



South West Music

Policy and Procedures Manual

SECTION 3

MANAGEMENT SYSTEMS

ENDORSED BY:

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2013

VERSION 1

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3.1 FINANCIAL MANAGEMENT SYSTEMS

3.1.1 OBJECTIVE

South West Music will have systems that support the effective financial control, management and accountability of the organisation's assets to its members and stakeholders and ensures that the organisation can deliver upon its strategic goals.

3.1.2 SCOPE

This policy relates to all staff, volunteers and contractors undertaking the operations of the organisation.

3.1.3 PRINCIPLES

- i. Operate with the highest level of probity
- ii. Promoting ethical and responsible decision making
- iii. Safeguarding integrity in financial reporting
- iv. Report corrupt or unethical behaviour
- v. Being accountable
- vi. Client focused service delivery
- vii. Building sustainability
- viii. Recognising and managing risk

3.1.4 LINKAGES

3 Year Financial Forecasts

Annual Budget

Schedule of Delegation

Delegated Authority

SWM Purchase Order Form

Request for Reimbursement Form

SWM Timesheet

3.1.5 FINANCIAL MANAGEMENT

- i. South West Music Board of Management accepts the overall responsibility for the financial management of the association and will ensure that financial probity and best practice principals are adhered to at all times.
- ii. The Director shall present monthly financial reports to the Finance Sub Committee including but not limited to a current Balance Sheet comparison, Reconciliation Report and Budget versus Actual report for the period inclusive of written analysis of variances and corrective actions to be taken.

- iii. The Organisation shall ensure the Board of Management and office bearers declare all interest and not participate in discussion where a conflict of interest may occur. *See Section 2.6.6 Code of Conduct Policy.*
- iv. The organisation's Schedule of Delegation will be reviewed at least annually to ensure that it is fit for purpose.
- v. Upon appointment of an employee the Board of Management will be required to delegate authority in the correct legal manner to ensure that the worker can act in an official capacity on behalf of the Board of Management as per the Schedule of Delegation.
- vi. The Board of Management will appoint a Finance Committee each year to assist the Director in the development of Annual Budgets and Financial Forecasts. Three year financial forecasts corresponding to the strategic direction of the organisation will be prepared along with an annual budget for the scrutiny of the Finance Sub Committee and approval by the Board of Management prior to the commencement of each new financial year.

3.1.6 ACCOUNTS RECEIVABLE

- i. All monies received by the Organisation shall be receipted in the organisation's financial system, currently QuickBooks, and deposited in the organisation's appropriate bank account immediately.
- ii. Electronic transfer of funds is the organisation's preferred operational methodology.
- iii. The operating account and QuickBooks will be reconciled at a minimum monthly and reports presented to the Director and Treasurer.
- iv. All reserve funds held and generated by the organisation shall be invested in interest bearing term deposits for periods and at rates approved by the Board of Management.

3.1.7 ACCOUNTS PAYABLE

- i. The organisation shall operate a working cheque account for payment of accounts. This account shall be kept to a working minimum with all other funds held in interest bearing accounts.
- ii. All cheques and Electronic Funds Transfers (EFT) must contain 2 signatures at all times to be valid. Under no circumstances should parties sign blank cheques.
- iii. At least one signatory shall be a member of the Executive of the Board of Management.
- iv. A list of current bank account signatories shall be maintained with the AGM file and reviewed at each AGM of the Association.
- v. Transfers and withdrawals require two signatures regardless of the amount.
- vi. Cheques are not to show the payee as 'cash' or to be open unless the payee has established his/her identity.
- vii. Petty Cash will be operated under the imprest system and should only be used for the purchase of minor items necessary for the day to day running of the office.
- viii. When purchasing goods and services the best possible price should be sought. For goods or services over the value of \$3000.00 at least 3 quotes must be called for where possible. See Schedule of Delegation.

- ix. Payment of out of pocket expenses for previously approved expenditure pertaining to the business of the organisation will be made to staff and management on presentation of relevant receipts. See Request for Reimbursement Form.
- x. Wherever possible if reimbursements are allowable by host organisations the Organisation must endeavour to seek reimbursement for expenditure such as travel, accommodation and the like.

3.1.8 FINANCIAL RECORDS

- i. The invoice/account will be retained with the signed cheque requisitions or EFT information and filed chronologically for audit purposes.
- ii. All financial records will be kept for seven years in compliance with ATO rulings.
- iii. An Auditor shall be appointed annually at the AGM to conduct an audit and prepare Audited Financial Statements for the financial year 1st July – 30th June.
- iv. The following points should also be included in the auditor's checklist
 - Creditors
 - Debtors
 - Bad debts
 - BAS statements
 - PAYG Payment summaries
 - Any changes in the asset depreciation schedule

3.1.9 PAYROLL

- i. The payroll capacity and functions of the QuickBooks system is currently utilised to manage all employees' records.
- ii. A time sheet is to be submitted by each employee prior to fortnightly payment of wages.
- iii. The Director prior to payment being made will sign off each employee's timesheet.
- iv. Completed time sheets and employment records shall be maintained in each employee's file and electronically in the QuickBooks payroll system.

3.2 ADMINISTRATIVE SYSTEMS

3.2.1 OBJECTIVE

South West Music will have systems that support the effective management and accountability of the organisation's operations to its members and stakeholders and ensure that the organisation can deliver upon its strategic goals.

3.2.2 SCOPE

This policy relates to all staff, volunteers and contractors undertaking the operations of the organisation.

3.2.3 PRINCIPLES

- i. Operate with the highest level of probity
- ii. Promoting ethical and responsible decision making
- iii. Safeguarding integrity in financial reporting
- iv. Report corrupt or unethical behaviour
- v. Being accountable
- vi. Client focused service delivery
- vii. Building sustainability
- viii. Recognising and managing risk

LINKAGES

[Asset Register](#)

[Agreement for the Private Use of a Motor Vehicle](#)

[Motor Vehicle Tender Form](#)

3.2.5 IT SYSTEMS AND RECORDS

- i. South West Music will subscribe to and utilise the most appropriate IT system/s for the efficient and effective management of the operations of the organisation.
- ii. The main administration office computer, where all the organisations electronic documents are to be held, will be backed up daily with back ups maintained in fire safe storage and off site.
- iii. All hard copy records are kept in locked filing cabinets, or secure storage areas at all times.

3.2.6 ASSETS

- i. An Asset Register of all plant and property shall be maintained and updated regularly so as to be current for each financial year audits.
- ii. All assets purchased by South West Music are to be added to the Asset Register inclusive of serial number where appropriate.
- iii. The Asset Register is located on the H Drive/ Assets/ SWM Asset Register
- iv. Purchase price is only added if the item is valued above \$300.
- v. The purchase price amount added to Asset Register is exclusive of GST
- vi. If purchase price is added payment for item must be out of the appropriate fixed asset account in QuickBooks to allow for depreciation.
- vii. Items valued at less than \$300 will be added to the Asset Register with no purchase price and will have been paid for out of the appropriate ordinary expense account in QuickBooks.
- viii. A copy of all purchase Tax Invoices is to be kept in the Asset Register Folder for audit and warranty purposes.
- ix. Each item will be categorised and the location identified.
 - Categories ITC – Information Technology & Communication
 - OEF – Office Equipment & Furniture
 - MEI – Music Equipment & Instruments
 - OI – Office Improvements
- x. All warranties, instruction manuals and information for items purchased will be kept in the Asset Register Folder.

3.2.7 INSURANCE

- i. The organisation will ensure that appropriate insurances relevant to its operations i.e. Worker's Compensation, Public Liability, Directors and Officers, etc. are maintained at all times.
- ii. Quarterly reviews of current insurances, claims etc will be undertaken with the insurance broker.

3.2.8 MOTOR VEHICLES

This policy covers the usage of the SWM motor vehicle/s by staff and Board of Management members.

SOUTH WEST MUSIC SHALL BE RESPONSIBLE FOR THE FOLLOWING:

- i. Purchasing and regular change over of motor vehicle/s
- ii. Maintaining vehicle/s in accordance with manufacturers' specifications and in a roadworthy state
- iii. Supplying fuel and other consumables for the vehicle/s
- iv. Insuring the motor vehicle/s

- v. The South West Music vehicle is not to be used for private usage by staff or Board members.
- vi. The vehicle/s will be garaged at the SWM office out of business hours.
- vii. Staff or Board of Management members, who hold a valid Driver's licence, may drive the motor vehicle/s.
- viii. No client of the service is permitted to drive the vehicle.
- ix. Each person using the vehicle for business activities is required to fill in and sign the "vehicle log book" held in the vehicle prior to beginning each journey.
- x. Each person using the vehicle is to ensure that the vehicle is left in a clean and tidy state at the end of each usage.
- xi. Vehicles shall be locked at all times when it is not in use.
- xii. Staff or any person using the vehicle is responsible for any fine or penalty that they incur while driving the Organisation's vehicle.
- xiii. Smoking is not permitted in the vehicle.
- xiv. A vehicle document folder will be kept in the vehicle and it will contain the fuel card, fuel record, log book, vehicle fault form, accident/damage form, what to do in case of an accident checklist, insurer number, office number, emergency numbers.

3.2.9 SAFE DRIVING PRACTICES

- i. The following is a list of safe driving practices that must be followed by all users operating a vehicle in the course of their work.

Driving Schedules/Fatigue - Fatigue is a significant issue for drivers who are required to spend long periods of time behind the wheel. South West Music requires that in the event its vehicle users are required to travel for any extended period of time that they take a break at least once every 2 hours or when they feel fatigued. Remember STOP, REVIVE, SURVIVE.

Speed - Together with fatigue, speed is often a critical factor in road accidents. Users must drive within the speed limit at all times. Any speeding fines incurred by a vehicle user whilst driving a vehicle in the course of their employment will be the responsibility of the user.

Mobile Phones - Driving whilst talking on a hand-held mobile phone is illegal in Australia. Where vehicle users are required to spend considerable periods of time driving a company vehicle and are also required to use a mobile phone during the course of their employment, South West Music may install a hands-free set. In the event a hands-free set is not installed or is unavailable, vehicle users must not answer calls whilst the vehicle is in motion and must pull over to the side of the road and ensure the vehicle is stationary before receiving or making a call.

Drugs And Alcohol - Vehicle users must not drive vehicles while over the legal limit applicable for alcohol, or while impaired by medication or other drugs that cause drowsiness, alter perception or state of consciousness.

Unrestrained Objects - Unrestrained objects in a vehicle such as street directories, brief cases or even tissue boxes can become missiles in the event of an accident, putting the driver and any passengers at serious risk of injury. All drivers should be aware of this hazard and take precautions to avoid the presence of unrestrained objects whilst the vehicle is in motion.

3.2.10 VEHICLE FAULTS

- i. Faults in the vehicle are to be reported immediately and in writing to the Administration Officer or the Director on the Vehicle Fault Form kept in the vehicle document folder
- ii. Any damage incurred to a vehicle must be reported immediately to the administration officer or the Director and the vehicle damage report forms completed.

3.2.11 MOTOR VEHICLE ACCIDENT

- i. In the event of a motor vehicle accident the SWM Motor Vehicle Accident Protocol will be used.

3.2.12 DISPOSAL OF USED VEHICLE/S

- i. South West Music will ensure that the disposal of all motor vehicles is undertaken in a manner that maximises the financial return on the organisation's asset.
- ii. To ascertain the value of the vehicle quotes for the trade in value will be sort at the time of sourcing purchase prices for replacement vehicle/s.
- iii. As per Financial Management policy three quotes will be received.
- iv. Vehicles to be disposed of will then be offered to staff and Board through an internal Tender process with the value of the trade in being the minimum price the vehicle will be disposed of for.
- v. If no interest is expressed internally the vehicle will traded in on the new vehicle.
- vi. If deemed appropriate an external tender process may take place if the internal process is not successful.

3.2.13 KEYS

- i. A Register of office keys issued to employees and staff will be maintained with the signature of all employees given access keys.

3.3 MANAGEMENT INFORMATION SYSTEMS

3.3.1 OBJECTIVE

South West Music will ensure that the information the organisation collects in the course of its operational activity will be utilised in supporting the planning and management of the organisation.

3.3.2 SCOPE

This policy relates to all staff and volunteers undertaking the operations of the organisation.

3.3.3 PRINCIPLES

- i. Safeguarding integrity of information
- ii. Culturally and contextually appropriate service delivery
- iii. Ongoing review and evaluation
- iv. Accessibility of services
- v. Respect and equality
- vi. Building sustainability

3.3.4 LINKAGES

End of Semester Data Collection – DEC Program Performance Report

Student Enrolment Form

3.3.5 DATA COLLECTION & REPORTING

- i. The organisation will collect data on activities and service users as deemed appropriate to meet compliance and reporting requirements.
- ii. IT systems will be utilised and developed to simplify the process of capturing and analysing data.
- iii. The Director as directed will provide monthly reports on activities to the Board of Management.
- iv. Annual reports on activities will be provided to members of the association.
- v. No service users names or individual records will appear in any reports or publications released by the organisation.
- vi. Permission may be sought from individuals for the inclusion of their details where appropriate. Their permission will be confirmed by the signing of a media consent form, which is included with the enrolment form.
- vii. The organisation will utilise data collected in the Annual Planning session to develop targets and priorities for each year and in the development of the organisations long-term strategic direction.

3.4 OFFICE ENVIRONMENT

3.4.1 OBJECTIVE

South West Music will provide safe, secure and appropriate office facilities and environment for staff, volunteers and service users when undertaking or involved in the operations of the organisation.

3.4.2 SCOPE

This policy relates to all operations of the organisation.

3.4.3 PRINCIPLES

- i. Accessibility for service users and staff
- ii. Culturally and contextually appropriate service delivery
- iii. Minimisation and management of risk
- iv. Highest level of safety
- v. Addressing carbon footprint and building sustainability
- vi. Ongoing review and evaluation

3.4.4 LINKAGES

SWM Evacuation Procedure Policy

SWM Evacuation Procedure Map

[WHS Safety Checklist](#)

Accident/Injury Report Form

3.4.5 WORKPLACE AMENITIES

- i. South West Music provides workplace amenities to ensure the comfort, health and well being of its workers. Amenities that are poorly maintained or left in a state of disrepair can cause a hazard to the health and safety of workers.
- ii. This policy covers the design, maintenance and cleaning of the building, including bathroom facilities, fire escapes; the physical layout of the floor- floor area, air space, roof, walls, ceilings, fire escapes, fire extinguishers, electrical installations; and fixtures such as office partitions, doors and carpets.
- iii. South West Music is committed to providing a safe working environment and amenities that enhance the safety and well being of its workers. It is our policy that the provision of appropriate amenities will be considered and assessed based on the nature of the work, location and the number of workers.
- iv. Where necessary, workers may need to be trained in the appropriate use of facilities.
- v. Urgent or unsafe matters must be brought to the immediate attention of the Director.

- vi. All staff and volunteers are responsible for carrying out their duties in a safe manner, and in particular:
- vii. must ensure that amenities provided by South West Music are used correctly and for the purpose intended by their design; and
- viii. must immediately report any amenity which requires maintenance or replacement to the Director.
- ix. Where a worker breaches this policy, South West Music may take remedial action that may result in disciplinary action.

3.4.6 WORKING ENVIRONMENT

- i. All employers are required to provide a working environment that is safe and does not lead to adverse health outcomes for its workers.
- ii. This policy covers the physical and adjustable aspects of the work environment such as ergonomics, lighting, temperature, ventilation and space.
- iii. There are minimum standards applying to all workplaces and these are outlined at State/Territory legislation, codes of practice or Australian Standards.
- iv. South West Music is committed to providing a safe working environment. It is our policy that:
- v. Our office layout is designed to be suitable for purpose.
- vi. Desks and workstations are ergonomically sound.
- vii. Ventilation and temperature are appropriate and controlled by our air conditioning system. The system should not be noisy and vents not situated directly above a worker if it causes discomfort.
- viii. Lighting should not be so bright that it creates glare and reflection nor should it be so dull that reading becomes difficult. Whilst natural lighting from windows is desirable, appropriate coverings may be required if it generates too much heat or is too bright.
- ix. Workers and volunteers are responsible for carrying out their duties in a safe manner and in particular:
 - x. must not alter the work environment in such a manner that may pose a health or safety threat to themselves or other workers / volunteers.
 - xi. must notify the Administration Officer or Director of any items that may need to be repaired or replaced.
 - xii. Where a worker breaches this policy, South West Music may take remedial action that may result in disciplinary action including, in instances of serious misconduct, dismissal.
 - xiii. Workers and volunteers have a duty of care to report any potential hazards or WH&S issues to the Director or Administration Officer
 - xiv. WH&S issues are a part of the Agenda for all staff meetings

3.4.7 SMOKING, ALCOHOL & OTHER DRUGS

- i. South West Music's smoking policy is committed to ensuring that
- ii. Smoking is prohibited within South West Music workplace environments including within the property boundaries, within company cars and cars being used for work purposes
- iii. Workers who do smoke do not congregate at the entrance or exits to buildings
- iv. Workers who choose to smoke in their own time, away from the workplace, are not penalised in any way.
- v. All workers are expected to present for work, free from the influences of alcohol and other drugs.
- vi. Where a worker breaches this policy South West Music may take remedial action that may result in disciplinary action including, in instances of serious misconduct, dismissal.

3.4.8 FIRE SAFETY

- i. South West Music is committed to providing a safe working environment and has developed the following fire safety policies, designed to prevent a fire occurring and to reduce the impact of a fire should it occur.
- ii. Prevention is a central feature of our fire safety program and inspections of the workplace are undertaken by management to identify potential fire hazards. Where such hazards are identified, they are assessed and appropriate control measures are put into place to prevent fires occurring.
- iii. As fire hazards (such as faulty appliances or electrical equipment) can arise suddenly, all workers are encouraged to use their best efforts to identify hazards that may potentially cause a fire, and to report these hazards immediately.
- iv. In the event of a fire South West Music containment policy is to:
 - ensure that workers have the skills to raise an alarm and are familiar with the location and operation of fire fighting equipment
 - ensure that workers know how to manage any installed fire fighting equipment so that an attempt may be made to keep the fire under control until specialist fire fighters can be summoned to manage the situation
 - raise the alarm and summon specialist fire fighters as quickly as possible
 - initiate South West Music's Emergency Evacuation Procedures.
- v. Workers are responsible for carrying out their duties in a safe manner, and in particular:
 - must participate in fire safety training and/or emergency evacuation training as required
 - must familiarise themselves with the Fire/Emergency procedures for office
 - must take prompt action to secure or isolate a fire, but only if this can be done without placing themselves or other workers at risk
 - must immediately raise an alarm

- must immediately report any fire situation to the Director or Administration Officer (presuming that it has not already been reported)
- must not re enter the premises or fire affected area until directed by the appropriate emergency service personnel
- must co-operate with measures introduced in the workplace relating to the avoidance and/or containment of fire.
- Where a worker breaches this policy South West Music may take remedial action that may result in disciplinary action including, in instances of serious misconduct, dismissal.

3.4.9 EVACUATION PROCEDURE

- i. In the event of an emergency situation our ability to quickly, safely and efficiently evacuate staff from the workplace will be critical in ensuring the safety of all workers. Inadequate or poorly communicated evacuation procedures can present a considerable workplace hazard in the event of an emergency situation arising.
- ii. South West Music is committed to providing a safe working environment and as such will ensure that an evacuation procedure exists for each office location and staff are aware of and trained in the procedure. See Emergency Evacuation Procedure.
- iii. Workers are responsible for carrying out their duties in a safe manner and
 - must participate in emergency evacuation training as required.
 - must co-operate in carrying out their duties in an emergency evacuation situation.
- iv. Where a worker breaches this policy South West Music may take remedial action that may result in disciplinary action including, in instances of serious misconduct, dismissal.

3.5 ENVIRONMENTAL SUSTAINABILITY

3.5.1 OBJECTIVE

South West Music aims to reduce the environmental impact and improve the environmental sustainability in all areas of its operations, decision-making and planning.

3.5.2 SCOPE

This policy relates to all operations of the organisation.

3.5.3 PRINCIPLES

- i. Accessibility for service users and staff
- ii. Client focused and culturally appropriate service delivery
- iii. Minimisation of environmental impact
- iv. Building sustainability
- v. Ongoing review and evaluation

3.5.4 LINKAGES

SWM Strategic Plan

3.5.5 OFFICE ENVIRONMENT

- i. South West Music is committed to ensuring that the operations of the organisation reflect an awareness and consideration of the environmental impact of the actions undertaken.
- ii. As such Workers are responsible to ensure that
 - printers and copiers are set to print double sided
 - paper is recycled where appropriate
 - heating in offices will not be set above the optimum winter temperature range 19-22 degrees Celsius as prescribe by NSW Work Cover guidelines
 - cooling in offices will not be set below the optimum summer temperature range 21-24 degrees Celsius as prescribed by NSW Work Cover guidelines
 - lighting and heating/cooling is turned off when not in use and on leaving the building at the end of the day
 - at the end of the day log off and turn off your computer terminal and any associated equipment i.e. printers, scanners

4.5 MARKETING AND PROMOTION POLICY:

4.5.1 OBJECTIVE

The purpose of this policy is to ensure that all media representation of South West Music Regional Conservatorium is fair, accurate and without prejudice. Marketing and promotion are vital tools for SWM's ability to maintain its public position as the number one provider of quality music education and performance in the South Western Riverina. For the purpose of this Policy the term media refers to: Television, Radio, Internet, Electronic Mail and Printed Media including Newspapers, Magazines, Professional Journals and Newsletters.

4.5.2 SCOPE

This policy relates to all staff and volunteers undertaking the operations of the organisation.

4.5.3 PRINCIPLES

- i. Operating with the highest level of integrity and professionalism
- ii. Being accountable

4.5.4 LINKAGES

SWM Marketing Plan

4.5.5 ROLES AND RESPONSIBILITIES

DIRECTOR

- i. Develop a marketing strategy through consultation with staff, students and other stakeholders. This will become the marketing plan.
- ii. Coordinate the outward flow of information from SWM with promotion of events through the media.
- iii. Develop mechanisms for feedback from stakeholders to ensure the marketing plan is meeting the desired goals of SWM.
- iv. Be the spokesperson on behalf of the South West Music Regional Conservatorium and the Board of Management.
- v. Ensure that deadlines for promotional material are met.
- vi. Ensure that SWM maintains its positive status in the public eye.
- vii. Oversee the Concert Series Project Officer's activities through regular meetings.

ADMINISTRATION OFFICER

- i. Develop and maintain a database of existing music event patrons for the purpose of promoting events through email and email newsletters.
- ii. Assist the Director where required with marketing and promotion activities.

CONCERT SERIES PROJECT OFFICER

- i. Develop a marketing strategy for all Concert Series events and advise the Director and the Concert Committee on this through regular meetings.
- ii. Coordinate the outward flow of promotional material relating to the Concert Series through the media.
- iii. Develop mechanisms for feedback from stakeholders in relation to Concert Series events.

STAFF

- i. Refer all media related issues to the Director.
- ii. Due to the public nature of music performance, SWM staff 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.
- iii. Support the marketing plan by providing relevant information for web page staff profiles and other information as required.

BOARD OF MANAGEMENT

- i. The Chairperson of the Board of Management or their respective delegate may speak for or on behalf of the South West Music Regional Conservatorium.