a. All RCM Patrons:
 - i. are to take responsibility for the health and safety of themselves and others.
 - ii. will cooperate with the RCM in its efforts to comply with Work Health and Safety requirements.
 - iii. are to make a conscious effort to reduce the risk of injuries and by reporting any potential risks.

- iv. will report all accidents, injuries and hazardous incidents to an RCM staff member.

b. All RCM Staff:-

- i. will attend all training sessions provided and become familiar with the RCM's risk management procedures and guidelines.
- ii. will report all accidents, injuries and hazardous incidents to the WHS representative and complete Accident/Incidents report forms as required as soon as possible after a hazard/incident has occurred/ is identified.
- iii. will be provided with the opportunity to report risks and WH&S concerns at all General Staff meetings as a standard Agenda item.

c. The Director

- i. providing a safe and healthy environment for all employees and visitors to prevent illness and injury.
- ii. Ensuring work environments and work practices are safe and free from hazard.
- iii. Providing Employees with the necessary training requirements and information to achieve a safe working environment.
- iv. Provide workers compensation insurance as a requirement by law.
- v. Provide workers with a return to work program in the event of returning to work following an injury.
- vi. Provide employees access to employee assistance as outlined in the RCM Employment Policy.
- vii. will follow up on any reported Work Health and Safety issues that have been raised and order or take action to the resolve the issue where appropriate.
- viii. will give feedback to WHS representative and all employees on any WHS issues that have been raised.

d. The WHS Representative

- i. Is responsible for representing the employees in raising Work Health and Safety issues in the workplace. Employees are encouraged to raise relevant issues with the WHS Representative.
- ii. will consult with the RCM Director on the Work Health and Safety issues that have been raised and give feedback to employees.

4. Consultation

- a.** The RCM will consult with employees in implementing safe practices and procedures that will ensure the health and safety of everyone in the workplace. Employee commitment and involvement is imperative for ensuring a safe and hazard free working environment.
- b.** A Work Health and Safety Representative has been established to promote health and safety in the workplace.
- c.** When a WHS issue has been raised, the WHS Representative will consult with the RCM Director on the Work Health and Safety issues that have been raised and give feedback to employees.

- d. Employees should also notify their Head of Department on any health and safety issues so these issues can be addresses and followed up promptly.

5. Review of Consultation

- a. To ensure that consultation requirements are being met and that all health and safety issues are being addressed effectively, the RCM will review these consultation arrangements on an ongoing basis.
- b. All RCM Patrons and Staff are encouraged to raise relevant issues with the WHS Representative or at General Staff meetings.

6. Relevant Legislation

- a. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - i. Work Health and Safety Act 2011 (NSW)
 - ii. Work Health and Safety Regulation 2017 (NSW)
 - iii. Health Records and Information Privacy Act 2002 (NSW)
 - iv. Multicultural NSW Act 2000 (NSW)
 - v. Anti-Discrimination Act 1977 (NSW)
 - vi. Fair Work Act 2009 (Cth)
 - vii. Crimes Act 1900 (NSW)
 - viii. Disability Inclusions Act 2014 (NSW)
 - ix. Disability Inclusions Regulation 2014 (NSW)

Policy version and revision information

Policy Devised and Written 27th November 2017 by Kathleen Lancaster
Policy Ratified by RCM Staff: 24th June 2019
Policy Ratified and Implemented by the Board of Management: 2nd July 2019

2.11. Working From Home Policy

1. Purpose of Policy

- a) Riverina Conservatorium of Music Ltd ('The RCM') acknowledges that working from home arrangements may be appropriate for certain positions and in certain circumstances.
- b) It is important that working from home arrangements are consistent with the needs of The RCM and do not adversely affect other workplace participants.

2. Commencement of Policy

- a) This Policy will commence from 16/03/2020. It replaces all other Working from Home policies of The RCM (whether written or not).

3. Application of the Policy

- a) This Policy applies to employees, agents and contractors (including temporary contractors) of The RCM, collectively referred to in this Policy as 'workplace participants'.
- b) This Policy does not form part of any workplace participant's contract of employment. Nor does it form part of any other workplace participant's contract for service.

4. Definitions

- a) 'Working from home' is working away from a workplace participant's ordinarily contracted place of employment.
- b) 'Home office' is a designated space for a workplace participant to work while at home.
- c) Working from home at The RCM involves working part of the time away from the normal contracted place of employment. Only in exceptional circumstances will The RCM permit a workplace participant to work from home.
- d) During the time any workplace participant is working from home, contact is to be maintained with The RCM via electronic means, such as email, hand held communication device, and telephone.
- e) Each working from home arrangement is a cooperative arrangement between The RCM and the workplace participant. The RCM has the discretion to offer working from home to a workplace participant where it is appropriate in the circumstances.
- f) Workplace participants may also apply to work from home and The RCM will consider all applications. The RCM however reserves the right to refuse an application where it is inappropriate in the circumstances.

5. Eligibility criteria

- a) Not all workplace participants or all positions are suited to working from home arrangements. For this reason workplace participants will be offered working from home on the basis of their suitability.
- b) In the event of a serious illness, Community Health pandemic or epidemic or any other event that has the potential to majorly disrupt operations, please refer to the RCM's Business Continuity Plan.

- c) Workplace participants who apply to work from home should be prepared to show their suitability.
- d) The essential criteria for working from home includes (but is not limited to) the following:
 - a) possession of a computer and or video streaming equipment;
 - b) the work is able to be performed off-site, for example:
 - (i) data entry or administration tasks without the need for removal of The RCM's paper based records;
 - (ii) research and development tasks;
 - (iii) lessons to students via video streaming
 - c) the presence of the skills, ability and knowledge to work autonomously; and
 - d) an appropriate and safe workspace at home.
- e) Working from home will generally not be considered suitable for the following types of positions:
 - a) work that requires a high degree of supervision or monitoring;
 - b) work that requires conducting lessons face-to-face eg. Group lessons or ensembles.
 - c) positions that carry responsibilities for training or supervising others; or
 - d) positions where the workplace participant is required to provide customer service tasks.

Other factors relevant to eligibility

- f) A workplace participant must be able to demonstrate that:
 - a) efficiency will be maintained or increased as a result of the arrangement;
 - b) the productivity of a workplace participant's team or work group must not be adversely affected;
 - c) the level of customer/client service will be maintained or increased;
 - d) home commitments will not detract from the performance of the work.

6. Working from home part-time

- a) Where a working from home arrangement is approved, it will in most cases be on a part-time basis. Part of the arrangement will involve a workplace participant and the relevant manager agreeing on the number of hours or days that the workplace participant can spend away from the office.

7. Working from home is not an entitlement

- a) Workplace participants should be aware that working from home is not a formal workplace participant benefit or entitlement and that The RCM maintains at all times the right to terminate a working from home arrangement.

8. Conditions of working from home

- a) The following conditions apply to workplace participants who work from home:
 - a) The workplace participant must provide work reports and attendance records as proof of work completed.

- b) The workplace participant is to be contactable during their agreed hours of work.
- c) The RCM retains the right of access to the workplace participant at home.
- b) Subject to prior agreement, on-site visits or inspections by officers of The RCM may be made for work-related matters, such as supervision, collection and delivery of work, security or workplace health and safety assessment, and retrieval of equipment.

9. Particular requirements for working from home

Home Office

- a) Workplace participants must designate a space for working while you are at home. This space could be a particular room (for example, a study) or a particular area of a room. Workplace participants should not work in any area of their home, other than the home office or designated space.

10. Workplace participants' responsibilities in relation to workplace health and safety

- a) Workplace participants are responsible for ensuring a safe working environment. They must maintain the home office or designated working space, including all equipment and other relevant areas (including entrance, bathroom and kitchen) in a safe condition at all times. Workplace participants must allow a person, appointed by The RCM, to have access to their home office and related areas from time to time to allow them to conduct safety inspections.
- b) Workplace participants must take reasonable care for their own health and safety and the health and safety of other persons who enter their home during work hours. Workplace participants must notify The RCM immediately if they become aware of any change in their working conditions or arrangement, or any risk to health and safety. Notification should be made in accordance with The RCM Workplace Health and Safety Policy.

11. Workplace health and safety inspection

- a) A workplace health and safety inspection will be conducted for all working from home arrangements. As a condition of granting a workplace participant permission to work from home, they must allow a person, appointed by The RCM, to conduct a safety inspection of the home office, plus any other areas that may be used while working, for example, the home entrance, bathroom and kitchen. The purpose of the safety inspection is to determine whether the workplace participant will be exposed to risk of injury while performing work at home. Unless the risk can be minimised or eradicated to the satisfaction of The RCM, the arrangement will not be approved or will be discontinued.

12. Frequency of workplace health and safety inspections/checks

- a) As set out above, a workplace health and safety inspection or check must be conducted before a workplace participant commences working from home. They will be provided with reasonable notice of the initial inspection.
- b) Subsequent inspections or checks may be required from time to time. How often inspections occur will depend on how often a workplace participant works from home and their particular working from home arrangement. This may include random audits. Random audits will only be conducted during working hours.

13. Workplace health and safety check

- a) Where it is not practical to conduct a workplace health and safety inspection for an occasional working from home arrangement, a workplace health and safety check must be conducted by the workplace participant. They will be provided with a workplace health and safety checklist which must be completed, signed and returned to the employer prior to commencing work from home.

14. Adjustments required to make a home office safe

- a) Where the safety inspection or check reveals that adjustments are required to a workplace participant's home for safety reasons, they must cooperate with The RCM in making the adjustments. If adjustments are required, a workplace participant will not be permitted to work from home, until the required adjustments have been made.
- b) Generally, a workplace participant will be responsible for making adjustments to their home office and related areas.
- c) The RCM will not finance any structural changes to a workplace participant's home.

15. Accident or injury while working from home

- a) If there is an accident or a workplace participant is injured while working from home, the accident or injury must be immediately reported to the Director. The RCM may investigate the accident or injury. The workplace participant must allow a person, appointed by The RCM, to access to their home for the purpose of conducting such investigation.

16. Equipment provided by The RCM

- a) Any equipment provided by The RCM remains the property of The RCM at all times. The workplace participant must use the equipment for legitimate business purposes only. They must not use The RCM property for private use and must not misuse or damage The RCM property. The workplace participant must return all equipment when requested by The RCM or upon termination of the working from home arrangement with The RCM.

17. Responsibility for The RCM property

- a) If any repairs are necessary to The RCM equipment, the workplace participant must let their manager know as soon as possible. The RCM is responsible for general 'wear and tear' of The RCM property, however, if the workplace participant or another person at their home misuses or recklessly damages The RCM property they agree to reimburse The RCM for the reasonable cost of repair or replacement of the property.
- b) In relation to any PC provided by The RCM, the workplace participant must comply with any applicable RCM policies or procedures relating to internet, email and computer usage, including any social media policies. They must also comply with the terms of any licence or software as well as computer virus and protection requirements.
- c) The RCM is not responsible for any damage caused to the workplace participant's personal or real property during the course of performing work at home.

18. Terms and conditions of engagement when working from home

- a) A workplace participant's terms and conditions of engagement remain the same when working from home. This includes hours of work (including any expectations in relation to overtime), remuneration and, in the case of an employee, leave entitlements/accruals. A workplace participant is required to perform their work duties effectively and efficiently, as if they were working on site. Contracting out or delegating work duties to others without the express written permission of the Director is strictly prohibited.
- b) Employees undertaking work from home are required to follow the same processes for notifying of absences (e.g. sick leave, carer's leave) as if they were working on site.

19. Reporting to your Head of Department

- a) Reporting is a critical part of any working from home arrangement. The relevant HOD will, as far as possible, provide advice concerning the required reporting arrangements prior to commencement of the working from home arrangement. A workplace participant must report to the relevant HOD what work has been completed while working from home and comply with any reporting requirements, for example eRolls, time sheets etc. If a workplace participant does not comply with reporting requirements, the working from home arrangement may be terminated.

20. Communication with staff

- a) Workplace participants must inform their HOD and Admin staff of the hours/days the working from home arrangement applies and appropriate contact details. If a workplace participant is working from home regularly, they must maintain regular communication with their HOD and Admin staff while working from home. It is a workplace participant's responsibility to ensure they can effectively communicate while working from home and that the workplace participant is available to discuss work matters if required.

21. When a working from home arrangement is terminated or ends

- a) If a workplace participant is not happy with the working from home arrangement for whatever reason, the Director and their HOD should be informed as soon as possible.
- b) The arrangement may be reviewed to address concerns or terminated where appropriate.
- c) Working from home arrangements will be reviewed on a regular basis to ensure they are operating effectively, meet the requirements of the business and do not adversely affect other workplace participants.
- d) If The RCM does not want to continue the working from home arrangement for whatever reason, it may review or terminate the arrangement at any time. The RCM does not require a workplace participant's agreement to terminate a working from home arrangement. If The RCM terminates a working from home arrangement, the workplace participant will be given at least 24 hours' notice.
- e) If a workplace participant working from home arrangement is terminated or ends for any reason (including at the end of a trial period) they must return all The RCM equipment as soon as possible.

22. Security of information and property

- a) As a remote user, a workplace participant may be provided with access to and use of The RCM property, equipment and information. By accepting to work remotely, a workplace participant has a shared responsibility with The RCM to protect The RCM property, equipment and information against theft, unauthorised access and destruction.
- b) Workplace participants must take all reasonable precautions to secure The RCM property, equipment and information (both paper and electronic) within their home. This includes workplace participants taking all reasonable precautions to prevent unauthorised access and use of such property, equipment and information.
- c) A workplace participant's obligation to maintain confidentiality in relation to The RCM information continues while working from home, and is the same as if working on site. However, given the potential security issues, a workplace participant must take extra care to ensure confidential information is properly protected.

23. Steps to secure The RCM property, equipment and information

- a) Firstly, workplace participants must ensure they properly secure their home. Depending on the amount and nature of The RCM information, equipment and property stored in your home. Accordingly, if requested by The RCM, a workplace participant must allow a person, appointed by The RCM, to access their home and conduct a security assessment.
- b) Secondly, a workplace participant must secure all The RCM documents and portable equipment in a lockable filing cabinet and secure the key. A workplace participant must not provide the key to unauthorised persons, including family or household members.
- c) Finally, a workplace participant must ensure appropriate security systems are in place on their PC (such as passwords) in accordance with The RCM's requirements. Workplace participants must not disclose their password to any person, including family or household members.

24. Breach of working from home policy

- a) When working from home, a workplace participant must comply with the terms and conditions contained in this Policy. Workplace participants will be required to enter into a formal working from home agreement with The RCM. A written record of the specifics of the working from home arrangement must be recorded.
- b) In the case of employees of The RCM who are found to have breached this Policy, they may be subjected to disciplinary action in accordance with relevant The RCM policies. The type and severity of the disciplinary action will depend upon the circumstances of the case and the seriousness of the breach. In serious cases, this may include termination of employment.
- c) In the case of contractors or agents of The RCM who are found to have breached this Policy may have their contracts with The RCM terminated or not renewed.

25. Variations

25.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

RCM Professional Code of Conduct, RCM Workplace Health and Safety, RCM Child Protection Policy, RCM Business Continuity Plan

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

*Policy Devised and Written in 2020 by Kathleen Lancaster and Venita Riordan
Policy Ratified by RCM Staff Meeting:
Policy re-ratified by RCM Board of Management:*

2.12. Workplace Drug and Alcohol Policy

1. Aim

- 1.1 Riverina Conservatorium of Music Ltd ('The RCM') is committed to providing a safe and healthy work environment, so far as is reasonably practicable in which all workers are treated fairly, with dignity and respect. The use of drugs and alcohol may impact on an individual's capacity to perform work safely, efficiently and with respect, thereby posing a risk to the health and safety of the individual and others at the workplace.
- 1.2 This Policy outlines The RCM's commitment to a safe workplace and is aimed at preventing, or minimising, any risk of injury or harm to the health and safety of its workers, or others at the workplace, from the use of alcohol or drugs. It describes the standards of behaviour expected in relation to the use of drugs and alcohol, the responsibilities of The RCM, workers and others at the workplace, and the consequences of breaching the policy.

2. Commencement of the Policy

- 2.1 This Policy will commence on 1/02/2020. It replaces all other drug and alcohol policies (whether written or not).

3. Scope

- 3.1 This Policy applies to:
 - a) all employees of The RCM (whether full-time, part-time or casual) and all persons performing work at the direction of, or on behalf of The RCM (for example contractors, subcontractors, agents, consultants, Board Members and temporary staff) (collectively referred to as 'workers');
 - b) all of The RCM's workplaces and to other places where workers may be working or representing The RCM for example, when visiting a customer, client or supplier (collectively referred to as 'workplace'); and to
 - c) all work-related functions, for example, concerts, workshops, work lunches, conferences, Christmas parties and client functions.
- 3.2 This Policy has been developed and implemented in consultation and co-operation with The RCM's workers and/or the work, health and safety representative. It does not form part of any workplace participant's contract of service, or contract for service.

4. Definitions

- 4.1 The following are terms used in this Policy:

'drugs' — include illegal drugs, prescription or pharmacy drugs, or synthetic drugs as defined below.

'illegal drugs' — include:

any drug prohibited by Australian State, Territory or Federal law or any other laws (including foreign and international laws) to which The RCM is subject or which apply to the work performed at or for The RCM;

- i. prescription or pharmacy drugs (as defined below) which are used without the necessary prescription, or for non-medical purposes;
- ii. any synthetic drug (whether prohibited by law or not), being a psychoactive herbal and/or chemical product which, when consumed, mimics the effects of a prohibited drug, for example synthetic cannabis (aka 'Kronic').

'management' — means The RCM's Director, Deputy Director/s, supervisors, team leaders (whichever are relevant) and all employees with supervisory responsibilities.

'prescription drugs' — mean lawful drugs which are prescribed by a medical practitioner for a diagnosed medical purpose and issued by a pharmacist.

'pharmacy drugs' — mean drugs which are lawfully available at Australian pharmacies (without a prescription) and are required for a legitimate medical purpose.

'under the influence' — means that a person's faculties are impaired by the use of drugs or alcohol to the extent that the person is unfit to be entrusted with a duty they perform, or may be called on to perform, with efficiency and safety to themselves and others.

5. Responsibilities

5.1 Workers' responsibilities

a) All workers must:

- i. comply with this Policy;
- ii. observe all directions from The RCM in regards to this policy;
- iii. recognise that performance of duties could be affected by alcohol or drugs; and
- iv. immediately notify management if they are aware of any breach of this policy by another worker. Subject to any disclosures required by law, any notifications received by management will be treated confidentially. Failure to report any breach of this policy by another worker may itself constitute a breach of this policy.

b) Except as set out in this Policy, workers must not:

- i. manufacture, possess, distribute, sell, purchase, use or consume illegal drugs in the workplace. Such conduct constitutes serious misconduct. It may also constitute a criminal offence, in which case The RCM may notify the police, or other appropriate government authority;
- ii. work while under the influence of drugs or alcohol, particularly where the worker's judgement and performance may be impaired by the drugs or alcohol;
- iii. attend work or any other work related activity, commence or return to work while under the influence of alcohol and/or drugs;
- iv. consume alcohol and/or drugs during work, or at the workplace (note qualification for prescription and pharmacy drugs below).

5.2 Responsibilities of management

a) Management is responsible for ensuring that this Policy is implemented. This includes ensuring that:

- i.** all workers are made aware and understand this Policy;
- ii.** risk assessments are undertaken on work tasks in consultation with workers and/or work health and safety representatives;
- iii.** the behaviour of workers is observed to ensure adherence with the policy;
- iv.** any concerns or issues are addressed proactively and expediently to ensure the health and safety of all workers;
- v.** support is provided to workers where appropriate; and
- vi.** any suspected breaches of this Policy are acted on promptly and in accordance with this Policy.

6. Some specific situations

6.1 Prescription and pharmacy drugs

a) Where a worker is taking prescription or pharmacy drugs for medical purposes, the worker will not breach this policy by attending work, if the worker:

- i.** takes the prescription and pharmacy drugs in accordance with the instructions of their medical practitioner and normal directions applying to the use of those drugs;
- ii.** does not misuse or abuse the use of prescription or pharmacy drugs;
- iii.** ensures they are able to perform their work effectively, competently and safely;
- iv.** informs themselves of the impact of consumption of alcohol with prescription and pharmacy drugs and they limit consumption accordingly; and
- v.** checks with their medical practitioner or pharmacist about the effect of the drug on their ability to drive vehicles, operate machinery and safely perform their normal work duties. If a worker's ability to perform work competently, efficiently and safely is affected, the worker should obtain this advice in writing from the medical practitioner, or pharmacist and provide it to their manager or supervisor as soon as possible and before undertaking their work.

b) If The RCM suspects that the workers ability to safely perform work is affected, The RCM may take steps to address the issue in accordance with this Policy.

6.2 Consumption of alcohol — workers' responsibilities

a) The RCM recognises that at some work related functions responsible consumption of alcohol is allowed, for example, at a staff function, Christmas party or customer function. Workers must not consume alcohol in the workplace or at work-related functions unless specifically authorised by Management to do so.

b) In these circumstances, the following restrictions apply at all work-related functions:

- i. workers must consume alcohol responsibly;
 - ii. workers must not become drunk. As set out above, it is a condition of waiving the prohibition on alcohol that workers consume alcohol responsibly. Inebriation does not diminish a workers responsibility for misconduct;
 - iii. workers must uphold an appropriate standard of behaviour at all times, consistent with The RCM's codes of conduct and workplace policies;
 - iv. the restrictions set out below in relation to The RCM vehicles and machinery continue to apply; and
 - v. workers must ensure a safe means of transport from such functions. Workers must not drive any vehicle if they are over the legal blood alcohol limit for driving. Workers who do not have a safe means of transport should advise management so that such transport may be arranged.
- c) If a worker is required to return to work, or continue working after the function, and the consumption of alcohol could adversely affect their ability to perform work effectively and safely, consumption of alcohol by those workers is not permitted.
- d) If a worker breaches this Policy at a work related function and acts inappropriately, the worker may be subject to disciplinary action, and may not be permitted to consume any alcohol at future work related functions.
- e) The prohibition relating to drugs will not be waived in any circumstances, except in relation to prescription and pharmacy drugs as set out in this Policy.

7. Consumption of alcohol — The RCM's responsibilities

When The RCM provides alcohol at a work related function, it will do so responsibly, ensuring that:

- a) workers will be reminded of this Policy prior to the work related function, where appropriate and practicable;
- b) food will be made available during the service of alcohol;
- c) light alcohol and non-alcoholic beverages will be available at all times;
- d) alcohol will not be provided to anyone under the age of 18 years;
- e) alcohol will not be provided to anyone who is drinking excessively, or is (or appears to be) intoxicated;
- f) alcohol service is supervised, whether held at the workplace or other locations, by a suitably qualified person, who holds a certificate in the responsible service of alcohol; and
- g) workers are reminded of the dangers of driving under the influence of alcohol and promote the use of alternative transport (eg taxis, public transport).

8. Driving The RCM and CSU vehicles and machinery

8.1 Alcohol and illegal drugs

- a) The RCM has a legal obligation to provide a safe and healthy working environment for its workers and others in the workplace, so far as is reasonably practicable. To ensure a safe environment, no vehicles or

machinery is to be operated or used by anyone who is under the influence of alcohol, or used or consumed illegal drugs.

- b)** Workers must comply with alcohol concentration limits applicable to particular duties they perform, or may be called on to perform.
- c)** The RCM will not accept liability for any damage to a The RCM or CSU vehicle, an injury to another person, or damage to other property caused by a worker's use of a The RCM or CSU vehicle while intoxicated from alcohol or illegal drugs. The worker will be personally liable in such circumstances.

8.2 Prescription and pharmacy drugs

- a)** Where a worker is taking prescription or pharmacy drugs that contain a warning that the person should not drive a vehicle or operate machinery, then that worker must not drive an RCM or CSU vehicle or any vehicle, or operate machinery unless contrary specific medical advice is obtained and confirmed in writing, from the worker's medical practitioner.
- b)** If a worker is taking prescription or pharmacy drugs and feels that their ability to safely drive a vehicle or operate machinery is affected, the worker must not drive an RCM or CSU vehicle, or any vehicle, or operate machinery and must notify their manager or supervisor immediately.

8.3 Smoking

- a)** Smoking is not permitted at any of The RCM's workplaces.

9. What will The RCM do if it suspects a worker is affected by drugs or alcohol?

9.1 If The RCM suspects, on reasonable grounds, that a worker is under the influence of drugs or alcohol in breach of this policy, The RCM will take steps to address the issue. Reasonable grounds may include (but are not limited to) where the worker:

- a)** is unable to coordinate their actions;
- b)** has red or bloodshot eyes, or dilated pupils;
- c)** smells of alcohol;
- d)** acts contrary to their normal behaviour;
- e)** exceeds alcohol concentration limits applicable to the task they perform or may be called on to perform;
- f)** is not behaving in a professional and competent manner and in accordance with The RCM standards; or
- g)** otherwise appears to be impaired or affected by drugs or alcohol.

9.2 In such circumstances, The RCM may take the following actions (but is not limited to these actions):

- a)** Direct the worker to go home. Suitable arrangements for safe transport will be made by the relevant manager; or
- b)** Direct the worker to attend a medical examination to determine whether the worker is fit to perform their duties effectively and safely. The medical examination may include a drug and/or alcohol test, such as a breath test, blood test, urine test or oral swab. In relation to prescription or pharmacy drugs, The RCM may require evidence as part of the medical examination

about the effects and proper use of the drug. The worker may be directed to go home following the medical examination.

- c) If the worker refuses to attend a medical examination, they will be directed to go home. Refusal to attend a medical examination, refusal to go home, or providing false information constitutes a breach of this policy and may result in disciplinary action being taken against the worker, including action as set out below under 'Breach of Policy'.
- d) Where a worker is sent home, or required to attend a medical examination, the worker must report to Management (or as directed) on the next working day, or as soon as possible once the worker is no longer under the influence of drugs or alcohol. The RCM will deal with the issue as set out below under 'Breach of Policy'. Failure to report constitutes a breach of this Policy.

10. What will The RCM do if it finds drug or alcohol at the The RCM's workplace?

10.1 If The RCM finds drugs or alcohol at the workplace in breach of this policy, The RCM may take the following action, which includes, but is not limited to:

- a) investigate the matter in order to attempt to determine who is responsible, including by conducting searches, as set out in this Policy;
- b) require some, or all workers, to undergo a medical examination in order to test for the presence of drugs or alcohol in their system.

10.2 Workers are required to co-operate in any investigation. Failure to co-operate, or providing false information in an investigation, constitutes a breach of this Policy and may result in action as set out below under 'Breach of this Policy'.

11. What will The RCM do if it suspects a worker has drugs or alcohol in their possession at work?

11.1 If The RCM reasonably suspects that a worker has drugs or alcohol in their possession at work, The RCM may take the following action, which includes but is not limited to:

- a) investigate the matter to attempt to determine whether the worker does have such drugs or alcohol in their possession;
- b) request the worker to open their locker, bag, or vehicle or to empty their pockets or jacket for the purpose of locating any drugs or alcohol.

11.2 Workers are expected to permit such inspection and co-operate with The RCM's investigation. Failure to co-operate, or providing false information in an investigation, may result in action being taken against the worker, as set out below under 'Breach of this policy'.

12. Breach of this Policy

12.1 Workers must comply with this Policy at all times.

12.2 If an employee is found to have breached this Policy, they may be subjected to disciplinary action. The type and severity of the disciplinary action will depend upon the circumstances of the case and the seriousness of the breach. In serious cases, this may include termination of employment.

- 12.3** Examples of disciplinary action that may be taken include (but are not limited to):
- a) performance counselling;
 - b) a formal warning;
 - c) suspension;
 - d) demotion;
 - e) termination of employment; referral to an Employee Assistance Programme ('EAP') and/or some other referral source, for counselling, treatment or rehabilitation for drug or alcohol dependency.
- 12.4** Agents or contractors (including temporary contractors) of The RCM who are found to have breached this Policy may have their contracts with The RCM terminated, or not renewed.
- 12.5** In circumstances where a worker's behaviour or conduct may involve a breach of any Australian law, The RCM may notify the police or other relevant government authority.

13. Access to support services

If an employee notifies The RCM that they have a drug or alcohol problem, they will be encouraged to complete a rehabilitation programme or undergo counselling.

14. Education and training

- 14.1** The RCM will inform and conduct training or information sessions for all employees, relating to:
- a) this Policy, including but not limited to the consequences of breaching this Policy;
 - b) the effects of alcohol and drug use (including prescription and pharmacy drugs) in the workplace;
 - c) the risks to the health and safety of workers and others by the use of alcohol and drugs in the workplace; and
 - d) the EAP (if applicable) and any other referral sources for counselling, treatment or rehabilitation, which are available to employees.
- 14.2** Where appropriate, The RCM will conduct induction sessions for agents, contractors and their respective employees when they undertake work for The RCM in the workplace. These induction sessions will cover:
- a) this Policy, including but not limited to the consequences of breaching this Policy;
 - b) the effects of alcohol and drug use (including prescription and pharmacy drugs) in the workplace;
 - c) the risks to the health and safety of workers by the use of alcohol and drugs in the workplace.

15. Variations

- 15.1** If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

Professional Code of Conduct

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

***Policy Devised and Written in 2020 by Kathleen Lancaster and Venita Riordan
Policy Ratified by RCM Staff Meeting: March 2020
Policy Ratified by RCM Board of Management:***

2.13. Mental Health Policy

1. Purpose

- 1.1 Riverina Conservatorium of Music Ltd ('The RCM') aims to facilitate and promote positive mental health among staff by providing a safe and supportive work environment and encouraging staff to take responsibility for their own mental health and wellbeing.

2. Scope

- 2.1 This policy applies to all employees of The RCM (whether full-time, part-time or casual) and all persons performing work at the direction of, or on behalf of The RCM.

3. Commencement

- 3.1 This policy will commence from Monday, 16 March 2020. It replaces any other RCM policies (written or not) dealing with employee mental health.

4. Positive Mental Health

- 4.1 Positive mental health is characterised by feeling good and functioning well. According to the World Health Organisation, mental health is a state of well-being in which a person can:

- cope with the normal stresses of life;
- work productively and fruitfully;
- realise their potential; and
- Contribute to the community

- 4.2 Your mental health is as important as your physical health. Research has shown that you can help to build and maintain your mental health by taking some simple steps, including:

- socialising with your friends, family and others in the community;
- engaging in regular exercise, eating a healthy diet, avoiding excess alcohol or other drugs, and going for regular check-ups with your doctor;
- identifying your strengths and using them to help others or contribute to the community;
- engaging in meaningful work, including volunteering, helping a neighbour or performing small acts of kindness; and
- taking time to relax and do the things you really enjoy.

- 4.3 If you are interested in other ways for building and maintaining positive mental health, we recommend that you see your doctor or a mental health professional.

5. Mental Illness

- 5.1 A mental illness is a medical condition that impacts a person's thoughts, feelings or behaviour. Common examples of mental illness include depression, anxiety disorder and post-traumatic stress disorder. It is estimated that nearly half of all Australians will experience a mental health condition in their lifetime.

5.2 You may be at risk of a mental illness if you are experience one or more of the following:

- feeling depressed or unhappy for an extended period;
- losing motivation or interest in a favourite hobby;
- prolonged anxiety, including heart palpitations, shortness of breath, headache, restlessness, diarrhoea or a racing mind;
- sudden and dramatic changes in mood, such as extreme distress or anger;
- changing sleep patterns or getting too much or too little sleep;
- fluctuating weight or rapid weight loss;
- being quiet or withdrawn or refusing to join in social activities;
- excessive use of alcohol or other drugs;
- feeling guilty, worthless or consistently criticising oneself;
- changes in behaviour or feelings, including where you don't seem "quite right".

5.3 If you think you might have a mental illness, you should seek help from a health professional. The sooner you seek help, the sooner you can start to recover.

6. Seeking Help

6.1 When seeking help regarding a mental health issue, a general practitioner (GP) doctor is usually the best starting point. A GP doctor will be able to:

- make a diagnosis;
- check for any physical health problem or medication that may be contributing to any mental health conditions;
- provide information and discuss available treatments;
- provide support and counselling;
- prescribe medication;
- refer you to a mental health specialist such as a psychologist or psychiatrist; and/or
- schedule regular appointments to check on your progress.

6.2 A number of organisations in Australia provide free support and education for people who are experiencing mental health issues. The table below sets out some of the key support organisations and their contact details:

Beyond Blue	Support for people experiencing depression and anxiety	1300 22 4636
The MindSpot Clinic	Support for people experiencing stress, anxiety, low mood or depression	1800 61 44 34
eheadspace	Mental health support for people under 25	1800 650 890
MensLine Australia	Mental health support for men	1300 78 99 78

Qlife	Mental health support for LGBTI people	1800 184 527
Lifeline	Crisis support and suicide prevention	13 11 14
Suicide Call Back Service	Support for people feeling suicidal	1300 659 467
SANE Australia	Support, training and education for people with a mental illness	1800 187 263

- 6.3 You can also seek help via our Employee Assistance Program. Services offered by the organisation's Employee Assistance Program include: counselling.
- 6.4 The RCM aims to provide an environment where employees feel comfortable raising and discussing concerns about mental health. If you have any concerns about your own mental health, or the mental health of a co-worker, we welcome you to contact our HR Support Officer your Head of Department, the Deputy Director/s or The Director.
- 6.5 The RCM appreciates that any information regarding your health is sensitive information and should be treated accordingly.

7. VARIATIONS

- 7.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

Employee Assistance Policy

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

*Policy Devised and Written in 2020 by Kathleen Lancaster
Policy Ratified by RCM Staff Meeting:
Policy Ratified by RCM Board of Management:*

3. Operational A – Music Education

3.1. RCM Enrolment Policy

1. Introduction and Rationale

- a. This document has been developed to clarify the Riverina Conservatorium of Music's (RCM) policy relating to the management of student enrolments. The RCM is committed to excellence in customer service and equity for all students. Accordingly, in view of the ongoing development of music education programs, links with schools, human resource management and financial management, this policy has been developed to detail procedures for enrolment, commencement of lessons, and change of enrolment, continuation and cessation of lessons at the RCM.
- b. The RCM attempts to provide all students and staff with equitable and fair procedures for enrolment and lesson management. This policy will clarify the procedures for enrolment while also outlining the procedures and protocols for lesson cessation or enrolment change. These procedures have a direct impact on staff remuneration and payroll procedures thus significantly improving financial security and stability.
- c. Further, this policy is designed to facilitate simple procedures for students and parents desiring enrolment, change of enrolment or cessation of lessons. As many of these students interface with the RCM at schools across the Riverina, this policy will assist all parties in maintaining good relations with schools and their communities.
- d. This Policy will cover:
 - i. Student Enrolments
 - ii. Account Payment
 - iii. Lesson commencement
 - iv. Lesson changes
 - v. Continuation
 - vi. Cessation

2. Definitions

- a. A *Student Enquiry*: is an enquiry by an individual made to the RCM Administration regarding commencing of lessons or ensemble with the RCM.
- b. An *Enrolled Student* has completed the enrolment process and submitted an RCM Enrolment form.
- c. An *Active Enrolled Student* has completed enrolment requirements and paid their term's fees, or has an approved Term Customer Payment Plan in place.
- d. An *e-roll* is an RCM excel spreadsheet designed as a teaching roll and payroll timesheet and includes a communications page for RCM Teachers and Finance and Administrations staff to relay messages. Details of enrolled, active enrolled and not continuing students for each teacher's e-roll is matched to the RCM Accounting system. Each teacher's e-roll is stored in google drive and shared to the appropriate RCM teacher. The e-roll is completed by the teacher as lessons are completed.

3. Policy Linking

- a. This Policy must read in conjunction with the RCM Makeup and Credits Policy.

4. Policy Statement

- a. This policy will outline the procedures for each of the following:
 - i. Enquiries for enrolment and waiting lists
 - ii. Student Enrolment
 - iii. Term Invoices
 - iv. Account Payment
 - v. Lesson commencement
 - vi. Lesson continuation
 - vii. Lesson changes
 - viii. Lesson cessation
 - ix. Enrolment dispute resolution
- b. Enquiries for enrolment and waiting lists.
 - i. Student enquiries regarding lessons and potential enrolment are to be made by contacting the RCM Administration. All enquiries for enrolment will be forwarded to the relevant Head of Department for the relevant instrument/vocal area.
 - ii. Where vacancies are not immediately available, waiting lists will be developed and managed by the relevant Head of Department. Waiting lists are handled on a first-in basis. Where specific vacancies exist in studios, students may receive a placement outside this chronological rule.
- c. Student Enrolment
 - i. After consultation has been made between the Head Of Department, teacher and the potential student/parent/guardian to arrange lesson details, an enrolment form is to be completed and submitted to RCM Administration. Enrolment forms are available from the RCM Website or at the Administration Office.
 - ii. No person may engage the RCM in any Music Education services including, but not restricted to, ensembles, group tuition, individual tuition or ad-hoc educational or performance arrangements without having first enrolled.
 - iii. Continuing students are not required to complete a new enrolment form. However, where a student has ceased lessons and returns after an absence of 1 term or greater a new enrolment form is required.
 - iv. RCM teachers may not engage students in RCM teaching or performance activities until the student is enrolled and given the status of active.
 - v. A student becomes active and is deemed and Active Enrolled Student when full payment for the term's fees have been finalised or a Customer Payment Plan has been approved and applied.

- vi. Enrolment status resets at the start of every school term with the issuing of a new invoice. A student may continue to be enrolled but lessons may not commence until the status has been upgraded to Active.
- vii. An RCM teacher will not be remunerated for any services provided to students where the enrolment process as detailed above has not been satisfied. It is the responsibility of the RCM teacher to confirm students have completed the enrolment process as detailed above prior to commencement of lessons.
- viii. RCM teachers will be remunerated for lessons conducted to non-active enrolled students within their studios between weeks 1 and 4 only. After week 5 of the term teachers will only be remunerated for lessons conducted students who have an Active Enrolled status.
- ix. RCM teachers have the right to refuse to conduct lessons to any person who is not an Active Enrolled Student. Teachers are required to communicate the decision to refuse lessons to the student/parent/guardian prior to the scheduled lesson.
- x. TEACHERS PLEASE NOTE: RCM Administration will update the enrolment status of students on the RCM e-roll. Teachers will be remunerated for all lessons taught to an Active Enrolled Student. Teachers who teach students who are not enrolled or who are not an Active Enrolled Student do so at their own risk.

d. Term Invoices

- i. Invoices for RCM services will be issued by the Finance and Administration Department only. Invoices will be generated upon receipt of a completed RCM enrolment form.
- ii. Invoices for continuing RCM services will be issued prior to the beginning of each new term after confirmation of lesson continuation by the teacher. *Please also refer to section h of this policy subsection.*
- iii. All fees are invoiced at the current rates applicable to lesson type and lengths and are payable in advance of lessons beginning, or an approved Customer Payment Plan has been applied.
- iv. Individual or small group shared lessons will be either 20, 30, 45 or 60 minutes, as agreed to by the teachers and student/parent/guardian.
- v. All enrolments will automatically be for 10 lessons per term. Applications may be made to the RCM Deputy Director Finance and Administration for reduced term enrolments where special circumstances apply. Approval for reduced term enrolments can only be approved by the RCM Deputy Director Finance and Administration or RCM Director. *Please also refer to section h of this policy subsection and the Makeup and Credits Policy.*
- vi. Ensemble rehearsals may run for 30, 45, 60, 90 or 120 minutes, as determined by the Ensemble Conductor and Head of Department. All term invoices for Ensembles will be for a full fixed term fee depending on ensemble type and rehearsal length. A half term fee

will be charged where a student begins a significant part way through the term.

e. Account Payment

- i. As per Section C(iv & v) of this policy all students must be an Active Enrolled Student for lessons to commence. All students must:
 - 1. completed the enrolment process as outlined above and,
 - 2. Pay their term fees in advance of lessons beginning or,
 - 3. Have an approved customer payment plan in place.

- ii. Customer Payment Plans allow fees to be paid off throughout the term via regular payments. There are a variety of options available to RCM Customers. Please speak to RCM Administration to discuss Customer Payment Plans.

Customer Payment Plan application forms include one or multiple students. Customer Payment Plans are only valid for the current term invoices. A new Customer Payment Plan will need to be approved for each term. Customer Payment Plan must be approved by the RCM Deputy Director Finance and Administration.

- iii. Where an account is outstanding from the previous term, the student's enrolment at the RCM may be lost if payment is not made prior to the start of the new term. Studio places may be lost where payment is not made leading to lesson times potentially be given to other students.
- iv. Outstanding accounts in week 10 of the term may be sent to the RCM Debt Collection Agency where a Customer Payment Plan is not in place and arrangements made for full fee payment. Where accounts are sent to a Debt Collection Agency, Recovery fees may apply as determined by the Debt Collection Agent.
- v. The RCM Deputy Director Finance and Administration reserves the right to refuse enrolment to any student where a history of non-payment of RCM accounts exists or where the conditions of this policy have not been previously satisfied by the student, parents or guardian.
- vi. Any exceptions to this policy may only be processed by the RCM Deputy Director Finance and Administration and must be accompanied by support documentation.
- vii. Only the payment methods as listed on the RCM term invoices will be accepted.

- viii. No RCM Employee other than the RCM Deputy Director Finance and Administration or authorised delegate may arrange or facilitate payment arrangements with students, parents or guardians. This includes:**

- 1. Payment Plans**
- 2. Alternate payment arrangements**
- 3. Non-payment arrangements**

- ix. Ad-hoc lesson payment may only be made through the RCM's token system. Please contact RCM Administration to purchase Occasional Lesson Tokens.

f. Lesson Commencement

- i. Lessons may only commence after the enrolment and payment processes outlined in this policy have been satisfied.
- ii. The RCM Deputy Director Finance and Administration reserves the right to refuse student enrolment when the conditions of this enrolment policy are not satisfied.
- iii. Teachers may not engage students in music education or performance services where the student's name does not appear on the RCM e-roll or is listed on the e-roll as not being enrolled.
- iv. **PLEASE NOTE:** RCM teachers will not be remunerated for services rendered where the conditions of this policy have not been satisfied.

g. Lesson Continuation

- i. RCM teachers will be provided with an RCM Invoicing List to complete details of students' confirmation of continuation and/or any changes to current lesson type and length as agreed to by the student/parent/guardian. The Invoicing List will be issued to RCM teaching staff during the final two weeks of the teaching term.
- ii. RCM teachers are required under this policy to submit this invoicing list to the Finance and Administration Department prior to the end of the current term. *Please also refer to section h and i of this policy.*
- iii. Incorrect information provided to the Finance and Administration Department regarding lessons continuation or changes may result in the incorrect billing of students resulting in possible late payment of fees, delay in the enrolment process or cessation of lessons, all of which may consequently affect the teacher's remuneration.

h. Lesson Changes

- i. Changes to number of lessons, lesson lengths, occurrences, day and times must initially be discussed with the student's teacher. RCM Finance and Administration staff will not advise parents/students or guardians regarding a student's learning level, ability, needs, required outcomes, lesson structure or musical capabilities.
- ii. Applications for less than 10 lessons in a term will only be approved for special circumstances as determined by the RCM Deputy Director Finance and Administration.
- iii. RCM Finance and Administration Department will only invoice an individual student or ensemble a maximum on 12 lessons per term only.
- iv. Additional lessons, beyond these 12 lessons, will only be invoiced where a student expresses a need or desire for extra lessons. The student must make a clear request to RCM Finance and Administration to purchase these extra lessons. As per this policy,

additional lessons must be paid for in advance or apply for a customer payment plan.

- v. Where a student/parent or guardian requests additional lessons, they accept that the purchase of these lessons is done at their request and they are of sound mind.
- vi. Changes in lesson lengths must be agreed to by both the teacher and student/parent/guardian prior to a request being submitted to RCM Administration.

i. Lesson Warranty

- i. Music education is a complex activity that has multiple measurable and unmeasurable outcomes. All students engaging in music education will have different abilities, expectations and patterns of work.
- ii. The RCM accepts no liability for the cost of lessons and engaging in tuition with the RCM where outcomes have not met expectations.
- iii. Upon enrolment at the RCM students/parents or guardians agree that personal expectations and outcomes will vary. Parents, Students and Guardians accept and understands that individual practice, motivation and dedication will affect outcomes.

j. Lesson Cessation

- i. Student/Parents/Guardians are obliged to inform their RCM teacher and/or the Finance and Administration Department if lessons will not be continued into the following term, prior to the end of the current RCM term, or at the very latest prior to the next term beginning.
- ii. Where notification has not been made, as outlined above, a two lessons notification charge will apply. It remains the student/parent/guardian's option to participate in these two lessons or to forfeit them.
- iii. Where lessons have commenced within the term two weeks notification is required where lessons are to cease. A two lesson notification charge will apply. It remains the student/parent/guardian's option to participate in these two lessons or to forfeit them.
- iv. Where lesson cessation is the result of the RCM teacher, the notification charge will not be charged. Credits may be provided for all missed lessons after consideration of the circumstances by the RCM Deputy Director Finance and Administration.
- v. Any remaining lessons, after cessation notification charge has been taken into account, will be credited back to the student's account. A refund may be applied for in writing to the RCM Deputy Director Finance and Administration.
- vi. RCM Teachers will not be remunerated for lessons where a credit has been provided to the invoiced recipient.

- k. Enrolment dispute resolution
 - i. All enrolment disputes will be dealt with by the RCM Deputy Director Finance and Administration in discussion with the student/parent/guardian and the RCM Teacher. All correspondence will be in writing where practical or documented in writing on the RCM teacher e-roll or invoicing lists.
 - ii. Where the process in K(i) fails to resolve the issue, the RCM Director will conduct a dispute resolution procedure in accordance with RCM customer service policy.

5. Roles and Responsibilities

- a. Role of the RCM Teacher
 - i. RCM teachers are responsible for the providing, or giving direction of how to obtain, student enrolment forms to all new potential students prior to commencement of lessons.
 - ii. RCM teachers may not teach or claim remuneration for lessons for an unenrolled student.
 - iii. RCM teachers are to demonstrate, to the best of their ability, a duty of care to all student/parents/guardian where a known, obvious or suspected impairments or circumstances may have an effect on a student/parents/guardian decision making abilities. In particular, teachers must take care when suggesting or encouraging changes in enrolment or for participating in performances, exams or other similar events.
 - iv. RCM teachers must inform the Finance and Administration Department immediately of any changes to lesson enrolment details via email or the communication pages on their teaching e-roll.
 - v. All RCM teachers are required to confirm student continuation and lesson details for the following term. Details are to be entered into their invoicing lists prior to the due date, as determined by the Finance and Administration Department each term, for correct and prompt invoice generation to be achieved.
- b. Role of the RCM Finance and Administration Department Staff
 - i. The RCM Deputy Director Finance and Administration, and designated support personnel, is responsible for the processing of all completed enrolment forms upon receipt, issuing of tuition invoices and making appropriate entries to the respective teacher's e-roll.
 - ii. RCM Finance and Administration staff must seek approval from the Deputy Director Finance and Administration, and where necessary consult with the appropriate teacher, in relation to a request for an amendment in the number of lessons within the term. All approved lesson detail changes are to be actioned immediately with the issuing invoices or credits and making appropriate entries to the respective teacher's e-roll.

- iii. The RCM Deputy Director Finance and Administration will manage all account amendment requests and disputes and report to the RCM Director when required.

c. Role of the RCM Director

- i. The RCM Director is responsible for ensuring that correct policies and procedures are in place for the enrolment, collection, management and processing of enrolment material.

d. Role of the RCM Board

- i. The RCM Board of Management will provide oversight and policy management of all administrative procedures and operations relating to student enrolment.

6. Legislative Acknowledgement

- a. Sales of Goods Act 1923

Policy version and revision information

Policy Devised and Written in November 2005 by Hamish Tait
Policy Reviewed: May 2007 by Hamish Tait, Jeff Donovan, Tanya McPhail, Dr Andrew Wallace, Paul Gordon Smith and Sonia Delaney.
Policy Ratified by RCM Board of Management: June 2007
Policy Reviewed: February 2014 by Hamish Tait and Venita Riordan
Policy Re-ratified by RCM staff meeting: 1st September 2014
Policy Re-ratified by RCM Board of Management: 22nd October 2014
Policy Reviewed: May 2018 by Venita Riordan
Policy re-ratified by RCM Staff: 24 June 2019
Policy re-ratified by the Board of Management: 2 July 2019

3.2. RCM Child Protection Policy – Under Review

1. Introduction

- a. The RCM is dedicated to the emotional, physical and musical well-being of children under its care. Consequently, as a major strategic concern, the RCM is committed to the development and management of policy that governs the safety of students within its care and for the teaching, administrative and auxiliary staff employed by the RCM. This policy will outline the RCM's policy regarding:
 - i. Child Protection in general
 - ii. Child Protection Employment Requirements
 - iii. RCM Child Protection Reporting Procedures
 - iv. RCM Actions in response to allegations against Employees – Non-reportable, inappropriate conduct with children
 - v. RCM Actions in response to allegations against Employees – Reportable Conduct
 - vi. Equity and Confidentiality
 - vii. Roles and Responsibilities
- b. This policy has been developed in line with the NSW Ombudsman guidelines for child protection in the workplace and procedures for the management of child protection and in line with the relevant legislation regarding child protection.
- c. This policy should be read in conjunction with the following RCM policies and contracts:
 - i. RCM Code of Conduct
 - ii. RCM Risk Management Policy
 - iii. RCM Studio Risk Management Policy
 - iv. RCM Employment Contracts

2. Definitions

- a. *External organisation*: Refers to any organisation including government and non-government primary school, secondary school or pre-school. External organisations also include tertiary institutions, churches or any other organisation where children are engaged. External organisations are also defined as being beyond the administrative or legal control of the RCM.
- b. *Personnel*: refers to any employed, volunteer or visiting person engaged by the RCM specifically to work with children. Where personnel are specifically related to the RCM they are referred to within this policy as RCM personnel.

3. Child Protection Policy Statement

a. Mandatory Reporters

- i. A mandatory reporter in NSW is an individual required by under Section 27 of the Children and Young Persons (Care and Protection) Act 1998 to report to the Child Protection Helpline (132 111) when he/she has reasonable grounds to suspect that a child, or a group of children, is at risk of significant harm from abuse or

neglect, and those grounds arise during the course of, or from, the person's work.

- ii. All RCM employees are mandatory reporters.

b. Reportable Conduct under the Ombudsman Act 1974

- i. Reportable conduct refers to the following:
 - 1. Any sexual offence or sexual misconduct committed against, with or in the presence of a child (including a child pornography offence or an offence involving child abuse material [within the meaning of Division 15A of Part 3 of the Crimes Act 1900]); or
 - 2. Any assault, ill treatment or neglect of a child; or
 - 3. Any behaviour that causes psychological harm to a child, whether or not, in any case, with the consent of the child.
- ii. Young Persons (Age 16–17 years)
 - 1. As a mandatory reporter in NSW you should also report concerns you have about the safety, welfare, or well-being of a young person under Section 24 Children and Young Persons (Care and Protection) Act 1998.

c. Procedures for reporting concerns

- i. If there are concerns about the safety, welfare or well-being of a child or young person normal procedures for reporting to Family and Community Services (FaCS) are to be followed:
 - 1. inform the Director, RCM
 - 2. gather relevant information to be included in a report to FaCS, however staff are not permitted to investigate or ask students for further information. Where a legitimate concern exists, report first.
 - 3. provide any further information required by the FaCS Helpline Officer
 - 4. If these concerns relate directly to the actions of the Director, report these directly to FaCS via their Helpline on 132 111.

d. Safeguards for people making a report

- i. The identity of any individual who makes a report is confidential, although it is necessary to provide some identifying details when a report is made to FaCS Helpline.
- ii. Any person who makes a report in good faith to FaCS (or to a person who has the power or responsibility to protect the child or young person, i.e. the Director) has the following protection by law:
 - 1. the making of a report does not constitute a breach of professional ethics or a departure from accepted standards of professional conduct
 - 2. no liability for defamation can be incurred because of the report

3. the report is not admissible in any proceedings as evidence against the person who made the report
4. a person cannot be compelled in any proceedings to provide the report or give evidence of any of its contents
5. no person may disclose to anyone (including the parent/ carer) the identity of the person who makes the report unless disclosure is with the person's permission, or in accordance with a court order
6. no staff member should respond to an enquiry or complaint about a report or confirm or deny that any report has been made

e. Child Protection Employment Requirements

- i. The RCM requires that all activities conducted by the RCM or in conjunction with the RCM including, but not restricted to, teaching, excursions, conducting, recitals, examinations and performance programs in government and non-government schools or other external organisations conform to the RCM's Risk Management policies and procedures regarding child protection and OH&S.
- ii. Accordingly:
 1. All new personnel and board members involved with children under the auspice of the RCM will be required to complete a NSW Working with Children Check as per the requirements of the Commission for Children and Young People and the Office of the Children's Guardian. Application and information for the NSW Working with Children Check can be done at the Office of the Children's Guardian website: www.kids.nsw.gov.au/Working-with-children/New-Working-with-Children-Check
 2. All RCM personnel and board members are required to provide the RCM with their NSW Working with Children Check Number prior to the commencement of employment or service on the board of management.
 3. All offers of employment with the RCM are contingent upon a successful Working with Children Check.
 4. All personnel and board members engaged with the RCM will be required to adhere to the RCM Code of Conduct.
 5. Child Protection training is a fundamental requirement of RCM employment. Training in Child Protection is a legislative requirement and applies to all RCM personnel. Training in Child Protection is mandatory and will be provided at the RCM's expense.
 6. All teaching venues must adhere to the RCM's Teaching Studio Risk Management Policy. Offsite teaching studios may not be utilised except where written approval from the RCM Risk Management Committee has been received. Schools where RCM programs are in operation will be required to assist

the RCM in the management of the RCM Teaching Studio Risk Management Policy.

7. At the commencement of duties and annually thereafter this policy and training will be updated and signed off by all RCM staff as being read and understood.

f. RCM Child Protection Reporting Procedures

i. When allegations have been made against RCM staff to the RCM

1. The RCM will treat all reports in strict confidentiality and protect the professional reputation of teachers at all times. The RCM will operate all child protection matters on an allegation basis.
2. All RCM personnel are required to report any matter pertaining to the protection of children under this policy.
3. All RCM personnel are required to report any Child Protection matter to the RCM Director or his/her nominee within three days.
4. The RCM will report immediately to (FaCS) in accordance with the NSW Ombudsman's Act 1974 and Child Protection Legislation Amendment Act 2003.
5. In accordance with legislation, the Director, RCM will report any allegation of child abuse without initial reference to the personnel to FaCS and the Ombudsman's Office. Under legislation, the RCM will not investigate the matter further until formal investigations by relevant external organisations are complete.

ii. When a school has lodged an allegation regarding RCM staff

1. Where allegations are made against any RCM personnel within the jurisdiction of an external organisation including schools, the RCM will take advice from that organisation and the relevant child protection agency attached to that organisation.
2. Where allegations relate to reportable conduct, the RCM Director will report the matter independently to the external organisation to FaCS and/or the Police where appropriate.
3. The RCM will suspend all duties of the recipient of the allegation with that external organisation until cleared by that organisation's child protection agency, or the Police depending upon the nature and seriousness of the allegation.
4. The RCM reserves the right not to suspend personnel from other RCM activities where insufficient evidence is provided by the external organisation to support suspension. Where allegations are of a serious nature, the RCM will act in accordance to advice from the Department of Community Services, the Police, Commission for Children and Young People (CCYP) or the relevant Child Protection agency attached to the external organisation.

iii. Allegation management of non RCM staff

1. Where allegations are made to the RCM relating to persons who are not RCM personnel, the RCM will report any allegation of abuse according to legislative requirements as detailed in the CCYP Act 1998. Where abuse is alleged to have occurred within the jurisdiction of an external organisation, the RCM will act in accordance with the legislation and consult with the Child Protection Agency attached to the external organisation.
2. All allegations will be held in the strictest confidence in accordance with the Privacy Act 1988.

g. Allegation Management of RCM Personnel

i. RCM Actions in response to allegations against Employees – Non-reportable, Inappropriate conduct with children

1. Where conduct is deemed non-reportable by the NSW Ombudsman's Act 1974 and Child Protection Legislation Amendment Act 2003 and the CCYP Act 1998, the RCM reserves the right to:
 - a. Take appropriate disciplinary action, upon legal advice, where personnel are alleged to have acted inappropriately with children.

ii. RCM Actions in response to allegations against Employees – Reportable Conduct

1. Where conduct is deemed reportable by the NSW Ombudsman's Act 1974, CCYP Act 1998 and the Child Protection Legislation Amendment Act 2003, and pending the outcome of investigations by the relevant external agencies, the RCM reserves the right to:
 - a. Casual Staff: Suspend without pay any casual personnel from all RCM activities where allegations relate to abuse of children. This includes any behaviour regarded under the NSW Ombudsman's Act 1974 or the Child Protection Legislation Amendment Act 2003 and the CCYP Act 1998 as reportable conduct. This suspension will be reviewed every four weeks after appropriate risk assessment of evidence available to the RCM.
 - b. EMS Salaried Staff or permanent Administrative or Auxiliary Staff: Suspend fixed term contract personnel on full pay for the duration of the investigation from all RCM activities where allegations relate to serious or sexual abuse of children. This includes any behaviour regarded under the NSW Ombudsman's Act 1974 or the Child Protection Legislation Amendment Act 2003 as reportable conduct.
 - i. This matter will be reviewed every four weeks after appropriate risk assessment of evidence available

to the RCM. Updates will be provided to the suspended personnel at the same time.

- ii. The conditions of suspension will be reviewed at 10 weeks from suspension date where investigations do not reject, on the basis of evidence, the allegation.
2. The RCM Board of Management reserves the right, upon appropriate risk assessment and legal advice, to terminate a fixed term contract where criminal charges are laid or where investigations have been suspended and evidence available to the RCM suggests further contact with children by the alleged carries a high probability of risk to children or the RCM.
 3. **All RCM staff:** The RCM reserves the right to terminate any personnel contract immediately upon advice from the Ombudsman, Police or other authority where criminal charges are made against any RCM personnel or where extreme risk to children or the RCM is probable.

h. Equity and Confidentiality

- i. The RCM will treat all allegations in the strictest of confidence under the Privacy Act 1988 and the Freedom of Information Act 1982.
- ii. The RCM will provide wherever possible emotional and medical support to any child or adult who has been the recipient of abuse while in the care of the RCM at the time of the abuse or where the abuse was inflicted by RCM personnel.
- iii. Any RCM personnel who are the recipient of an allegation of abuse will be offered whatever emotional support may be required to assist them through the investigative process.
- iv. All RCM personnel are required to maintain strict confidentiality relating to all aspects of this policy or any case/ situation/ investigation falling under this policy. Any breach of confidentiality in relation to any case/ situation/ investigation falling under this policy will be regarded as serious and will attract disciplinary action or, where appropriate and in conjunction with legal advice, termination of contract.

i. Roles and Responsibilities

- i. RCM Personnel
 1. All RCM personnel are required to make themselves available for Child Protection Training as provided or required by the RCM's Child Protection Policy.
 2. All RCM personnel are bound by the NSW Ombudsman's Act 1974 to report any incident of Child Abuse within the context of the RCM and this policy to the RCM Director within three days of the receipt of the allegation. A failure to report an allegation of abuse within this time frame may result in disciplinary action or termination of contract depending upon the nature of the allegation.

ii. RCM Director

1. The RCM Director will manage the RCM's Child Protection Policy and ensure that all RCM personnel are trained in Child Protection.
2. The RCM Director will report all allegations of abuse to FaCS and CCYP within three days of receipt of the allegation. A failure to report in accordance with legislative requirements may result in disciplinary action or termination of employment.
3. The RCM Director will advise and consult with the RCM OH&S Officer in the management of the RCM Risk Management Policy and the relevant linking of policies to Child Protection.
4. The RCM Director will inform, under the confidentiality conditions of this policy, the Chair of the RCM Board of Management any allegations made against RCM personnel.
5. The RCM Director will, upon consultation with the RCM Board of Management, enact any component of this policy as required. The RCM Director is required to ensure the RCM Board of Management, is made aware of all allegations against RCM personnel in relation to risk management. The RCM Director is not entitled to disclose confidential aspects of any allegation to the Board of Management beyond that which is required to manage risk. The RCM Board of Management must treat all matters falling under this policy as strictly confidential under the relevant legislation.
6. The RCM Director is required, at the completion of any employment proceedings in relation to this policy, to notify CCYP under Attachment 8 of the Working with Children Check Guidelines. The RCM Director will, in accordance with Attachment 10 of the guidelines, notify the personnel involved with any relevant notifications utilising the pro-forma documents provided by CCYP.

iii. RCM Risk Management Committee

1. The RCM Risk Management Committee will ensure that all RCM activities are conducted within acceptable levels of risk. Where appropriate, the RCM Risk Management Committee may recommend the suspension of services to external organisations where that organisation fails to meet acceptable standards of teaching facilities in relation to child protection.
2. The RCM Risk Management Committee will ensure that it maintains the currency of RCM Child Protection Policy and follows the RCM Child Protection Policy in accordance with any changes to the relevant legislation.
3. Further, the RCM Risk Management Committee will equip the RCM Director with current legal rights and responsibilities as regards child protection, staff legal support and child welfare.

iv. RCM Board of Management

1. The RCM Board of Management will provide oversight on all aspects of this policy.
2. The RCM Board of Management, at the Chair's discretion, will meet as required in order to ensure all aspects of this policy have been managed in accordance with policy and legislative requirements by the RCM Director and personnel.

j. Relevant Legislation

- i. *Children and Young Persons (Care and Protection) Act 1998 (NSW)*
- ii. *Children and Young Persons (Care and Protection) Amendment (Parental Responsibility Contracts) Act 2006 (NSW)*
- iii. *Child Protection (Offenders Registration) Act 2000 (NSW)*
- iv. *Crimes Act 1900 (NSW)*
- v. *Privacy and Personal Information Protection Act 1998*
- vi. *Commission for Children and Young People Act 1998 (NSW)*
- vii. *The Ombudsman Act 1974 (NSW)*
- viii. *Child Protection (Working with Children) Act 2012 (NSW)*
- ix. *Child Protection (Working with Children) Regulation 2013.*
- x. *Children and Young Persons (Care and Protection) Act 1998*
- xi. *Government Information (Public Access) Act 2009 (GIPA Act)*

Copies of legislation are available at www.austlii.edu.au/au/legis/nsw/consol_act

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait

Policy Reviewed: September 2006

Policy Ratified by RCM Board of Management: September 2006

Policy Reviewed: June/July 2007

Policy Reviewed: September 2007 by Hamish Tait and the RCM Executive Committee

Policy Re-ratified by RCM Board of Management: 12th September 2007

Policy Reviewed: January 2014 by Hamish Tait and Graham Sattler

Policy Re-ratified by RCM Staff Meeting: 1st February 2014

Policy Re-ratified by RCM Board of Management: 12th February 2014

Policy Reviewed: March 2015 by Hamish Tait

Policy Re-ratified by RCM Staff Meeting: 16th March 2015

Policy Re-ratified by RCM Board of Management: 29th July 2015

Policy Reviewed: July 2016 by Hamish Tait

Policy Re-ratified by RCM Board of Management: 6th September 2016

Policy Reviewed: Under Review by Hamish Tait

Policy re-ratified by RCM staff meeting:

Policy re-ratified by RCM Board of Management:

3.3. Makeup and Credits Policy

1. Rationale for Policy

- a. This policy is designed to provide Riverina Conservatorium of Music (RCM) Teachers, RCM Finance & Administrative staff and students/parents/guardians with a clear understanding of acceptable practice with regards to the management of makeup lessons and the provision of credits.
- b. This policy describes how missed lessons, makeup lessons and the offering of credits are to be managed to best support a student's music education outcomes.
- c. This policy also supports the protection of RCM teaching staff remuneration entitlements.

2. Definitions:

- a. *24hrs Notice* refers to the student/parent/guardian having given 24 hours or more notice that they are unable to attend a scheduled lesson.
- b. *Appropriate Notice* means that a serious attempt(s) at contacting the RCM Administration or relevant RCM teacher utilising common methods of communication has been made. This communication needs to have been received by the teacher 24 hours prior to the lesson. This may include in person, via telephone, text or voice messages, or emails, and should be first attempted via the teacher and student's regular pattern of conducting communications.
 - i. PLEASE NOTE: communication to a teacher via another student is NOT regarded as appropriate or having made a serious attempt.
- c. A *student absence* is deemed to have occurred where a student fails to attend a scheduled lesson without an appropriate 24hrs notice.
- d. A *makeup lesson* is a lesson provided to a student when the original lesson was missed by either the student or the teacher.
- e. A *makeup lesson owing* is a lesson due to be taught that has originated from a student's original scheduled lesson being missed by either the student or the teacher.
- f. A *credit* is a negative charge entered onto a student's account where approval has been given for special circumstances.
- g. *Special Circumstances* are determined by the RCM Deputy Director Finance and Administration upon application.

3. Policy Statement

- a. **A student will be eligible for a make-up lesson where:**
 - i. the student (or students in shared lessons), has provided 24 hours or more notice prior to being absent from a scheduled lesson.
 - ii. the lesson (including shared lessons) has been missed because the teacher is absent for any reason.

- iii. the student has fallen to a sudden onset of illness on the day of the lesson and 24 hours was not given but reasonable notice was made as soon as possible.
- iv. A family crisis or emergency has occurred.
- v. Other exceptional circumstances considered reasonable by the individual teacher.

b. Makeup lessons will be conducted:-

- i. at the normal location of scheduled lessons whenever possible.
- ii. In an RCM teaching studio where the normal location of scheduled lessons cannot be organised.
- iii. As a double lesson, where two makeup lessons are owed.
- iv. By adding additional extended time onto normal scheduled lessons.
 - 1. RCM teachers are required to use the make-up sheet on the e-roll to accurately record any make-up lessons completed by giving extended time to normal scheduled lessons.
- v. RCM teachers are required to complete all accrued make-up lessons prior to the end of the current calendar year or during the year end holiday break or within the first term of the following year where the makeup lessons occurred during the final term of the year.

c. A student will NOT be eligible for a make-up lesson where:

- i. the student is absent from the lesson without giving notice or with giving less than 24 hours notice prior to the scheduled lesson.
- ii. A student who is in a shared lesson misses a lesson or has given 24 hours or more notice of being absent from the lesson however their partnered other student(s) attend that lesson as scheduled.

d. Forfeiting of makeup lessons.

- i. A makeup lesson will be forfeit where two (2) alternate and unique times have been offered to have a makeup lesson and the opportunities offered are declined.
- ii. Where the teacher initially missed the lesson, the teacher is expected to show reasonable flexibility in finding a mutually convenient time for the lesson to be held.
- iii. Teachers may need to provide suitable evidence of attempted communication with students/parents/guardians to the RCM Deputy Director Finance and Administration for this exception to apply. Examples of suitable evidence includes the suggested dates noted on the make-up sheet of the e-roll with a comment about how and when the lesson time was offered to the student and the reason why it was declined. The teacher should maintain and record evidence of actual communication:
 - 1. Times and dates of phone conversations
 - 2. Copies of emails
 - 3. Mobile phone text message Sent Items and Inbox

e. Exceptions to eligible makeup lessons.

- i. All RCM salaried teachers are required to complete all lessons missed due to being absence from work unless:-
 1. the RCM Deputy Director Finance and Administration has approved an exemption due to special circumstances,
 2. the teacher has approved Sick Leave entitlement owing,
 3. the RCM Director has specifically approved Other Leave with an exception from providing makeup lessons.
- ii. These lessons will be credited to the students account at the end of the term once the e-rolls and term lessons have been reconciled.

f. Credits

- i. The RCM generally does not issue credit to student accounts.
- ii. Credits may be issued to a student accounts where special circumstances apply as determined by the RCM Deputy Director Finance and Administration, applications for consideration of special circumstances should be forwarded to the RCM Deputy Director Finance and Administration in writing.
- iii. Credits may also be issued to student accounts to meet National Employment Standard Award for RCM Salary teachers, where a salary staff member has taken approved sick leave or has elected not to do makeup lessons for lessons which fall on a public holiday.
- iv. RCM Staff may NOT offer students/parent/guardian credits without the approval of the RCM Deputy Director Finance and Administration.

4. Roles and Responsibilities

a. RCM Teaching Staff

- i. RCM teaching staff are required to facilitate all reporting and recording of lessons taught and missed.
- ii. It is the responsibility of the RCM teaching staff to contact parents immediately if two lessons are missed consecutively without appropriate notice as per the RCM Code of Conduct Policy.
- iii. Teachers are required to manage makeup lessons to ensure they are completed within a reasonable time frame.
- iv. RCM teachers are required to work with the Deputy Director Finance and Administration and their respective Head of Department to track and maintain makeup lists.

b. Deputy Director Finance and Administration

- i. The RCM Deputy Director Finance and Administration's responsibility in relation to this policy will be to reconcile all teaching roles and the management of make-up lessons.
- ii. The RCM Deputy Director Finance and Administration is responsible for the direct implementation and enforcement of this policy. The Deputy Director Finance and Administration will raise

all concerns regarding Makeup Lessons and Credits with the relevant Head of Department.

- iii. The Deputy Director Finance and Administration will liaise with the RCM teaching staff in their management of their make-up lessons. The Deputy Director Finance and Administration is responsible for notifying the RCM Director or relevant Head of Department where this policy is not being adhered to by RCM teaching staff.
- iv. Staff will be required to work with the Deputy Director Finance and Administration to facilitate the completion of all makeup lessons.
- v. The RCM Deputy Director Finance and Administration may choose to coordinate all communication with parents/students/guardians at his/her discretion in consultation with the teacher and the Head of Department.

c. RCM Heads of Department

- i. The RCM Heads of Department will review all policies relating to makeup lessons to ensure equity for both teaching staff and students.
- ii. Each Head of Department will be directly responsible for the supervision of teaching staff within their department and the management of makeup lists.
- iii. Each Head of Department will liaise frequently with the RCM Deputy Director Finance and Administration to track all teaching activities and the management of Makeup Lessons.
- iv. Heads of Department are required to support the Deputy Director Finance and Administration and the teaching staff in the development of strategies for managing makeup lessons where required.
- v. Each Head of Department will be required to ensure all teaching staff are adhering to this policy.

d. RCM Director

- i. The RCM Director will oversee all policy matters in relation to Makeup lessons and Credits.
- ii. The RCM Director will work closely with the Heads of Department and the Deputy Director Finance and Administration to manage all matters regarding this policy.
- iii. The RCM Director will review this policy with the RCM Executive as required.
- iv. The RCM Director will report all risk assessments in relation to this policy to the RCM Board of Management.

e. RCM Board of Management

- i. The RCM Board of Management will oversee all aspects of this policy and assess all areas of risk in relation to the management of Makeup Lessons and Credits.

Policy version and revision information

Policy Devised and Written in April 2005 by Hamish Tait
Policy Implemented 8th August 2005
Policy Reviewed: July - December 2009 by RCM Executives
Policy Re-ratified by RCM Staff: 2010
Policy Re-ratified by RCM Board of Management: 2010
Policy Reviewed: April 2015 by Hamish Tait and Venita Riordan
Policy Re-ratified by RCM Staff: May 2015
Policy Re-ratified by RCM Board of Management: May 2015
Policy Reviewed: May 2018 by Venita Riordan
Policy Re-ratified by RCM Staff: 24th June 2019
Policy Re-ratified by RCM Board of Management: 2nd July 2019

3.4. RCM Teaching at Schools Policy

1. Introduction

- a. The RCM is strategically focused on improving music education programs within schools across the Riverina. As part of the RCM's relationship with schools, RCM teachers will conduct a significant proportion of their weekly duties hours within Riverina schools.
- b. This policy has been developed to outline the role of the RCM teacher working within school music education programs. This policy will outline the responsibilities of RCM teachers in a school environment across all teaching programs provided by the RCM to schools.

2. Policy References:

- a. RCM EMS Policy
- b. RCM Code of Conduct Policy
- c. RCM Makeups and Credits Policy

3. RCM Teacher Responsibilities

- a. RCM teachers working on behalf of the RCM within a school environment must remember that schools are important clients and ensure that the following guidelines be followed. RCM teachers must:
 - i. Adhere to the RCM's Code of Conduct Policy
 - ii. Treat all school personnel with respect and the utmost courtesy.
 - iii. Coordinate all matters relating to RCM schools' programs through the RCM's Associate Director.
 - iv. Be punctual and ensure classes begin and end on time
 - v. Present a neat and tidy appearance appropriate for a school setting.
 - vi. Facilitate school make up lessons with the school music director if the RCM teacher has missed classes
 - vii. Conduct lessons in a constructive and non-threatening manner as per the RCM Code of Conduct.
 - viii. Work towards clearly defined musical and educational outcomes that support RCM strategic initiatives and the school's music program.
 - ix. Ensure that parents of students are notified when more than two unexplained absences have been encountered.
 - x. Make every effort to locate primary school students that have not presented at the arranged lesson time.
 - xi. Follow individual schools' policy on locating secondary school students who have not presented at the arranged lesson time.
 - xii. Report once per Semester on student progress or as directed by the school.
 - xiii. Provide a timetable, whether rotating or set, to the school Music Director/Liaison Person/office staff and the student for Week 1 lessons with a completed full term timetable provided by the beginning of Week 2. The teacher should ensure that ALL students are notified of their Week 1 lesson time prior to the day of their lesson. Copies of each timetable to be provided to the school and all students.

- xiv. Adhere to the school's policies regarding photocopying equipment. RCM staff are required to use RCM provided photocopying equipment to copy materials for students at schools where copies are required.
- xv. Maintain clear communication with the parents of students.

4. School Responsibility

- a. To enable effective music teaching be carried out in a timely manner, the school should:
 - i. Provide adequate space with proper temperature control and outside visibility.
 - ii. Facilitate the students' safe arrival at teaching venue
 - iii. Encourage the students to remember lesson times and location.
 - iv. Notify the Director or Assistant Director of any transgression or non-adherence to policy by RCM staff.

5. Parent/Student Responsibility

- a. Effective communication between parents and teachers is critical to the ongoing improvement in the students being taught at the school. Guidelines around practice expectations, general direction of lesson planning should be discussed on a regular basis, just as it is for any other subject on the curriculum. It is also recommended that good channels of communication be maintained to avoid disputes over missed lessons or unexplained absences. The responsibility of the student with implication for the parent is to:
 - i. Ensure future absences are transmitted **to the teacher** at least 24 hours in advance. No obligation to conduct make up lessons rests with the teacher when the teacher has not been directly advised.
 - ii. Ensure books, diaries and instruments are brought to the lesson
 - iii. Follow teacher recommendations for daily practice
 - iv. Read newsletters or other communications from the Conservatorium
 - v. Familiarize themselves with RCM enrolment policy available on the RCM enrolment booklet.
 - vi. Ensure payment in advance and that correct enrolment procedures have been followed for student lessons.

6. Band Rehearsals

- a. The RCM will charge school band or orchestra programs for the total applicable rehearsals in the specific school term for that specific school. RCM conductors will liaise with school music directors directly to determine the best configuration and format of rehearsals and performances. Students will be expected to have commenced tuition for at least a term prior to joining a band or orchestra program, unless the RCM teacher feels it appropriate that commencement should be expedited.
- b. Rehearsals will be charged out on an half hourly basis with allowances made for both setting up and packing up.

7. Band Fees and School Payment

- a. The school, or where applicable the school's band committee, in consultation with the RCM will determine on the band membership fees and will levee the members.
- b. The Conservatorium will invoice the school for conducting fees at the conclusion of each term based on the number of rehearsals conducted. Additional rehearsals organized by the conductor or the school in addition to those agreed to in writing between the school and the Conservatorium will not attract additional remuneration for the conductor unless the school provides the necessary funds.

8. Band Performances

- a. A minimum of three weeks notice in writing is required to both the Band Director and Conservatorium's Associate Director prior to any performance event. This correspondence should detail the following:
 - i. Time and date of performance.
 - ii. Location of performance
 - iii. Agreement regarding remuneration of the conductor.
- b. The school must acknowledge this requirement in order to guarantee that the band is prepared for performance and the conductor is available for the performance.
- c. Ad-hoc events may be requested from time to time, however the band conductor may exercise his/her discretion as to whether the band will be ready to participate and whether it is feasible for him/her to be able to attend.

9. Arrangements and Commissions

- a. The RCM acknowledges that from time to time, conductors may be required to prepare arrangements for bands or ensembles. Where arrangements are commissioned by the RCM, the arranger will be remunerated after negotiation of an appropriate fee.
- b. Where the school requests arrangements, it must inform the RCM's Associate Director in writing that it wishes to commission the arrangement. The RCM will invoice the school for the commission and remunerate the arranger at the above rate.
- c. Where arrangements are prepared by the conductor without a written request from the RCM or the School, the School or the RCM is not obliged to pay for the arrangement.
- d. Arrangements carried out by RCM staff will all be subject to all current intellectual property and copyright laws relevant at the time of writing the arrangements.

10. Band conductor payments

- a. RCM staff working in the school will be remunerated by the RCM only. All work completed by RCM staff at the school must be recorded in the staff member's roll. Staff may not request remuneration for work not approved in writing between the school and the RCM.

- b. Remuneration for band programs will be in accordance with the RCM's EMS Policy and current pay rates. Please see the RCM Deputy Director Finance and Administration for up-to-date pay rates. The RCM's pay and EMS rates include provision for preparation, band administration and occasional logistical demands. These duties may require time beyond the actual rehearsal period and will not attract additional remuneration.
- c. RCM Staff on EMS Salaries will be allocated EMS for every half hour of band rehearsal as outlined in the current EMS Policy.

11. Discipline

- a. School teaching activities are regarded as school activities and students should be expected to adhere to normal school disciplinary expectations. Staff should abide by the RCM Code of Conduct when administering any necessary behavioural discipline. Any serious student misconduct should be reported immediately to the school's music director or principal.

12. Instruments

- a. School and RCM instruments should be checked regularly and maintenance requests passed on to the appropriate persons when required. For school instruments, the music director should be informed. RCM Heads of Department should be kept updated regarding the condition of RCM instruments.

13. Changes

- a. Any changes to the terms and conditions in this policy must be confirmed in writing by the RCM Associate Director and the school's Music Director/ Band Liaison Officer.

14. Roles and Responsibilities

- a. RCM Teaching Staff

 - i. RCM Teaching staff are required to adhere to the provisions in this policy when working in schools. All matters regarding schools programs should be directed to the RCM Associate Director or the Director.
- b. RCM Associate Director

 - i. The RCM Associate Director is responsible for maintaining open lines of communication with all schools in relation to this policy and other matters.
 - ii. The Associate Director will manage all complaints and student issues raised by schools in relation to RCM teaching programs.
 - iii. The RCM Associate Director will ensure the RCM Director, Heads of Department and Board of Management are aware of all relevant school matters.
- c. RCM Director

 - i. The RCM Director will provide oversight on all matters relating to this policy.

- ii. The RCM Director will report to Board all relevant matters arising from the RCM's Schools Programs.

d. RCM Head of Finance

- i. The RCM Deputy Director Finance and Administration will maintain frequent communication with the Associate Director in relation to administrative and financial matters arising from the RCM's Schools Programs.

Policy version and revision information

Policy Devised and Written in December 2005 – May 2006 by Dr Ian Macdonald, Jeff Donovan and Hamish Tait

Policy Implemented: May 2006

Policy Revised: 12th June 2007 by Damien Johnson and Hamish Tait

Policy Revised: 28th August 2007 by Damien Johnson

Policy Re-ratified by RCM Board of Management: September 2007

Revised: August 2011 by Jeff Donovan and Hamish Tait

Policy Re-ratified by RCM Staff Meeting: 17th October 2011

Policy Re-ratified by RCM Board of Management: 14th November 2011

Policy Reviewed: Under Review by Venita Riordan

Policy re-ratified by RCM staff meeting:

Policy re-ratified by RCM Board of Management:

3.5. Studio Teaching Policy

1. Introduction and Rationale

- a. This document has been developed to clarify the RCM's policy relating to the location of music education services within the teaching community of the organisation. The Riverina Conservatorium of Music is committed to the provision of quality music education across the Riverina Region. Accordingly, it aims to provide music education services that enhance the region's cultural environment through the provision of music teaching resources and facilities. The Riverina Conservatorium of Music is also committed to creating an atmosphere of musical creativity at its main campus on CSU South Campus. The statements included in this policy reflect RCM policies including Child Protection and Workplace Health and Safety conditions.
- b. The RCM attempts to provide all students and staff with comfortable and well equipped work spaces, including the RCM's South Campus Facility and the Downtown facility in the Neslo Arcade Baylis Street. However, while the RCM attempts to provide suitable accommodation, it recognizes that particular teaching needs may at times be outside the scope of the RCM's existing facilities.

2. Policy Statement

- a. In the interests of achieving the strategic outcomes of the Riverina Conservatorium of Music, including Child Protection and Workplace Health and Safety, it is the policy of the RCM that no teacher may teach enrolled RCM students at venues other than those approved by the RCM Board.
- b. By default, some venues are automatically regarded as approved venues including:
 - i. The RCM's South Campus studios, Wagga Wagga.
 - ii. The RCM's Downtown Facility – Neslo Arcade, Baylis Street, Wagga Wagga,
 - iii. Public and private schools where an official relationship between the RCM and the school exists.
- c. All other venues including private residences require formal approval from the RCM Board.

3. Implications of Policy Statement

- a. The implications of this statement are that where possible, RCM teachers will be provided with a suitable teaching studio at one of the RCM's approved venues. When a studio is provided the teacher must use these facilities. A teacher may not relocate teaching activities to an alternative venue without direct approval from the RCM Board.
- b. Formal applications are required through the Director for the use of alternative venues. Upon application, an inspection of the alternative venue may be required. Application or inspection does not guarantee that the

alternative venue will be approved, and teaching may not take place at that alternative venue until approval has been granted.

- c.** All alternative venues proposed for RCM activities must have the following minimum facilities:
- i. Facilities for safe entry, exit and parking for students, parents and teaching staff.
 - ii. Accessible toilet and washroom facilities available for student use.
 - iii. Another adult always present on site.
 - iv. Access for disabled students
 - v. Adequate evacuation procedures, meeting points and alarm systems.
 - vi. Fire extinguishers for all types of fire situations.
 - vii. Secure waiting areas for students and parents.
 - viii. Current Property Public Liability.
 - ix. Appropriate equipment for teaching.
 - x. Safe walkways to and from teaching space including, but not restricted to:
 1. Obstacle free walkway
 2. Adequate after-hours lighting
- d.** Additionally, the RCM attempts to ensure a qualified first aid officer is present at all approved venues, this policy also applies to alternative venue be they private residence or other location. It is therefore essential that the teacher or other present adult must hold a current St Johns Ambulance First Aid Certificate at alternative venues.

4. Roles and Responsibilities

- a.** Role of the Risk Management Committee
- i. The Risk Management Committee will manage all applications for all RCM venues. The Risk Management Committee will assess the risks associated with an alternative venue and advise the RCM Board of Management whether the venue is an acceptable risk to the RCM in the light of current policy.
- b.** Role of the Director of the Riverina Conservatorium of Music
- i. The Director is responsible for reporting to the RCM Board on the recommendations from the Risk Management Committee.
- c.** Role of the RCM Board
- i. The RCM Board of Management will make all decisions and convey all correspondence relating to the approval of alternative venues.
- d.** A teacher may apply to the Risk Management Committee to change the location of the teaching facility utilizing the alternative venue application form (ALTSTUD01) available from the Deputy Director Finance and Administration of the Riverina Conservatorium of Music. All applications for alternative venues must be supported by an adequate written justification.

Please note that convenience to personal teaching resources will not constitute adequate justification.

Policy version and revision information

Policy Devised and Written in August 2005 by Hamish Tait, Jeff Donovan & Dr Andrew Wallace
Policy Ratified and Implemented by RCM Board of Management: October 2005
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

3.6. RCM Ensemble Policy

1. Introduction

- a. The RCM encourages all students to engage in ensemble activities that provide students with opportunities to develop their reading, performance, group participation and musical skills. Additionally, the RCM promotes the creation and development of ensemble opportunities for adult and community music makers to ensure music in the community is both accessible and of the highest quality.

2. Definitions

- a. *Ensemble*: For the purposes of this policy an ensemble is defined as an organised group of no less than five persons. This does not include shared instrumental or vocal lessons where the focus is upon instruction and learning of the instrument. An ensemble must have clearly defined aims and outcomes including the specific development of
 - i. ensemble skills,
 - ii. sight reading and
 - iii. group performance skills.

It is expected that each ensemble will have a minimum of five organised rehearsals each term.

- b. *Rehearsal*: For the purposes of this policy, a rehearsal is an organised time that brings together the ensemble for tutoring, practice and concert preparation.

3. Policy Statement

- a. All RCM Ensembles must be conducted by an RCM approved director. All ensemble director appointments must be approved by the RCM Director or Head of Department.
- b. Where ensemble directors are appointed from outside the RCM teaching staff, appointees must fulfil all normal contractual and employment requirements including, but not restricted to, child protection screening and policy inductions/ training days as a part of their duties.
- c. All RCM ensembles will report directly to the relevant Head of Department for the ensemble. The only exception to this rule will include the RCM facilitated symphonic orchestra where all Heads of Department will assume collaborative responsibility under the guidance of the RCM Director and Deputy Directors.

4. Variations of Ensembles

- a. At the RCM there are five recognised types of ensembles:
 - i. Community based ensembles
 - ii. RCM Student based ensembles
 - iii. RCM Student based Specialty Group Ensembles
 - iv. In-School Program ensembles
 - v. In-School Bands (DEVELOPMENT IN PROGRESS)

b. Community Based Ensembles

- i. RCM Community based ensembles are groups of people drawn together under a common motivation to make music together. The ensembles may take any form and have a long independent history apart from the RCM. For the purposes of this policy the following ensembles are defined as community based ensembles:
 1. Riverina Concert Band
 2. Murrumbidgee Magic
 3. Cantilena Singers
 4. Choral Français
- ii. Management of these ensembles will be shared between the RCM Director and a Community Ensemble Committee representing the ensemble. A current service level agreement is required for all community-based ensembles.
- iii. RCM fees and music director remuneration will be negotiated between the ensemble committee and the RCM Director. All members of the ensemble must enrol and agree to the RCM's Terms and Conditions of Enrolment before attending rehearsals.
- iv. For community-based ensembles, the RCM Director in consultation with the Community Ensemble Committee will appoint the music director.

c. RCM Student Based Ensembles AND RCM Student based Specialty Group Ensembles

- i. RCM Student based ensembles are developed to allow RCM students to join to strengthen their learning, performance and musical techniques in a group environment.
- ii. RCM Student based Specialty Group Ensembles are developed for selected RCM students to join to strengthen their advanced learning, performance and musical techniques in a group environment.
- iii. RCM Student Based Ensembles and RCM Student based Specialty Group Ensembles will be designed to achieve clear educational outcomes in accordance with the RCM's Strategic Plan.
- iv. RCM Student Based Ensembles and RCM Student based Specialty Group Ensembles are to be developed and structured collectively by RCM teaching staff, Head of Departments, Deputy Director Teaching and Learning and Deputy Director Finance and Administration and approved by the RCM Director prior to establishing and promoting of such ensembles.
- v. RCM Student Based Ensembles and RCM Student based Specialty Group Ensembles will vary from time-to-time, in accordance with teaching needs and student resources. Where developed and approved ensembles fall below the required minimum numbers, the Head of Department will be responsible for supporting the promotion and recruitment for the sustainability of each ensemble within their department. It is expected that Heads

of Department will closely monitor the activities and sustainability of each ensemble in their department.

- d. In-Schools Program Ensembles
 - i. DETAILS TO BE ADDED
- e. In-School Bands (DEVELOPMENT IN PROGRESS)

5. Ensemble Member Numbers

a. Minimum Numbers of Enrolments

Length	RCM STUDENT ENSEMBLES	RCM SPECIALTY GROUP ENSEMBLES	COMMUNITY BASED ENSEMBLES	IN-SCHOOL PROGRAM ENSEMBLES	IN-SCHOOL BANDS
	Min student #	Min student #	Min student #	Min student #	Min student #
30min	5	5	14	5	TBA
45min	6	5	14	5	TBA
60min	8	5	14	5	TBA
90min	11	5	14	5	TBA
120min	14	5	14	5	TBA

- b. Where ensemble membership falls under the minimum required number of members the RCM will provide a two term buffer during which time the ensemble director and the Head of Department will have the opportunity to apply appropriate strategies to recruit members to meet the minimum required number of members.
- c. Where an ensemble membership remains under the minimum required number of members, the ensemble will cease to be classified as an ensemble for administrative purposes. While the group may continue to function as an ensemble they will be billed as a shared lesson and not as an ensemble. The staff member will also be remunerated as a shared lesson not as an ensemble.

6. Member Enrolment

- a. All persons participating in RCM ensembles must be enrolled as students of the Riverina Conservatorium of Music and will be expected to abide the terms of the RCM Enrolment Policy. The only exception to this policy subsection is for selected mentor assistants (see Ensemble Mentor Assistant(s) subsection 7. for details).
- b. While particular musical levels or skill sets may be required to join an ensemble, as determined by the ensemble director, it is not a prerequisite of ensemble enrolment that students be undertaking individual or shared music tuition with the RCM in order to be eligible to join an RCM ensemble.

7. Ensemble Mentor Assistant(s)

- a. *Definition:* An Ensemble Mentor Assistant is a more senior student who task is to assist students/members in ensembles with less experience and knowledge than themselves. They will also add their skills to the

development of the ensemble. A Mentor Assistant may also add to an ensemble where there is a lack of specific instrumentation and/or numbers.

- b.** It is expected the mentor will have experience and advanced knowledge on their instrument. A minimum standard of 5th Grade AMEB or equivalent and demonstrated instrumental skill and ability is required.
- c.** Due to the possible tutoring, advising and assistance nature of an Ensemble Mentor Assistant, where the Mentor Assistant is over 18 years of age a NSW Working With Children Check number for Voluntary work must be obtained and submitted to the RCM Human Resources Support Officer for verification.
- d.** An Ensemble Mentor Assistant must be an enrolled student with the RCM, and will agree to and abide by the terms of the RCM Enrolment Policy.
- e.** An Ensemble Mentor Assistant Subsidy will be applied to an approved mentor assistant's account at the value of offsetting the current term's ensemble charge fee to them for that ensemble.
- f.** An application to have an Ensemble Mentor Assistant(s) for an ensemble must be made in writing by the ensemble teacher/conductor to the relevant Head of Department and RCM Director. This application should include how the ensemble will benefit from the proposed student/member's mentoring. The application must be submitted and approved prior to an Ensemble Mentor Assistant subsidy being implemented.
- g.** Approvals for Ensemble Mentor Assistant(s) will extend from the date approved by the RCM Director to no longer than the current calendar year end. Continuing or new mentor assistants will need to re-apply for the following calendar year.
- h.** RCM Staff Members may volunteer as Ensemble Mentor Assistant(s). RCM Staff participating in an ensemble as a Mentor Assistant will be exempt from enrolling as a student, will not be charged to participate and no subsidy will apply. Staff mentor assistant(s) will follow the direction of the conductor as that of a normal participating student or Ensemble Mentor assistant. The level of support contributed by a Staff Mentor Assistant will be on a voluntary basis and the level of their contribution will be at their own discretion.
- i.** No Ensemble Mentor Assistant will be remunerated for participation or playing in ensemble rehearsals or performances.
- j.** An Ensemble Mentor Assistant will not be counted as an active enrolled students/members of the ensemble for accounting and ensemble pay scale purposes.

8. Fees

- a.** Student participation fees will vary dependent on the ensemble type and rehearsal length.
 - i.** Community Based Ensembles: Fees will be determined by number of active enrolled students in the ensemble and in accordance with the ensemble's agreement between the RCM and the ensemble committee.
 - ii.** RCM Student Based Ensembles and RCM Student Specialty Group Ensembles: See RCM Website for up-to-date fees.

- iii. In-School Program Ensembles: As per RCM School Program Sliding scale fees schedule and by agreement with the school, which will be negotiated and dependent on the requirements of the school and the needs for the teaching program.
- iv. In-School Bands (DEVELOPMENT IN PROGRESS)

9. Ensemble Director's Remuneration

- a. Ensemble conductors remuneration will vary according to the type of the ensemble as follows:-
 - i. *Community Based Ensembles*: An RCM suggested remuneration loading is outlined in the Ensemble Sliding Scale schedule, however the conductor will be paid as determined by the Agreement between the RCM and the ensemble committee.
 - ii. *RCM Student Based Ensembles*: Teaching Staff appointed to undertake an ensemble conductor's role will be paid for ensembles set rehearsal length at the current standard rate plus the loading outlined in the the RCM Student Ensemble Sliding Scale schedule applicable to number of actively enrolled students in that ensemble.
 - iii. *RCM Student Based Specialty Groups Ensembles*: Teaching Staff appointed to undertake an ensemble conductor's role will be paid for ensembles set rehearsal length at the current standard rate plus the loading outlined in the RCM Student Ensemble Sliding Scale Schedule applicable to number of actively enrolled students in that ensemble as per schedule.
 - iv. *In-School Program Ensembles*: Teaching Staff appointed to undertake an ensemble conductor's role will be paid for ensembles set rehearsal length at the current standard rate plus the loading outlined in the the In-School Program Sliding Scale schedule applicable to number of actively enrolled students, as per schedule, in that ensemble and as by agreement with the school client.
 - v. In-School Bands (DEVELOPMENT IN PROGRESS)

b. Ensemble Remuneration - Sliding Scale Loading Schedule.

STUDENT NUMBERS	RCM Student Ensembles		RCM Student Specialty Group		Community Ensembles		In-School Program Ensembles		In-School Bands	
	Loading Per Student	Loading	Loading Per Student	Loading	Loading Per Student	Loading	Loading Per Student	Loading	Loading Per Student	Loading
5	0.07368	1.10	0.07368	1.25			0.04737	1.10		
6	0.07368	1.17	0.07368	1.32			0.04737	1.15		
7	0.07368	1.25	0.07368	1.40			0.04737	1.19		
8	0.07368	1.32	0.07368	1.47			0.04737	1.24		
9	0.07368	1.39	0.07368	1.54			0.04737	1.29		
10	0.07368	1.47	0.07368	1.62			0.04737	1.34		
11	0.07368	1.54	0.07368	1.69			0.04737	1.38		
12	0.07368	1.62	0.07368	1.77			0.04737	1.43		
13	0.07368	1.69	0.07368	1.84			0.04737	1.48		
14	0.07368	1.76	0.07368	1.91	0.07368	1.76	0.04737	1.53		
15	0.07368	1.84	0.07368	1.99	0.07368	1.84	0.04737	1.57		
16	0.07368	1.91	0.07368	2.06	0.07368	1.91	0.04737	1.62		
17	0.07368	1.98	0.07368	2.13	0.07368	1.98	0.04737	1.67		
18	0.07368	2.06	0.07368	2.21	0.07368	2.06	0.04737	1.72		
19	0.07368	2.13	0.07368	2.28	0.07368	2.13	0.04737	1.76		
20	0.07368	2.21	0.07368	2.36	0.07368	2.21	0.04737	1.81		
21	0.07368	2.28	0.07368	2.43	0.07368	2.28	0.04737	1.86		
22	0.07368	2.35	0.07368	2.5	0.07368	2.35	0.04737	1.91		
23	0.07368	2.43	0.07368	2.58	0.07368	2.43	0.04737	1.95		
24+	0.07368	2.50	0.07368	2.65	0.07368	2.50	0.04737	2.00		

c. Ensemble directors will be expected to conduct a limited number of performances with no additional remuneration. This will be limited to a minimum of four (4) and a maximum of eight (8) performances per calendar year.

- i. Where either a Community Ensemble Committee, In-Schools client, RCM Director or RCM Deputy Director teaching and learning, specifically request additional performances then the music director may apply for additional remuneration prior to the performance.
- ii. Additional performances requested by the Community Ensemble Committee will need to be forwarded in writing to the RCM Deputy Director Finance and Administration so that cost recovery strategies for such performances may be proposed to the Community Ensemble Committee for approval.
- iii. Additional performances requested by the In-Schools clients will need to be forwarded to the RCM Deputy Director Teaching and Learning and the RCM Deputy Director Finance and Admin, so that cost recovery strategies for such performances may be proposed to the In-School Client for approval.

- iv. Additional performances organised by the ensemble music director without prior written approval of either Community Ensemble Committee, In-Schools client, RCM Director or RCM Deputy Director Teaching and Learning will not attract additional remuneration.

10. Roles and Responsibilities

a. RCM Ensemble Directors

- i. To manage the educational and performance outcomes of the relevant ensemble. To ensure the enrolment of all ensemble members and reporting of attendance to the Finance and Administration Department.
- ii. Record all performances and dates on the Ensembles roll.

b. RCM Heads of Department

- i. To manage the sustainability of all ensembles within their department, HODs will oversee the educational outcomes of all ensembles within their department.

c. RCM Director

- i. To liaise with Community Based Ensemble Committees to ensure the sustainable management of all RCM Community Based Ensembles. The RCM Director will make all professional appointments of Music Directors to community based ensembles in accordance with the relevant Service Level Agreement.
- ii. The RCM Director will exercise oversight regarding all RCM Student Based Ensembles in relation to this policy.
- iii. The RCM Director will provide oversight in relation to the management and review of this policy.

d. RCM Deputy Director Finance and Administration

- i. The RCM Deputy Director Finance and Administration will manage the enrolment of all RCM Ensemble members and oversee the adherence to RCM Policy and Procedure in relation to Ensembles.
- ii. The RCM Deputy Director Finance and Administration will raise to the RCM Director any concerns regarding the sustainability of RCM Community Based Ensembles.
- iii. The RCM Deputy Director Teaching and Learning will raise to the RCM Director any concerns regarding the sustainability of In-School Band and Program Ensembles.
- iv. The RCM Deputy Director Finance and Administration will raise to the relevant conductor and Head of Department any concerns regarding the sustainability of RCM Student Based Ensembles.

e. RCM Board of Management

- i. The RCM Board of Management will exercise oversight in relation to all aspects of this policy and the management of RCM Ensembles in relation to the RCM's Strategic Plan.

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait
Policy Ratified by RCM Board of Management: 2003
Policy Reviewed: June 2010 by Hamish Tait and the RCM Heads of Department
Policy Re-ratified by Heads of Department: July 2010
Policy Re-ratified by RCM Staff: 26th July 2010
Policy Re-ratified by RCM Board of Management: 7th September 2010
Policy Reviewed: September 2012 by Hamish Tait
Policy Re-ratified by RCM Staff: 15th October 2012
Policy Re-ratified by RCM Board of Management: November 2012
Policy Reviewed: March 2018 by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

3.7. Instruments Policy

1. Introduction

- a. This policy has been created in view of the recognised need to preserve replace and use its vast collection of instruments. This policy aims to provide a set of guidelines that outlines how instruments will be used, maintained and replaced in order to ensure staff and students are able to access high quality instruments that are in good working order.

2. Instrument Categories:

- a. Portable instruments, and
- b. Stationary instruments (Acoustic and Electric pianos, all percussion instruments).

3. Categories of users:

- a. RCM teaching staff,
- b. RCM students,
- c. RCM Affiliated Ensembles,
- d. Non-RCM Hirers.

4. Policy Statement

- a. This policy provides for the Lending and Hiring, Storage, Maintenance, Acquisition and Disposal of musical instruments. (Note: This policy excludes audio recording and playback equipment).

5. Instrument Acquisitions (quality, selection, and purchase):

- a. Instruments selected for purchase will generally be high-quality models. In some cases, particularly for high usage performance and teaching instruments, professional models will be considered.
- b. Instruments will be purchased from suppliers offering best value for money in regard to purchase price, freight charges, return or repair of faulty instruments, supply of replacement parts and general after-purchase service.
- c. For any requests for the purchase of instruments, staff must complete a Purchase Request form and submit to their Head of Department who will forward and discuss with the Director. The Director will then select models for purchase on the appropriate advice from the staff members, Head of Department and/or suppliers.
- d. On receipt of an approved Purchase Request form by the by the Finance and Administration Department, purchases of instruments will be made via debit card or a creditor's purchase order process.
- e. Administration department will maintain a database detailing the complete identification details of all instruments. No new instruments purchased will leave the Administration office until its details are recorded within the above mentioned database.

6. Instrument Disposal

- a. When an instrument is deemed by the Director, acting on the advice of the appropriate staff members or a repairer, to be no longer in good playing condition, its data base record number will be removed and the instrument may be offered for sale, as a faulty instrument. If it cannot be sold it may then be otherwise disposed of at the discretion of the Director.
- b. The Administration department must be notified of any disposal of instruments. The date of disposal and any sale values must also be given to the administration department so accurate disposal entries can be made in the instrument data base and in insurance documents.
- c. All instruments will be given a maximum life span at the end of which the instrument will be sold with sale funds to be used for the acquisition of a replacement instrument. All instruments will be offered for sale under a tender arrangement.

7. Instrument Loan/Hire Agreement

- a. Instruments will be available for short-term loan or hire to RCM Students, bona-fide representatives of RCM Affiliated Ensembles and other approved patrons of the RCM, as determined by the Director.
- b. RCM students users over eighteen years of age, the parents of those under this age, bona-fide representatives of RCM Affiliated Ensembles and any other approved loan/hirer must sign an Instrument Loan/Hire Agreement which will include the Terms and of the Conditions for Loan/Hire of Instruments and Equipment.
- c. Due to the high cost of musical instruments, persons hiring RCM instruments will be advised or may be specifically requested to add the instrument onto their home contents insurance to cover the cost of a new instrument in case of damage or theft.
- d. Instruments will not be available for loan/hired to non-RCM enrolled students or non-RCM Affiliated Ensembles representatives, unless otherwise approved by the Director. Where approval is provided, subsection 7.b. will apply.
- e. A hire fee will be charged at a “per term” rate. A 33% discount will be applied to all RCM enrolled students and bona-fide representatives of RCM Affiliated Ensembles.
- f. No RCM Staff member shall issue an instrument without having a signed Instrument Loan/Hire Agreement being received.
- g. Under special circumstances where a teacher has had to provide a student with an instrument and given an Instrument Loan/Hire Agreement to be completed, then that teacher is responsible of ensuring the signed Instrument Loan/Hire Agreement is returned to the Administration Office within 14 days of issuing the form. Eg. Student at a school in an area outside of the Wagga Wagga region.
- h. Half a term fee credit may be applied where an instrument is hired or returned partway through a teaching term, as determined by the Deputy Director of Finance and Administration.

- i. Where approval is provided by the Director for non-RCM person(s) to hire an RCM instrument, full hire fee will be charged per term, unless otherwise approved by the Director in consultation with the Head of the Department and/or teacher.
- j. The hire of large, specialist, and/or valuable instruments (such as include lower pitched instruments up to the approximate size of baritone saxophones, bassoons, French horns, euphoniums and baritone horns, and double basses) will only be available to users for periods deemed appropriate by the Director and/or the Head of Department.
- k. Where a student ceases lessons and their student enrolment, instruments must be returned within 1 week of cessation.
- l. Instruments will not be available for loan/hired to non-RCM person(s) where fewer than five instruments are in reserve. In some cases a request may be considered by the Director regarding the loan/hire of an instrument when fewer than five instruments are in reserve.
- m. Instruments hired to a non-RCM person(s) may be recalled where that instrument is needed to be provided to an RCM enrolled student for their lessons.

8. Instrument Storage

- a. Portable instruments will be stored in locked storage facilities. Only the Director, Deputy Directors and Administration staff will have access to the storage facility.
- b. Instruments may only be re-hired after the relevant teacher has completed an inspection for damages on the instrument. Where possible, the relevant Head of Department or teacher is to inspect the incoming instrument for inspection prior to retuning to storage. Where there is evidence of undue damage, the borrower will be asked to pay for repairs.
- c. All stationary instruments must be stored in their appropriate studio at the Blakemore Building CSU – South Campus Wagga Wagga. In cases where instruments are on loan/hire to external venues these instruments must be stored in cool conditions and locked to prevent unauthorised access.
- d. In the case of Grand Pianos, storage must include dust covers and the lid must be closed, and locked where applicable, when not in use. Grand Piano keys are available from the Administrator's Office during offices hours.
- e. In the case of Band Room instruments, all these instruments must be returned to their correct storage position in the Band room at the end of use. These instruments are not to be removed from the Band room without the approval of the Director, Head of Department and an instrument hire form being completed.

9. Instrument Maintenance

- i. Users of portable instruments are required to maintain them in a good working condition. Users will be responsible for the purchase of any equipment and materials that are required for the maintenance and cleaning of the instrument.

- ii. Where major repair to portable instruments is required, and damage is deemed by the Director not to be the fault of neglect or misuse by the hirer, then the RCM will arrange and pay for the repair. The Director will base his/her decision on the combination of the currency of the condition reported at the time of hire, report from the repairer and the advice of the Head of Department
- iii. Instrument care and maintenance instructions will be provided to users by the teacher in initial lessons or at the time of hire / loan.
- iv. All non-RCM users, who take instruments on loan and hire for more than six months, will be required to book a meeting time with the appropriate RCM Head of Department to present the instrument at the end of each year for inspection, maintenance and/or repairs.
- v. Teaching staff are to check over their student's instruments at least twice a year. Where the Director, with the advice of the teacher, deems repairs are necessary, the user will be issued with an alternative instrument, if available, while the RCM organised repairs.
- vi. Hirers are not to organise repairs of any RCM instruments without the consent of the Director.
- vii. If on inspection of an instrument there is evidence of undue damage that is not deemed to be natural wear and tear, the borrower will be asked to pay for repairs or replacement as approved by the RCM Director.
- viii. Pianos will be serviced minimum of twice per year. Additional services may be conducted dependent upon climatic conditions, performance requirements or the Director's discretion.
- ix. A piano service will normally comprise an inspection, tuning and a repairer's report where necessary. Should the report recommend that further work be done, the Director will then decide whether or not the recommendation(s) should be accepted.
- x. All other stationary instruments will be contracted out for repairs where deemed necessary by the Director acting with advice from staff members and/or from a repairer.
- xi. Pianos on loan to non-RCM organisations will be required pay for the piano to be tuned which is to be conducted by the RCM's preferred technician as soon as possible after the return of the instrument.

10. Stationary Instruments

a. Loan and hire

- i. Stationary instruments, where possible, will be made available for the time of a performance and its dress rehearsals, only, to all categories of users at locations approved by the Director. The Director may at times refuse the loan of an instrument at his/her discretion.
- ii. Due to the extremely high cost of many stationary instruments, no instrument may leave the premises unless adequately insured for transit, damage and theft.

- iii. Stationary instruments, where possible, will be made available to RCM teaching staff, RCM students, and Affiliated Ensembles engaged in music performance, or teaching and learning, as part of RCM programs. All other users will pay a hire fee.
- iv. Stationary instruments, where possible, will be made available on approval by the Director, to non-RCM users on a per-performance basis at a hire fee.
- v. Stationary instruments on loan to non-RCM organisations will be required to pay for any transportation costs. Transportation of RCM stationary instruments must be by an approved removals company. The RCM will not accept offers of private or amateur removals.
- vi. All persons/organisations wishing to loan or hire stationary instruments must complete an Instrument Loan/Hire Form and meet insurance and maintenance criteria as outlined in previous sections of this policy.

Policy version and revision information

Policy Devised and Written in 2002 by Chris Aschman, Dr Roland Bannister and Craig Walton
Policy Revised: February 2003 by Hamish Tait
Policy Revised: October 2004 by H Tait, N Hansford and G Bodkin
Policy Ratified by RCM Board of Management: November 2004
Policy Reviewed: 1st July 2019 by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

3.8. RCM Accompaniment Policy

1. Introduction

- a. The RCM is strategically focused on providing professional quality performances as part of the strategic plan. In order to achieve this the RCM will put strategies in place to ensure quality programs and outcomes for students.
- b. The RCM aims to incorporate performance as a focal point of music education and to broaden the performance opportunities to both expand student numbers and engage the wider Riverina community.
- c. This policy has been developed to outline the role of the RCM staff member, and the client. The policy will outline the responsibilities of RCM staff when engaged to provide professional accompaniment and support for any client.

2. Policy References:

- a. RCM Code of Conduct Policy
- b. RCM EMS Policy
- c. RCM Ensemble Policy
- d. RCM Room/ Studio or Performance Space Booking and Hire Policy

3. Definitions

- a. **Accompaniment:** the support of a student or other musician through performing an accompaniment on piano or other instrument.
- b. **Accompanist:** A person engaged to perform the accompaniment.

4. Policy Statement

- a. RCM Staff Accompanist Responsibilities:
 - i. All RCM accompanists will acquit themselves as professional musicians when working in the role of an RCM accompanist. This entails:
 1. Appropriate technical and musical preparation of all required accompaniment parts resulting in proficiency of the works to be performed prior to the first rehearsal regardless of the age or level of the instrumentalist/ vocalist to be accompanied.
 2. Keep a record of rehearsal times, and dates (the RCM e-Roll will be adapted to accommodate this in time).
 3. Collect the accompaniment Token from student at the rehearsal and submit the token to RCM admin.
- b. Instrumental and vocal teacher Responsibilities
 - i. Instrumental and vocal teachers must clearly communicate at the start of each term to parents and students any performances or events where an accompanist is likely to be required. Teachers are reminded to bear in mind parents have often just paid expensive tuition fees and any additional costs need to be very clear and justifiable.

- ii. The instrumental/ vocal teacher must clearly communicate the function of the accompanist including:
 - 1. The reason why an accompanist is required
 - 2. Fees payable (Token Colour)
 - 3. Number of required rehearsals
 - 4. Performance practices when working with an accompanist.
 - 5. Recommend an appropriate accompanist from the RCM approved accompanist list (published annually by the RCM Keyboard Department, See RCM Website for current list www.rivconmusic.nsw.edu.au Fees Tab)

c. Client/ Student/ Parent Responsibilities:

- i. Communicate with appropriate RCM Accompanist to arrange number and types of rehearsals at an appropriate time prior to the performance. Suggested lead times:
 - 1. Grades 1-3 4 weeks before performance,
 - 2. Grades 4-6 6 weeks before performance
 - 3. Grades 6-8 8 weeks before performance
 - 4. AMUSA, LMUSA, at least 12 weeks before performance.
- ii. Provide copies of music prior to the rehearsals. Please note that accompanists will have to learn the music often while learning many other works at the same time. Providing the accompanist with the music the day prior will not allow the accompanist adequate time to prepare the music sufficiently or professionally. Parents and student are encouraged to seek the advice of the instrumental/ vocal teacher on this matter. Late submission of works for accompanist preparation may result in the accompanist declining to work with the student.
- iii. Purchase and provide suitable tokens from RCM office with advice from the RCM instrumental/ vocal teacher.
- iv. Come technically prepared to rehearsals with copies of the piano accompaniment, own part, and instruments etc..

5. General Provisions

a. Private Accompaniment Practices

- i. As per the RCM Code of Conduct Policy, while an RCM Staff Member may conduct private accompanying services external to the RCM (except where such an activity is in breach of the employee's RCM Contract of Employment), no RCM staff member may engage with an RCM student for private commercial gain.

b. RCM Ensembles

- i. Under no circumstances may an RCM ensemble/ choir director charge privately for accompanying or conducting an RCM ensemble for any rehearsal or performance activity. See RCM Ensemble Policy.

c. Student Recitals

i. In the interests of supporting and encouraging students in performance, RCM instrumental and vocal teachers are encouraged to have students perform in student recitals as often as is practicable. The RCM encourages teachers to be conscious of the ongoing costs associated when students are required to rehearse and perform with an accompanist. In order to encourage affordable and accessible accompaniment practices, student recitals will have special tokens detailed below.

1. Students being accompanied in an RCM Student Recital with an RCM Accompanist other than their teacher will be required to purchase a “Student Recital and Performance Token”
2. Students being accompanied in an RCM Student Recital by the person who teaches them the instrument/ voice being performed will only be required to purchase an “own student token” if asked to do so by their teacher.

d. Where an RCM accompanist has been engaged to rehearse with and perform at a student recital with an RCM student (they will be remunerated in accordance with the Student Recital Token purchased or EMS equivalent.

e. Breaches of this policy will be deemed as a breach of the RCM Code of Conduct and may result in disciplinary action or termination of employment.

6. Roles and Responsibilities

a. RCM Teaching Staff

- i. All RCM instrumental and vocal teaching staff will adhere to the provisions within this policy.
- ii. RCM instrumental and vocal staff must clearly explain the accompaniment process, costs, rehearsal times to students no less than three weeks prior to the performance/ event.

b. RCM Approved Accompanists

- i. Will adhere to the provisions of this policy

c. RCM Head of Finance

- i. The RCM Head of Finance will ensure all Accompaniment Fees and Conditions are clearly publicized in the RCM Student Handbook, Notice Boards and the RCM Website.
- ii. The RCM Head of Finance will oversee all accompaniment transactions handled by the RCM.

d. RCM Head of Keyboard

- i. The RCM Head of Keyboard will provide a list of RCM approved accompanists each year or as required for publication on the RCM Website
- ii. The RCM Head of Keyboard with the RCM Executive will oversee this policy in terms of its function and the professional standards of approved RCM accompanists.

e. RCM Director

- i. The RCM Director will oversee the implementation and review of this policy on an annual basis.

- f. RCM Board of Management
 - i. The RCM Board of Management will oversee all aspects of this policy

Policy version and revision information

Policy Devised and Written in August 2012 by Joanne Burrows and Hamish Tait
Policy Ratified by RCM Staff: 10th September 2012
Policy Ratified by RCM Board of Management: 12th September 2012
Policy Revised and Re-Ratified by RCM Staff 15th October 2012
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

4. Operational b – Administrative

4.1. Room/Studio or Performance Space Booking and Hire Policy

1. Introduction

- a.** The Riverina Conservatorium of Music has available performance rooms, classrooms and studios that may be used for performances, workshops, classes, teaching or conventions that are related to music performance, music education or other purposes approved by the Director.
- b.** No RCM rooms, performance space, rehearsal room or studio will be available for the purpose of private teaching by RCM staff or outside teachers unless approved by the Director.
- c.** Bookings for rooms, studios or performance spaces may only be made with the Room/Studio or Performance Space booking form (Attachment 6.1)

2. Dr Roland Bannister Performance Room

- a.** Bookings for the Dr Roland Bannister Room (Bannister Room) may be no less than one hour and no greater than one working day. All Bookings are subject to Performance Room availability. Please note that all Riverina Conservatorium activities take priority over non-Conservatorium bookings. The Bannister Room will be available free of charge to all RCM staff and affiliated ensembles for RCM related activities. RCM staff may be refused a booking if that room has previously been booked by an external organisation no less that one week prior to the staff request for the room.
- b.** The Bannister Room will only be available during office hours for ONE HOUR bookings only subject to availability for AMEB, HSC, or other music examination preparation.
- c.** HSC Examination bookings can only be made when exact HSC exam dates are known. The RCM will not accept block bookings; however, HSC Examination bookings will take priority over all other bookings including RCM staff activities during the HSC music examination period.

3. Rehearsal Room and Upstairs Classroom

- a.** These rooms are available free of charge for all RCM staff subject to availability. Staff will have priority bookings over non-RCM students, teachers or organisations.
- b.** RCM staff may be refused a booking if that room has previously been booked by an external organisation no less that one week prior to the staff request for the room.

4. Teaching Studios including Studio 3

- a.** Teaching staff who have been allocated a specific teaching studio have absolute priority over that studio. All bookings for that space must be approved by the teacher/s who have been allocated use of the room.

- b. If a studio is shared between several staff members, a teacher may not book additional times for that studio without consulting the administrative staff.

5. General Conditions

- a. No room, studio or performance space at the RCM may be used by non-RCM teachers, students or organisations without a signed receipt of the RCM Room Hire Booking Form. RCM Staff and Affiliated ensembles are not required to complete a booking form when requesting use of a room or studio. The Riverina Conservatorium of Music reserves the right to refuse bookings or to cancel unpaid bookings without notice.
- b. Room keys will not be issued without proper identification and the Director's approval. Under no circumstances will keys be issued to persons under the age of 18 years.
- c. Rooms and RCM equipment must be treated with care and respect. Persons or organisations using RCM facilities may be held responsible for rooms and/or equipment damaged during booking periods. All non-RCM users of conservatorium facilities will be expected to leave rooms as they were found. The RCM will endeavour to maintain facilities in a clean and tidy state. Where food is being provided the RCM expects all waste to be removed from the premises.
- d. All visitors to the RCM must sign the visitors' book located at the front desk. This book will be made available both during and after office hours. The RCM accepts no responsibility for personal property including instruments or sheet music that is left on the premises.
- e. Toilet facilities are available in the main foyer area of the building.
- f. No person may serve or consume alcohol on the premises without the prior approval of the Director.
- g. It is expected that all persons under the age of 18 are appropriately supervised and that all non-RCM staff working with children while at the RCM have completed a Working With Children Check.
- h. The RCM is a non-smoking facility.

6. Room Hire Prices

- a. These fees are applicable for all rooms at the RCM.
 - i. One hour \$11.00 (Inc GST)
 - ii. Two hours \$22.00 (Inc GST)
 - iii. Half day \$33.00 (Inc GST)
 - iv. Whole day \$66.00 (Inc GST)

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait and Tanya McPhail
Policy Ratified by RCM Board of Management: 2003
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

5. Operational c – Financial

5.1. Cash flow and Budgeting Policy

1. Introduction

- a. As a not-for-profit organisation the RCM's cash resources are a central component of the organisations asset base. Further, as the RCM's funding environment is at time precarious, it is essential that Annual Budgeting is completed in a timely and accurate fashion enabling the RCM's Board of Management to develop strategies to secure the long term sustainability of the organisation.
- b. This policy is designed to provide a guide for the RCM Administration and the Board of Management as to appropriate practice in relation to Cashflow Management and Budgeting.

2. Definitions

- a. **Cashflow** refers to the management of the inflow and outflow of RCM cash resources.
- b. **Budget** refers to the estimations made by the RCM's financial administration in relation to Cashflow and Annual Profit and Loss (Financial Performance).

3. Policy Statement

- a. This policy will cover RCM policy and procedure for the management of Cashflow and Budgeting documents.

4. Cash flow Management Procedures

- a. The RCM's Deputy Director Finance and Administration (Deputy Director Finance and Administration) will provide weekly updates of the RCM's Cash Position Chart to the RCM Director on a weekly basis. This Cashflow Chart will detail the following:
 - i. Actual cash position at the start of the chart.
 - ii. Estimated cash outflows and inflows for a period no less than 46 weeks from the date of the chart.
 - iii. Known debtors as at the date of the chart.
 - iv. Known Creditors as at the date of the chart.
- b. The RCM's Deputy Director Finance and Administration will work closely with the RCM Director to estimate critical Cashflow events including, but not restricted to, utilities, rent and insurance.
- c. The RCM Director will monitor Cashflow on a weekly basis to ensure that budget is being achieved and that the RCM's cash position remains stable.
- d. The RCM Director will report to the RCM Board of Management any Cashflow concerns immediately.

5. Budget Management Procedures

- a. The RCM Director will provide to the RCM Board of Management a comprehensive Annual Budget no less than two months prior to the end of the current financial year.
- b. This budget will provide calculated estimates in relation to income and expenditure in addition to an annual Cashflow forecast.

6. Roles and Responsibilities

a. RCM Deputy Director Finance and Administration (Deputy Director Finance and Administration)

- i. The RCM's Deputy Director Finance and Administration will ensure that all financial records are kept up-to-date and as accurate as is possible.
- ii. The Deputy Director Finance and Administration will report directly to the RCM Director all matters pertaining to budget and Cashflow.
- iii. The Deputy Director Finance and Administration will provide financial input and advise to the RCM director in relation to the development of the Annual Budget and Cashflow Forecasts.
- iv. The Deputy Director Finance and Administration will update the Cashflow Chart in accordance with the details of this policy as a matter of priority every Monday for consultation with the RCM Director.
- v. The Deputy Director Finance and Administration will provide a monthly Cashflow and Budget report to the RCM Board of Management. This scope of this report is at the discretion of the RCM Board of Management and may vary from time to time.

b. RCM Director

- i. The RCM Director will develop, with the assistance of the Finance Committee, the RCM's Annual Budget and Cashflow Forecasts for presentation at the May Board of Management meeting every year.
- ii. The RCM Director will monitor weekly Cashflow charts every Monday in consultation with the Deputy Director Finance and Administration.
- iii. The RCM Director will exercise his/her discretion in accordance with Board of Management Policy as to Cashflow decisions in relation to the payment of creditors and the pursuit of debtors.
- iv. The RCM Director will raise with the Board of Management immediately any Cashflow concerns that affect short, medium and long-term financial sustainability. It is the responsibility of the RCM Director to understand the implications of the organisation's Cashflow position and to advise the Board of Management accordingly.

c. RCM Treasurer and the Board of Management

- i. The RCM Board of Management is responsible for the Cashflow and Budget oversight of the RCM's Administration.

- ii. The Board of Management will ensure that all reports are timely and presented in a manner that is consistent, clear and informative.
- iii. The RCM Board of Management will appoint a Finance Committee each year to assist the RCM Director in the development of Annual Budgets and Cashflow Forecasts.

d. Relevant Legislation

- i. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation including, but not limited to, the following:
 - 1. Corporations Act 2001 (Cth)
 - 2. Privacy and Personal Information Protection Act 1998 (NSW)

Policy version and revision information

Policy Devised and Written in December 2009 by Hamish Tait
Policy Ratified by RCM Board of Management: December 2009
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

5.2. Company Credit Card Policy

1. Purpose of Policy

- 1.1 Riverina Conservatorium of Music Ltd ('The RCM') may provide certain employees with company issued credit cards for business related purchases. Having a company credit card helps us track and process our expenses, prevent fraud and make payments more efficiently. The RCM wants to make sure that employees who hold company credit cards will use them properly and will know their limitations and responsibilities.

2. Commencement of Policy

- 2.1 This Policy will commence from 03/06/2020. It replaces all other Company Credit Card policies of The RCM (whether written or not).

3. Application of the Policy

- 3.1 This Policy applies to approved employees who are eligible to use a company credit card. It also applies to employees who have been approved to use a company credit card for their department.
- 3.2 This Policy does not form part of any workplace participant's contract of employment. Nor does it form part of any other workplace participant's contract for service.

4. Eligibility criteria

- 4.1 Not all workplace participants or all positions are eligible to hold a company credit card only those who are in an executive position and have been approved by the RCM Board of Directors.

5. Responsibilities

- 5.1 If you have a company credit card, The RCM expects you to:
- Protect it to the best of your ability. Don't leave it unattended or give it to unauthorised people (e.g. friends, family, colleagues) even just to hold.
 - Report it stolen or lost as soon as possible. If, for example, there's a break-in at your home and your company card is taken, you need to file a police report and call the Director or Deputy Director Finance and Administration immediately.
 - Use it only for approved reasons. Follow the instructions in this policy and don't use the card for personal or unauthorised expenses, even if you intend to compensate the charges later.
 - Document all expenses, keep receipts and submit documentation with the date and purpose of the expense to the Deputy Director Finance and Administration as soon as practicable.

5.2 When you're using the company credit card, you should:

- Confirm that the particular expense is allowed under this policy.
- Mind the credit card limit and the transaction limit so you can plan business expenses properly.
- Keep the credit card number and physical card secure.
- Use the card sensibly and avoid unnecessary expenses even if they're allowed under this policy.

6. Violating this policy

6.1 The RCM expects that you will comply with this company credit card policy, violation of this policy will result in disciplinary action. For example:

- If you incur personal or unauthorised expenses, you'll need to pay them yourself. If you do this consistently, you may face disciplinary action that could include loss of the right to have a credit card or even termination of employment depending on the amount and the type of expenses.
- If you lose a receipt, you'll need to inform the Deputy Director Finance and Administration immediately. We may find a solution if this happens rarely, but if you fail to submit receipts consistently, you may lose the right to hold a company card.
- If you fail to submit expenses on time, and incur late fees, you'll need to pay them yourself. Doing this repeatedly will mean loss of the company credit card privileges.
- Giving a company credit card to unauthorised people or abusing the expense limits may result in suspension or termination of your employment.
- Making prohibited purchases as mentioned previously (e.g. weapons, drugs) will result in immediate termination of your employment, and possibly legal action.

6.2 The RCM has the right to review your credit card use, and withdraw your credit card if there's any inappropriate use at any time without warning or an explanation.

7. Variations

7.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

7.2 In the absence of the Director workplace participants are encouraged to seek the assistance of the Deputy Director Finance and Administration.

Associated Documents

RCM Professional Code of Conduct

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

Policy Devised and Written in 2020 by Kathleen Lancaster and Venita Riordan
Policy Ratified by RCM Staff Meeting:
Policy re-ratified by RCM Board of Management:

5.3. RCM Departmental Discretionary Budget Policy

1. Introduction

- a. The Riverina Conservatorium of Music (RCM) is committed to the development of human and physical resources within the organisation. In order to best manage the development of resources, the RCM identifies that the Heads of Department are the best equipped to manage professional development and physical resource needs within the organization.
- b. Discretionary budgets allow each Head of Department (HOD) to manage a limited amount of funds for the direct purpose of developing and coordinating professional development and resources development within the context of their department.
- c. Financial management is a further key strategic area within RCM management and the development of sound financial management skills at the Head of Department level is critical in maintaining financial stability.
- d. Each HOD is given the freedom to expend part or all of their discretionary funds within the scope of the RCM's Strategic Plan and this policy.
- e. This policy document will outline the RCM's policy in relation to:
 - ii. Availability of discretionary funds
 - iii. Discretionary Budget Limits and Conditions
 - iv. HOD guidelines for the expenditure of discretionary funds.
 - v. Roles and responsibilities.

2. Availability of discretionary funds

- a. The availability of RCM Departmental Discretionary Budgets are conditional upon the following factors:
 - vi. Receipt of funds through NSW State Government Grants Program
 1. Discretionary Budgets will only be available to the RCM HODs upon the receipt of funds from the relevant funding body. It is an undertaking of the RCM each year to raise the funds through an external funding body for the purpose of discretionary budgets.
 - vii. General RCM financial status.
 1. The RCM's general financial status will take priority over all discretionary budget expenditure. It is the prerogative of the RCM Director to freeze all discretionary spending where global cash flow and budgetary factors will be negatively affected by discretionary budget expenditure.

3. Discretionary Budget Limits and Conditions.

- a. The amount of money available to Departments will vary depending upon the level of funds received from various funding sources. Discretionary Budgets will be limited to the level of funds made available by the RCM Finance Committee prior to the commencement of Term One. HODs will be notified of the Discretionary Budget allocation by the RCM Director prior to the commencement of Term One or upon receipt of funding allocation. It is a condition of this Policy that NO discretionary spending may take place prior to the formal notification to the HODs by the RCM Director.

- b.** Each Department will be able to access a maximum of 25% of their annual Discretionary Budget each school term. The term-by-term budget cycle will end on the last day of term. Unexpended funds will continue to be made available to Departments until the last day of Term Four (4). However, at any time that proposed expenditure exceeds 25% of the annual allocation, the HOD must request, in writing, written approval from the RCM Director for the amount exceeding 25%. Approval for amounts in excess of the 25% allocation is the prerogative of the RCM Director and will be dependent upon global cash flow and budgetary factors.
- c.** It is a condition of this policy that upon the close of business of the last week of Term 4, all unexpended discretionary funds will be frozen. Unexpended discretionary funds WILL NOT BE MADE AVAILABLE after this time. Unexpended discretionary funds WILL NOT accrue to the following financial year. Each HOD will be required to acquit all discretionary funds at the completion of the RCM's financial year.
- d.** HODs will be personally responsible for the payment of invoices received by the RCM in relation to discretionary spending that do not meet the conditions of this policy.

4. HOD guidelines for the expenditure of discretionary funds.

- a.** HODs may expend discretionary funds, within the scope of this policy, as required by their department. The concept of discretion is defined as the freedom for the department, under the leadership of the HOD, to expend funds without specific approval by the RCM Director. All expenditure will be required to adhere to the following conditions:
 - i.** All discretionary expenditure is restricted to:
 - 1.** Physical resource development for the global benefit of the department. Including:
 - a.** Stationery (e.g. paper, pencils, erasers)
 - b.** Instruments
 - i.** Purchase of portable instruments within scope of budget
 - ii.** Repairs of portable instruments within scope of budget
 - iii.** Purchase of spare parts for instruments such as: Reeds, drum sticks and skins, strings for guitars or bowed stringed instruments, microphone cables or piano stools. This list is a guide only.
 - iv.** HODs should consult with the RCM Director for clarification if in doubt as to applicability of purchase or repairs.
 - c.** Amplifiers, Microphones, Video cameras or other recording equipment for departmental use.
 - d.** Music resources including pedagogical texts, sheet music, ensembles music, arrangements, composition commissions.
 - 2.** Professional development of each member of the department.

3. Subsidisation of teaching programs for the growth and development of the department (N.B: Please consult with the RCM Director).
- ii. All discretionary expenditure must be ratified by at least 60% of the department. Where a department has three or less members, all members of the department must ratify the expenditure.
- iii. Ratification must be in the following form:
 1. Formal minutes from a departmental meeting where majority agreement to the expenditure is documented,
 - a. Where the HOD is required to expend funds prior to a meeting, the ratification must take place prior to the end of the current term budget cycle.
- iv. In the interests of responsible financial practice, each HOD is required to complete a purchase order and complete all purchases through the RCM Administrator. Purchase order forms are available from the RCM Administrator.
- v. Only the RCM Administrator is authorised to process orders through any supplier, wholesaler or retailer. The RCM Administrator will refer any creditors to the relevant HOD as personally liable for any expenditure that does not meet the conditions of this policy.
- vi. Where a HOD is away from the RCM and identifies a possible purchase within the scope of this policy, the HOD is required to make phone or email contact with the RCM Administrator prior to making a purchase. The RCM Administrator must maintain a record of the request and the relevant response. The HOD will not be reimbursed for any expenditure where approval has not been provided by the RCM Administrator.
- vii. ALL capital purchases must be delivered to the RCM Administrator's office for labelling and entry into the RCM Assets Register. HODs may be held liable for purchases in their possession that have not been entered into the RCM Assets Register.

5. Roles and Responsibilities

a. RCM Director

- i. The RCM Director will oversee the application of funds for the Discretionary Budgets.
- ii. The RCM will assess requests for expenditure above the 25% term allocation in consultation with the RCM Administrator. Priority must be given to global cash flow and budgetary factors. The RCM Director must not approve any expenditure where financial risk to the organisation is probable.
- iii. The RCM Director will maintain a record of departmental meetings and audit discretionary spending ratification for each department. The RCM Director is obliged to ensure HODs are meeting strategic goals through discretionary spending.

- iv. The RCM Director will manage all disciplinary matters in relation to this policy.

b. RCM Administrator

- i. The RCM Administrator will facilitate all ratified purchases as requested by HODs. The RCM Administrator is not permitted to authorise purchases in excess of the 25% term allocation without accompanying written approval from the RCM Director.
- ii. The RCM Administrator will maintain records of all external requests for discretionary spending by HODs offsite. Priority must be given to global cash flow and budgetary factors. The RCM Administrator must not approve any expenditure where financial risk to the organisation is probable.
- iii. The RCM Administrator is obliged under this policy to refer creditors or suppliers to the relevant HOD where conditions of this policy have not been met.
- iv. The RCM Administrator will notify and defer to the RCM Director any breaches of this policy.

c. RCM HODs

- i. The RCM HODs will maintain a complete record of all discretionary spending.
- ii. The RCM HODs will maintain and provide to the RCM Director each term records of meetings where discretionary spending has been ratified.
- iii. HODs must utilise the appropriate purchase order form through the RCM Administrator for all purchases.
- iv. HODs must make themselves familiar with this policy prior to any discretionary spending.

Policy version and revision information

Policy Devised and Written in January 2008 by Hamish Tait
Policy Ratified by RCM Board of Management: 13th February 2008
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

6. Operational d – Advertisements, Events & Publicity

6.1. RCM Marketing and Promotions Policy

1. Introduction

a. Marketing and promotion are vital tools for the RCM's ability to maintain its public position as the number one provider of quality music education and performance in the Riverina district. This policy was developed to ascertain how this recognition will be achieved. The rationale for the policy is to manage the RCM's promotional activities and ensure that the RCM is projecting a relevant image. It will outline how marketing and promotion will be used to ensure the goals of the strategic plan (KRA 5) are accommodated for. These include the following points;

- viii. Seek to establish the music education and performance needs of the Riverina community.
- ix. Improve the community's perceptions of the quality of the education services and performances of the RCM
- x. Assist with the promotion of the organisation
- xi. Develop an attractive environment which supports the mission of the organisation.
- xii. Develop ongoing strategies to maintain the excellence of its customer service and interaction skills.

b. It will specify in particular the role of the RCM's publicity officer in relation to the required tasks, and the responsibilities entailed. It will cover the following;

- xiii. Promotion of RCM presented commercial events (ie. Concerts with visiting guests, staff etc.)
- xiv. Promotion of RCM non-commercial events (ie. Student recitals)
- xv. Promotion of RCM educational services
- xvi. Involvement with RCM website
 - 1. Content
 - 2. Appearance
 - 3. Management

2. Policy Statement

a. RCM will be positioned in the eyes of the Riverina community as the best source of music education and local musical performance.

3. Policy Detail

a. An attempt will be made by the RCM Publicity Officer to ensure all RCM activities are represented in the local media in accordance with the RCM Media Policy. The degree of each event's financial risk to the RCM will be directly to the amount of media attention sought, and events will be prioritised in accordance with this.

b. The Publicity Officer will provide copy and images to the media and the RCM Website Manager no later than four weeks prior to an event. Where events are large scale projects, website presence is required no later than four months prior to the event. An attempt will also be made to secure interviews.

- c. The Publicity Officer reports only to the RCM Director or nominated representative. No RCM staff member, student or ensemble director may approach the RCM Publicity Officer regarding promotional activities without prior written approval from the RCM Director or nominated representative.

4. Roles and Responsibilities

a. RCM Publicity Officer

- i. Develop a marketing strategy and advise the director on this through consultation with staff, students and other stake holders. This will become the marketing plan.
- ii. Coordinate the outward flow of information from the RCM, with promotion of events through media.
 1. Newspapers
 2. Radio
 3. Newsletters especially school newsletters
 4. other free media
- iii. Develop a database of existing music event patrons with a view of developing an email newsletter
- iv. Develop mechanisms for feedback from stakeholders to ensure the marketing strategy is meeting the desired goals of the RCM.
- v. The publicity officer will be responsible for ensuring deadlines are met for promotional material, and will also attempt to arrange interviews as appropriate. Strategies will be developed in consultation with the director to ensure the RCM maintains its status in the public eye.

b. RCM Director

- i. Oversee publicity officer's activities, through regular meetings

c. RCM Staff

- i. Support the RCM marketing plan eg providing up to date information for web page staff profiles and other information as required.

5. Relevant Legislation

- a. Personnel should be aware that they are to act in accordance with the law at all times and are governed by legislation with reference to marketing materials, including, but not limited to, the following:
- i. Copyright Act 1968 (Cth)
 - ii. Copyright Amendment Act 2006

Policy version and revision information

*Policy Devised and Written in May 2006 by Hamish Tait and Morwenna Collett
Policy Ratified and Implemented by RCM Board of Management: June 2006
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:*

6.2. Media and Publicity Policy

1. Policy Statement

- a.** The purpose of this policy is to ensure that all media representation of the Riverina Conservatorium of Music is fair, accurate and without prejudice. For the purposes of this Policy the term media refers to; Television, Radio, Internet, Electronic Mail Services (Email) and Printed Media including Newspapers, Magazines Professional Journals and Newsletters etc.
- b.** No person may speak for or on behalf of the Riverina Conservatorium of Music except the Director or the Chair of the Governing Board.
- c.** The board of the Riverina Conservatorium of Music requests that all RCM staff or representative refer all media related issues to the Director. In cases where staff of representatives of the RCM have are interviewed at public events etc, it is requested that the Director be informed as soon as possible regarding the matter.
- d.** Due to the public nature of music performance staff of the Riverina Conservatorium of Music may from time to time require the services of the media. Any staff member wishing to utilise the media for promotional activities may do so providing the Director has been informed prior to publication or, in the case of radio and television, prior to the interview.

Policy version and revision information

Policy Devised and Written in 2003 by Hamish Tait
Policy Ratified by RCM Board of Management: 2003
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

6.3. Social Media Policy

1. Social Media Policy

1.1 The Social Media Policy ('Policy') relates to Riverina Conservatorium of Music ('RCM') and, where relevant, operates in conjunction with the Internet, Email and Computer Use Policy and the Contract of Employment or contract for service.

2. Commencement of Policy

2.1 This Policy will commence from 28/01/2020. It replaces all other policies, if any, relating to access to social media platforms and social networking sites (whether written or not).

3. Scope

3.1 The Policy relates to all full-time, part-time and casual employees of RCM ('RCM Employees'), as well as contractors, temporaries and subcontractors working for or on behalf of either a company or any associated companies in the RCM workplace ('RCM Contractors').

3.2 The Policy also applies to RCM Employees and RCM Contractors' participation in social media inside or outside of any RCM workplace and includes use of a Contractor's or an Employee's own device.

3.3 The Policy does not form part of any contract of employment with RCM. Nor does it form part of any contract for service with RCM.

4. Definitions

4.1 In this Policy:

a) **'Blogging'** means the act of using web log or 'blog'. A blog is a frequently updated website featuring diary-style commentary, audio-visual material and links to articles on other websites.

b) **'Confidential Information'** includes but is not limited to trade secrets of RCM; non-public information about the organisation and affairs of RCM such as: pricing information such as internal cost and pricing rates, production scheduling software, special supply information; marketing or strategy plans; exclusive supply agreements or arrangements; commercial and business plans; commission structures; contractual arrangements with third parties; tender policies and arrangements; financial information and data; sales and training materials; technical data; schematics; proposals and intentions; designs; policies and procedures documents; concepts not reduced to material form; information which is personal information for the purposes of privacy law; and all other information obtained from RCM or obtained in the course of working or providing services to RCM that is by its nature confidential.

c) **'Computer'** includes all laptop computers and desk top computers.

d) **'Hand Held Device'** includes all such devices which are used by RCM Employees and RCM Contractors, inside and outside working hours, in the workplace of RCM (or a related corporation of RCM) or at any other place. Such devices include, but are not limited to, mobile phones, Blackberrys, Palm Pilots, PDAs, iPhones, tablets, iPads, other handheld electronic devices, smart

phones and similar products, and any other device used to access social networking sites or a social media platform.

e) 'Intellectual Property' means all forms of intellectual property rights throughout the world including copyright, patent, design, trade mark, trade name, and all Confidential Information and including know-how and trade secrets.

f) 'Person' includes any natural person, company, partnership, association, trust, business, or other organisation or entity of any description and a person's legal personal representative(s), successors, assigns or substitutes.

g) 'Social Networking Site' and 'Social Media Platform' includes but is not limited to Facebook, My Space, Bebo, Friendster, Flickr, LinkedIn, XING, Blogger, WordPress, You Tube, Twitter, Yahoo Groups, Google Groups, Whirlpool, Instant Messaging Services, Message Board, Podcasts, 'Wikis' (e.g. Wikipedia) and other similar sites.

5. Representing RCM in social media

5.1 In consideration of the type of business of RCM, any comments about or in connection with RCM made in a social media platform must be factual and consistent information with RCM's goals and objectives. This means protecting commercially sensitive information in accordance a RCM Employee's contract of employment and a RCM Contractor's contract for service.

5.2 All RCM Employees and RCM Contractors are restricted from making comments on behalf of RCM or using RCM's branding, (including the corporate logo, internal logo and registered trademarks), in any Social media platform unless otherwise authorised.

5.3 Only the following RCM Employees are authorised to speak on behalf of RCM on

Social media platforms:

- a)** Chairman
- b)** CEO
- c)** Deputy Director/s
- d)** Publicity Officer

5.4 RCM recognises that circumstances may arise in which RCM Employees and RCM Contractors make mention of RCM in social media.

5.5 Unless authorised by RCM, any comments made by RCM Employees and RCM Contractors must contain a disclaimer that they are not representing RCM and do not have authority to speak on behalf of RCM, and the views of the RCM Employee/RCM Contractor do not represent the views of RCM.

6. Acknowledgement

6.1 All RCM Employees and RCM Contractors acknowledge that:

- a)** they are not to make comments which might reflect negatively on RCM's reputation or make deliberately false or misleading claims about RCM, or its products or services. Any recognised inaccurate comments must have all reasonable efforts made by the RCM Employee or RCM Contractor to correct the statement;

- b)** they must not disclose confidential or commercially sensitive information about RCM including RCM's Confidential Information or Intellectual Property. This obligation continues after the employment or engagement ceases;
- c)** they must not endorse or cite any client, partner or supplier of the RCM without the explicit prior permission of the Director;
- d)** they must observe the relevant privacy, defamation and copyright laws; and
- e)** they must comply with relevant discrimination laws and RCM policies that relate to discrimination and harassment.
- f)** they must not engage or make any attempt to engage with any RCM student on any social media platforms.

7. Material posted by others

7.1 Inappropriate or disparaging content and information stored or posted by others (including non-employees) in the social media environment may also damage RCM's reputation.

7.2 If you become aware of any such material which may damage the RCM or its reputation, you must immediately notify your Head of Department and the Director - Hamish Tait on 0419 638 180.

8. External social media platforms

8.1 When using external Social Media Platforms, including, but not limited to, social networks and Blogging sites, RCM Employees and RCM Contractors should not disparage or make adverse comments about RCM, any RCM Employee or any RCM Contractor. This includes where such comments are made whilst a RCM Employee or RCM Contractor is contributing to a Social Media Platform using a RCM computer and internet resources and similarly whilst using a non-RCM computer or hand held device.

8.2 RCM Employees and RCM Contractors should be aware that, in accordance with the Internet, Email and Computer Use Policy, internet usage is continuously logged and archived by RCM for monitoring purposes on an ongoing basis.

8.3 If it comes to RCM's attention that a RCM Employee or RCM Contractor has made inappropriate and/or unauthorised comments about RCM or a RCM Employee or RCM Contractor, RCM may choose to take action against such person as outlined in the Policy. Action will not be limited to contributions made on a Social Media Platform made whilst using RCM computer and internet resources but may include action taken as a consequence of inappropriate and/or unauthorised contributions made about RCM, a RCM Employee or RCM Contractor via a non-RCM computer or Hand Held Device.

9. RCM employees' and RCM contractors' responsibilities

9.1 RCM Employees and RCM Contractors are personally responsible to report any inaccurate, misleading or deceptive information they encounter about RCM and its products and services to the Director.

10. Warning

- 10.1** Apart from the potentially adverse effects a blog or social networking entry may have on RCM, inappropriate blogs on internal or external sites can also have adverse consequences for a RCM Employee or RCM Contractors in terms of future career prospects, as the material remains widely and permanently accessible to other site users.
- 10.2** RCM may use and disclose an Employee's or Contractor's social media posts where that use or disclosure is:
- a) for a purpose related to the employment of any employee or related to RCM's business activities; or
 - b) use or disclosure to a law enforcement agency in connection with an offence; or
 - c) use or disclosure in connection with legal proceedings; or
 - d) use or disclosure reasonably believed to be necessary to avert an imminent threat of serious violence to any person or substantial damage to property.
- 10.3** While users are permitted to use RCM's computer network for limited and reasonable personal use, Employees and Contractors must be mindful that any information (personal or other) they disclose while using RCM's computer network may be used and/or disclosed as provided for in clause 10.2 above. An Employee or Contractor is taken to have consented to the use and disclosure of any information (personal or otherwise) that is disclosed during personal use of RCM's computer network.

11. Consequences of breaching the Social Media Policy

11.1 Any breach of the Policy may result in disciplinary action, including, but not limited to, issue of a warning, demotion, suspension or termination of employment (or, for RCM Contractors, the termination or non-renewal of their contract for service).

12. Variations

12.1 If a worker is unsure about any matter covered by this Policy, they should seek the assistance of the Director.

Associated Documents

Professional Code of Conduct

The RCM reserves the right to vary, replace or terminate this policy from time to time.

Policy version and revision information

*Policy Devised and Written in 2020 by Kathleen Lancaster and Venita Riordan
Policy Ratified by RCM Staff Meeting: March 2020
Policy re-ratified by RCM Board of Management:*

6.4. RCM Performance Policy

1. Introduction

- a. The RCM is actively engaged in the presentation of quality music performance across all genres of music. Performance is a Key Result Area in the RCM's strategic planning process and is regarded as a vital education tool in the teaching of music. Further, the RCM is eager to promote excellence in music through the presentation of concerts performed by a variety of local, national and international performers. It is also committed to providing the Riverina region with access to live music performance as a means of building community and cultural appreciation.
- b. It is the RCM's aim to present all concerts and performances in a professional and dignified fashion.
- c. This policy has been developed to govern the presentation of concerts by the Riverina Conservatorium of Music. This document will present the RCM's policy regarding the following areas:
 - i. Management of performance schedules
 - ii. Management of performance content
 - iii. Management of performance logistics
 - iv. Management of performance financial and administrative processes.
 - v. Management of student performance
 - vi. Management of ad-hoc performance events
 - vii. External performance providers
 - viii. Management of performance promotion
 - ix. Roles and responsibilities.

2. Management of performance schedules

- a. The management of performance schedules is the responsibility of the RCM Executive including the Director and Concert Administrator. This section will detail policy across the areas:
- b. Performance dates
- c. Performance schedule deadline dates
- d. Publication of performance schedules
 - i. Performance dates: The RCM will strive to present a balanced schedule of performances across the RCM teaching year. Consequently, it will aim to balance student and professional performances within each School Term.
 - ii. Publication of performance schedules

3. Management of performance content

- a. The RCM aims to represent all musical styles and genres through its performance program. However, for educational purposes it will focus on the presentation of professional and student performances that best reflect and support the scope of the RCM's teaching programs.
- b. The RCM will actively encourage subscribers and visitors to RCM professional performance events to take up the opportunity to engage with future planning and concert planning.

- c. Management of the content of the RCM's performance programs will be the responsibility of the RCM Director and Concert Administrator. The Director and Concert Administrator. will seek comment from audiences and consider all submissions from RCM Staff, local, national and international performers regarding future programming and concert planning. All program decisions must consider the following criteria:
 - i. Audience appeal and ease of marketing
 - ii. Audience Development and Partnerships
 - iii. Relevance to RCM's Strategic Plan
 - iv. Potential risk to the RCM in view of content and potential financial cost
 - v. Balance of content across the year.
- d. The RCM will not tolerate performance material that contains violence, swearing, racial discrimination, religious discrimination, sexually explicit material or other offensive content.
- e. The RCM reserves the right to refuse performance rights to any performance where it feels the performance could damage the RCM in any way.

4. Management of performance logistics

- a. Performance logistics will be the responsibility of the RCM Concert Administrator. All stage and on-site artist management will be facilitated by the Concert Administrator nominated personnel.
- b. Performers requiring specialist equipment must provide the RCM with notice of needs no later than three weeks prior to the performance. The RCM may decline to provide some equipment where equipment is unavailable, logistically unsuitable for the venue or beyond the financial means of the RCM.
- c. All performances will take place in RCM approved venues where the venue satisfies the RCM's Risk Assessment Policy.
- d. Where logistically possible, all performances will take place in the Dr Roland Bannister Room at the RCM, Blakemore Building, College Avenue, Wagga Wagga.

5. Management of performance financial and administrative processes.

- a. In the interests of sustainable financial management and sustainability, the RCM will undertake a financial risk assessment of all proposed performance activities. The RCM reserves the right to refuse performance activities where it perceives the performance will expose the RCM to unnecessary financial risk. Further, the RCM will undertake to ensure all performances are accompanied by suitable programs and ticketing procedures. In view of this, this section will outline the RCM's policy with regards to:
 - i. Performance budget preparation
 - ii. Ticketing and RCM student admission
 - iii. Programs
 - iv. Performer remuneration

- b.** Performance budget preparation: The RCM Concert Administrator and the RCM Deputy Director Finance and Administration will undertake to prepare a comprehensive budget of all income and expenditure in relation to any given performance event likely to incur financial cost to the RCM. The RCM Finance Committee will determine perceived financial risk of individual projects where necessary. The RCM reserves the right to reject performance proposals where the RCM will be exposed to unnecessary financial risk. All performance budgets will be calculated to a break even point with an audience income of no greater than 65% of venue capacity.
- c.** Ticketing: The RCM Deputy Director Finance and Administration will prepare, and provide for sale, tickets for all revenue generating RCM performance events. These tickets will be provided for sale no later than three weeks prior to the performance events. Tickets will detail the performance and the type of ticket sold.
- d.** The RCM will make available \$5 tickets to all RCM students unless otherwise indicated. The RCM will, at its discretion, limit student tickets depending upon demand. In such cases, students will be required to reserve their seats no later than one week prior to the performance. The RCM may vary the number of seats from time to time depending upon concert popularity and financial risk factors.
- e.** RCM students are required to present a valid RCM Curriculum Booklet in order to gain free student tickets. An accompanying parent will be admitted for \$5.00.
- f.** Programs: All performers are required to provide the RCM Administrator with complete and comprehensive program notes and details for publication in the performance program. This information may be edited by the RCM Concert Administrator. All information and program details must be provided to the RCM Concert Administrator no later than two weeks prior to the performance.
- g.** Performer Remuneration: In the interests of maintaining professional standards, the RCM will undertake, where relevant, to remunerate performers at professional rates. The RCM will require from time-to-time that visiting performers agree to conditions laid out in the RCM performance contract (See attachment A) and as agreed to by both parties.

6. Management of student performance

- a.** The RCM will undertake to provide RCM students with multiple performance opportunities every year. Accordingly, the RCM will host open student recitals every second week of every term starting in week two. Additional concerts may be organised from time-to-time depending upon need and popularity of concerts. Concert programs and logistics will be managed by the RCM's Staff Services Officer. All concerts will be compered by an RCM staff member. Some student concerts may be specifically allocated to either a genre or special need.

7. Management of ad-hoc performance events

- a. The RCM, from time-to-time, may host ad-hoc performance events. These events must be presented in proposal form to the RCM Director no later than two months prior to the proposed performance dates. All ad-hoc performance event proposals must include a comprehensive budget detailing estimated income and expenditure. As a matter of policy, no budget will estimate potential audience income beyond 65% of auditorium capacity.
- b. The RCM Director reserves the right to reject ad-hoc performance proposals where the proposed performance event presents unnecessary financial risk or potential strain upon RCM physical and human resources.

8. External performance providers

- a. The RCM invites any external performance providers to utilise the RCM for the presentation of suitable performance events. Such use by external providers must adhere to the RCM's policy regarding room hire and the policy regarding the use of RCM equipment and instruments including grand pianos.
- b. Hire to external performance providers will be governed by the RCM Room Hire policy.
- c. The RCM reserves the right to deny use of RCM facilities to external performance providers where that external performance provider is deemed to present unnecessary financial or other risk to the RCM.

9. Management of performance promotion

- a. All RCM performance activities will be promoted in accordance with the RCM's Marketing and Promotion Policy and will be managed by the RCM's Concert Administrator

10. Roles and responsibilities

- a. **RCM Director:**
 - i. The RCM Director is responsible for overseeing all RCM performance management, logistics, financial and other administrative activities. The RCM Director will oversee the preparation of all performance budgetary material and promotional activities. The RCM Director has the power to veto performances upon the advice of the RCM Board or Executive where that advice deems that a proposed performance activity exposes the RCM to unnecessary financial or other risk.
- b. **RCM Concert Administrator:**
 - i. The RCM Concert Administrator will undertake to ensure all performance activities adhere to the RCM Performance Policy. The Concert Administrator will manage all visiting performance artists. Additionally, the Concert Administrator is responsible for the smooth stage presentation and logistical management of all RCM Performance activities.

- ii. The RCM Concert Administrator will advise the RCM Director in relation to performance activities and assist the RCM Deputy Director Finance and Administration in the preparation of concert programming.
- iii. The RCM Concert Administrator will undertake to assist the RCM Director in the preparation of budgetary material for all performance activities. Additionally, the Head of Finance will manage all front of house activities including the coordinating of front of house staff for each performance.
- iv. The RCM Concert Administrator will work with the RCM's Deputy Director Finance and Administration to prepare full financial reports in relation to performance programs for presentation to the RCM's Finance Committee and for relevant grant acquittals.
- v. The RCM Publicity officer will work closely with the RCM Deputy Director Finance and Administration, Director and Head of Performance to ensure all performance activities are promoted equitably and in accordance with the RCM Marketing and Promotion Policy.

c. RCM Board of Management

- i. The Board of Management will hold responsibility for Risk Assessment and policy management regarding all RCM performance activities.

Policy version and revision information

Policy Devised and Written in April 2006 by Hamish Tait
Policy Ratified and Implemented by RCM Board of Management: April 2006
Policy Reviewed: February 2010 by Hamish Tait
Policy Re-ratified by the RCM Board of Management: February 2010
Policy Reviewed: July 2014 by Catherine Holland and Hamish Tait
Policy Re-ratified by RCM Staff Meeting: 1st September 2014
Policy Re-ratified by the RCM Board of Management: 22nd October 2014
Policy Reviewed: Under Review by Venita Riordan
Policy re-ratified by RCM staff meeting:
Policy re-ratified by RCM Board of Management:

ATTACHMENT A (RCM Performance Contract)

Riverina Conservatorium of Music
PERFORMANCE CONTRACT

Agreement dated this _____ day of _____, _____ between

The Riverina Conservatorium of Music Incorporated being a body corporate incorporated under the Associations Incorporation Act (1984) of New South Wales (hereinafter referred to as "the RCM") of the other part (ABN. 51 039 417 953) and

THE PERFORMER (hereinafter referred to as "the performer")

Whereby the parties agree as follows

1. Presenter's Obligations

- (a) The Presenter represents and warrants that the Presenter has full capacity, power and authority to enter into this Agreement and to comply with the terms and conditions of this Agreement.
- (b) The Presenter shall observe and comply with the provisions of all Acts, industrial agreements, awards and determinations which apply to or in respect of any persons engaged or employed by them in connection with this Agreement.
- (c) The Presenter shall hire in its name, and subject to approval by the Performer, all venues at which the Concerts will be performed ("Venues"), place tickets on sale for the Concerts where appropriate, make all necessary technical and production arrangements for the concerts such as, but not limited to, the provision of all necessary front-of-house staff and all lighting and sound facilities, and take responsibility for the publication and distribution of programs at the Venues during each Concert either in the form specified by the Performer or that created by the Presenter, in accordance with this Agreement.
- (d) The Presenter shall be responsible for transporting the artists, as necessary, to and from the airport and to and from the venue for rehearsals and performance except where the performance venue is fewer than 75km from the Performer's home city, in which case transportation remains the responsibility of the Performer.
- (e) The Presenter shall not be entitled to assign or otherwise transfer or sub-contract any of its rights, duties or obligations under this Agreement, without the prior written consent of the Performer, which may or may not be given in its absolute discretion.

2. Performer's Obligations

- (a) The Performer represents and warrants that the Performer has full capacity, power and authority to enter into this Agreement and to comply with the terms and conditions of this Agreement.
- (b) The Performer shall be responsible for ensuring the agreed group/artists perform on the dates specified on Schedule A of this contract.
- (c) The Performer shall inform the Presenter of program choices not less than four (4) weeks prior to each Concert
- (d) With the exception of clause 1(d) above, the Performer shall make or cause to be made all travel and hotel/motel accommodation arrangements for all members of the performer's party/ensemble/support team.

3. Insurance

- (a) The Presenter shall be responsible, at its own cost, for ensuring that adequate public risk insurance, of at least \$10 million, is maintained by either the Venue or the Presenter to cover an occurrence or series of occurrences arising out of any one event in respect of the liability of the Presenter. Evidence of such cover will be shown upon request.
- (b) The Presenter shall be responsible to take out, at its cost, adequate, proper and customary insurance under workers' compensation or similar compensation schemes for people directly employed by the presenter including management, technical personnel, ushers, box office staff and cleaners. (Workers' compensation for musicians or those travelling with the musicians is not the responsibility of the presenter).
- (c) The Performer will facilitate all insurance for instruments, equipment, travel etc at the Performer's own expense.

4. Finance

- (a) All presentation costs, expenses, liabilities and debts in relation to the Concert/s shall be the sole responsibility of the Presenter.
- (b) The Performer shall invoice the Presenter for all fees listed on Schedule A ("Fees" including GST) in respect of each Concert and the Presenter shall pay each invoice within seven (7) days of receipt of the invoice.
- (c) Unless otherwise agreed, the Presenter shall be entitled to the proceeds from the sale of tickets, programs etc for the concert.

5. Concert Changes or Cancellation

- (a) The dates and times of the Concerts may only be varied if mutually agreed in writing EXCEPT in the case of events of force majeure such as, but not limited to, fire, flood, earthquake, war or civil strife, hurricane or industrial disturbance, strike, lockout, epidemic, failure or delays of scheduled transportation facilities or death of the Performer or member of ensemble, which makes the strict performance of this Agreement undesirable or impossible.

In the case of force majeure, the parties or their representatives shall consult with a view to the modification, reduction or other alteration of the tour arrangements. If, after such consultation, it be found by the Performer or the Presenter impracticable to commence or proceed with the performance, this Agreement will be terminated.

6.5. NEXT POLICY HEADING